

EUROPEAN UNION
DELEGATION TO PAKISTAN

Operations Section

Ref. ARES (2018) 3499307/2018

Islamabad, 29th June 2018

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Ref.: UNDP letter to the EU Delegation, dated 22 May 2018

Subject: Addendum 2 to the Contract ACA/2014/355202 (Adjustments to the Description of the Action [DoA] and Budget of the Action [Budget])

Dear Mr Artaza,

In your letter, dated 22 May 2018, UNDP requested to adjust Annex I (DoA) and Annex III (Budget) of the contract DCI-ASIE/2014/355202 signed between UNDP and EU. The adjustments of the activities are needed due to change of the environment in KP and inability for UNDP to deliver activities initially foreseen.

Through various e-mail exchanges and discussions between representatives of UNDP and EU, and after throughout analysis of the changes proposed by UNDP, the EU Delegation to Pakistan is of the opinion that the changes are in line with the initial objectives of the action and approves new Annex I (DoA) and new Annex III (Budget) of the Contract.

Please find enclosed three originals of Addendum No. 2 to the contract ACA 2014/355202 for the signature of UNDP. Also, please sign on each page of the Annex I and Annex III.

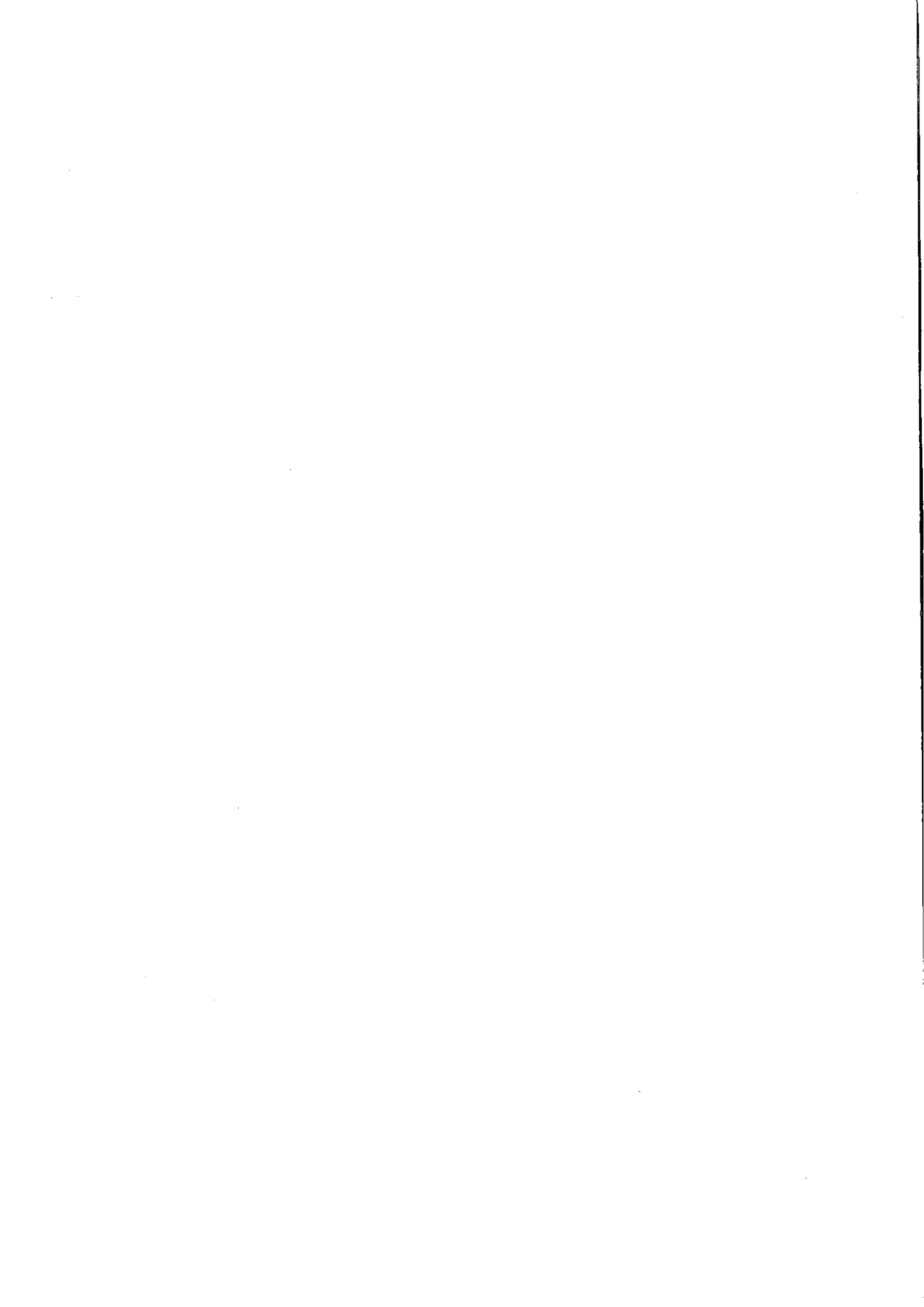
Upon signatures, please keep one set of original documents for your records and return the other two sets of documents to the Delegation.

Thank you for your cooperation.

Yours sincerely,

Anne Kofoed
Acting Head of Cooperation

Annexes: Addendum No. 2 (3);
Annex I (DoA) (3);
Annex III (Budget) (3).



ADDENDUM NO. 2 TO CONTRIBUTION AGREEMENT

No. ACA/2014/355- 202

The European Union, represented by the European Commission, (the "Contracting Authority")

of the one part,

and

The United Nations Development Programme with its Head office at One United Nations Plaza, NY 10017, New York, United States (the "Organisation")

of the other part,

have agreed as follows:

The following provision of the Contract No. ACA 2014/355-202 concluded between the Contracting Authority and the Organization on 18 December 2014 (the "Contract"), is hereby replaced as follows:

Article 2 - Entry into force, Implementation Period and Execution Period

2(3) The Implementation Period, as laid down in Annex I, is 48 months.

ANNEX I – Description of the Action

The new version of Annex I "Description of the Action" is attached to this amendment.

ANNEX III – Budget of the Action

The new version of Annex III "Budget of the Action" is attached to this amendment.

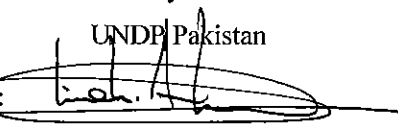
All other terms and conditions of the Contract remain unchanged. This addendum shall form an integral part of the Contract and it shall enter into force on the later date of signature by the Parties.

Done in English in three originals, two originals being for the Contracting Authority and one original being for the Organization.

For the Organization

Name: Ignacio Artaza Zuriarrain

Title: Country Director
UNDP Pakistan

Signature: 

Date: 05/7/2018

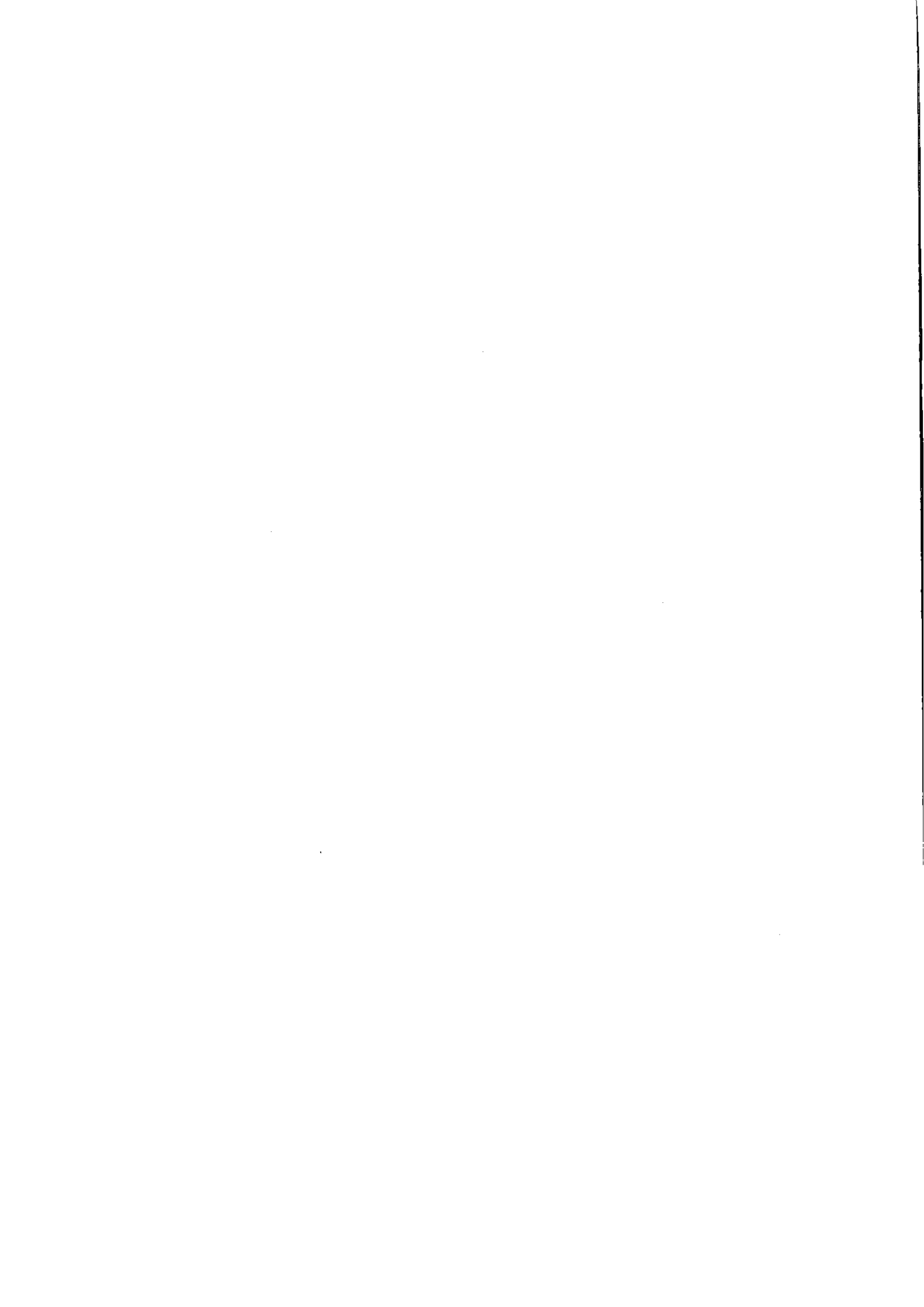
For the Contracting Authority

Name: Jean-Francois
CAUTAIN

Title: Ambassador

Signature: 

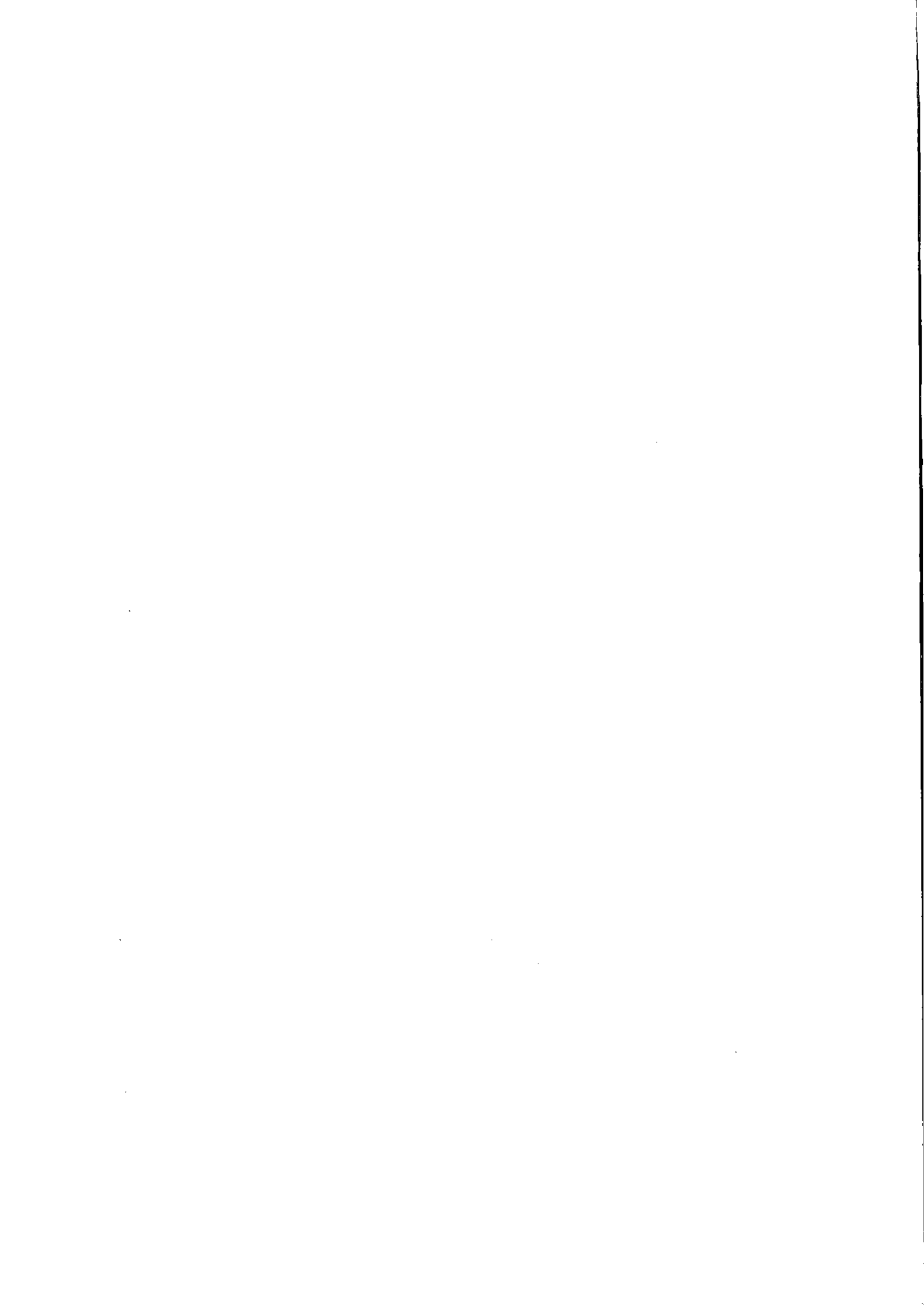
Date: 02 July 2018

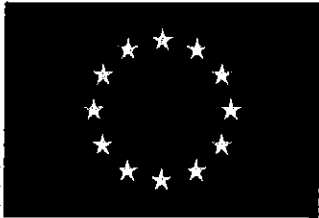


CONTRIBUTION AGREEMENT - EXTERNAL AID

ANNEX I

DESCRIPTION OF THE ACTION





European Union



Pakistan

Description of Action:
***Strengthening Rule of Law Programme for Citizens' Justice and
Peace in Khyber Pakhtunkhwa***

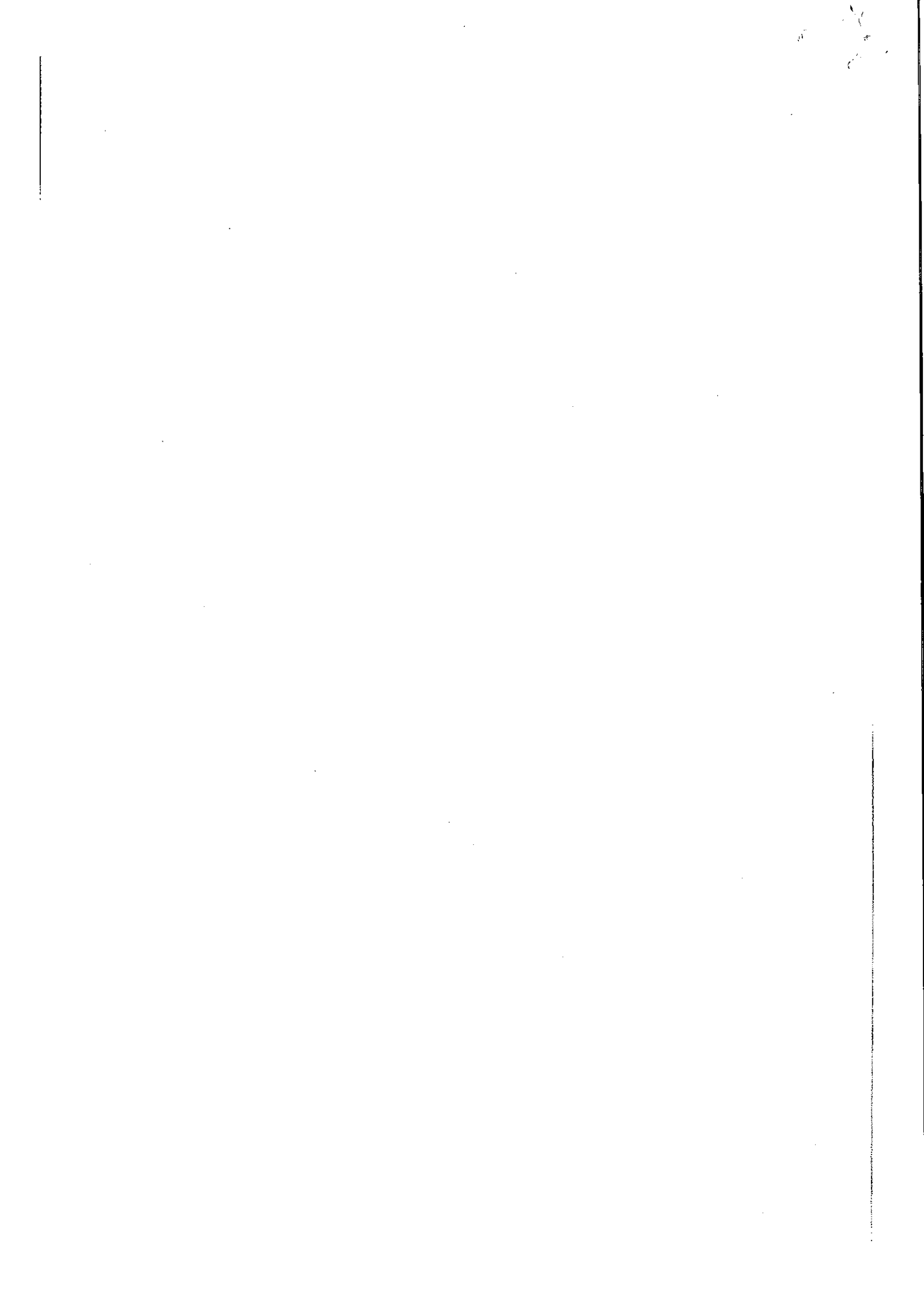
2015-2018

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1. Executive Summary

The European Union (EU) recently concluded a financing agreement with the Government of Pakistan for an initiative entitled "*Citizens' Justice and Peace Programme in Khyber Pakhtunkhwa*". The Programme consists of three expected results, including one targeting trust building between citizen and state by improving police techniques, accountability, as well as the quality and legitimacy of alternative dispute resolution (ADR) mechanisms.¹

UNDP Pakistan has had a rule of law program in Khyber Pakhtunkhwa (KP) since 2012, with full implementation beginning in 2013. The *Strengthening Rule of Law in Malakand Division (SRLM)* Program is designed to support sustainable peace through improved access to justice and rule of law service delivery. Central to the Program's theory of change is to foster public confidence between the people and state institutions through better service.

Given the common objective of these two interventions, the EU and UNDP Pakistan will enter a joint partnership to deliver on this shared aim. This document represents the program of action between the EU and UNDP to implement relevant activities under the framework of UNDP's rule of law program in KP. This particular action will contribute to outputs on ADR and police in the existing program.

The joint EU and UNDP action for cooperation is premised on supporting public confidence through reform and development at policy, management, outreach and accountability levels. All levels are undergirded by a need to ensure gender responsive policy and practice. The Program is intended to support better service delivery at the local level, leveraging divisional and provincial systems as needed to affect durable change. The joint EU-UNDP action will also consider and be informed by management reform anticipated under a separate expected result under the EU's overall "*Citizens' Justice and Peace Programme in Khyber Pakhtunkhwa*".

The Program derives from provincial development policy/strategy and budgetary trends. The former to ensure harmonization with provincial goals, the latter from a perspective of financial sustainability and remaining needs.

The engagement will be for 48 months, commencing in 2015 and concluding in 2018, with a budget of € 9.5 million. The geographic area is only KP province, with a focus on crisis-affected areas including all seven districts of Malakand Division (Swat, Upper Dir, Lower Dir, Malakand, Chitral, Shangla, Buner) as well as Kohat, Bannu and Dera Ismail Khan in the fragile Southern KP area. The three additional districts have been selected in consultation with the KP Government and were formally endorsed by the Program Review Board in 2014.

The Joint Program will be implemented per the following structure:

Program Objective: Sustainable peace through improved access to justice for the men and women via effective and accountable justice and security service delivery.

¹ Extract from Annex II (Technical and Administrative Provisions) to Financing Agreement between the European Union and the Government of Pakistan provided by the EU-Delegation of Pakistan to UNDP-Pakistan on October 13, 2014. UNDP-Pakistan has this extract only, concerning the relevant expected result specifically.

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Program Output 1: Improved police service to local communities via policy and operational reform.

- **Sub-Output 1.1:** Improved policy and management of district level police stations for better service delivery
- **Sub-Output 1.2:** Support gender responsive policing through improving representation of women in police stations, posts, developing capacities and competencies of women police as well as available resources to deliver to female public
- **Sub-Output 1.3:** Improved police outreach and community interaction for citizen-informed policing
- **Sub-Output 1.4:** Improved police accountability mechanisms, internal and external
- **Sub-Output 1.5:** Improved service delivery through improved police capacity
- **Sub-output 1.6:** Improved service delivery through improved prosecution and government pleaders capacity.
- **Sub-output 1.7:** Improved service delivery through improved prison personnel capacity

Program Output 2: Alternative dispute resolution (ADR) mechanisms provide fair and effective services in accordance with the Pakistan Constitution and human rights standards

- **Sub-Output 2.1:** Engage with provincial government for implementation of statutory local-level ADR mechanisms
- **Sub-Output 2.2:** Improved community capacity to provide dispute resolution via paralegalism
- **Sub-Output 2.3:** Support court-annexed ADR to reduce case backlogs and provide speedier justice

The Program intends to adopt a comprehensive in-depth approach. As such, it has limited its scope to certain numbers of police stations per district and reduced overall districts as envisioned during formulation phase. Further, the Joint Program will monitor vectors for change via a heavy focus on mentoring and regular follow-up to track progress; this is referenced and planned for in most activities.

Program results will be overseen by SRLM's existing Program Review Board, with the addition of the EU as a Board member. The Joint Program includes the "Description of Action," which also incorporates a log frame, work plans, monitoring and evaluation (M&E) matrix, risk log, communication and visibility strategy, as well as a budget with justification ('Annex III' of the Contribution Agreement).

The following document further expands upon the Program's components and logic via a sector background analysis, UNDP rule of law programming overview, detailed description of program action, statement of beneficiaries and stakeholders and implementation arrangements.

2. Sector Background

Khyber Pakhtunkhwa (KP) is one of the most fragile provinces of Pakistan. Against a backdrop of higher than national average poverty rate², a low literacy rate³, limited access to health care⁴, the province struggles with violent militancy. The north-western region of Malakand Division represents a microcosm of these realities.

By the end of 2009, the damage left in the wake of intense extremist activities in the Malakand Division was immense. Local state and its various agencies were left deteriorated. The formal justice system virtually broke down. Lawyers were threatened not to take cases. Police were targeted and killed. Government buildings and public infrastructure were attacked. The courts largely ceased to function, while local services were disrupted and discontinued.

After security operations were undertaken in 2009, the next step was the restoration of the state's civilian writ in the area and with it, the rule of law. Militants had clearly identified and exploited the lack of access to justice and security services as a means to make inroads. As stated by the 2010 Post-Crisis Needs Assessment:

"Pervasive governance deficits have created a broad political space for the militant groups to exploit, presenting themselves as a viable alternative to the state, able to provide rapid administration of justice...contextualizing their appeals for support and recruits in the nomenclature of opportunity, social justice, equity and state failure."⁵

Although the Malakand Division was a major epicentre for the crisis, other areas were also riven by conflict. As noted by the 2010 PCNA, militants in FATA and its bordering areas similarly exploited public frustrations resulting from decades of weak governance, slow-to-no justice, corruption and wide-ranging socio-economic deficits. The result was a prime environment for militants to acutely destabilize.⁶ Short-lived peace agreements in Malakand Division translated to increases in violence in FATA and southern KP districts as militants shifted focus back and forth. Problems were often re-located but not overcome.

Today, supporting the rule of law – both as an end and as a means to counter conflict – remains a recognized priority by national partners. Based on the relatively recent violence, and given its geopolitical context and history, the Malakand Division as well as other affected districts of KP

² Malakand Comprehensive Stabilisation and Socio-Economic Strategy, Government of NWFP (2009), p.22.

³ As of 2012 statistics, only Balochistan has a lower literacy rate than KP Province (source: <http://www.siasat.pk/forum/showthread.php?241706-Literacy-Rates-In-Pakistan-1947-2014>)

⁴ KP Health Care Sector Situation Analysis (2010), KP Government, <http://www.healthkp.gov.pk/downloads/HSSA-KP.pdf>

⁵ Post Crisis Needs Assessment, Government of Pakistan (GOP) (September 2010), p. 8.

⁶ Post Crisis Needs Assessment, GOP (September 2010), p. 5.

remain vulnerable to future crisis. The nationally and locally recognized need to extend the government's civilian writ in the area, combined with relative calm since the military's counter-insurgency, represents an opportunity to consolidate peace efforts and confidence-building measures as part of a longer-term vision for lasting stability.

2.1 Rule of Law Actors

Turning to the rule of law sector, the landscape of institutions and actors captures a wide variety and even binary of interlocutors. The sector encompasses formal and informal mechanisms, state institutions and non-state actors, further affected by the divides of urban and rural, powerful and marginalized.

The key components of the rule of law chain encompass courts, legal aid provision, prisons, prosecution, police as well as alternative mechanisms for dispute resolution.⁷ Efforts have been made in each area in terms of capacity and policy development by both the government and other stakeholders. However, the rule of law chain remains vulnerable both in its individual links and between such links – thereby, weakening the chain as a whole.

Formal courts still hold a place for the public despite the common usage of informal justice mechanisms. A perception survey of Malakand Division undertaken with the support of UNDP in 2011 reveals that in five out of Malakand's seven districts (Buner, Malakand, Shangla, Swat and Upper Dir) residents overall prefer formal courts to traditional adjudication (although actually using *jirgas* remains dominant in rural village areas). However these districts, plus Lower Dir, cite the need for timely decisions as a core characteristic needed for an effective court system. A lack of trust still seems to exist between the population and the court institutions in three of the six districts surveyed (Buner, Lower Dir, Swat) while issues of affordability were specifically raised in two districts (Swat and Upper Dir). Such findings are reflective of system weaknesses translating to low justice service delivery – an inadequacy exploited by militants in the past.

Malakand Division has a higher average rate of case pendency than the rest of the KP Province, which means cases are not being resolved quickly enough. For one, understaffing remains a chronic concern. Statistics show subordinate judges – the ones most likely to engage with the public – in all of KP are 361 against 437 sanctioned posts, an almost 20% deficit of sitting judges.⁸ The reasons for slow turnover and trust deficit also critically link to other parts of the justice chain. The lack of evidence collected at the police investigation stage and witness reluctance to appear due to personal safety concerns can delay or ultimately decide a case prematurely.⁹ Capacity challenges of prosecutors also persist.

The Prosecution Service in KP province remains understaffed, with less than half of the allocated prosecutorial positions for Malakand Division filled.¹⁰ At the same time, the

⁷ Corrections and detention centers are a vital link but are not encompassed by the breadth of UNDP programming given limited funding and the role of other donors/actors in this area already. In 2015, the KP Government requested support to Prisons which was passed by the Program Review Board. As such, the program has included limited support to prisons for 2016 in the form of pre-service training and vocational training for juvenile and female inmates.

⁸ Pakistan's Experience with Formal Law: An Allen Justice, Osama Siddique (Cambridge: 2013), p.19.

⁹ Assessing Rule of Law, Peace and Security in Malakand, UNDP (June 2010), p.8

¹⁰ Source data from Prosecution Directorate, KP, as of May 25th, 2012.

prosecution remains one of the least resourced parts of the justice system per the KP Government's Annual Development Programme (ADP) 2014-15,¹¹ while also suffering from allegations of non-transparency.¹² Aside from its own capacity limits, the prosecution's difficulties also arise from the knock-on effect of challenges faced by other parts of the justice and security system. Namely, insufficient evidence from the police investigatory stage also renders seeking prosecution difficult. The end result remains the state losing cases it should be able to successfully prosecute.

Ensuring public legal awareness and access to representation also remains a key element to restoring citizen-state engagement on rule of law. While the KP government has committed to major reform via a new legal aid authority¹³, only a few public or private initiatives exist for access to justice currently.¹⁴ The lack of viable legal aid often means low levels of legal literacy, affecting informed decision-making and the public's ability to articulate their demands to rule of law institutions. Ultimately, this affects the sense of security and empowerment felt by community members.

For the purposes of the joint program between the EU and UNDP, a more detailed analysis regarding the police and alternative dispute resolution (ADR) mechanisms follows below. The engagement on police and ADR fulfils the EU's 'Expected Result B' of building trust between citizen and state by improving police techniques, accountability as well as the quality and legitimacy of alternative dispute resolution (ADR) mechanisms.¹⁵ The UNDP rule of law program's objective is to support sustainable peace through improved access to justice via effective and accountable justice and security service delivery and already includes outputs on police and ADR. The UNDP program, therefore, links directly to the EU-Pakistan financing agreement and is positioned to implement components of that agreement ('Expected Result B') under the rubric of its existing framework in KP.

2.2 Police

In KP, like much of the world, the police are often the first point of contact between the population and the formal justice system. As such, engagement with the police enables 'frontline' support, particularly crucial given the intensity of security issues in areas like the Malakand Division.

¹¹ ADP, 2014-14, KP Government, <http://www.khyberpakhtunkhwa.gov.pk/cms/downloads/kp.gov.pk-downloads-%207e1ff8808a5c86263991648cf629978e.pdf>

¹² Integrated Development Strategy (IDS) – 2014-18, KP Government, p.51.

¹³ *Ibid*, p.53.

¹⁴ In Malakand Division, three types of legal aid mechanisms can be identified: (i) *Public Defenders and Legal Aid Office Act, 2009* (PDLAO) which introduced the offices of public defender at the *tehsil* (sub-district) level and above but has not been established due to funding constraints; (ii) Bar Associations established Free Legal Aid Committees (FLACs) down to the *tehsil* level in 1999 with very limited success; (iii) The *National Judicial Policy, 2009* requires district bar councils to maintain a list of advocates for provision of legal aid to an accused person who cannot afford to hire the services of counsel, however the system suffers from inconsistent use and lack of awareness by defendants who must request it; and (iv) various NGOs target particular sections of society, especially women and minorities, in asserting their rights in court but suffer from limited funding and geographic reach.

¹⁵ Extract from Annex II (Technical and Administrative Provisions) to Financing Agreement between the European Union and the Government of Pakistan provided by the EU-Delegation of Pakistan to UNDP-Pakistan on October 13, 2014. UNDP-Pakistan has this extract only, concerning the relevant expected result specifically.

Police operations are governed by the *Police Order, 2002*, which replaced the colonial era *Police Act, 1861*. The *Police Order* calls for a police that is "service-oriented" and a need to "reconstruct" the police's role, its duties and responsibilities.¹⁶ The *Order* is especially significant for separating investigations from the operations branch, providing enhanced powers to the Provincial Police Officer/Inspector General as well as strong provisions on police misconduct.¹⁷

Despite the *Order*, the police continue to face common public sector constraints: the need to develop and implement stronger management mechanisms for better local service delivery, low levels of gender responsive policing, limited community outreach, weak internal and external accountability mechanisms for enhanced citizen trust as well as urgent training needs. These constraints are exacerbated and rendered more complex by crisis settings. Despite the KP Police receiving the highest budgetary allocation amongst rule of law actors from the latest Annual Development Programme¹⁸ – indicative of the government's prioritization of police – need still outweighs resources.

A review of district level police stations reveals that overall management mechanisms, such as district policing plans, have not been leveraged effectively to affect change on the ground in terms of district-level performance targets. Plans are best characterized as budgetary mechanisms and not designed in a consultative manner with the public. Police personnel, especially district-level officers, have not been supported on how to formulate these plans as a tool that improves police station management and working capacities for better local service delivery. These plans hold the potential to capitalize on new ideas – often forged from on the ground police officers – and address chronic issues in each district (such as sectarianism, militancy, violent disputes concerning land) in a systematic way.

Gender responsive policing remains elusive as police stations often mirror the challenges women face in their communities. In all of Pakistan women represent less than one per cent of all police officers. This reality is reflected in KP Province, although attempts are being made by the police to increase these numbers and ensure adequate training.

Women officers are often delegated to accompaniment roles and not represented along the 'policing chain' in police stations, affecting the station's overall gender responsiveness. This is partly due to the added responsibilities women officers face from childcare and family obligations, which affect working hour availability and ability to attend training courses as part of career development. However, this is also linked to a lack of a career development path for women in the police service. In short, there is a need to enable and support the 'mainstreaming' of women into local level policing, with training aligning with personnel placement at the station-level. Engagement with the Police Training Policy will be required for such practice to be institutionalized. Further, the KP government has committed in its Integrated Development Strategy to set up women's complaints units in 66 police stations as well as gender-responsive police schemes with a 10% target for recruitment.¹⁹ This builds upon Pakistan's Gender Strategy of Police 2012-16, which requires full rolling out at provincial level still.

¹⁶ *Police Order, 2002*, Chapter 1, Preamble.

¹⁷ *Police Order, 2002*, Articles 6-8, Article 2, Articles 155-7.

¹⁸ ADP, 2014-15, KP Government, vi.

¹⁹ IDS, 2014-18, KP Government, p.54.

The challenges for women officers are clearly many. A mapping of past interventions in the region shows that many community policing initiatives thus far have failed to adequately include women's participation. A baseline survey supported by UNDP in 2013 revealed that 42% of those polled in Malakand Division felt that women should not be a part of community policing initiatives, whereas only 38% answered in the affirmative.²⁰ This kind of data helps explain the gender imbalance in past efforts and the need for targeted action in the future that reinforces gender equality throughout all police management, procedures, policy and outreach on the ground. It also speaks to a need for women-only community policing forums, following UNDP's successful experience of women-only legal aid clinics.

As part of gender-responsive policing, there is a need to ensure services for women that go beyond the police station but still assist in police work, such as shelter for women crime victims at risk. One critical example of a more holistic and system-approach are *dar al-amans* (shelter).

Shelters are increasingly seen as important for reinforcing police service and essentially protection locally. UNDP global experience has shown shelters within the context of rule of law programming in countries such as Burundi, Iraq, Kosovo²¹ led to more effective policing and gender justice results. Shelters enable female victims to have a place of safety in the aftermath of a crime as the case is being investigated by the police and then further processed by the justice system. Commonly female victims are referred to the shelter by the police as part of police standard operating procedure, in addition to police presence at the shelter for security.

In KP, *dar al-amans* have received limited funding in the ADP, 2014-15. The Social Welfare Department of KP confirmed no further work on *dar al-amans* is planned for the Malakand Division despite recognized need by national partners. Consequently, undertaking a feasibility analysis for a new shelter in the Division is warranted. Moving forward, stakeholder buy-in is compulsory both in terms of ensuring building security and government budgetary support for recurring costs and ultimately, sustainability.

One of the most critical areas remains institutional culture, especially at local levels. Perhaps this is most apparent vis-à-vis community policing, which has the power to affect change in police station operations and also the public's mind set vis-à-vis their local police and their own role in securing safety in their communities.

Currently, effective community policing is limited in scope or absent. This reality reflects low levels of public trust and a public unwilling to come forward and cooperate with the police. In a 2011-12 survey, it was generally found in KP that the public seeks help first in case of personal safety from their family/*biradari*²² /area elders at 45.6% over the police at 36.1%.²³

As recognized by the KP Government's Integrated Development Strategy, 2014-18, this situation requires the building of community trust and confidence in the police to deliver on core

²⁰ DTCE – Community Policing Survey, DTCE (funded by UNDP), 2013, p.15.

²¹ Strengthening the Rule of Law in Crisis-affected and Fragile Situations, UNDP, 2011, <http://www.undp.org/content/dam/undp/library/crisis%20prevention/RuleofLawAnnualReportweb2013v3.pdf>

²² Extended kin

²³ Social Audit, 2011-12, DTCE, p.118.

policing²⁴, i.e. being available, responsive and fair.²⁵ KP's Community Policing Strategy, endorsed by the Inspector General of KP Police in late 2013, establishes a framework to contend with these exact issues, especially through community policing forums (CPF's). Piloted with UNDP's support in three out of seven of Malakand Division's districts, the strategy requires rolling out, constant monitoring and regional engagement. The CPF's also provide an opportunity to feed into policy level change, through the channelling of issues from district level, to Divisional level and ultimately for discussion at Police Management Board convened by the Inspector General at the Central Police Office (CPO), Peshawar.

Piloting of the CPF's in three districts revealed the forums were seen as more welcoming when held outside of police stations, as well as more secure given the targeting of police by militants (also necessitating the checking of each person entering the station's compound). Preliminary statistics from the piloting revealed limited public knowledge about mechanisms such as community policing forums and local police frankly admitting to more training required in this area. Despite challenges, it should be noted that attendance in the CPF's is growing and must be sustained to help establish regular practice and with it public expectations and demand for such dialogues with their local police. Minor refurbishment of police stations to enable them to be more public-friendly (such as community police desks) will also be required. The newly established Police Assistance Lines (PAL) offices by the KP Police, essentially off-site police desks for the public, can complement these community policing efforts and vice versa.

It should also be noted from the Police Order, 2002, the creation of Citizen-Police Liaison Committees (CPLCs). The CPLCs were designed to bring public and police together for community security as well as having linkages to the Public Safety and Police Complaints Commission (described further below). Although there has been successful implementation of the CPLCs in Sindh with a high level of private sector support, success in other provinces, including KP, has been elusive. Most notably in 2010-11 an attempt to establish a CPLC in KP failed due to lack of traction with stakeholders; CPLCs also remain rarely discussed as a priority with local stakeholders. However, the CPLCs have been allocated funding with targets in the most recent KP Output Based Budget (OBB). Exploring how the CPF's, CPLCs and the newly initiated idea of community wardens under the Local Government Act, 2013 can all fit together in practice remains a need.

In tandem with community policing, there is a need to ensure specific internal and external accountability mechanisms are strengthened and publicized to support behavioural change. In addition to establishing mechanisms to channel issues from the local level community policing forums, modern technology is being explored by the KP Police as another and perhaps easier means for the public to lodge complaints via SMS/call-line (with SMS messaging enabling more anonymity for complainants). In addition to this tool, the KP Police recently established in 2014 the Directorate of Police Complaints and Internal Accountability to replace the former and lower-level Office of Enquiry and Inspection. The Directorate is based in the Office of the Inspector General of Police and reports to him directly. The Directorate has already completed disciplinary proceedings against more than 250 personnel and intends to expand its capacity in terms of operations to handle new forms of data (e.g. from the SMS system) and establishing a complete standard operating procedure (SOP) to receive and monitor complaints and results.

²⁴ Integrated Development Strategy (IDS) – 2014-18, KP Government, p.53

²⁵ The Police In War: Fighting Insurgency, Terrorism, and Violent Crime, D. Bayley and R. Perito (Colorado: 2010), 113.

Linked to handling new data, there is also a need to support the KP Police to develop a system to better gather and analyze crime data so as to inform policy, planning and police response. Currently, the KP Police use a manual system wherein police officers have approximately 10-12 templates (referred to by KP Police as 'pro forma') on different areas to be completed by police at different levels (police station, district-level, divisional level). These forms, on subjects such as crime rates per month, results of investigation, are delivered in hardcopy to the Central Police Office (CPO). Currently there is no data system to gather the data provided and use it for analysis. As a consequence, at what are referred to as "Crime Meetings"²⁶ that are held at various levels to discuss crime trends, there is no user-friendly and systematic way to access past reports meaningfully and then analyze. At the police station level, there is a need to ensure data is streamlined and accessible to all levels and vice versa while also being searchable and usable for better analysis.²⁷

In terms of external monitoring, the Provincial Public Safety and Police Complaints Commission (PSPCC) was de jure established in 2003, drawing its authority from the Police Order, 2002. However, the PSPCC was never de facto fully operationalized.

The Provincial PSPCC has a coordinating, monitoring and advisory role in addition to investigating specific complaints against the police.²⁸ Per the Police Order, 2002, sections 73, 74 and 75 provide the following regarding the PSPCC:

- shall consist of 12 members and the ex officio Chairperson (Provincial Home Minister, in KP therefore, Chief Minister); and
- half of the members shall be nominated by the Speaker of the Provincial Assembly from amongst its members, with at least two women representatives; the remaining half shall be independent members appointed by the Government with at least two women representatives

The previous Provincial PSPCC was re-constituted after the general elections of 2013, and again were failed to operationalise due to rivalry between KP Home Department and Central Police Office. The Provincial PSPCC is yet to be constituted after the passage of KP Police Act 2017.

Per section 80 of the Police Order, the Provincial PSPCC has been designated to coordinate the functioning of District PSPCC as well as evaluate their performance. The District PSPCC shall,

- consist of nine members of whom one shall be the Chairperson (to be elected); and
- three of the members shall be appointed by the KP Government from members of the Provincial Assembly of the concerned district, with one female member; three will be

²⁶ "Crime Meetings" are held at the various levels of the policing hierarchy: at the local police station these are convened by the DSP who oversees 2-3 police stations; at the district level by the DPO with DSPs and SHOs; at the divisional level by the DIG with the DSPs; and at the CPO level with DIGs. These meetings are a mechanism to review the crime situation and assign tasks for follow-up. The meetings are held at various frequencies; often at a monthly rate within the region.

²⁷ Please note, like most e-systems, there will remain a need to ensure hard copies of data entered as back-up and used in initial training exercises.

²⁸ PSPCC - Functions, PSPCC, <http://www.khyberpakhtunkhwa.gov.pk/Departments/PPSC/Functions.php>

selected by the Provincial Assembly for the concerned district, with one female member; and the remaining three will be elected by the *zila* (district) council.²⁹

It should be noted that unlike the Provincial PSPCC, the District PSPCC are not yet constituted because local government elections have not been held; these elections would enable the representatives of the *zila* council to be chosen and complete the required quorum. The Director for the Provincial PSPCC has designated secretariat staff in the districts who, for the time being, refer cases to the Provincial PSPCC in the absence of the District PSPCC.

Challenges remain low traction and profile, limited operational capacity, the absence of a broader strategy (including annual plans) on the way forward, low representation in the districts and even lower public awareness about the PSPCC as a mechanism. A Social Audit Survey of 2011-12 revealed that much of the public did not know about the Public Safety Commission mechanism (94% were unaware).³⁰ The KP Home Department's website frankly describes the PSPCCs as "dormant, non-functional and couldn't deliver anything as envisaged in Police Order 2002."³¹ The PSPCC needs to actively establish itself and show value or risk irrelevance. Meanwhile, a recurrent challenge remains in the delay of holding local elections that would enable District PSPCC to be constituted fully.

As the PSPCC were not operationalized, the program was requested by the Home Department to postpone support to the PSPCC until 2017. As such, the program proposed to reallocate funds assigned to the PSPCC for the year 2016. The 2016 PSPCC funds were used to support trainings for prosecutors and prisons personnel including pre-service trainings. Support to the PSPCC was anticipated to commence in 2017 with the funds allocated for 2017, however, the engagement with the PSPCC couldn't be initiated in 2017-18 due to the following reasons:

1. The Police Act 2002 was under review by the provincial government during the 2015-16 and thus the Commission status was not clear.
2. The new KP Police Act was enacted in 2017 which kept the provision of the Provincial and District Public Safety Commissions intact, and introduced a new tier of police accountability called Police Regional Complaint Authorities.
3. The Provincial Public Safety Commission and Police Regional Complaint Authorities are yet to be constituted. The District Public Safety Commissions are constituted in some districts (9 out of 26) but these are not fully functional.
4. The framing of the Rules of Business of the Safety Commissions is an issue between Central Police Office and Home Department.

Engagement with these bodies of the public safety is not possible at this stage in absence of their provincial regulatory mechanism. The general elections in Pakistan are planned to be held during the second half of 2018 and it is expected that policy level decisions related to

²⁹ See sections 37 and 38 of the Police Order, 2002.

³⁰ Social Audit – 2011-12, DTCE, pg. 18,
http://dtce.org.pk/DTCE/Data/Social%20Audit%20Reports/Social_Audit_Report_2011_12.pdf

³¹ PSPCC, KP Home Department, http://www.hdkp.gkp.pk/cms_details.php?Action=Details&cms_Id=25

implementation of segments of Police Act 2017 including PSPCC will not take place before 2019. Therefore, the funds allocated to support the PSPCC may have to be repositioned.

Training remains a major concern for the KP Police as reflected in in the Integrated Development Strategy, 2014-18, the ADP, 2014-15, as well as in dialogue with the Inspector General (IG) of KP Police. Stakeholders note chronic and systemic challenges vis-à-vis the lack of in-depth specialization within the police corps in critical areas. Attached to this is the absence of clear training trajectories linked to robust human resource management policies.

In this vein, the IG has identified the need for several specialized training schools (on explosives handling, public disorder, police tactics and traffic management) as a means to build the capacity of his approximately 70,000 strong police cadre in KP. There is a need to audit and map all of the training schools to help support a systematic roll-out of more training facilities in the most needs-based way. At the same time, there is a need to track that trained officers have opportunities to apply their training and that personnel management reflects this (i.e. training paths).

At the same time, it will be important to remain engaged with existing training bodies such as the Hangu Police Training College as all recruits must go through Hangu (this includes all police working in Malakand Division, about 20% of current KP police). The core training provided at Hangu is critical for the success of all future courses. Regional training centers (RTC), such as the one supported by UNDP in Swat, will be used for more accessible, needs-based refresher courses and specialized classes encompassing junior to mid-level officers. As well, the Program is in consultation with the KP police leadership exploring the possibility of promotion/advancement courses also being provided in the Malakand RTC. This is designed to facilitate career advancement in the Division via more easily accessible training and enabling smaller classes for more effective instruction. Mentoring and performance-based appraisals linked to training also need to be further explored to ensure impact and use of training.

A particular area for training remains investigation, in conjunction with the recently established School of Investigation. A training needs assessment undertaken by UNDP in 2012 revealed that more than half of the senior police officers surveyed self-described their own skills as poor to average.³² Although police reform via the *Police Order, 2002* led to a separation between general policing and investigation, the KP government recognizes investigation staff - in addition to lacking technical capacity - is limited in numbers and overburdened. As one indicator, the law requires that a *challan* be submitted before the court within two weeks of arrest and the First Information Report (FIR). Experience shows that achieving this statutory target has been next to impossible for many cases. Efforts to improve FIR system tracking in the past - essential to assessing the efficiency of investigation - need to be explored and built upon for performance improvement on the ground, especially at district levels (e.g. online FIR registration system). Without this, the corresponding domino effect of delays in the court's capacity to seize matters and deliver judgments will continue. In worst case scenario, delays lead to sensitive periods of time for investigation lapsing and entire cases rendered unviable.

Room for optimism does remain, albeit guarded. As one example, a UNDP-supported perception survey undertaken in 2011 revealed that since the Malakand crisis, in which police were

targeted and killed by militants, public opinion about the police underwent a change in parts of the Division. In three districts (Buner, Malakand, Shangla), residents cited greater cooperation with the police since the crisis (ranging from 64% to 91% reporting better cooperation). In the remaining three districts (Lower Dir, Swat, Upper Dir), percentages were lower (ranging from 45% to 48%).³³ This implies a window of time wherein the public may be more disposed to engage with the police, especially as additional officers were deployed to respond to local needs. That said, a perception survey undertaken by Search for Common Ground and Sustainable Development Policy Institute (SDPI) - Pakistan revealed that law enforcement is still seen as very weak in KP. The SDPI survey shows almost 30% of respondents citing a need for attitudinal change by the police.³⁴ Clearly, public dissatisfaction still lingers.

2.3 Alternate Dispute Resolution

The role of alternative justice mechanisms is an important link of the justice chain for many residents. The UNDP-funded public survey, '*Social Audit of Governance and Delivery of Public Services*' for 2010 revealed that in six out of the seven districts of Malakand, almost a quarter (23.6%) of the populace preferred informal justice systems (i.e. *jirgas*) over its formal counterpart.³⁵ The Audit revealed that at Union Council-level, the demand for alternative dispute resolution (ADR) remains very strong.³⁶ How such mechanisms operate - handling matters of land, property, marriage - has social and economic effects, leading to critical impact on livelihoods, security (e.g. how many matters end up at the police station) and a sense of community order.³⁷

The demand for ADR stems from it being seen as a familiar method of resolving conflicts, able to deliver decisions rapidly in a more accessible, cheaper and comprehensible manner. However, the ways people settle disputes essentially speaks to the governing social structure and therein, also are the challenges.³⁸ Many experts see a risk of discrimination towards women and less powerful members of the community, with a lack of coordination with the formal system as a safeguard. Thus, it is crucial to create linkages between alternative dispute mechanisms and the formal justice system; incorporating benefits and vetting shortcomings of each method to ensure justice. Affecting this change goes to the core of an established social and power structure and will face resistance, necessitating a long-term perspective for reform.

³³ Perception Survey on Reconciliation In Malakand (2011), Sustainable Development Policy Institute (SDPI) and UNDP, pp.47-48.

³⁴ Understanding the Dynamics of Conflict and Peacebuilding In Pakistan: A Perception Study, SFCG & SDPI (2013), <http://pakistanpeaceinitiative.net.pk/wp-content/uploads/2013/10/Understanding-the-dynamics-of-conflict-and-peacebuilding-in-pakistan.pdf>

³⁵ UNDP-Pakistan supports the Social Audit (public survey) to be taken every five years to assess trends and patterns.

Social Audit of Governance and Delivery of Public Services, CIET (contracted in part by UNDP for the Devolution Trust for Community Empowerment (DTCE), 2010.

³⁶ The 2010 Social Audit revealed continued support for *musallhat anjuman*, with a 96.8% satisfaction rate in KP Social Audit of Governance and Delivery of Public Services, CIET, (2010), 139.

³⁷ Customary Justice: From Program Design to Impact Evaluation, Erica Harper (IDLO: 2011), p.35

³⁸ Pakistan's Experience with Formal Law: An Alien Justice, Osama Siddique (Cambridge: 2013), p.70.

Even with such challenges, sector observers have long noted that the formal courts and police systems in countries like Pakistan - where the state constantly faces intense resources constraints and multiple pressing priorities - cannot afford to marginalize cheaper and accessible local dispute-resolution mechanisms. This is particularly cited for disputes that do not involve serious crimes or actual or potential rights violations of the vulnerable.³⁹ As one expert from Pakistan stated:

“Considered acceptance of and investment in such local mechanisms could help reduce the mounting burden on policing and the courts, provide additional accessible alternatives to the public, and also reduce the growing alienation between a wary and distrustful public”⁴⁰

Currently there is a legislative trend wherein the KP Government has started promoting the ADR concept over the past decade, e.g. *musalihathi jirgas*, *musalihathi* committees and now Panel of Conciliators. In 2015 and into 2016, the Panel of Conciliators were not instituted and as a result, the KP Police instituted Dispute Resolution Councils (DRCs) in each district police station. The DRCs, while not a traditional ADR mechanism, are functional and resolving disputes at the local level. There is a need for the DRCs to be monitored and for the selected adjudicators to be properly trained to provide mediations in line with international ADR standards and issue judgements that are in line with national and international law ensuring that women and the less powerful are fairly treated.

Effective and fair ADR holds great potential to show change is actually happening while countering conflict vectors at the same time. In this way, ADR can help fulfil a law and order mandate.⁴¹ As most people are more likely to have civil (non-criminal) matters to resolve, which ADR is well placed to address, the success of a local mechanism like the proposed new Panel of Conciliators/Reconciliation Committees (RCs) from the Local Government Act, 2013⁴² is crucial. However, the public awaits the pending local elections to enable the RCs to be constituted. Once established, there will be a need to establish the RCs new rules of business, standard operating procedures, monitoring and training.

RCs are not the only route for ADR. One of the functions of the formal court system is to establish a “benchmark of rule-based legal certainty against which informal dispute resolution can occur.” Observers note that the threat of referring a dispute to formal justice actors, “as both a shaming device as well as a means of accessing justice, can be a powerful incentive to settle disputes fairly”. However, access to the formal system must be meaningful in order to cast a beneficial “shadow of the law” over non-formal processes - in so doing, increasing the likelihood of a fair outcome and compliance with decisions rendered outside of the courts.⁴³

A comprehensive engagement with ADR should also consider the KP Judiciary and the Khyber Pakhtunkhwa Judicial Academy (KPJA). Article 89-A of Pakistan’s *Code of Civil Procedure*

³⁹ Pakistan’s Experience with Formal Law: An Alien Justice, Osama Siddique (Cambridge: 2013), pp. 209-10.

⁴⁰ *Ibid*, p.210.

⁴¹ *Ibid*, p.86.

⁴² Section 29(b)

⁴³ Customary Justice: From Program Design to Impact Evaluation, Erica Harper (IDLO: 2011), p.86.

enables judges to refer matters to ADR on a voluntary basis. In a committee established by the then Chief Justice in 2005, it was found that there was a need to "[promote] a culture of dispute settlement through negotiation, conciliation, mediation, arbitration," encompassing several recommendations including the need to ensure the Bar's participation.⁴⁴ Although compulsory mediation already exists in the area of family law, as is common around the world, the area of civil (non-family) law has remained largely apart.⁴⁵

In 2002, the Small Claims and Minor Offences Courts Ordinance was promulgated which allowed for all offences with up to 3 years of imprisonment, fine and civil disputes under 100,000 rupees or both to be tried exclusively under this ordinance. If the parties directly concerned applied for an amicable settlement, the court would refer the matter to a *salis* (conciliator/arbitrator/mediator) for dispute resolution (if resolved, in criminal matters the case would be compounded). If not, the matter shall proceed via the regular legal framework. In 2005, the Peshawar High Court declared all courts of Senior Civil Judges, Civil Judges and Judicial Magistrates in the District Headquarters and Sub-Divisional Headquarters as courts of Small Claims and Minor Offences.⁴⁶ However, the Ordinance has had a slow implementation phase and low traction as a list of *salis* has never been formed.

Observers have noted a key obstacle to all forms of ADR has been resistance by the bench and bar. At the same time, there have been unclear procedures (particularly for matters related to land/property that often go beyond 100,000 rupees), shortage of specialized ADR resource persons, absence of an enabling framework as well as tailored training for the Pakistani context.⁴⁷

However, given the increasing case backlog over the years, the KP Judiciary has recently begun to explore court-annexed ADR and has already invoked these processes linked to mobile courts. The success of this effort, with the engagement of the Bar to help mediate disputes before litigants appear before the judge, is the basis for future efforts and capacity building. Given the high volume cases presented to both the police and UNDP's legal aid desks/clinics on matters related to land and property as well as at the mobile court proceedings, a need to invoke ADR on civil law remains urgent as a means to dispense more rapid justice and build public confidence. The KP Judicial Academy has in response decided to develop and offer an ADR-course as part of on-going continuing legal education (CLE)⁴⁸ for lawyers and judges as well as being consistent

⁴⁴ Delayed Justice and the Role of ADR, Justice Tassaduq H. Jilani, <http://www.supremecourt.gov.pk/ljc/Articles/7/1.pdf>

⁴⁵ Laws also exist for arbitration vis-à-vis international and national commercial arbitration (e.g. Arbitration Act), with a major focus on creating investor-friendliness by implementing international standards. This is not an area of law most relevant to the target population of the herein program and will not be a focus.

⁴⁶ 'ADR', Justice Shah Jehan Khan/Peshawar High Court, <http://www.supremecourt.gov.pk/ljc/Articles/7/9.pdf>

⁴⁷ Pakistan's Experience with Formal Law: An Allen Justice, Osama Siddique (Cambridge: 2013), pg.282.

Very recently, the Ministry of Law, Justice and Human Rights has developed a draft bill on ADR and will be sent to Cabinet shortly (July 2014); this bill is designed to encourage ADR and put systems in place. At this stage, the draft bill proposes a mediation center as well as available mediators and arbitrators.

⁴⁸ CLE is for legal professionals who have passed the Bar and is a means to ensure ongoing training to maintain practice skills as well as remain abreast of legal developments. This is a global practice, at times mandatory (certain numbers of hours of instruction/study must be undertaken) or voluntary. The KP Judicial Academy has the mandate to undertake this kind of training, both through the KP Judicial Service Rules, 2011 as well as the KP Judicial Academy Act, 2012 (originating statute for the Academy). This does not require HEC approval.

with the KP Judicial Service Rules, 2011 which mandates continuous training. Furthermore, the Court is now exploring the development of a judicial guidance on ADR, which by law should also include reference to the invocation of the Small Claims and Minor Offences Courts Ordinance as well as other court-annexed ADR.

Finally, classic ADR can also take a much more informal route (*i.e.* not a RC model or court-annexed). When compared to state mechanisms, local informal ADR tends to be a faster and more cost-effective means of resolving disputes. Coupled with the flexibility of these processes, it can be a more inviting forum with fewer entry barriers for the poor and less educated population⁴⁹ (with women in Pakistan being historically the latter). This brings in the role of properly trained paralegals.

Globally, paralegals have served to provide a bridge between the formal legal system and society, often demystifying the law and in so doing, making it more accessible. Community-based paralegals also go further. Aside from providing a means to access the formal justice system they have been shown to enhance the quality of justice at the customary level by directly working with traditional leaders and communities to resolve disputes. Well recognized organizations like the Sierra Leone's TIMAP for Justice⁵⁰, Namati⁵¹ and its global network on legal empowerment and Landesa⁵² with its use of paralegals for women's access to land, have demonstrated the value of paralegalism and its use for dispute resolution.

Open Society Institute's comprehensive "Community-based Paralegals: A Practitioner's Guide" states as one of the core roles of a paralegal is to have "the skills and knowledge on alternative dispute resolution mechanisms, including mediation, conflict resolution and negotiation."⁵³ Paralegal and legal empowerment expert Vivek Maru noted in his article in the *Yale Journal of International Law* that mechanisms like mediation wherein the paralegal seeks to facilitate voluntary settlement of disputes as "one of our most powerful and commonly used tools."⁵⁴ Paralegals can also - often indirectly - increase competition for law-related services leading to better performance.⁵⁵ For these reasons, UNDP has supported paralegalism in countries such as Somalia, Sudan, Uganda, Sierra Leone and India.

⁴⁹ Customary Justice: From Program Design to Impact Evaluation, Erica Harper (IDLO: 2011), p.60.

⁵⁰ TIMAP: <http://www.timapforjustice.org/> ; please also see World Justice Project article on TIMAP: http://worldjusticeproject.org/sites/default/files/timap_for_justice_and_the_promise_of_paralegal_initiatives_koroma.pdf . TIMAP is supported by both Open Society Institute and UNDP as well as being recognized by the World Bank and International Crisis Group.

⁵¹ Namati: <http://www.namati.org/> . On paralegalism, Namati position is that "paralegals use advocacy, mediation, organizing, and education to assist citizens in finding concrete solutions to instances of injustice".

⁵² Landesa: <http://www.landesa.org/about-landesa/impact/> . Landesa has been training paralegals to undertake dispute resolution on land matters, with history of 40 years of work in this area.

⁵³ Community-based Paralegals: A Practitioner's Guide, OSJI, p.16, <http://www.opensocietyfoundations.org/publications/community-based-paralegals-practitioners-guide>

⁵⁴ "Between Law and Society: Paralegals and the Provision of Justice Services in Sierra Leone and Worldwide," Vivek Maru, *Yale Journal of International Law*, Vol.31:427, 2008), p. 448.

⁵⁵ Customary Justice: From Program Design to Impact Evaluation, Erica Harper (IDLO: 2011), p.65.

Paralegals have other advantages as they are not limited to the adversarial techniques inherent to the practice of law (especially common law) and can adopt flexible approaches to solving problems, invoking a range of tools including mediation and negotiation, while also facilitating reconciliation practices.⁵⁶ At their most optimum, paralegals actively operate in the 'shadow of the law' discussed earlier. That is, when non-formal mechanisms breach equity, paralegals can inject proceedings with information about what may happen if the matter proceeds into the formal system.

This said, paralegalism has important perimeters. If paralegals operate in the absence of lawyer oversight, the risk of harm looms. Practitioners have noted the need for rules and procedure to ensure paralegals act within their remit and capacity (for example, Maru's 'Six-Step Mediation Process' for paralegals⁵⁷ and numerous paralegal manuals and code of conducts exist to this end⁵⁸). Systems need to be in place to ensure paralegals help not harm in their efforts to resolve local level disputes. A part of ensuring this is having systematic and comprehensive training. Commentators have noted ad hoc paralegal training that is not uniform has led to dangerous gaps in terms of competence and have advocated for a basic standardized course to counter risks of overreach.⁵⁹

In KP province there is no standard course of training for paralegals and much of the public is unfamiliar with the concept of paralegal (although the underlying practice of local level dispute resolution is quite familiar and which paralegals will build upon). However, engagement on paralegals by Open Society Institute and UNDP under separate programming has shown the utility of such actors to resolve issues, and mitigate conflict. In terms of ensuring an enabling environment for the paralegals, UNDP has discussed the concept with the Bar who have expressed support – both as a means to increase access to justice with their ultimate oversight as well as means to draw business through referrals.

There is a strong need to standardize training of paralegals, with oversight structures, while raising awareness about these community workers, their functions and limits with the local public. In terms of standardizing training, local universities have expressed an interest to 'house' a core course on paralegalism. Per the KP Universities Act, 2012, each university has a syndicate composed of university and government representatives, who can clear such courses to be taught without reverting to the HEC. The result will be a completion of course certificate that does not have legal weight and of course, a paralegal's mediated result is not binding in a court of law.

⁵⁶ *Ibid.*

⁵⁷ Maru, p.448-49.

⁵⁸ See OSI manual's cited at footnote 45, South Africa's famous Black Sash Organization and its paralegal operational manual as well as Kenya's PASUNE (Paralegal Support Network) step-by-step guide on paralegal conduct.

⁵⁹ Community Paralegals – Posing the Hard Questions, INPROL, L. McKay (presently Senior Program Officer at United States Institute of Peace, Washington), <http://www.inprol.org/news-features/inprol-blog-community-paralegals-%E2%80%93-posing-the-hard-questions>.

As a recent on point example: in Tanzania, a Danish-funded paralegal program was reviewed and found lacking in a "unified curriculum for training" leading to poor coordination amongst all actors involved in the field and incompetence (see link: <http://www.tls.or.tz/?services.html>).

It should be noted that OSI and UNDP has maintained a policy of not paying paralegals to undertake this work. Paralegals are often undertaking this work in addition to their regular occupation; therefore, not supporting paralegalism from becoming a profession with expectations of remuneration. The selection as a paralegal - as someone who is designated with the sufficient respect and wisdom to be called upon - has been shown to be a compelling social factor for paralegals to work. The new cadre of paralegals, via the university-based course, would be a known quantity of community workers, who have been uniformly trained on how to increase access to justice and with known perimeters to avoid abuse of paralegalism efforts. Based on past experience with NGOs like Insaaf Network, who were supported by UNDP at the beginning and now solicit their own funding, this idea will be explored as part of a network establishment. Further, it should be noted that the paralegals are foreseen to be linked up to the establishment of law faculty legal clinics through the broader UNDP rule of law program, wherein law students will receive on the ground training in clinics with oversight by a lawyer for course credit. Paralegals will be linked to these clinics for oversight and also work with the law students as they undertake awareness work.

Given the EU Punjab Access to Justice Project will be undertaking paralegal work as well, the Program anticipates sharing its materials with them and hopefully, in the future comparing results within respective program cycles.

3. Government Commitments and Policy Framework for Rule of Law Efforts in KP

A joint EU-UNDP Program must be guided by at least five main pieces of government commitment and policy relevant to undertaking rule of law work in KP, especially Malakand Division, as well as key institutional frameworks.

3.1 Malakand Comprehensive Stabilization and Socio-Economic Strategy, 2009

Developed immediately in the aftermath of Swat offensive in 2009, the Strategy has one overarching goal, four pillars and seven high level strategic objectives. The overarching goal is for the Division to achieve an increasingly secure environment, in which the rule of law prevails, with an improved system of governance, where public services are restored and the potential of the region for constructive economic growth is tapped. It cites most critically the need to improve public confidence in government.⁶⁰ One of the four pillars is 'Security, Rule of Law and Governance' with three relevant strategic objectives: "speedy dispensation of justice" with a major focus on civilian police service delivery; strengthening alternative dispute resolution mechanisms; and bring the state closer to the public while extending the state's writ.⁶¹

3.2 Post Crisis Needs Assessment (PCNA), 2010

The PCNA for KP and FATA was developed by the Asian Development Bank, European Union, World Bank and United Nations, under the leadership of the provincial Government of KP and the FATA Secretariat with oversight by the Government of Pakistan. It was undertaken during an 11-month period ending in September 2010. The goal of the PCNA is to produce a pragmatic and sequenced peacebuilding strategy for the Government of Pakistan that delivers an agreed vision within 10 years. The PCNA clearly articulates the role of justice and security actors for contributing to the Malakand governance crisis that enabled militant expansion and the need for faster dispensation of justice. All work in this area must be aligned with one of the PCNA's four key strategic objectives. For the purposes of this Joint Program it is 'Strategic Objective 1', to build responsiveness and effectiveness of the State to restore citizen trust.⁶²

3.3 Integrated Development Strategy (IDS), 2014-18

The IDS is designed to integrate the KP provincial government's priorities under one framework until 2018 as a developmental roadmap. A priority within this framework is entitled 'Peacebuilding and Rule of Law' that has two outcomes: improved governance and security oversight as well as safety of life and person.⁶³ The outputs flowing from this outcome articulate the need for strengthening policy formulation, coordination and oversight of policy implementation, observe transparency and accountability in police through strengthening of community voice, provision for improved security, improved investigative services by the police

⁶⁰ Malakand Strategy, 2009, p.3.

⁶¹ *Ibid*, p.9.

⁶² PCNA, 2010, p.47

⁶³ IDS, 2014-18, pp.51-55.

as well as “creating sensitivities for ethical values and welfare services” with a strong focus on gender responsive policing.⁶⁴

3.4 Annual Development Programme (ADP), 2014-15

The ADP is a budgetary instrument aligned with the KP government’s mission statement for the way forward, which includes “nurturing a tolerant, peaceful and inclusive social order, with equal opportunities for all especially the poor, vulnerable and marginalized.”⁶⁵ The ADP reflects a priority (and increasing) expenditure on the police from the Home Department (higher than Home and Tribal Affairs operational costs and prisons).⁶⁶ Minor expenditure is also available for *dar al-amans*, indicative of limited funding but of some commitment that can be built upon.

3.5. Output Based Budget (OBB) and Medium Term Targets, 2014-17

The OBB is a public finance management mechanism designed to act as a channel through which the KP Government can provide services to its public. Budgetary information is linked to strategic goals of the departments with resource allocation to the outputs and activities that contribute to these goals, with departments agreeing on a set of performance indicators for monitoring. Under the overall vision for the Home & Tribal Affairs Department to “create peace and tranquillity”⁶⁷, four main outputs are relevant to the herein action, *viz.* Output 1.1 – improved governance and security oversight (policy formulation, coordination, etc); Output 2.1 – ensure integrity, efficiency and effectiveness of police (transparency and accountability of police through strengthening community voice); Output 2.5 – provision for improved security; and Output 2.6. - improved investigative services. Under the ‘Medium Term Targets’ within the OBB, there is increased expenditure in relevant areas such as the Public Safety Police Complaints Commission (PSPCC), Citizen-Police Liaison Committees (CPLCs), strengthening of accountability system, police training, and disposal of complaints under investigation with designated targets. The work anticipated under this Action aligns with these priorities (both strategic and funding) and can support achievement of targets as measured by the OBB’s indicators.

3.5 Strategic Development Programme Framework (SDPF), 2013

The SDPF was developed in 2013 and constitutes a framework of commitments by the KP government and donors in eight key objective areas. The SDPF is aligned with provincial strategic policy and will provide a “basis for discussion of top-level strategic priorities and set the context for the delivery of assistance in line with KP’s priorities” while “accelerating and expanding the delivery of programmes in KP”.⁶⁸ The SDPF is particularly aligned with the IDS. It has as one of its key objectives “Peacebuilding and Rule of Law” through reforms in security and

⁶⁴ IDS, 2014-18, pp.51-55.

⁶⁵ ADP, 2014-15, KP Government, <http://www.khyberpakhtunkhwa.gov.pk/cms/downloads/kp.gov.pk-downloads-%207e1ff8808a5c86263991648cf629978e.pdf>

⁶⁶ ADP, 2014-15, KP Government, <http://www.khyberpakhtunkhwa.gov.pk/ADP-2014-15.pdf>

⁶⁷ OBB – 2014-17, KP Government, p.158.

⁶⁸ SDPF, 2013, KP Government, <http://www.khyberpakhtunkhwa.gov.pk/cms/downloads/kp.gov.pk-downloads-%20a8aa0f36b2a0cf4be9a4458fd060a3c1.pdf>

justice systems with indicators drawing from the World Justice Project on policing and ADR.^{69 70} Further, the SDPF puts a focus on accessible, affordable and efficient justice with more coordination and capacity building for an autonomous police service.⁷¹ Recent SDPF prioritization work has also elevated the Public Safety Police Complaints Commission (PSPCC) as one of the areas of top focus under securing accountability. The SDPF is an important means to coordinate amongst donors and to avoid duplication to the extent possible for better delivery to the national partner. The EU-UNDP Joint Program intends to feed into SDPF processes for better coordination, sharing of experience (lessons learned) as well as advising on interventions and policy going forward.

3.6 Institution and theme-specific legislation, regulation and policy

The Program is also governed and informed by various legislation and guidance. In terms of specific justice and security sector-related law and regulations, of relevance are the Police Order, 2002, Police Rules, Code of Civil Procedure, Pakistan Penal Code and Code of Criminal Procedure, Small Claims and Minor Offences Courts Ordinance 2002 as well as the Local Government Act, 2013 as it relates to ADR-mechanisms.⁷² In the area of policy, the Police Training Policy, National Gender Responsive Policing Policy, KP Police Community Policing Strategy provide guidance currently. The Program will be engaged in terms of the implementation, amendment, expansion/roll-out of all items listed above.

It is worth noting that the Government of KP is also in the process of confirming recommendations on the way forward in terms of its law and order mandate, with particular emphasis on police reform (supported by DfID). The Program will take into consideration these findings and approved ways forward. Additionally, the KP Government is currently drafting an ADR Bill that would encompass a new ADR mechanism; this will also be of consequence for proposed work in the field

4. Partner Initiatives in Rule of Law

The area of rule of law work as it relates to the joint EU-UNDP Program in KP has many international actors engaged. It is important to understand all such efforts in order to identify places for scaling up, avoiding duplication and/or ensuring coordination. Key interlocutors in the areas of police and ADR include the U.K's DfID, the U.S. via INL and ICITAP, Germany's GIZ, as well as UNODC.

4.1 DfID's Coffey International-implemented Aitebaar Program

The Aitebaar Program began in October 2012 and also includes a focus on police as well as ADR to a lesser extent. In terms of implementation, Aitebaar currently operates in Peshawar (although discussions for expansion are on-going to Nowshera). Aitebaar has undertaken work

⁶⁹ WJP Rule of Law Index - 2014,

http://worldjusticeproject.org/sites/default/files/files/wjp_rule_of_law_index_2014_report.pdf, p.132

⁷⁰ SDPF, September 2013, p.8.

⁷¹ *Ibid.*

⁷² Very specifically, the KP Universities Act, 2012 will also be of relevance vis-à-vis the establishment of a course at local KP universities.

on 'model police stations', with three thus far in Peshawar area (inaugurated in 2014) and plans for a total of seven in KP. The KP government has also allocated funding for model police stations, but it is unclear whether this encompasses solely the DfID-funded model police stations or those also underway by the other actors, such as the U.S.'s INL or past 'model police stations' efforts by the KP government. Aitebaar is also engaged on community policing implementation in conjunction with the three model police stations and also on a community policing strategy. Further, Aitebaar has stated its intent to train women officers as part of gender responsive policing and engaging on police rules and training policy. Aitebaar has also worked on amending police rules and training policy vis-à-vis investigation; undertaking mediation (ADR) linked to its three model police stations; exploring external police complaints mechanisms (e.g. Public Safety and Police Complaints Commission) and prison reform. Finally, as part of a management information system (MIS), DfID will also be supporting crime data analysis, feedback systems between police and victim, FIR tracking. These latter two interventions will be rolled out at the three model police stations DfID is currently supporting in the Peshawar area.

It is clear there will be a need to ensure a high degree of coordination with DfID to avoid duplication as appears to have happened in the past regarding the community policing strategy. As DfID is currently implementing in Peshawar police stations, risk of overlap is largely linked to policy and framework engagement that occurs in the provincial capital. UNDP and DfID will need to remain engaged as both programs expand. It will be important to ensure coordination on these issues, building on each other's past efforts moving forward and perhaps leaving other areas (geographically or thematically) to ensure efficiency in efforts between both.

As of 2015-2016, support to the Prisons has been minimal. To date, only 28% of the entire Prisons personnel have received pre-service training. With the considerable support provided to the Police, and the overcrowding of prisons, a well trained personnel is critical to ensure that increased arrests and detentions do not continue to result in the Prisons failing to meet the minimum international standards for inmate care. As such, the program proposes to divert funds allocated in 2016 for the PSPCC to support capacity building training of prisons personnel including pre-service training and training for prosecutors on the use of forensic evidence in criminal trials.

4.2 U.S & Police

In 2009, the International Narcotics and Law Enforcement Agency (INL) launched a large-scale police program designed to provide training (leadership skills, human rights, civil disturbance management and command and control), infrastructure and equipment to KP Police as well as supporting crime victims. Of particular relevance to this Program, support has included constructing police stations in Malakand Division and support to a joint policing training centre in Nowshera. With the International Criminal Investigative Training Assistance Program (ICITAP), the U.S. had also provided specialized training on investigation. As INL and ICITAP continue to work in training and construction of police stations in Malakand Division, it will be important for UNDP and the U.S. to ensure coordination, building on U.S. efforts as much possible and vice and versa given UNDP's easier access to Malakand and past work. As a potential synergy, the Program intends to explore how its proposed 'soft' services work with police stations (e.g. skills development, support to community policing, rolling out gender-responsive policing, crime data collection, FIR and other record management, etc) could complement the 'hard' infrastructure work being undertaken by INL.

4.3 GIZ & Police

On behalf of the German Federal Ministry for Economic Cooperation and Development, GIZ has been implementing a five-year program on gender-responsive policing in partnership with the National Police Bureau (2009-14). As such, GIZ supported the development of the national gender strategy on police. It will be important to remain coordinated with GIZ and the work they have done with the National Police Bureau to help roll out the national gender strategy, as well as make use of standard operating procedures (SOPs) and guidelines GIZ has worked on with the police on a national level.

4.4 UNODC on Police

UNODC has recently scaled down its engagement in KP Province as it scales up in Balochistan. That said, UNODC has undertaken important work in the area of prisons (an area UNDP may explore with UNODC from a legal aid perspective) as well as police. In particular, the Program will see how to leverage UNODC's intended work on linking police and prosecution together on investigation and integration of e-learning police modules from UNODC where possible. Further, UNODC will be supporting the National Police Bureau to undertake an audit of all police training bodies in Pakistan. UNDP has held discussions and will coordinate with this effort, providing support for the audit vis-à-vis KP.

5. UNDP Strengthening Rule of Law Program

UNDP's *Strengthening Rule of Law in Malakand Program (SRLM)* Program draws from the 2010 Post-Crisis Needs Assessment (PCNA) and the Malakand Comprehensive Stabilization and Socio-Economic Strategy and its understanding of the crisis dynamics. SRLM is the only rule of law program in KP where the KP Government allocated USD \$3.3 million of its own budget as cost-sharing.

The SRLM Program officially began operations in December 2011, with an initial phase of one year that included recruitment of program staff, substantial resource mobilization efforts and planning with national partners. The initial phase was followed by regular full-scale program implementation, which remains ongoing.

The Program's overarching goal is to support sustainable peace through improved access to justice for the men and women of Malakand Division through effective and accountable justice and security service delivery. This outcome is achieved through 4 outputs:

- (a) increased access to justice, legal aid and representation mechanisms, including for vulnerable groups;
- (b) Improved court capacity to provide effective and timely justice services;
- (c) Improved police service to local communities via policy and operational reform as well as targeted criminal justice system support to prosecution services
- (d) Supporting alternative dispute resolution mechanisms consistent with the Pakistan Constitution and human rights standards;

To facilitate these efforts, the Program is based in a UNDP field office in Peshawar, KP.

Turning to outputs on legal aid judiciary first in summary.

(a) Increased access to justice, legal aid and representation mechanisms, including for vulnerable groups

With regards to legal aid, a UNDP survey revealed, a) the population has low legal literacy; b) there is a lack of free or subsidized legal advice at local levels; c) NGO-provided legal services cannot keep pace with demand; d) court fees are considered high and prohibitive; and e) the justice system is not adequately upholding and recognizing rights.

To address these needs, the Program supports improved and institutionalizing legal aid services to disadvantaged communities; creating awareness of basic legal information for all segments of communities; supporting legal practice for female lawyers and graduates in Malakand; enhancing knowledge and skills of lawyers to provide legal aid, as well as providing support to bar associations to encourage pro-bono practices.

(b) Improved court capacity to provide effective and timely justice services

This output focuses on addressing better and faster service delivery through increasing the capacity of court institutional actors, basic operational support, as well as facilitating additional mechanisms to meet public demand. The output's three key activities are the following: a) enhanced knowledge and skills of judges and court staff for better service delivery; b) improved working environment through infrastructure and procedural support; and c) revived and strengthened support for ancillary/auxiliary justice delivery tools and mechanisms.

In terms of the key areas of focus for this joint program between the EU and UNDP, the SRLM Program has had a major focus on policing and ADR.

(c) Improved police service to local communities via policy and operational reform as well as targeted criminal justice system support to prosecution and prisons services.

Support for the police is obviously critical for establishing stability, security and the rule of the law at the community level. The output has two major components for policing: i) building the knowledge and skills of police investigation staff in the Malakand Division; and ii) enhanced mutual trust and confidence between police and communities.

The relevant key intervention for this joint program thus far have been the following:

- Support improved police-community relations via helping the KP Police to develop a community policing strategy and pilot in 3 districts (Swat, Buner and Lower Dir)
- Increased police capacity for better service via support to Police Training College, Hangu, establishing a Regional Training Center in Malakand Division and needs-based training

Prosecution work has largely consisted of training based on a training needs assessment undertaken in 2012 (with accompanying development of manuals), equipment support, as well as a future commitment to support the development of a resource centre once the government has allocated a building. There is a need to develop the skills of prosecutors to take advantage of forensic evidence in criminal trials. Advanced and specialized trainings for prosecutors, particularly in coordinating police investigations is needed to ensure a functional and effective justice chain.

(d) Supporting alternative dispute resolution mechanisms consistent with the Pakistan Constitution and human rights standards

This output was originally conceived to interact heavily with *jirgas* but has transformed over time to provide more support to government-sponsored ADR mechanisms, using *paralegalism* as a means to handle disputes and monitor (including *jirgas*) and exploring court-annexed mediation. It focuses on enhanced capacity of ADR practitioners to provide better dispute resolution services for communities at village level (mainly through the former *musalihathi jirgas* (MJs) in the past), linking informal and formal justice systems through facilitating local community dispute resolution with paralegals and lawyers as well as court-annexed ADR. Relevant key results in this area have been the following:

- Supported the implementation of government-mandated ADR through assisting the local government to establish MJs across 4 districts on a pilot basis (Lower Dir, Swat, Upper Dir, and Buner with expansion throughout Malakand Division) as well as undertake consultative forums to discuss emerging issues and MJ rules of business.

Lessons learned from this past engagement for future application, especially for the Panel of Conciliators, includes:

- **Need for Strong Ownership by the Local Government and District Administration:** In the absence of very strong and visible ownership by local government, the MJs failed to gain traction and credibility in the eyes of potential service users. The buy-in was critical in order to avoid being seen as "NGO-jirgas" as some people referred to the MJs. Future interventions are advised to specifically ensure ownership by government functionaries through targeted measures.
 - **Effective Awareness:** The mere existence of a mechanism does not convince communities to refer their disputes to these forums. The MJs were an example of this. For community-level behaviour change it is of immense importance that an effective awareness package is developed, piloted and then extensively implemented.
 - **The Members:** Acceptance and utilization of service from a community-based institution heavily depend upon the repute and performance of the ones who dispense these services. The MJs were no exception to this principle. Where members of the MJs were carefully selected and had a high level of local respect, performance was seen as more satisfactory. To get to this optimum selection of members, it goes back to local level buy-in to bring in such individuals.
 - **Training:** Focused training of MJ members was seen as of paramount importance. The Program came across many MJ members who were basically doing ADR for years but lacked skills still on mediation, human rights, etc.
- Facilitated rapid justice for the public through supporting judges to undertake court-annexed mediation
 - Increased stakeholder capacity to deliver justice services via a training needs assessment (TNA), training toolkits and manuals for master trainers on ADR and paralegalism

6. Proposed EU-UNDP Action: Strengthening Rule of Law Programme for Citizens' Justice and Peace in Khyber Pakhtunkhwa

6.1 Rationale

Police: The Program's theory of change essentially views public trust being dependent on legitimacy and legitimacy as a function of effectiveness. At the same time, the aim is "to build links to communities in order to enlist the public as co-producers of public safety"⁷³. Through the joint EU-UNDP Program, the intent is to take a multi-layered and system approach to policing to achieve these ends.

One, it will tackle system-level issues such as frameworks and policy development for improved police functionality. This engagement will bear in mind another component of the EU-Pakistan Financing Agreement that will specifically target provincial-level policy development around key organisational development areas, such as human resources and assets management as well as policy and budget planning. It is expected that local level policies and guidelines being developed at the district and divisional level under this Program will ultimately inform development of policy in Peshawar. The program respectfully highlights in reference to the Panel of Conciliators and PSPCC developments which have impeded implementation Two, the approach will focus on implementation of processes that flow from such frameworks at the district and police station levels aiming to improve service delivery and public access to services. Finally, it will ensure monitoring at both activity and system-levels. By adopting all three layers, the Program will attempt to capture as a whole micro and macro-level reform and its pace.

To these ends, engagement encompasses improved policy and management at the district station level, supporting holistic gender responsive policing, enhancing citizen-police relations through increased police outreach, building the capacity of KP Police to design and implement evidence-based media strategies for public outreach, improved police accountability mechanisms, as well as greater service delivery through improved police capacity. The program also endeavours to support the DRCs in complying with international and national laws.

Sustainability will be encouraged through establishing some interventions as regular practice the public can demand in the future (such as community policing forums); ensuring government budgetary commitments for recurrent costs before commencing new activities; undertaking policy and regulatory-level work in the areas of community policing, gender-responsive policing, police station management, improved accountability, and service delivery via capacity building as well as mentoring for new skill retention and application. A comprehensive approach will be used to ensure work undertaken at district levels feeds into divisional and HQ levels (e.g. Police Management Board) to be reinforcing and inform policy. It also means taking a more holistic approach for better policing – and ultimately security and justice – results (e.g. shelters for women crime victims without family support and vulnerable to reprisal violence linked to honour).

The efforts in these areas will be especially linked to the development of basic district policing plans, to be piloted in selected Malakand Division districts before broader roll-out. The plans will serve as a tool to measure progress in the areas noted above by bringing all components together with measurable targets.

Alternate Dispute Resolution: Interventions for ADR can be divided into two major areas: (i) ADR framework and operational support as well as, (ii) ADR and paralegalism. Overall, the aim remains to resolve disputes in a fair manner (to support access to justice) while also decreasing where possible disputes for the police (who have limited resources).

⁷³ *Ibid.*

On developing an ADR framework and operational support, the Program will focus on supporting the KP Government to develop the Rules of Business (ROB) for the new Panel of Conciliators/Reconciliation Committees (RC) and a communication strategy. At the close of 2015, the program discussed its engagement and support to the Panel of Conciliators with the Home Department. It was agreed that while the matter was under discussion with the Provincial Government, the program would support the revision of the drafted Rule of Business which was completed by the close of the year.

Since the beginning of 2016, the program has been in close consultation and discussion with the Local Government, the Law Department, the Home Department and the Police to address the role of the Panel of Conciliators vis-à-vis the established Dispute Resolution Councils (DRCs) supported by the KP Police. The DRCs are currently located at the district level and are housed within or attached to district police stations and are currently hearing and resolving minor disputes at the district level. There is a need to monitor and assess 1) the mediation skills of the adjudicators; 2) the compliance of judgements with international and national law and 3) users satisfaction with the DRC proceedings and judgments. The program would use ADR training materials developed in 2015 and adapt them in order to provide training to members of the DRCs.

As part of its efforts, the Program will support the capacity building of government and district RC actors to implement, monitor (including establishing baselines) and report on the RCs. This will include the creation of master trainers, the revision of chapters of the existing ADR manual, which UNDP supported, to reflect the new RC set-up as well as support for the overall roll-out of the RCs (although awaiting local elections to be held for the formation process to begin).

Engagement on the RCs also spreads into the Program's work with paralegals and ADR. The Program has been working on developing a cadre of paralegals by working with *Sarhad* Rural Support Programme (SRSP) in Malakand Division. The Program plans to build the capacity of paralegals so that one, they know the RC mechanism well and two, to also provide monitoring (akin to court monitoring). The paralegals are not currently funded and will not be funded in the future so as to avoid precedent-setting. As mentioned earlier, based on the past experience of UNDP and other organizations such as Open Society Institute in the Malakand Division, the motivation sustaining paralegals is volunteerism for the community as well as local recognition for being a peace maker. Although naturally some paralegals may fall away, some may come and go according to personal commitments, a core has emerged. It is this core - both male and female - that requires targeted capacity building to undertake monitoring as well as effective ADR (discussed further below). The paralegals will be deployed by their 'home' districts given familiarity with local actors as well as ensuring gender balance amongst workers deployed.

As a means to leverage comparative advantage and minimize parallel interventions, the Program has discussed with Open Society Institute how to join efforts as they too are working in the same area on paralegals (and with the local CSO, SRSP, as well). With OSI, the Program intends to develop a core course on paralegalism of 2-3 months with shorter refresher courses available at the University of Hazara or University of Malakand, bringing in national and international expertise as needed. Mentoring will be explored with 'champion' and highly

successful students, as well as university lecturers who are also trained lawyers. Basing the course in a university, a certificate will be issued for formalization of credentials.⁷⁴

In terms of framework development, the Program has also been in talks with KP Judiciary to develop a judicial bench order/guidance issued by the Chief Justice of KP to encourage the judiciary to use ADR, citing the relevant law in place. UNDP will support the development of the judicial order/guidance as well as its dissemination and roll-out. The Program will also continue to support the KP Judicial Academy to develop a course on ADR that will be open to judges and lawyers in anticipation of the passage of the ADR bill as well as for immediate use in KP.

7. Proposed Interventions

Program Objective: Sustainable peace through improved access to justice for the men and women of Malakand Division via effective and accountable justice and security service delivery.

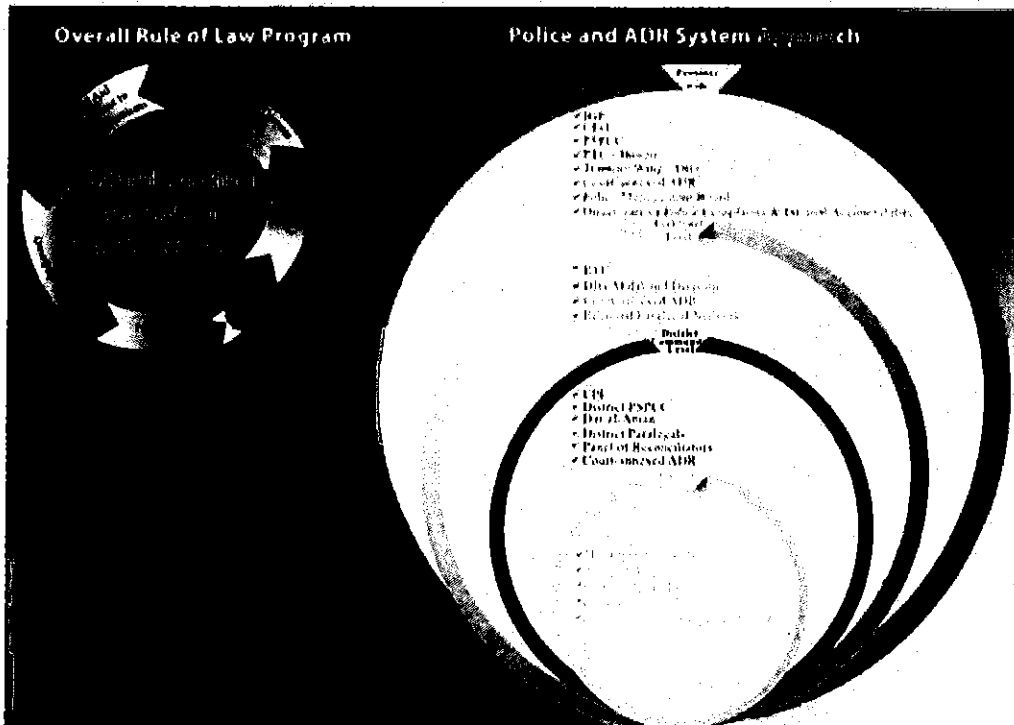
The Program's objective encompasses the two components within the 'Expected Result' described in the EU's Financing Agreement between the EU and the Government of Pakistan: to build public trust through enhanced policing techniques and accountability at the district level, effective and legitimate alternative dispute resolution mechanisms, as well as improving the capacity of prosecutors and the prisons' staff through tailored training programs.

It is important to note that the Program takes a system approach, wherein efforts build upon another, where policy leads to practice and vice versa and linkages from district, divisional and provincial levels are leveraged (per diagram below).

The Joint Program's approach will be targeted to KP Province. Ten districts will be encompassed for policing work: all 7 in Malakand Division and three in southern KP (Dera Ismail Khan, Bannu and Kohat). More specifically, the Program will adopt a ratio of 35% of police stations covered in Malakand Division (i.e. 25 police stations) and 25% in the three new expansion districts (i.e. 8 police stations) for targeted police station work. Malakand District in Malakand Division, given its exceptional legal character, will have support on community engagement only (4 police station, i.e. 25%). ADR efforts will fan out across all 10 districts.

⁷⁴ Certificates (as opposed to degrees) can be issued at the university-level without approval of Pakistan's High Education Commission.

Diagram 1: System Approach to Implementation



The composition of programmatic work is as follows:

Programme Output 1: Improved police service to local communities via policy and operational reform

Sub-Output 1.1: Improved policy and management of district level police stations for better service delivery

Activity 1.1:1 Support the capacity of selected districts to formulate and implement annual district policing plans with regular engagement at the divisional level.

- Consultative development of district police plans for local district level police station management, with Divisional level oversight and Central Police Office approval
- Provision of technical support and capacity building for plan formulation (encompassing all areas of support and key duties of police) and implementation with technical advice and mentoring structures
- Support a local threat assessment analysis system to inform district police plan development via expert advice and capacity building of police to gather data and undertake analysis
- Dissemination of district police plans to public
- Monitoring progress of plan implementation through supporting senior level police review and public consultation, with particular focus on gender responsiveness indicators and informing policy, especially at Police Management Board, Central Police Office
- Support for improving working conditions for investigations, gender responsive policing, police management and administration at the police station level.

- Policy level engagement with Police Implementation Commissioner, CPO and Home Department on Annual Policing Plans implementation, design, monitoring and training of 25 District Police Officers (DPOs) in KP

It should be noted here that one of the core components of this sub-output are the annual district policing plans, which will have a heavy focus on improving police station management capacity, working processes (operations as relevant), key duties and encompass all areas of support being provided under this overall output (e.g. accountability mechanisms (FIR, SMS), community policing engagement, gender responsive policing, crime data analysis, training with mentoring and monitoring). The Joint Program intends to engage its team's expertise (i.e. Senior National Police Expert and Senior International Police Expert) to provide advisory and technical support to the Police to develop their plans. Discussed further below, the Program also intends to use this expertise to help develop skills and capacities substantively in the areas of support /work of local and district police; it is foreseen that this will include a mentoring role to help improve processes. This will necessarily also encompass areas that may fall outside of the plans specifically.

It is anticipated that heavier support will be needed in 'Year 1' from the Program team to help establish plan and plan-related templates with the police etc., with eventual phasing out of support as the DIG and DPOs take on full carriage. The third full year of the Program will be used to develop recommendations based on experience to share at the CPO level to inform other districts. Substantive technical support to build the actual capacities continue with mentoring by program technical experts as well as via senior police officers at the local police and district police stations. The substantive areas include gender responsive policing, community policing, police station management, operational skills, accountability mechanisms as well as other identified areas for training (e.g. investigation).

Per best practice and comparative global experience, the plans will be developed in consultation with local communities to inform priorities at local police station level. However, for reasons of security, a version concerning only direct community-engagement goals will be shared with the public while objectives concerning internal police station management and operational planning shall remain internal.

The 9 district policing plans, one per each district, will be developed under the leadership of an operational team that works directly under the District Police Officer (DPO), consisting of 8-10 people. In turn, the DPO personnel will engage with the sub-divisional officers and police officers at police stations on plan formulation and implementation.

As noted above, the Joint Program's role will be to provide advice to the DPO's team to develop the plans. The plans will then be shared with police stations, with the Program providing targeted support to approximately 35% of police stations in each Malakand Division district (with the exception of Malakand district due to its exceptional legal status of having levies not police officers)⁷⁵ and 25% of police stations in the three identified expansion districts (i.e. 25 police stations in Malakand Division, 8 in expansion districts). The Program will roll-out support in phases: 'Phase 1' with 3 districts in Malakand Division; 'Phase 2' with 4 districts (mainly Malakand Division ones); 'Phase 3' with 2 remaining expansion districts. Malakand District levies will be providing training and community engagement support, i.e. not district policing plans, given its unique status.

⁷⁵ The Levy Force is a separate entity from the KP Police Department and comes under the Ministry of States and Frontier Regions (SAFRON). As such, the Levy Force do not report to the IG of KP Police, but to the *subedar* major (junior commissioned officer in Pakistan army).

At the same time, the Program will be to provide technical substantive support in the areas identified by the plans as well as areas that may fall outside of the plans but are relevant to local police station service delivery. As noted earlier, it is anticipated that this advice will be provided by the Joint Program's policing experts. Support will likely also be required in some core skills which run through most activities, namely record keeping and data entry at the police station level, especially at clerk level. As part of undertaking this task, baselines will need to be undertaken on needs in this area and equipment required. The Joint Program envisions undertaking this work in first quarter of the Program and amending this activity (and the accompanying log frame and M&E matrix after the baselines are conducted). Training in these areas will likely be undertaken by three groups of people: IT personnel supporting new software applications; members of KP Training Wing; as well as Joint Program expertise facilitating (including the Joint Program's IT personnel).

At the same time, effective mentoring systems and follow-up systems are envisioned with feedback and monitoring loops, both by Program experts as well as by senior police station and district-level officers. These systems will enable modelling of behaviour, sharing of experiences and creating a learning space, while the mentor continuously surveys the environment to see if trainings, instructions and especially new interventions are translating into action. During this process, senior officials will also be supported by Program staff on how best to mentor and as part of supervisory courses envisioned under 'Activity 1.5'. It should be distinguished here that the role of officials will be of mentoring and coaching versus monitoring, which is provided for in the Program separately as part of M&E.

Finally, the local threat analysis system will ultimately feed into both the district policing plans as well as central level. As agreed with the KP Police, this activity will involve the establishment of a crime data analysis system at the provincial level, absorbing information from the district levels. Capacity will also be built of police stations to, (1) gather data on local incidents using software and (2) analyze using software for threat assessment and wider application (community statistics) with mentoring and follow-up on system use (by senior station personnel as well as provision of Joint Program staff expertise). Likewise to all such equipment interventions, a needs assessment will be undertaken in quarter one of the Program to arrive at exact equipment needs that will be required as well as to what degree requisite skills to use the equipment require training. Follow-up on application of threat assessment on districts targeted for the remainder years of the Program will be spearheaded by senior police at local police station, district police station and CPO level with advisory and monitoring support by Joint Program technical staff. The full roll-out and implementation of the analysis system is conceived as part of the program's planned phases (years 1, 2 and 3), wherein lessons learned from each earlier phase will inform the next, enabling modifications as needed in application. Training will be provided by software developers for data entry (on retainer contract), followed by monitoring by more senior police station personnel. Noted earlier, given Dfid's interest in this area as well, coordination will have to be maintained to ensure data ultimately arrives at the CPO via compatible software.

The Program proposes dialogue at the policy level for sustainability and continuation of the project interventions. The Program will hold series of consultations at the Central Police Office, KP Home Department and Police Implementation Commissioner for implementation of Annual District Policing Plans under KP Police Act 2017 in all 25 districts of KP (currently the plans are being implemented in 10 SRLP target districts with EU funding).

Sub-Output 1.2: Support gender responsive policing through improving representation of women in police stations, posts, developing capacities and competencies of women police as well as available resources to deliver to female public

Activity 1.2.1: Support greater representation of women along the 'policing chain' within district police stations

- Based on needs assessment, undertake training of female police officers as a means to build capacity for a range of positions within the station and into 'mainstream' policing
- Engage with KP Training Wing to amend Training Policy so that it supports women's advancement within district police stations after provision of adequate training
- Support the implementation of the National Gender Responsive Policing Plan in KP province via exploring way forward with the KP Police (e.g. work plan development)
- Training of male police officers on gender-responsive policing with mentoring structure set up and linked to performance appraisal at district level
- Provide technical expertise for gender responsive policing to be included in district annual policing plans along with substantive mentoring for police station and district police officers.
- Support for improving working conditions for investigations, gender responsive policing, police management and administration at the police station level.
- Training support to female police personnel on core functions to improve capacity
- Specialized training to female police personnel on crime scene management and preservation of forensic evidence.
- Development of training curriculum and support to women candidates for competitive exams to increase the number of female police personnel, female judges, female prosecutors and female prisons personnel

The overall total of female police officers is 639, of which 139 are in Malakand's Division (21%) and 108 in the identified three expansion districts (17%)⁷⁶. All female police officers in Malakand Division and expansion districts will be targeted for training, with systems for mentoring and follow-up established. This follows upon a training needs assessment undertaken by UNDP in 2014 for all female police officers in KP. The trainers will consist of KP's first female master trainers that UNDP has already trained and work in the Training Wing of the KP Police, CPO. Further, UNDP has supported the creation of a pool of approximately 40 master trainers who will assist as well as resource persons from specific parts of the KP Police (e.g. from investigation). It also anticipated that the Joint Program staff could facilitate sessions as deemed appropriate. A draft of the UNDP-supported training needs assessment of KP female police officers reveals that areas identified for training include investigation skills, communication and supervisory skills, computer literacy, practice raid skills as well as personal safety. From prior UNDP engagement training material has already been developed with the exception of police personal safety which is currently being developed and will include a special focus on women police officer roles (particularly for apprehension of suspected offenders). Trainees will encompass the police chain from new recruits to refresher training for more senior female officers.

Within this activity it is anticipated that in addition to advisory support provided for the development of police plans in 'Activity 1.1.1' which will encompass all areas of work, the Program will engage specific expertise on gender responsive policing that will be invoked for developing the plans and providing substantive technical support on implementation of agreed upon plans.

⁷⁶ Data current as of November 26, 2014.

Activity 1.2.2: Support services for more effective gender responsive policing

- Engage with divisional and district police to prevent and respond to crimes against women sensitively through standard operating procedures (SOPs) for female crime victims with monitoring systems
- Support district police to undertake data management/analysis of crime statistics concerning women and share with divisional level
- Feasibility study and establishment of *dar al-aman* (shelter) for women victims of crime in Malakand Division for more effective policing and leveraging rest of justice chain
- Support a district police level interactive media/communication strategy for female public on services available
- Minor *thana* work as needed in 9 districts of Malakand (women's space in police station, women desks) with mentoring of police deployed to these desks (via trained senior police station officers, e.g. SHO, DSP, as well as tailored support from the Joint EU-UNDP Program staff)
- Support infrastructure work at Regional Training Centers police dorms for separate women police officer lodging, including day care facilities in Swat and Hangu
- Support women's justice sector forums to improve coordination and advocacy for promotion of women in justice sector

Conduct outreach activities to encourage young women and girls to join the justice sector (job fairs, speaking engagements and documentaries).

It is helpful to point out that *vis-à-vis* the *dar al-aman* (shelter), institutional responsibilities fall under two key bodies as well as engaging two branches of government. The Social Welfare Department of KP is responsible for the overall funding and operations of shelters in KP. However, the provision of necessary security for these shelters must be provided by the KP Police under the Home Department. In this way, the shelters are a shared responsibility once established.

In discussion with the government, UNDP has made clear support for a *dar al-aman* would be for minor infrastructure and set-up support, while all operational and recurrent costs must be borne by the government (a familiar model and consistent with other UNDP infrastructure work, for example with district courts and Regional Training Center, Swat). Other factors to be considered are ensuring women's safety and security within the shelter and financial sustainability. A feasibility study will first be conducted to address these issues. If the study does not reveal that adequate mechanisms for women's protection and access to justice can be sustainably maintained and agreed upon by the government in advance, the shelter will not be supported under this Joint Program. The decision on whether to proceed on the shelter will be undertaken and agreed upon with the Delegation of the European Union specifically.

Such an intervention is designed to support true gender responsive policing as it gives the police ability to direct women, at times with their children, to police-guarded shelters enabling better protection. Other justice actors also benefit from the shelter, *viz.* prosecution *vis-à-vis* witness availability for evidence as well as the judiciary who have no safe space to direct complainants to after appearing in court. For all justice actors, the lack of a safe space jeopardizes the filing of charges or continuation of cases - therein supporting impunity for such violence. It is also anticipated that the shelter could provide a space for police interviewing of complainants in a more comfortable environment as well as FIR recording as needed; conversely, the shelter could facilitate these activities to happen at the station. The shelter would also enable access to legal assistance and prosecution officers. In this way, the shelter can ultimately support the better function of justice processes via better access to justice and police services.

The Program team worked closely with the Social Welfare Department (SWD) for implementing the activities related to establishment of Women's Shelter (Dar ul Aman) in Chitral. The Program conducted a needs assessment and also estimated costs. However, the budget allocations allowed for refurbishment and provision of furniture and equipment only. The SWD was requested to provide a building for establishing a Dar ul Aman. The SWD lacked a proper building in Chitral and requested the provincial government for allocation of a building for shelter. The provincial government allocated a plot for construction of Shelter in Booni Chitral. The Program further supported SWD in mobilizing resources for the women's shelter and USAID has allocated funds for the women Shelter's construction through Provincial Reconstruction and Settlement Authority (PARSA) Government of Khyber Pakhtunkhwa. It is anticipated that the proposed construction of women shelter will be completed within a period of two years (2018-2020) and the Programme will not be able to utilize the allocated budget for refurbishment, furniture and equipment of the women shelter. The Program proposes re-appropriation of the budget allocated for the shelter in order to be able to utilize the budget within 2018.

Finally, in consultation with KP Police and initial findings arising from the UNDP-supported training needs assessment of all KP female police, there is a need to take a more holistic approach to supporting women police officers. Namely, female police officers are often challenged to progress in their careers as police officers due to childcare obligations. Facilitating women officers' attendance in training courses via the availability of day care facilities is one important measure to enable greater participation. The KP Police has committed to providing a building linked to the Regional Training Center, Malakand Division complex for women police officers with a day care space to facilitate women officers in the region to attend at the Center. After the Joint BU-UNDP Program provides one time rehabilitation work for this, the KP Police has agreed to take on recurrent, operational costs as well as actively promote the facility to women officers to encourage training enrolment.

Sub-Output 1.3: Improved police and community interaction for citizen-informed policing

Activity 1.3.1: Support the implementation of community policing through regular public consultation on local security and justice issues, facilitation of public events, to provide immediate response to local concerns as feasible and feed into policy making at Divisional and Central Police Office level, reporting on public consultations and participation in policy dialogues at provincial level

- Hold regular community policing forums (CPF) in all districts, including women-only forums, with work plans and tracking of issues as well as divisional/regional fora to share experiences across the Division for collective action
- Establish a mechanism within district police stations to track and respond to issues raised at community policing forums, with mentoring and technical assistance from Program expertise at police station level for implementation and follow-up
- Support workshops/forums at divisional level to discuss policy implications/recommendations from CPF engagement and to be raised for Police Management Board, Central Police Office as well as regular quarterly reporting to be shared with Divisional level for onward submission to Central Police Office
- Hold community events (sports, competitions, cultural)
- Support awards ceremony for recognition of good policing practice and community engagement of the year
- Minor *thana* infrastructure support as needed to facilitate community engagement in the 10 districts (e.g. community police desk)
- Explore and consult with all relevant stakeholders, KP Police (HQ, divisional, district levels), PSPCC, district local government actors and local private sector, on how CPLCs,

CPFs, community wardens can work together, with an eye for a stakeholder approved roadmap on the way forward

UNDP has consulted closely with the KP Police and it is agreed that the Program will proceed on the basis of the Community Policing Strategy UNDP-supported in 2013 that was duly approved by the Provincial Police Officer/Inspector General of KP. UNDP is aware that Dfid, via its Aitebaar program, is in the process of developing another community policing strategy. UNDP has advised that further discussion is needed between Dfid, UNDP, EU and the national partner on the way forward to explore possible solutions to avoid the existence of two parallel community policing strategies. As one option proposed for the way forward, the existing strategy could be modified if the KP Police finds gaps within it but keeping the overall document so as to avoid major disruption in the ongoing operationalization; in this way, enabling space for any needed changes.⁷⁷

Further, it should be noted the community policing desks will be ensured in each local police station, with a police officer trained on community policing covering the desk at all times. The desk will be a publicized focal point for the community to raise issues/flag incidents of concern and follow-up on matters between CPFs. The desk will serve to be a repository for all documents related to the CPFs [work plans, collected data on complaints and issues raised with progress updates]. The community desk will also act as a referral point to other parts of the police station as needed, share information about police initiatives and mechanisms (complaints system, SMS, community events) and refer people to other parts of the justice chain. As an example, UNDP has already received reports of some district level police referring members of the public to UNDP-supported legal aid clinics and desks. Finally, it should be noted that senior level (supervisory officers of Deputy Superintendent Police and above) will receive training on community policing with a specific component on mentoring these skills.

As noted, all data from district outreach will be shared both via forums and quarterly reports to Divisional and thereon, CPO levels. The purpose is to inform on the ground risks and needs, which can be fed into a crime data analysis system (see activity 1.5.2 below), to be used for policy formulation, funding and additional resource support from the Divisional and CPO levels to district officers. At the same time, outreach will also widen to include broad based consultation with relevant institutional actors and community actors on how the spectrum of security mechanisms (PSPCCs, CPLCs, district local government actors, private sector, CPFs and community warden model) can come together most effectively to support local security. The function would be to clarify the path forward given various mandates, resources and capacity.

Activity 1.3.2: Build the capacity of KP Police to design and implement evidence-based strategies to reach out to citizens through a variety of media tools

- Support development of effective media outreach strategy, e.g. radio, t.v., pamphlets, participating in UNDP-supported mobile legal clinics, with consultation at divisional and district levels
- Support district police to gather and use data retrieved from outreach, with divisional and Central Police Office engagement via the development of software linking through district to CPO level

⁷⁷ It should also be noted that the National Police Bureau is also contemplating the development of a national community policing strategy. The Program anticipates that KP's strategy will be fed into the larger national initiative, along with other provincial models.

Sub-Output 1.4: Improved police accountability mechanisms, internal and external

Activity 1.4.1: Support the implementation of a decentralized internal accountability system at district level police stations through diversified complaint and tracking mechanisms, with linkages to central level

- Support the implementation of an automatic First Incident Report (FIR) tracking system at local police stations, which is accessible to senior police (divisional and above) as well as for public with files (including IT equipment as needed)
- Support implementation/roll-out of SMS (and less anonymous telephonic) complaints system for public and follow-up mechanism within all 9 district police stations (including IT equipment as needed) with linkage to FIR system and Central Police Office
- Community outreach on FIR and new SMS system, which will enable greater public access to services
- Support KP Police's Directorate of Internal Accountability with operational support (IT equipment, software) with a special focus on ensuring the feeding in of district level complaints, as well as developing a standard operating procedure (SOP) for complaint receipts and monitoring
- Supporting a team of experts on the implementation and integration of Policing software in the police operational and policy guidelines with Director IT and concerned AIGs at CPO

It is important to mention at this juncture that many efforts have been made over the years regarding FIR expedition. Much focus in this area has surrounded around the major challenge of the public having their FIR registered by the police, often requiring a senior officer to get involved to have the report registered. The intervention envisioned herein and discussed at length with KP Police is a simple system at the local police station level that enables the monitoring of progression of the FIR by senior police officers after training on the system, as well as separate mentoring on system use. This will generate statistics of precise delays, where bottlenecks exist within the police station and quick fact-based evidence upon which senior police management can take action.

The FIR tracking system will monitor the report's progression through the investigation unit of the local police station. In this way, it will facilitate investigation by flagging delays which adversely affect investigation and counter FIRs being lost in the system - ultimately, improving accountability. With the advisory support of the Joint Program's policing experts, ways will be identified to improve processes on the basis of emerging issues that are hindering case progress. As part of police training envisioned in 'Sub-Output 1.5' on supervisory skills and specific training under this sub-output will accompany the implementation of the new system. Further, it is envisioned that the complainant will access the system by their FIR number, which they can use to receive SMS updates and also text to get updates. Security systems used by banks to protect confidentiality (e.g. only one mobile phone can receive SMSs) will be explored.

The KP Police has developed a software model for complaints to be rolled out using a SMS system. It envisioned that the SMS system - along with the CPFs - will be used to lodge complaints and raise awareness about other mechanisms, such as the automated FIR. Dfid is also working on a complaint system; however, KP Police have indicated Dfid's work will be limited to Dfid-funded model police stations for now and request support on rolling out the SMS they have developed for the whole province.

With the Joint EU-UNDP Program, the KP Police intend to roll-out the SMS system into the districts and as such, district police officers/local police officers will require training (including data entry), which is envisioned as part of support for implementation. The Central Police Office will retain review of complaints and therefore the system will remain centralized to some

extent as a means to counter local level interference. However, the Joint EU-UNDP Program will be providing training on the SMS system and can be expanded in the future to train on more functions if delegated by the CPO to the Divisional level as part of more robust decentralization.

The Program proposes policy level engagement with the KP Police to ensure sustainability of the Policing software by incorporating the software in Police policy and operational guidelines.

Activity 1.4.2: Strengthen the capacity of external oversight and accountability mechanisms

- Support the Provincial Public Safety and Police Complaints Commission (PSPCC) to establish a secretariat (e.g. IT equipment, office furniture as needed)
- Support establishment of District PSPCCs, including training and equipment
- Build PSPCC capacity at provincial level on discharging function via training (including substantive as well as operational policy)
- Support PSPCC to undertake outreach to public about role and function as part of communication strategy

As a point of clarification, training will target senior (1 staff) and mid-level management (2) staff and administrative/support (6) staff. At district PSPCCs, the 9 Commission members per district will be trained and possibly support staff as requested. Training of non-Commission members supports sustainability as core civil servants will likely have less turnover than Commission members and support institutional continuity. Further the Program will invoke training-of-trainers modality for in-house sustainability. Training the PSPCC's members (who will be there for three year mandates) on their functions under the law will also occur as needed.

Sub-Output 1.5: Improved service delivery through improved police capacity

Activity 1.5.1: Strengthen skills capacity of KP Police to deliver better policing services

- Undertake training on needs basis with district level mentoring of application by senior officers (including focus on women trained)
- With the KP Training Wing and clearance of the Police Management Board, support the amendment of the Police Training Policy to enable trained personnel to maintain posts in areas trained to the extent possible via mini-study
- Undertake training of trainers (TOT) to provide a group of qualified instructors for KP police training wing.
- With the support of the KP Training Wing, establish a database on training (e.g. who is trained in what area, by whom with technical expertise for set up, equipment and software support) to track trainees, their mentoring and to support for more effective delivery and use of training
- Support the KP Police to develop a monitoring and evaluation strategy and system for training on system via Program technical expertise and advice
- Undertake an audit and mapping of existing police training institutes in KP
- Undertake review and revision of curriculum of course at Police Training College (PTC), Hangu as well supporting area-based training curriculum at Regional Training College, Swat
- Support minor infrastructure work at PTC, Hangu (including leftover work from earlier infrastructure support to women's accommodation, common facilities as well as furniture and equipment as needed)
- Senior level policy engagement with DIG Training on including the five SRLP supported trainings in the curricula of police training institutes and integrating coaching and mentoring modules enabling women police to pass B1 and ASI promotion exams.

It should be mentioned that the National Police Bureau will be undertaking a national audit of all police training bodies. After discussion with the National Police Bureau and KP Police it was agreed that UNDP will provide support for the portion concerning KP.

As further clarification, the kinds of training anticipated under this sub-output encompass investigation, communication and supervisory skills and community policing. It is anticipated the trainings will range 2 weeks and will encompass mostly junior and mid-level officers with some exception regarding supervision and courses with a mentoring component. In terms of mentoring, the Program will also invite senior officers to audit courses to assist in monitoring and mentoring junior officers upon return. With regards to mentoring, the process takes into consideration the basic workflow pattern within the police station, that is, first responders, investigators, SHO DSP supervisors, with interaction between all four. Effective mentoring capacity must therefore target DSP supervisors so that the overall flow of work benefits from senior.

As of May 2018, the Program has developed 5 training manuals i.e. Gender Responsive Policing, Information Technology, Community Policing, Communication Skills and Crime Scene Management. Police personal from the target districts have been trained on these disciplines through trainings funded by the Program. A pool of selected master trainers from KP Police are facilitating these trainings. The Program proposes policy level engagement with the KP Police for incorporating these manuals in regular curriculum of the police training institutes so that the police personnel are able to attend quality trainings as part of their formal learning process after the Program withdrawal.

Activity 1.5.2. Strengthen Central Police Office for better policy formulation to improve service delivery

- Support KP Police to develop Crime Data Analysis System at provincial level (CPO)
- Support KP Police to establish Centre with minor infrastructure, equipment and furniture
- Synergizing the Strategic Analysis Wing (SAW) Home Department and Data Analysis Centre of the CPO

On the request of the KP Police, UNDP will be supporting a Crime Data Analysis System Center in Peshawar at a KP Police-provided building (including its development and requisite training needed for it). It is anticipated the system will inform policy direction and resource allocation decisions, with effect to district level police service delivery. The system will enable data provided at the police station level, district level and divisional level to be aggregated at the CPO level to enable better analysis of trends and identification of hot spots with greater comprehensiveness. The e-system will require compatibility across the data sharing chain. Further, it must enable the feeding in of data from across the province (i.e. not isolated to the police stations the EU-UNDP Joint Program intends to work with directly). In discussion with DfID's rule of law program in KP, UNDP has learned that DfID will likewise be supporting data systems at its 3 current 'model police' stations it is working with (with plans for expansion into the Peshawar valley). As such, data from these stations for example, needs to be able to be consolidated at the CPO level. UNDP and DfID have agreed to remain in close collaboration to ensure compatibility.

The KP Home Department had established a Strategic Analysis Wing (SAW) in 2013. The main function of the SAW was data collection, analysis and information management and coordination with the relevant government departments. The SAW aids the provincial government in setting policies and making decisions for the Rule of Law sector. As of May 2018, the Program has supported the KP Police in establishing a Data Analysis Center at Central Police

Office Peshawar. The Data Analysis Center provides support to the Operation Branch of the KP Police by coordination with the field policing units, police-led strike and search operations, public order events, mega event security planning, contingency planning, vital installation security and crime data analysis. However, there is a lack of coordination mechanism between these two important analysis centres at the provincial level. The Program proposes policy level engagement with the Home Department and KP Police for establishing a coordination mechanism to achieve better flow of information which will facilitate the provincial government in taking informed decisions regarding the Rule of Law sector and implementation of the National Action Plan (NAP).

Sub-output 1.6: Improved service delivery through improved prosecution and government capacity pleaders

- Strengthening capacity of Prosecutors to use forensic evidence in criminal cases.
- Strengthen Prosecutors and Government pleaders' understanding of substantive and procedural laws.
- Improve trial techniques of prosecutors

Sub-output 1.7: Improved service delivery through improved prison personnel capacity

- Strengthen capacity of prison personnel on managing inmates
- Training on prison laws/rules and prisoner rights particularly juvenile and women
- Support training of prison personnel on crowd and riot control.

Program Output 2: ADR mechanisms provide fair and effective services, in accordance with the Pakistan Constitution and human rights standards

Sub-Output 2.1: Enhanced engagement with provincial government for implementation of statutory local-level ADR mechanisms

Activity 2.1.1: Support the formulation of rules and procedures, training roadmap, public awareness-raising, performance monitoring and evaluation of statutory ADR mechanisms

- Support a strong internal monitoring and evaluation system to ensure compliance with the Constitution of Pakistan and human rights, including an annual report on progress, results and challenges
- Undertake KAP survey and randomized control trial research on ADR effectiveness
- Assess capacity and functionality of DRCs
- Support review of the draft rules, training manual and facilitate TOT
- Support the development of training plan and conduct training for all DRC members
- Support establishment of short courses on conflict resolution and peace building at local university
- Develop a communication strategy for the DRCs and roll out in all districts.
- Designing and printing of DRC's training manuals, ROBs and other information material

As noted earlier, there may be delays to the constitution of the Panel of Conciliators due to the holding of the delayed KP local government elections. Most recent reports indicate the elections will be held in April 2015.⁷⁸ As the election was delayed and the status remains unclear particularly in the light of the established DRCs.

⁷⁸ LB Elections to be held in KP in April, The News, <http://e.thenews.com.pk/plndi/11-25-2014/page9.asp>

The KAP study will be undertaken at the beginning of 'Year 1' and to be repeated every year. The methodology of the randomized control trial will require inception, baseline work in 'Year 1' and to be undertaken again in approximately a 12-18 months to measure any change in the 'treated' versus 'non-treated' areas.

Sub-Output 2.2: Improved community capacity to provide dispute resolution via paralegalism

Activity 2.2.1: Support paralegal development for effective ADR service as well as monitoring

- Develop paralegalism course at local university with certificate of completion
- Support local community members to undertake university-based paralegal training.
- Undertake monitoring of paralegal work with support of Bar, university faculty and local NGOs
- After identification of individuals, support forums/workshops twice a year to bring divisional paralegals together to share experiences, map challenges and identify areas for further training
- Establish network of paralegals as official entity
- Organize a workshop to share experiences and paralegal models across the country with international expertise (including a pre-consultative planning workshop)
- Provincial TOTs for paralegal practitioners

An often raised question vis-à-vis paralegalism is whether to fund paralegals to undertake their work. Based on UNDP's past program experience, UNDP has not been paying paralegals and intends to continue this to avoid establishing the practice. The development of a certificate course, amongst other motivations and incentives, will provide profile and show recognition locally of those most competent in this field that she/he was identified for a university-based certificate. Approximately 330 paralegals will be trained by the program's end date. Local community members would be those identified in village (rural) and town (urban) levels who have already received some paralegal training or identified as community members with significant capacity and credibility to undertake this work. The members will be identified in cooperation with SRSP, whom UNDP has already been funding. The Program would have to remain mindful of those members who may become members of the Panel of Conciliators to ensure there is no conflict. A strong engagement with SRSP on the supervision and mentoring of paralegals – as they have done in the past for other UNDP rule of law engagements – is envisioned to support the interventions sustainability on a quarterly basis. Other broader program mechanisms, such as UNDP's engagement with the Bar, legal aid clinics/desks will continue to be used for monitoring as well as the future establishment of a law student legal clinics at local law faculties. Consultations will take place to decide upon the development of paralegals and their organizational placement within KP civil society structures, including SRSP; as well as how models of previous work by both OSI and UNDP can be most effectively merged to complement one another.

Given paralegal work is being explored by different development actors in Pakistan (including the EU's Access to Justice Project in Punjab) and within this initiative is a significant component with OSI, the Joint Program intends to act as a convener to bring together actors in the field in Pakistan as well as sourcing international expertise on best models, sharing experiences and recommendations on forging a way forward in the field. The Program intends to leverage global networks and expertise by both OSI and UNDP in the area of paralegalism. Given the potential breadth of this forum, a consultative workshop with relevant stakeholders will be held to focus the event and yield constructive findings for the way forward (*i.e.* developing an event that goes beyond generalities and emphasizes real-world application useful to people on the ground).

It should also be noted that the university course is supported by the local Bars, who will establish one Bar focal point per district to undertake oversight and monitoring of this new cadre of paralegals. With regards to the courts, paralegals will not have standing before the court other than if they are granted authority, as like anyone, by the litigant to represent them. As such, paralegal engagement with the Courts will be rare and not encouraged. Therefore, buy-in from the Bars is most critical. It should be noted that the HEC only needs to recognize degree programs, which this initiative is not, and therefore does not undermine sustainability of the course.

The EU under its 'EU Access to Justice in Punjab Program' will also be undertaking the development of training tools and manuals for paralegals. It is anticipated there should be coordination and synergy between the two programs to ensure coherence and effectiveness of the EU funding.

Please see 'Rule of Law Actors -- Background' section for more analysis vis-à-vis paralegalism.

Sub-Output 2.3: Enhanced support to court-annexed ADR in order to reduce case backlogs and provide speedier justice

Activity 2.3.1: Support the Judiciary to implement ADR via development of guidance/bench order on ADR as well as ADR certification course at KP Judicial Academy for judges and lawyers

- Undertake workshops and consultation to establish judicial guidance on ADR
- Support dissemination of guidance
- Establish ADR certification course at KPJA for judges and lawyers
- Support training of lawyers on ADR

The ADR course will be developed with the KPJA and housed there. Given the KP Judiciary's recent openness to court-annexed ADR, there is local momentum amongst judges to resolve such cases and reduce backlog - a constant pressure for the Judiciary. Given the large backlog on civil matters - which can devolve into criminal matters - ADR would focus on civil matters. A review of the court's docket generally reveals a high proportion of cases related to property and land disputes. As noted earlier, the legal basis for this engagement is the Civil Procedure Code which establishes ADR, but has yet to be effectively invoked. The National Judicial Policy of 2009 similarly advocates for the use of ADR as a mechanism to increase the speed by which justice is dispensed.

With regards to the ADR certification course, as discussed earlier this will be a part of continuing legal education (CLE) which the KPJA is empowered to undertake as part of its legal mandate. The Joint Program will provide technical expertise for the design of the course as well as undertaking pilot testing of the course to ensure it meets needs based on participant feedback.

Summary of Supplies and Minor Civil Works for All Outputs:

In order to deliver on above activities, the Joint Program will undertake extensive procurement, which will be phased throughout the Program's lifespan (per UNDP's rules and regulations, an annual procurement plan will be made at the beginning of each year of the Program's duration).

Given the scope of work concerning software development, UNDP intends to contract one firm to undertake all software work, including software development, training and IT troubleshooting support. In addition to streamlining procurement processes, this will reduce the risk of incompatibility of software applications and the maintenance of a system approach.

The Program envisions software development to be divided into two main sections: Central Police Office (CPO) level and district level (which encompasses police stations in the district as needed). Under the CPO level, software will be undertaken in the following areas:

- Managing of complaints information for the KP Police's Directorate of Internal Accountability
- Database for training for Training Wing of KP Police
- Crime Data Analysis software (to be linked to divisional, district and police station levels)

Vis-à-vis district levels, software will be procured for the following as one system interface:

- Application to track issues arising from CPFs and responses;
- Application to compile data from other police outreach in districts;
- Application for automated FIR system (accessible to senior police, divisional and CPO) as well as public
- Application to roll-out SMS complaints system (with linkage to CPO)
- Data management/analysis of crime statistics concerning women

The remainder of procurement will concern the following areas:

- Furniture and Equipment (at police stations, training centers, women's shelter, CPO, Provincial and district PSPCC, secretariat for network of paralegals)
- Designing and Printing (training manual for Panel of Conciliators, paralegal manual)
- Communication (dissemination of press materials, photography, documentaries, media training services)
- Civil works (minor infrastructure at Swat Regional Training Centers, shelter, police stations, PTC Hangu and CPO).

For greater detail please see annexed budget and justification.

8. Beneficiaries and Stakeholders

The Joint EU-UNDP Program of action will have several beneficiaries, partners and stakeholders at various levels:

Please find below a list of beneficiaries; it should be noted that all the below actors and institutions are also seen as partners and stakeholders more broadly:

- Population of 10 districts of KP Province: 7 districts of Malakand Division and 3 districts of Southern KP; with particular focus on women and vulnerable groups
- KP Police (district, divisional, HQ)
- KP Prosecution
- KP Prisons
- KP Provincial and District PSPCC
- KP Judiciary and KP Judicial Academy

Partners and stakeholders include the following:

- Provincial Government of KP
- National Civil Society Organizations
- International Civil Society Organizations (i.e. OSI)
- Local Bar Associations
- Academic Institutions (e.g. divisional universities)
- Media

9. Implementation Arrangements

To ensure the national ownership of the activities, the Programme will be well coordinated with KP counterparts and stakeholders. The proposed implementation arrangements take into consideration the current security and operational environment in KP, which is currently under 'UN Security Phase 4'.

Considering the complexity and diversity of programmatic objectives in the different areas of rule of law and also considering the general deprivation of the target area and the lack of physical and institutional infrastructure aggravated by crisis, the careful and deliberate design of the implementation arrangements is of paramount importance to the overall success of the program.

A breakdown of the Program Management & Core Unit, 3rd party contractors and consultants with location is provided below. For more detailed information vis-à-vis profiles and experience, reference is made to the budget justification:

The Program Management and Core Unit will consist of the following:

- Project Manager (International-P-5) to oversee the overall implementation and quality control of the Program, both operationally and substantively. The PM provides technical support, including comparative experience, for program development and implementation as well as overall strategy. S/he will also be chief focal point for all donor engagement and report to the Program Review Board. Reporting to Democratic Governance Unit of UNDP -Country Office and through this Unit to the Programme Review Board. This position is based in Peshawar.
- Senior Programme Specialist (SPS) to directly overseeing all the project outputs focusing specifically on programme implementation providing technical guidance and oversight of programme activities. Reporting to Project Manager, SPS (International - P4) will provide technical support, including comparative experience, for program development. This position is based in Peshawar.
- Senior Policing Specialist (N) to provide national expertise on policing output. This position is based in Peshawar. See 'Budget Justification' for more detail in 'Annex 3'.
- International Policing Specialist to provide comparative experience on policing output as well as complement. This position will be based in Peshawar. See 'Budget Justification' for more detail in 'Annex 3'.
- M&E Analyst (N)- the M&E function with one M&E Officer (N) and M&E Assistant (N) reports directly to the Project Manager.
- Community Policing (CP) Specialist (N) to undertake CP related advisory and technical support. This position is based in Peshawar.

- ADR Officer (N): to provide national expertise on ADR and engage with all relevant partners both in Peshawar and program districts. This position is based in Peshawar.
- Finance & Operations Manager (N) to provide oversight of all program operations for delivery (e.g. finance, procurement, logistics, staffing), including the EU-UNDP Joint Programme. Reporting to Chief Technical Specialist. This position is based in Peshawar.
- Research Analyst (N) to undertake design and implement all research including support for baseline data and randomized control trials related to policing and ADR. This position is based in Peshawar.
- Finance Associate (N) to provide support to Finance & Operation Manager vis-à-vis processing of all payments. This position is based in Peshawar.
- Finance Assistant (N) to provide support to Finance Associate vis-à-vis processing of all payments. This position is based in Peshawar.
- 2 Procurement Officers (N) to undertake all follow-up of procurement requests at Country Office level for finalization. Both positions are based in Peshawar.
- Program Associate (N) to follow-up on all other operational issues other than procurement that require Country Office finalization. This position is based in Islamabad Country Office.
- Procurement Associate (N) to provide support to procurement vis-à-vis processing of all procurement cases to Procurement unit. This position is based in Islamabad
- Program Engineer to undertake all low level infrastructure work (including drawings, costings, monitoring and quality control). This position is Peshawar based.
- Two Program Drivers: For daily office-related travel and missions. These positions are based in Peshawar.

The 3rd party contractors are individuals hired via a human resources firm and therefore were not on UNDP-contracts. As such, this modality enables the 3rd party contract colleagues to travel in KP without requiring Non-Objection Certificates (NOC) from the government before moving on assignment. All 3rd party contract colleagues are national and based in Peshawar, almost are converted to UNDP service contract. Colleagues include the following:

- ADR Officer
- Field Monitoring Specialist
- Communication Analyst
- Court Coordination Officer
- IT Officer

Five team members will be designated to work 100% of their time on the Joint EU-UNDP Program: Senior Policing Expert (National), International Policing Expert, Community Policing Expert (National), and 2 ADR Officer (National). This is in addition to consultant support.

The Program generally adopts an approach of pairing national with international experts together to ensure optimum results through combined experience and comparative strengths. In the course of Program implementation, consultants will mostly be paired with the above listed personnel or in fewer occasions, a national and international will be hired to undertake heavier specific assignments (please see annexed budget for more detail). Consultants envisioned for the Joint Program include the following:

National Consultants:

Output 1:

- Consultant for local threat analysis system development and Crime Data Analysis System at CPO

- Consultant for development of SOPs at district level to respond and prevent crime against women,
- Consultant to support Provincial PSPCC to support 3- 5 year plan, monitoring, reporting system, annual plans
- Consultant to undertake feasibility of *dar al-aman* with recommendations

Output 2:

- Consultant for ROB for Panel of Conciliators, development of training manuals, M&E system
- Consultant to assess capacity and functionality of DRCs
- Consultant for review of the draft rules , training manual and ToT
- Consultant for establishing an M&E system for DRCs

International Consultants:

Output 1:

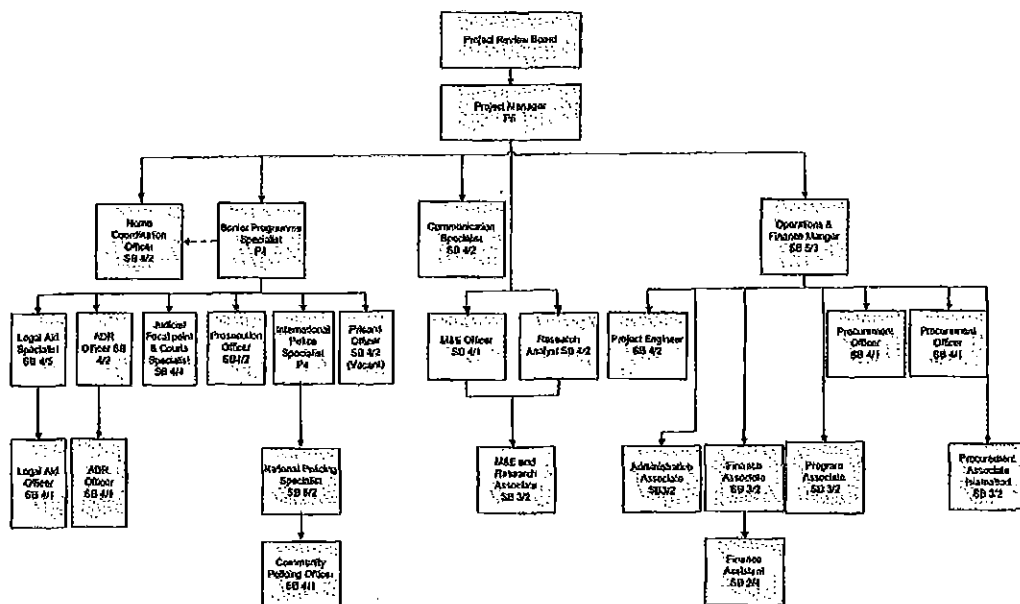
- Policing Specialist for interim period while staff (P-4) position is recruited (stop gap measure, using HQ express roster for rapid deployment)
- Gender Policing Specialist
- Consultant to support Provincial PSPCC to support 3- 5 year plan, monitoring, reporting system, annual plans
- Consultant to develop M&E strategy and system for training
- Consultant for audit and mapping of existing police training institutes, training tools and curricula, review of course work at PTC Hangu and RTC, Swat
- Consultant to undertake feasibility of *dar al-aman* with recommendations

Output 2:

- Consultant to develop community paralegalism course
- Consultant to develop ADR certification course for KPJA
- Support establishment of short courses on conflict resolution and peacebuilding at a local university

Management and Implementation Arrangement Structure:

Strengthening Rule of Law Programme



Please see budget and justification in 'Annex III' for detailed personnel breakdown.

10. Monitoring and Evaluation

Please see attached monitoring and evaluation matrix.

The Program Review Board will hold regular meetings to discuss the implementation of the work-plan and assess its progress. Further monitoring will be performed on the basis of work plans prepared by the Program Manager (PM), who will submit quarterly reports to UNDP CO and EU donor as required, enabling stakeholders to benchmark and assess progress on rollout of activities. Further, UNDP will take steps to submit quarterly progress reports both narrative and financial (indicating activity expenditure and budgetary allocations) to EAD and donor partners within 15 days following the completion of each quarter. Monitoring and evaluation of the Program will be ensured by the PM following relevant UNDP results management guidelines.

- Program Manager will oversee the overall monitoring in terms of activity quality, issues, risks, lessons learned, and finances and to ensure adherence to Results-Based Management (RBM), entailing outcome level focus. Respective logs will be maintained and quarterly progress reports will be produced.
- The Program will maintain a national M&E Officer
- Implementing partners will be responsible for the monitoring of their respective activities and will present quarterly progress reports to UNDP

A Program Review Board (PRB) will provide overall strategic guidance and oversight for the Program. The Board, to be co-chaired by Additional Chief Secretary Development, UNDP Deputy Country Director and Secretary, will meet at Peshawar/Islamabad to review the Program's work plans and provide policy guidance and assistance in resolution of any difficulties experienced during implementation. The PRB would also be responsible for overseeing program reviews on an annual basis and at other designated decision points during the course of execution. Moreover, the PRB will act as a coordination mechanism to ensure that discrete programme initiatives are harmonized and able to achieve the maximum level of complementarity and synergy with related UNDP interventions. The PRB will present a unique opportunity to discuss various rule of law challenges and apply sustainable solutions with broad stakeholder support. Composition of the PRB will be as follows:

- Executive: representing program ownership, and acting as chair of the group; in this case, the UNDP Deputy Country Director and Additional Chief Secretary Home Department.
- Senior Supplier: to provide services/resources for implementation of the program, in this case the UNDP CO as well as the EU
- Senior Beneficiary/User: to ensure the realization of the intervention benefits, in this case, representative/s of the relevant institutions: Judiciary, Police, Prisons, Prosecutor, Government of KP/PPD

Senior Partner Representatives may be invited as *ex officio* members to the PRB meetings. These may include representatives of bilateral contributing donors and other senior partner representatives, including the institutions entrusted with direct implementation of some program activities. Additional *ex officio* members may be added to guarantee adequate representation of Pakistani communities.

UNDP financial rules and regulations will be applied to manage the allocated funds based on the work-plan and the detailed budget. The Country Office will be responsive and bear the full responsibility of reporting to donors and resource allocations. UNDP shall keep EAD informed about the details of resources raised from various development partners for financing of this Program. The Program shall not pre-empt any resources meant for MDTF by donors/development partners. All trainings and conferences/workshops will be conducted in Pakistan and no expenditure to finance foreign travel of any officer / consultant / UNDP staff will be financed. Workshops/conferences shall be held only when these are explicitly required by the Provincial Government and with specific themes and discernible outcomes/deliverables.

The technical quality assurance role is performed by the Program Manager, who will support the PRB in carrying out its objectives and independent oversight and monitoring functions. She/he will ensure that appropriate output and management milestones are designated and achieved. She/he will have technical advisory responsibility as well as provide an overall supervision of the implementation of activities and ensure that they contribute to the achievement of the outcomes.

Guided by standard practice, the Program will be under the overall supervision of the Head of Governance Unit, UNDP CO within the Governance portfolio.

NGOs and Training Institutes. The Program will sign sub-contracts as needed with NGOs, training institutes and construction firms to conduct training, technical support and construction activities as set out in the Program's Results & Resources Framework (RRF). UNDP will as well work very closely with the existing training facilities of the Judiciary and the Police to conduct sets of specialized trainings. Selection of NGOs/CBOs/consultants would be done through competitive transparent processes per UNDP policies and procedures.

UNDP will deploy and recruit short-term national and international consultants to provide technical advisory support and produce a set of studies and surveys listed in the log-frame with the consultation of the Provincial Government.

The EU will put in place mid-term and post-completion evaluations for the overall EU programme "Citizens Justice and Peace Programme in Khyber Pakhtunkhwa".

Reporting will be provided to the EU on a quarterly basis as well as an annual report, which subsumes quarter four with the entire year.

It is anticipated that in the first quarter of 2015, the Joint EU-UNDP Program will review all baselines and address any gaps that may emerge systematically. In particular, brand new areas of work - such as the SMS system, FIR, district policing plans - will necessitate a systematic stocktaking before moving forward. The consequence will be a revision of the below log-frame, work plan and M&E plan to reflect those findings. A list of civil works, furniture and equipment will be provided at the end of Quarter 2/2015 to the EU Delegation. The revised log-frame, work plan and M&E plan as well as the list of civil works, furniture and equipment will be agreed upon with the EU Delegation. As a result this budget may also be revised.

11. Logframe

The below log-frame and M&E matrix have been revisited and revised in light of the findings from the KAP study conducted in 2015 and administrative data from the KP Police

Overall Objective	Intervention Logic	Objectively verifiable achievement indicators	Sources and means of verification	Assumptions
	Sustainable peace through improved access to justice via effective and accountable justice and security service delivery. ⁷⁹	<p>% Increase of public confidence in police competence, integrity and concern for their community's well-being.</p> <p>% of public aware and makes use of effective and fair alternative dispute resolution mechanisms for greater justice service delivery</p> <p>Baseline: KAP⁸⁰ study revealed that overall 7% both Men & Women have trust and confidence in police competence, integrity and concern for their community well-being</p> <p>Gender bifurcation of the overall: Woman= 55.81%, Men= 44.19%</p> <p>Baseline: awareness and use of jirga: 72.7%, Musalihati jirga: 11.2% ; paralegals: 1.1% ; politicians: 15%</p>	KAP (perception) study	Sufficient security to carry out work and monitoring

⁷⁹ This is aligned with EU-Government of Pakistan's Financial Agreement of 'Expected Result B: Relations and trust between KP citizens and the state are enhanced, by improving policing techniques and accountability, and quality and legitimacy of alternative dispute resolution mechanisms'

⁸⁰ Knowledge, Attitude and Practices (KAP) survey, UNDP, 2015

Improved police services to local communities via policy and operational reform.	% Increase in proportion of women reporting crimes and expressing enhanced access to KP Police as a result of anti-discrimination policies and procedures, including special provisions for especially vulnerable women Baseline: 9 percent women reporting crimes to the KP police	District police complaint logs, crime statistics, KAP survey	Sufficient security to carry out work & monitoring, political will and prioritization of gender responsive policing
	Increase in percentage of the public who feel they have a say in how justice and security series are delivered. Baseline: TBD	TBD	
Sub-output 1.1: Improved policy and management of district level police stations for better service delivery	Extent to which the police is capacitated to develop and implement district policing plans Baseline: Baseline: (Scale= no capacity to develop and implement district police plans (no consultations held with the community and no plans in place)	District policing plans, local threat assessment completed, copies of police plans, number of mechanisms put in place after plan development	Security conditions permit work/monitoring; continued political will to amend Policy

Output 1a

1a. As per UNDP Results-Based Management System, program 'outcomes' are labelled as 'outputs'

	<p>Target 2016 (Scale: 1= Limited capacity for the public consultations held, identified plans developed)</p> <p>Target 2017 (Scale: 1= Improved capacity (district police plans developed) by all selected police stations, implemented and monitored)</p>		
<p>Sub-output 1.2: Support gender responsive policing through improving representation of women in police stations, posts, developing capacities and competencies of women police as well as available resources to deliver to female public</p>	<p>Increased numbers of women represented throughout the 'policing chain' within district police station</p> <p>Existence of specific measures in place to increase the recruitment, retention and advancement of women including pre-recruitment sensitization -</p> <p>% of violence against women cases reported to (and investigated by) local police</p>	<p>Amended HR Policy to be more gender responsive, number of trained women police officers deployed in selected districts, Survey of training participants, Copies of Police Case Registers</p> <p>District police SOPs for female crime victims, feasibility study for dar al-aman with recommendations</p>	<p>Sufficient security to carry out work & monitoring; political will and prioritization of gender responsive policing, security conditions permitting (esp. re: dar al-amans)</p>
<p>Sub-Output 1.3: Improved police and community interaction for</p>	<p>Baseline: Less than 1% women representation throughout the "policing chain" within district police stations</p> <p>Limited measures in place for the recruitment, retention and advancement of women including pre-recruitment sensitization</p> <p>9% violence against women is reported</p>	<p>Records of public fora held, CPF workplans</p>	<p>Continued local political will and buy-in to support</p>
	<p>Number of issues from community policing forums translating</p>		

<p>citizen-informed policing</p>	<p>into policy changes at district, divisional or provincial capital levels (CPO)</p> <p>Extent to which local women are satisfied with their treatment by the police as a result of resolution of the issues raised in the community forums</p>	<p>CPFs; security conditions permitting</p>
<p>Sub-Output 1.4: Improved police accountability mechanisms, internal and external</p>	<p>Baseline: Out of 350 issues 65 were referred for change in policy as they were beyond the power of police stations.</p> <p>Zero satisfaction [community policing forums are not yet functional by end of 2015]</p> <p>% increase in investigations of police misconduct triggered as a result of public complaints as result of SMS/telephone complaint system (with particular tracking of female complainants where possible)</p> <p>Extent to which the internal oversight mechanisms are effective in improving service delivery (police personnel as well as public opinion)</p> <p>Baseline: 0% investigation of misconduct is triggered (sms system/software not installed yet by the end of 2015)</p> <p>Limited oversight mechanism is in place (police officials think that the current system is not effective.)</p>	<p>Functional automatic FIR system, addressed complaints through SMS system, district SOPs on complaint system, police district disciplinary logs</p>
		<p>Local district police staff undertake and use data collection; security conditions permitting; public feels comfortable enough to use SMS</p>

<p>Sub-Output 1.5: Improved service delivery through improved police capacity</p>	<p>Extent to which the police is capacitated through institutional support and training for better policing service delivery</p> <p>Baseline: Scale=1=Limited capacity (Training curriculum not reviewed, no M&E system and strategy for training in place, limited trainings and skills, limited resources)</p> <p>Target: 2016 (Scale: 2=Moderate Capacity (training curriculum reviewed and amendments made, M&E strategy for training in place, limited resources)</p> <p>Target: 2017 (Scale=3=High Capacity (modified curriculum widely used for trainings, evaluation strategy and system for trainings in place, moderate resources in place)</p> <p>Target 2018: (Scale: 4= Full Capacity (Trainings conducted on regular basis using the amended curriculum and evaluated for skill development and usage. Service delivery improved, resources adequately placed)</p>	<p>Training database established, audit completed of all training institutes in KP; crime analysis system producing reports for Malakand Division</p>	<p>Security conditions permitting and political will for systematic improvements in personnel capacity including placement as result continues</p> <p>Clear enough division of labour with other bilateral partners working in this area to avoid duplication</p>
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<p>Sub-output 1.6: Improved service delivery through improved prosecution and government pleaders capacity.</p>	<p><i>Extent to which the roles of prosecutors and pleaders is enhanced in justice delivery</i></p> <p><i>Baseline: Scale:1=Minimal role(lack of pleaders and prosecutors playing coordination between the police and the court, no assessment of the role done to assess the gaps, responsibilities and opportunities for enhanced coordination)</i></p> <p><i>Target 2016 (Scale:2=limited role (assessment done and public awareness campaigns launched)</i></p> <p><i>Target 2017 (Scale:3= moderate role (regular public awareness campaigns, prosecutors and pleaders involved in coordination)</i></p> <p><i>Target 2018 (Scale:4=efficient role (pleaders and prosecutors engage in regular coordination, resources and skills in place)</i></p>	<p>KAP Prosecution department administrative data</p>	<p>The department have the buy-in of the program interventions</p>
<p>Sub-output 1.7: Improved service delivery through improved prison personnel capacity</p>	<p><i>Extent to which inmate care at prisons is improved</i></p> <p><i>Baseline: Scale:1=inadequate inmate care (lack of access to basic necessities, lack of rehabilitation programs, no assessment of the needs for training and knowledge of standards)</i></p> <p><i>Target 2016 (Scale:2=Limited inmate care (assessments of needs done, some vocational trainings piloted)</i></p> <p><i>Target 2017 (Scale:3=Adequate inmate care(based on comprehensive needs assessment: trainings for prison staff conducted)</i></p> <p><i>Target 2018 (Scale:4=Enhanced inmate care (regular trainings and ownership of the same from prisons, better utilization of training outcomes for inmate care)</i></p>	<p>KAP Survey, prison Inspectorate administrative data</p>	<p>The inspectorate have the ownership of the activities</p>

	<p>ADR mechanisms provide fair and effective services, in accordance with the Pakistan Constitution and human rights standards</p>	<p>% Increase in availability and use of alternative dispute resolution as a means to increase access to justice</p> <p>Baseline: Availability and use of ADR: Musalihat Jirga: 9.73%</p> <p>Traditional Jirga: 21.20%</p>	<p>KAP survey, court files (showing an increase in court-annexed ADR), records of paralegal work implemented from partner CSO</p>	<p>Local elections are held, conditions permit security work/monitoring</p>
	<p>Sub-output 2.1: Engage with provincial government for implementation of statutory local-level ADR mechanisms</p>	<p>% of public awareness raised over time for the existence of mechanisms</p> <p>Number of District Courts, DC Offices, Kazim and Naib-kazim Offices have access to and utilizing IEC materials and judicial guidelines on ADR</p> <p>Baseline: Jirga: 72.7%, Musalihat Jirga: 11.2% ; paralegals: 1.1% ; politicians: 15%</p> <p>No judicial guidelines available in the mentioned offices and hence there's no utilization</p>	<p>Gender-sensitive rules of business completed, developed training plan, and monitoring and evaluation system in place, KAP survey</p>	<p>Local elections are held to constitute RCs; gain local traction and security conditions permitting</p>
<p>SRLM Output 2</p>	<p>Sub-output 2.2: Build community capacity to provide dispute resolution via paralegalism</p>	<p>% increase in the number of permissible matters resolved by paralegal-led ADR as well as number of case referred to lawyers outside of the mandate of paralegals</p> <p>Extent to which paralegals are systematically trained to provide community based services.</p>	<p>Completed survey, KAP course curriculum for paralegalism developed, workshop reports on paralegal lessons learned</p>	<p>Paralegalism continues to be supported by local lawyers to ensure oversight; security permitting</p>

	<p>Baseline: less than 5% matters resolved by paralegals</p> <p>Baseline: (Scale 1= No certificate training course for paralegals</p> <p>Target 2016 (Scale 2= A certificate training course developed and offered to public</p> <p>Target 2017 (Scale 3= Number of paralegal trained and providing services</p> <p>Target 2018 (Scale 4= Number of people benefiting from paralegal services</p>		<p>Completed certification course at KPJA, KAP done, judicial guidance on ADR, case disposal rates</p>	<p>ADR remains a priority for KP Judiciary, given competing demands</p>
<p>Sub-output 2.3: Support court-annexed ADR to reduce case backlogs and provide speedier justice</p>	<p>Existence of mechanisms to coordinate with judiciary/bench to implement ADR</p> <p>Effectiveness of the mechanisms established</p> <p>ADR certification course and its effectiveness in application at KP Judicial Academy for judges and lawyers</p> <p>Baseline: Draft guidelines on court-annexed ADR prepared</p> <p>Mechanism not yet established</p> <p>An ADR course titled "Introduction to Mediation Skills for Legal Professionals" developed and presented to KPJA. 50 Judges have been trained under the said training. (The KPJA administration was reluctant to house an ADR course for judges saying that in absence of legislation and clear judicial guidelines, Judges cannot practice ADR, however the KPJA agreed to include mediation training sessions in existing</p>			

		judges' trainings.			
		Activity 1.1.1 Support the capacity of selected districts to formulate and implement annual district policing plans with engagement at the divisional level.	<p>UNDP with consultant expert: Consultative development of district police plans for local district level, police station management, with Divisional level oversight and Central Police Office approval</p> <p>Provision of technical support and capacity building for plan formulation (encompassing all areas of support and key police duties) and implementation with technical advice and mentoring structures</p> <p>Support a local threat assessment analysis system to inform district police plan development</p> <p>Dissemination of district police plans to public</p> <p>Monitoring progress of plan implementation through supporting senior level police review and public consultation, with particular focus on gender responsiveness indicators and informing policy, especially at Police Management Board, Central Police Office</p> <p>Contracting of International Policing Consultant with police expertise, including on station management</p> <p>Policy level engagement, design, monitoring and training of Police Implementation Commissioner, CPO, Home Department and 25 District Police Officers (DPOs) in KP on</p>	<p>District policing plans, local threat assessment completed, copies of police plans</p> <p>An established central crime data analysis system in CPO</p> <p>Quarterly review of DPPs</p>	<p>Security conditions permit work/monitoring; will to amend Training Policy</p> <p>Implementation of statutory requirements under</p>

Activities

	Annual Policing Plans implementation,	report	KP Police Act 2017
Activity 1.2.1: Support greater representation of women along the 'policing chain' within district police station	<p>UNDP and consultant expert: Based on needs assessment, undertake training of female police officers as a means to build capacity for a range of positions within the station and into 'mainstream' policing</p> <p>Engage with KP Training Wing to amend Training Policy so that it supports women's advancement within district police stations after provision of adequate training</p> <p>Support the implementation of the National Gender Responsive Policing Plan in KP province via exploring way forward with the KP Police (e.g work plan development)</p>	<p>Amended Training Policy to be more gender responsive, number of trained women police officers deployed in selected districts</p>	<p>Sufficient security to carry out work & monitoring, political will and prioritization of gender responsive policing</p>
	<p>Training of male police officers on gender-responsive policing with mentoring structure set up and linked to performance appraisal at district level</p> <p>Provide technical expertise for gender responsive policing to be included in district annual policing plans with mentoring for district and police station officers</p> <p>Contracting of International Gender Policing Specialist for comparative GRP expertise.</p> <p>Support for improving working conditions for investigations, gender responsive policing, police management and</p>	<p>Evaluation of the trainings effectiveness</p> <p>Gender responsive policy in place</p> <p>GBVs developed by the consultant</p>	

	<p>administration at the police station level.</p> <p>Training support to female police personnel on core functions to improve capacity</p> <p>Specialized training to female police personnel on crime scene management and preservation of forensic evidence.</p> <p>Development of training curriculum on the competitive exams to increase the number of female police personnel</p>	<p>Evaluation of the training effectiveness</p> <p>The curriculum developed and training conducted</p>	
<p>Activity 1.2.2: Support services for more effective gender responsive policing</p>	<p>UNDP with national/international consultant expert</p> <p>Engage with divisional and district police to prevent and respond to crimes against women sensitively through standard operating procedures (SOPs) for female crime victims, female reception desks/spaces with monitoring systems</p> <p>Provide support for female reception desks/spaces with monitoring systems</p> <p>Support minor infrastructure work at Swat Regional Training Center's police dorms for separate women police officer lodging, including day care facilities</p> <p>Support district police to undertake data management/analysis of crime statistics concerning women and share with divisional level</p>	<p>District police SOPs for female crime victims, feasibility study for <i>dar al-aman</i> with recommendations</p> <p>Feasibility study of the dar ul aman</p>	

	<p>Feasibility study and establishment of <i>dar al-aman</i> (shelter) for women victims of crime in Malakand Division for more effective policing and leveraging rest of justice chain.</p> <p>Support a district police level interactive media/communication strategy for female public on services available</p>	<p>Communication strategy developed</p>	
<p>Activity 1.3.1: Support the implementation of community policing through regular public consultation on local security and justice issues, facilitation of public events, to provide immediate response to local concerns as feasible and feed into policy making, reporting on public consultations and participation in policy dialogues at provincial level.</p>	<p>UNDP: Hold regular community policing forums (CPF) in all districts, including women-only forums, with work plans and tracking of issues</p> <p>Establish mechanism within district police stations to track and respond to issues raised at community policing forums</p> <p>Support workshops/forums at divisional level to discuss policy implications/recommendations from CPF engagement and to be raised for Police Management Board, Central Police Office as well as regular quarterly reporting to be shared with Divisional level for onward submission to CPO</p> <p>Hold community events (sports, competitions, cultural)</p> <p>Support awards ceremony for recognition of good policing practice and community engagement of the year</p> <p>Minor thana infrastructure support in all 11 districts as needed to facilitate community engagement (e.g. community police desk)</p> <p>Explore and consult with all relevant stakeholders, KP Police (HQ, Divisional, district levels), PSPCC, district local</p>	<p>Records of public fora held, CPF workplans</p> <p>Reports of the community events</p> <p>Model police stations assessment report</p> <p>Stakeholders</p>	<p>Continued local political will and buy-in to support CPFs; security conditions permitting</p>

	<p>government actors and local private sector on how CPLC, CPFs, community wardens can work together, with an eye for stakeholder approved roadmap on way forward</p> <p>Training support to female police personnel on core functions to improve capacity</p> <p>Specialized training to female police personnel on crime scene management and preservation of forensic evidence.</p> <p>Support women justice sector forums to improve coordination and advocacy for promotion of women in justice sector</p> <p>Conduct outreach activities to encourage young women and girls to join the justice sector (job fairs, speaking engagements and documentaries)</p> <p>Contracting of International Community Policing Specialist for expert comparative technical advice.</p>	<p>approved roadmap</p> <p>Training report, training evaluation</p> <p>Media coverage of the events, reports of the events</p> <p>Training manual, training reports</p> <p>Event reports, documentaries</p>	
<p>Activity 1.3.2: Build the capacity of KP Police to design and implement evidence-based strategies to reach out to citizens through a variety of media tools</p>	<p>UNDP and Expert Consultant Support development of effective media outreach strategy. eg radio, pamphlets, participating in UNDP-supported mobile legal clinics, via consultation at divisional and district levels</p> <p>Support district police to gather and use data retrieved from outreach, with divisional and Central Police Office engagement</p>	<p>Developed strategy, local district police database on outreach information</p> <p>Local district police staff buying into data collection and using it, security conditions permitting</p>	
<p>Activity 1.4.1: Support the implementation of a decentralized internal accountability system at police stations at district level through diversified complaint and tracking mechanisms, with</p>	<p>UNDP and consultant experts: Support the implementation of an automatic First Information Report (FIR) tracking system at district police stations, which is accessible to senior police (divisional and above) as well as for public with files (including IT equipment as needed)</p>	<p>Functional automatic FIR system, addressed complaints through SMS system, district SOPs on complaint system, police district</p> <p>PSPCC is able to attract and sustain support/interest from relevant stakeholders and general public; local elections are held for</p>	

<p>linkages to central level</p>	<p>Support implementation/roll-out of SMS (and less anonymous, telephonic) complaints system for public and follow-up mechanism within all 7 district police (including IT equipment as needed) with linkage to Central Police Office</p>	<p>disciplinary logs</p>	<p>district PSPCC</p>
<p>Activity 1.4.2: Strengthen the capacity of external oversight and accountability mechanisms</p>	<p>Community outreach on FIR and new SMS system, which will enable greater public access to services</p> <p>Support KP Police's Directorate of Internal Accountability with operational support (IT equipment, software) with a special focus on ensuring the feeding in of district level complaints, as well as developing a standard operating procedure (SOP) for complaint receipts and monitoring</p> <p>Train and mentor a team of KP police experts on the implementation and integration of Policing software in the police operational and policy guidelines with Director IT and concerned AIGs at CPO</p>	<p>KP Police software operationalized in all police stations through a phased process</p>	<p>Willingness of the Police leadership to embrace change and take step towards E-Policing</p>
	<p>UNDP and co-located consultant expert: Support the Public Safety and Police Complaints Commission (PSPCC) to establish a secretariat (e.g. PSPCC operational policy, effective monitoring/reporting systems, IT equipment, office furniture as needed)</p>	<p>Completed annual plan, training reports, public outreach strategy completed</p>	
	<p>Support establishment of PSPCC at district level, including training and equipment</p>		

	<p>Build PSPCC capacity at provincial level on discharging function (including substantive as well as operational policy) as well as training at district level</p> <p>Support PSPCC to undertake outreach to public about role and function as part of communication strategy</p>		
<p>Activity 1.5.1: Strengthen skills capacity of KP Police to deliver better policing services</p>	<p>UNDP and consultant expertise (international and national): Undertake training on needs basis with district level monitoring of application by senior officers (including focus on women trained)</p> <p>With the KP Training Wing and clearance of the Police Management Board, support the amendment of the Police Training Policy to enable trained personnel to maintain posts in areas trained to the extent possible via mini-study</p> <p>Undertake training of trainers (ToTs) to provide a group of qualified instructor for KP police training wing.</p> <p>With the support of the KP Training Wing, establish a database on training (e.g. who is trained in what area, by whom with technical expertise for set-up, equipment and software support) to track trainees, their mentoring and to support for more effective delivery and use of training</p> <p>Support the KP Police to develop a monitoring and evaluation strategy and system for training</p> <p>Undertake an audit and mapping of existing police training institutes in KP</p>	<p>Training database established, audit completed of all training institutes in KP</p> <p>Training report, training pre and post evaluation</p>	<p>Security conditions permit</p>

	<p>Undertake review and revision of curriculum of course at Police Training College (PTC), Hangu as well supporting area-based training curriculum at Regional Training College, Swat</p> <p>Senior level policy engagement with DIC Training on extending the five SRLP supported trainings in the curricula of other police training institutes (including integrating coaching and mentoring modules enabling women police to pass BI and ASI promotion exams)</p> <p>Support minor infrastructure work at PTC, Hangu (men's facilities)</p> <p>Services of firm for third party monitoring of all infrastructure and engineering work</p> <p>Output related travel of program staff</p>	<p>Training syllabus of KP Police revised & new courses incorporated. Refresher training report</p>	
<p>Activity 1.5.2: Strengthen CPO for better policy formulation to improve service delivery</p>	<p>Support KP Police to develop Crime Data Analysis System at provincial level</p> <p>Support KP Police to establish Crime Data Analysis Center with minor infrastructure, equipment and furniture</p> <p>Establish information exchange mechanisms between the Strategic Analysis Wing (SAW) Home Department and Data Analysis Centre of the CPO</p>	<p>Completed data analysis system with software in place; good procured to render Crime Data Analysis Center operational</p> <p>Policy guidelines for flow of information approved by Home department & KP Police</p>	<p>UNDP continues to be provided a space for the Center</p> <p>Home department & KP Police agree on synergizing the two centres and approve guidelines</p>
<p>Activity 1.6: Improved Prosecution and Government</p>	<p>Strengthening capacity of Prosecutor's to use forensic evidence in criminal cases.</p>	<p>List of participant, pre & post evaluation</p>	<p>The prosecutor department has the</p>

<p>Pleaders Capacity</p>	<p>Strengthen Prosecutors and Government pleaders understanding of substantive and procedural laws. Improve trial techniques of prosecutors</p>	<p>reports Training report Training utilization and effectiveness study</p>	<p>ownership and buy-in of the project activities</p>
<p>Activity 1.7: Improved service delivery through improved prison personnel capacity</p>	<p>Strengthen capacity of prison personnel on managing inmate Training on prison laws/rules and prisoner rights particularly juvenile and women Support training of prison personnel on crowd and riot control.</p>	<p>List of participant, pre& post evaluation reports Training report Training effectiveness and utilization study</p>	<p>The prison Inspectorate has the buy-in and ownership of the project activities</p>
<p>Activity 2.1: Support the formulation of rules and procedures, training roadmap, public awareness-raising, performance monitoring and evaluation of statutory ADR mechanisms</p>	<p>UNDP and consultant expert: Engage with government on gender-sensitive rules of business (ROBs) for new Panel of Conciliators Support the development of a training plan for members of the Panels Development of training manual for new panel members with TOT sessions.</p>	<p>Gender-sensitive rules of business completed, developed training plan, monitoring and evaluation system in</p>	<p>Local elections are held; security conditions permit</p>

	<p>Designing and printing of panel manual and ROB</p> <p>Support the development of a communication strategy for the new Panels</p> <p>Support a strong internal monitoring and evaluation system to ensure compliance with the Constitution of Pakistan and human rights, including an annual report on progress, results and challenges</p> <p>Undertake KAP survey and randomized control trial research on ADR effectiveness</p> <p>Assess capacity and functionality of DRCs</p> <p>Support review of the draft rules, training manual and facilitate TOT</p> <p>Support the development of training plan and conduct training for all DRC members</p> <p>Support establishment of short courses on conflict resolution and peace building at local university</p> <p>Develop a communication strategy for the DRCs and roll out in all districts.</p> <p>Designing and printing of DRC's training manuals, ROB and other information material</p>	<p>place, KAP survey</p> <p>Updated draft rules, and training manuals</p> <p>Draft training plan, training reports, copy of the courses</p> <p>Copy of the communication strategy and report, copy of DRCs training manual, and ROB</p>	<p>Completed survey, curriculum for</p> <p>KAP course for</p> <p>Paralegalism continues to be supported by local</p>
<p>Activity 2.2 Support paralegal development for effective ADR service as well as monitoring</p>	<p>UNDP, international (OSI)/national consultant expertise:</p> <p>Develop paralegalism course at local university with certificate of completion</p>		

		<p>Support local community members to undertake university-based paralegal training</p> <p>Undertake monitoring of paralegal work with support of Bar, university faculty and local NGO</p> <p>Support forums/workshops twice a year to bring divisional paralegals together to share experiences; map challenges and identify areas for further training</p> <p>Pre-consultation meeting/workshop for national/international conference on paralegals in Pakistan</p> <p>Conference to share experiences and paralegal models across the country, with international expertise</p> <p>Establish network of paralegals as official entity</p> <p>Provincial ToTs for paralegal practitioners through CLSF</p>	<p>paralegalism developed, workshop reports on paralegal lessons learned</p>	<p>lawyers to ensure oversight</p>
<p>Activity 2.3: Support the Judiciary to implement ADR via development of guidance/bench order on ADR as well ADR certification course at KP Judicial Academy for judges and lawyers</p>	<p>UNDP and expert consultant: Undertake workshops and consultation to establish judicial guidance on ADR</p> <p>Support dissemination of guidance</p> <p>Establish ADR certification course at KPJA for judges and lawyer</p> <p>Support training of lawyers on ADR</p>	<p>Completed certification course at KPJA, KAP survey done, judicial guidance on ADR</p>	<p>ADR remains a priority for KP judiciary, with competing demands</p>	

12 :Workplans (48 months)

Part 1: Action Plan for Year 1

Activity	First Half-Year 1			Second Half-Year 1			Implementation by						
	1	2	3	4	5	6		7	8	9	10	11	12
Project Management & Training													
A.1. Prepare Detailed Start-Up Plan													UN DP
A.2. Establish Internal Steering Committee													UN DP
A.3. Establish project operating guidelines (Financial, Procurement, Reporting, etc...)													UN DP
Business Development													
B.1. Prepare detailed job descriptions													UN DP
B.2. Advertise and recruit for required positions													UN DP
B.3. Staff Assignment and Orientation to project staff													UN DP
Operations													

C.1. Develop and review procurement plan										UN DP
C.2. Procure needed project equipment & supplies										UN DP
D. District Management										
D.1. Develop Partner Project Implementation Plan and review it on periodic basis										UN DP
E. Monitoring and Evaluation										
E.1. Review monitoring and evaluation plan and tools required to begin M&E										UN DP
F. Communications										
F.1. Communications (Press release, dissemination of success stories, infographics, AV Press, documentary, media visits, photography, info-motion, profiles, media training, street theatre)										UN DP
Output 1: Improved police service to local communities via policy and operational reforms										
Sub-output 1: Improved policy and management of district level police stations for better service delivery										
Activity 1.1: Support the capacity of selected districts to formulate and implement annual district policing plans with engagement at the divisional level										UN DP
Constitutive development of district police plans for local district level police station management, with Divisional level oversight and Central Police Office approval										UN DP
Provision of technical support and capacity building for plan formulation and implementation										

Support a local threat assessment analysis system to inform district police plan development																		UN DP
Dissemination of district police plans to public.																		UN DP
Monitoring progress of plan implementation through supporting senior level police review and public consultation, with particular focus on gender responsiveness.																		UN DP
Sub-output 1.2: Support gender responsive policing through improving representation of women in police stations, posts, developing capacities and competencies of women police as well as available resources to deliver to female public																		
Activity 1.2.1: Support greater representation of women along the 'policing chain' within district police station																		UN DP
Based on needs assessment, undertake training of female police officers as a means to build capacity for a range of positions within the station and into mainstream policing																		UN DP
Support minor infrastructure work at Swat Regional Training Center's police dorms for separate women police officer lodging, including day care facilities																		UN DP
Engage with KP Training Wing to amend Training Policy so that it supports women's advancement within district police stations after provision of adequate training																		UN DP
Support the implementation of the National Gender Responsive Policing Plan in KP province via exploring way forward with the KP Police (e.g. work plan development)																		UN DP
Training of male police officers on gender-responsive policing with mentoring structure set up and linked to performance appraisal at district level.																		UN DP
Provide technical expertise for GRP to be included in district annual policing plans along with mentoring for district and station police officers																		UN DP
Activity 1.2.2: Support services for more effective gender responsive policing																		

Engage with divisional and district police to prevent and respond to crimes against women sensitively through standard operating procedures (SOPs) for female crime victims	UN DP														
Provide support for female reception desks/spaces with monitoring systems	UN DP														
Support district police to undertake data management/analysis of crime statistics concerning women and share with divisional level	UN DP														
Feasibility study and establishment of <i>dar al-oman</i> (shelter) for women victims of crime in Malindi Division for more effective policing and leveraging rest of justice chain	UN DP														
Support a district police level interactive media/communication strategy for female public on services available	UN DP														
Sub-output 1.3: Improved police and community interaction for citizen-informed policing															
Activity 3.1: Support the implementation of community policing through regular public consultation on local security and justice issues, facilitation of public events, to provide immediate response to local concerns as feasible and feed into policy making, reporting on public consultations and participation in policy dialogues at provincial level	UN DP														
Hold regular community policing forums (CPF) in all districts, including women-only forums, with work plans and tracking of issues	UN DP														
Establish mechanism within district police stations to track and respond to issues raised at community policing forums	UN DP														
Support workshops/forums at divisional level to discuss policy implications/recommendations from CPF engagement and to be raised for Police Management Board, Central Police Office as well as quarterly reporting to be shared at Divisional and CPO levels	UN DP														

Hold community events (sports competitions, cultural)																		UN DP
Support award ceremony for recognition of good policing practice and community engagement of the year																		UN DP
Minor thana infrastructure support as needed to facilitate community engagement (e.g. community police desk)																		UN DP
Activity 3.2: Build the capacity of RP Police to design and implement evidence-based strategies to reach out to citizens through a variety of media tools																		UN DP
Support development of effective media outreach strategy, e.g. radio, pamphlets, participating in UNDP-supported mobile legal clinics, via consultation at divisional and district levels																		UN DP
Support district police to gather and use data retrieved from outreach, with divisional and Central Police Office engagement																		UN DP
Sub-output 1.4: Improved police accountability mechanism, internal and external																		
Activity 4.1: Support the implementation of a decentralized internal accountability system at police stations at district level through diversified complaint and tracking mechanisms, with linkages to central level																		UN DP
Support the implementation of an automatic First Incident Report (FIR) tracking system at district police stations, which is accessible to senior police (divisional and above) as well as for public with files (including IT equipment as needed)																		UN DP
Support implementation/roll-out of SMS (and telephonic) complaints system for public and follow-up mechanism within district police (including IT equipment as needed) with linkage to Central Police Office																		UN DP
Community outreach on FIR and new SMS system, which will enable greater public access to services																		

With the support of the KP Training Wing, establish a database on training (e.g. who is trained in what area, by whom) to track trainees, their mentoring and to support for more effective delivery and use of training																					UN DP	
Support the KP Police to develop a monitoring and evaluation strategy and system for training																						UN DP
Undertake an audit and mapping of existing police training institutes in KP																						UN DP
Undertake review and revision of curriculum of course at Police Training College (PTC), Haaga as well supporting area-based training curriculum at Regional Training College, Sوات. Support minor infrastructure work at PTC, Hangu.																						UN DP
Activity 1.5.2: Strengthen Central Police Office for better policy formulation to improve service delivery																						
1.5.2.1. Support KP Police to develop Crime Data Analysis System at provincial level																						UN DP
1.5.2.2. Support KP Police to establish Crime Data Analysis Centre with minor infrastructure, equipment and furniture.																						UN DP
Output 2: ADR mechanisms provide fair and effective services, in accordance with the Pakistan Constitution and human rights standards.																						
Sub-output 2.1: Engage with provincial government for implementation of statutory local-level ADR mechanisms																						
Activity 2.1.1: Support the formulation of rules and procedures, training roadmap, public awareness-raising, performance monitoring and evaluation of statutory ADR mechanisms																						UN DP
Engage with government on gender-sensitive rules of business (ROBs) for new Panel of Conciliators																						UN DP

Support the development of a training plan for the Panel of Conciliators																		UN DP	
Support the development of a communication strategy for the Panel of Conciliators with TOT sessions																			UN DP
Design and printing of Panel manual and ROB's																			UN DP
Support a strong internal monitoring and evaluation system to ensure compliance with the Constitution of Pakistan and human rights, including an annual report on progress, results and challenges																			UN DP
Sub-output 2.2: Improved community capacity to provide dispute resolution via paralegalism																			
Activity 2.2.1: Support paralegal development for effective ADR service as well as monitoring																			UN DP
Develop paralegalism course at local university with certificate of completion																			UN DP
Support local community members to undertake university based paralegal training																			UN DP
Undertake monitoring of paralegal work with support of Bar, university/faculty and local NGO																			UN DP
Support forums/workshops to bring divisional paralegals together to share experiences, map challenges and identify areas for further training																			UN DP
Pre-consultation meeting/workshop for national/international conference on paralegals in Pakistan																			
Conference to share experiences and paralegal models across the country, with international expertise																			
Sub-output 2.3: Enhanced support to court-annexed ADR in order to reduce case backlogs and provide speedier justice																			

Activity 2.3.1: Support the judiciary to implement ADR via development of guidance/bench order on ADR as well as ADR certification course at KP Judicial Academy for Judges and Lawyers																UN DP
																UN DP
Under take workshops and consultation to establish judicial guidance on ADR																UN DP
																UN DP
Support dissemination of guidance on ADR																UN DP
																UN DP
Establish ADR certification course at KPJA for judges and lawyers																UN DP
																UN DP
Undertake KAP survey and randomized control trial research on ADR effectiveness																UN DP
																UN DP

Part 2: Action Plan for Subsequent Years (Y2, Y3, and Y4)

	Year 2		Year 3		Year 4		Agency
	First Half	Second half	First Half	Second half	First half	Second half	
Output: Improved police services to meet community needs and enhance personal freedoms							
Sub-output 1.1: Improved policy and management of district level police stations for better service delivery							
Activity 1.1.1: Support the capacity of selected districts to formulate and implement annual district policing plans with engagement at the divisional level. Consultative development of district police plans for local district level police station management with Divisional level oversight and Central Police Office approval Support a local threat assessment analysis system to inform district police plan development							UNDP
							UNDP
							UNDP

<p>Support the implementation of an automatic First Incident Report (FIR) tracking system at district police stations which is accessible to senior police (divisional and above) as well as for public with files (including IT equipment as needed)</p> <p>Support implementation/roll-out of SMS (and telephonic) complaints system for public and follow-up mechanism within district police (including IT equipment as needed) with linkage to Central Police Office</p>	UNDP																																																																																																																																																																																																																																																																																																																																															
<p>Support KP Police's Directorate of Internal Accountability with operational support (IT equipment/software) with a special focus on ensuring the feeding in of district level complaints, as well as developing a standard operating procedure (SOP) for complaint receipts and monitoring</p>	UNDP																																																																																																																																																																																																																																																																																																																																															
<p>Sub-Output 1.5 Improved Service delivery through improved Police capacity</p>																																																																																																																																																																																																																																																																																																																																																

13: External Communication and Visibility Plan

1. Objective

The overall communication objective for the External Communication and Visibility Plan is to provide appropriate visibility to the EU-UNDP Joint Program and accurately communicate the program's objectives and progress, to a diverse range of groups within Pakistan (with due attention to geographical, gender, age, and linguistic representation of audiences).

For the purpose of this project, the target groups for the External Communication and Visibility Plan have been broadly categorised as follows:

- i. *End Beneficiaries*, with the objective of being informed of the main objectives, progress and results of the project, as well as the EU support;
- ii. *Opinion Makers* (media, key influencers people in the communities, parliamentarians, CSOs), with the objective of being informed of the context, result areas and activities for the project, as well as EU support in the sector to promote and strengthen Rule of Law in Pakistan;
- iii. *Key Stakeholders* (national and international), to be informed of key results and the impact of the EU support together with the successes and best practices emanating from the project; and
- iv. *Development community and donors* with the intention of highlighting key achievements of the project made possible through the support of the EU.

2. Communication Activities

The main set of activities proposed to be carried out under the External Communication and Visibility Plan are:

- a. **Press releases:** In support of key activities and milestones of the project, i.e. launches and signing ceremonies, the project will issue press releases to mainstream media both national and international organizations, which would also be released on the implementing agencies' websites and social media pages which have a strong networking with all the mainstream media outlets that operate at the national and regional level, both in print and broadcast circles. This set of activities will reach a wide-ranging group of people, in and outside Pakistan.
- b. **Media visits:** In addition to the press releases, journalists from both local international media organizations would be actively engaged in reporting the objectives and results through media visits arranged by UNDP to key events and sites for covering successes and impacts. These

will focus on community policing, including the role of the women police officers in Malakand Division as well as the uptake of work on ADR (RCs, paralegalism, court-annexed ADR). Similar to press releases, media visits are also expected to reach a full spectrum of target groups, especially opinion makers and key stakeholders.

c. Information and Communication Materials: High-resolution imagery will be taken throughout the course of the project to be used in publications and other information material for improved presentation and increased readability. Images will also be used on electronic platforms along with relevant contents. UNDP will showcase events and achievements under the joint EU-UNDP Program through quarterly newsletters, success stories and annual review reports with outreach to the donor community, UN agencies, national and international NGOs and CSOs and their networks; in addition to inclusion in regular UNDP fact sheets, tool kits, and updates. Key messaging and visibility will be ensured through the use of promotional products/items such as like stickers, T-shirts, caps etc

d. Website and social media: All implementing agencies will share achievements and events through their websites and social media sites. UNDP Pakistan uses social media tools extensively through Facebook, Twitter and Flickr. All news releases and success stories are extensively shared globally. The mediums used for local dissemination are UNDP Pakistan's website, regionally through the UNDP Asia Pacific website and internationally through the UNDP global website (UNDP.org). UNDP global Facebook Page has more than 730,000 likes and is among the most popular pages for UN agencies globally. The twitter followers for UNDP are more than 540,000.

UNDP Pakistan's Facebook page has more than 62,000 likes while UNDP Pakistan's twitter account has more than 17,500 followers. These sites will be used to highlight the project's successes and support from the EU. In addition to press releases, the project will undertake production and dissemination of multiple case studies, including human interest stories, and success stories of project's beneficiaries through the social media outlets. These case studies would also be available as part of the project's formal reporting process. This particular set of activities will serve international target audiences, including the development community and donors.

e. Audio-visual production: The project will also develop a documentary of 4-5 minutes duration to showcase the results and successes of the project. The documentary will be directed by Sharneen Obaid Chinoi (SOC) Films. Ms. Chinoi is the first Pakistani to receive an Oscar Award in 2013 for the best documentary. She is extremely well suited for the documentary as she has made documentaries on various issues in Pakistan. Ms. Chinoi would be able to effectively highlight the achievements of the project. This documentary will jointly be disseminated by UNDP and EU.

f. Integration with project implementation: The external communication and visibility will be closely linked with key stages in project intervention so that project activities and initiatives are regularly feeding into its contents and material development.

3. Coordination Mechanism

The implementing agencies will jointly pursue the overall communication objective to give adequate publicity to the successful implementation of the project and to the support from the European Union Delegation. During the course of the implementation of activities, press releases and media visits will be jointly planned and prepared by both the agencies. Similarly, project implementation and achievements will be publicised on all implementing agencies' social media outlets. High-resolution imagery, relevant to the project and commissioned specifically to cover its activities, will be shared between the agencies and used jointly in electronic and print publications. The production of several video human-interest stories and a documentary film will cover the entire scope of the project, taking into account the joint implementation of the project. Publications and other printed material will have the same branding and similar layout for both the agencies.

No	Activity	Output	Key Audiences	Timeline	Budget
1.	<p>a) Issuance of a press release at the signing agreement and its dissemination through the UN Information Centre, media organisations, UNDP Global and UNDP Pakistan website, and UNDP Social Media platforms and EU website.</p> <p>b) Other joint press releases will be issued based on any significant milestones achieved under the agreement</p>	<ul style="list-style-type: none"> One joint press release for dissemination in all the major national newspapers, television channels and on social media. All press releases will be disseminated simultaneously in English, Pashto and Urdu languages. 	<ul style="list-style-type: none"> General public in Pakistan National media Decision makers in Pakistan Stakeholders European public / donors 	<p>At the time of the signing of the agreement</p> <p>Annually till the end of the agreement</p>	Nil
2.	<p>Production and dissemination of success stories of results and beneficiaries through websites and social media of implementing partners and EU</p>	<ul style="list-style-type: none"> A total of 14 success stories with quotes from EU (Ambassador and senior management) when provided, showcasing stories of achievements/partners in English, Urdu and Pashto 	<ul style="list-style-type: none"> Project beneficiaries and general public in Pakistan European public / donors CSOs Government counterpart Parliamentarians Students 	Quarterly	€15,000

No	Activity	Output	Key Audiences	Timeline	Budget
3.	Production and dissemination of infographics highlighting impact and results on UNDP website and disseminated to all development partners.	<ul style="list-style-type: none"> One infographic per year, 4 in total, with dissemination in English, Urdu and Pashto languages 	<ul style="list-style-type: none"> Development partners CSOs Government counterparts Parliamentarians Students 	Annually and one at the end of the agreement	€5,000
4.	Production of at least two audio-visual (AV) pieces on success stories for dissemination on UNDP and EU websites and social media (with Urdu and Pashto translation)	<ul style="list-style-type: none"> AV human interest stories highlighting the work of women as police officials and ADR 	<ul style="list-style-type: none"> General public European public / donors 	One AV released after one year of the agreement date and the second at the end of the signed agreement	€16,000
5.	One documentary film highlighting achievements of the project by Oscar award winner, Sharmeen O. Chinoy films (with Urdu and Pashto translation)	<ul style="list-style-type: none"> One documentary, 5-6 minutes duration, highlighting the most significant achievements of the project 	<ul style="list-style-type: none"> European public / donors General public in Pakistan Decision makers in Pakistan 	At the end of the agreement	€40,000

No	Activity	Output	Key Audiences	Timeline	Budget
6.	Media visits - International media (Al-Jazeera, BBC, Reuters) and National media (Express Tribune and Dawn Newspaper, PTV World) to be invited to visit the project sites and do exclusive news stories / articles on various aspects of the project	<ul style="list-style-type: none"> Two per year, 7 in total, on international, national and regional media outlets 	<ul style="list-style-type: none"> General public in Pakistan Decision makers in Pakistan 	At various stages of the project implementation	€12,000
7.	Collection of high resolution images and video-b roll for use with public information material (mentioned above)	<ul style="list-style-type: none"> Throughout the course of project's implementation 	<ul style="list-style-type: none"> General public in Pakistan European public / donors Stakeholders 	Annually	€20,000
8.	Info-Motion - Designing a 4-5 minutes information animation; widely used by UN agencies and development partners to highlight the impact of the project and key results	<ul style="list-style-type: none"> One Info-Motion 4-5 minutes duration Translated in Urdu and Pashto 	<ul style="list-style-type: none"> Development Partners General Public CSOs Media Organisations 	Once at the end of the signed agreement	€15,000
9.	Radio Spots for wider dissemination throughout Pakistan	<ul style="list-style-type: none"> Throughout the course of project's implementation Translated in Urdu and Pashto languages 	<ul style="list-style-type: none"> CSO's Media NGOs Government departments at national and provincial level School and colleges 	Annually	Already covered under existing media agreement with an Advertising Agency
10.	One-page profiles on dynamic people involved in the project -	<ul style="list-style-type: none"> Seven profiles for the entire project 	<ul style="list-style-type: none"> CSO's Media 	Bi-Annually	€7,000

No	Activity	Output	Key Audiences	Timeline	Budget
	These profiles will feature women police officers, paralegals, ADR reconciliatory body and others. This will also include a quote from the EU (Ambassador and senior management)	<ul style="list-style-type: none"> Translated in Urdu and Pashto 	<ul style="list-style-type: none"> NGOs Government departments at national and provincial level 		
11.	<p>Workshop on developing journalistic skills for reporting ADR and conflict news on media.</p> <p>The trainers will be selected from an international media organisation (preferably Aljazeera, Reuters or AFP)</p>	<ul style="list-style-type: none"> One workshop in Khyber Pakhtunkhwa Each journalist will be required to write/produce a news story/video clip on ADR. Gender responsive policing and stories will be published in all newspapers, local and national 	<ul style="list-style-type: none"> Media organisations 	After two years of the signing agreement	€20,000
12.	Street Theatre for awareness campaigns on community policing and ADR. This was done successfully for civic education awareness by the elections project.	<ul style="list-style-type: none"> Street theatre performances in 10 select districts of Khyber Pakhtunkhwa to highlight the community policing and gender responsive policing initiatives 	<ul style="list-style-type: none"> 2-3 performances in each of the 10 select districts. 	One year after the signing agreement	€30,000
Total					€180,000

14: Risk log

Serial #	Risk	Likelihood	Impact	Cumulative total	Mitigation
1	Deterioration of security situation	5	5	10	<ul style="list-style-type: none"> • UNDSS provides staff with regular security updates and advice • Adequate staff protection safeguards and evacuation strategy in place at office premises • Advocacy with government to enhance protection and security for justice sector personnel
2	Security threats to justice sector stakeholders	3	4	7	
3	Access hindered due to want of Non Objection Certificate (NOC)	1	1	2	<ul style="list-style-type: none"> • UNDP enjoys a positive relationship with the authority issuing NOCs • The stakeholders dealing with NOCs are members of Program Focal Persons' Committee—hence much better coordination & collaboration. • Use of 3rd party contractors who do not require NOCs to access the region
4	Duplication of efforts by international development actors	4	5	9	<ul style="list-style-type: none"> • Leverage the SDPF, the Good Governance Working Group (GGWG), Humanitarian Cluster Coordination Group to avoid duplication. • Ensure regular bilateral meetings with international donors and national partners
5	Delay in local government elections, with knock on effects on ADR mechanisms	4	3	7	<ul style="list-style-type: none"> • Advocacy with government and civil society stakeholders on the importance of LG system and its benefits • Design alternate strategies through contingency planning

6	Government of KP withdrawing support	1	5	6	<ul style="list-style-type: none"> Govt. of KP is one of the primary stakeholders and partners of the program. All important government departments are represented in the Project Review Board. Regular consultation with Govt. of KP on all important matters and hence their ownership and buy-in. Financials are handled by the UNDP Country Office, with oversight mechanisms in place Program oversight done through a monitoring and evaluation framework UNDP conducts spot checks
7	Financial mismanagement of Program	1	3	4	<ul style="list-style-type: none"> Regular engagement with national partners and linkage of GRP to plans with identifiable targets for success (e.g. district police plans) Facilitate GRP such that it's advantages are spread widely (eg. Thana refurbishment, public recognition through community awards)
8.	Due to competing demands, gender responsive policing is de-prioritized	3	5	8	<ul style="list-style-type: none"> Engage with police at most senior level to develop and use police training database as well as amending Police Training Policy Mainstream this conversation into broader engagement on training, such as the KP Police requested audit of training institutions
9.	Limited impact of training as police personnel are moved around in absence of overarching policy development strategy	3	4	7	<ul style="list-style-type: none"> Given the PSPCC is a recognized priority of the SDPF now and an agreed part of the EU-PK Framework Agreement, it will be a reviewable item with all stakeholders Build the capacity of PSPCC to communicate to the public its mandate and deliver to enhance its presence
10.	Lack of stakeholder interest to support Public Safety Police Complaints Commission	4.5	4.5	9	<ul style="list-style-type: none"> Engage with senior levels of all stakeholders for buy-in and explanation that this is exploratory work at first only Cite OBB commitments with targets as part of engagement (i.e. tied to existing funding)
11.	Lack of stakeholder interest to engage on CPLCs	4.5	4.5	9	

15: M&E Matrix

Results (Outcome, output)	Indicators	Target group	Baseline	Target	Data Collection Method and Frequency	Responsibility
SRLM Outcome/ Objective:	% Increase of public confidence in police competence, integrity and concern for their community's well-being.	All 10 districts of program (Malakand Division plus 3)	7% men and women have trust and confidence in police	5% increase by Program conclusion in negative perception of Police in Malakand Division	At the end of the program through perception survey and focal group discussions	UNDP
<i>Sustainable peace through improved access to justice for the men and women of Malakand Division via effective and accountable justice and security service delivery</i>	% increase in public awareness and utilization of effective and fair alternative dispute resolution mechanisms for greater justice service delivery	All 10 districts of program (Malakand Division plus 3)	Musalihat jiga: 9.73% Traditional jirga: 21.20%	10% increase in public awareness of ADR mechanisms by Program conclusion	At the end of the program	UNDP
Output: Improved police service to	% increase in proportion of women reporting crimes and expressing enhanced access	Women in all 10 districts of program (Malakand	Overall both men and women: 7% (women: 55.81%,	5% increase by Program completion	Once a year through perception survey; data from district	UNDP

<p>local communities via policy and operational reform</p>	<p>to KP Police as a result of anti-discrimination policies and procedures, including special provisions for especially vulnerable women</p>	<p>Division plus 3</p>	<p>men: 44.19%</p>	<p>police stations on crime statistics</p>	
<p>Sub-Output 1.1: Improved policy and management of district level police stations</p>	<p>Extent to which (or % of) police force feel it is better equipped to deliver improved service to public</p>	<p>All 10 districts</p>	<p>To be decided</p>	<p>Perception surveys</p>	
<p>Activities:</p>	<p>Extent to which the police is capacitated to develop and implement district police plans</p>	<p>10 district police stations*</p>	<p>Scale= no capacity to develop and implement district police plans (no consultations held with the community and no plans in place)</p>	<p>Quarterly follow-ups with District Police; progress collected against the developed plans</p>	<p>UNDP</p>
<p>1.1.1 Support the capacity of selected districts to formulate and implement</p>	<p>Extent to which police follows an established protocol for handling complaints of violence against women and girls</p>	<p>All 10 districts</p>	<p>6 plans developed and disseminated with potential facilitation role in operationalization of police function and</p>	<p>Annual bases</p>	<p>UNDP</p>

a2 Levy station in the case of Maikand District

<p>annual district policing plans with engagement at the divisional level</p>			<p>accountable</p> <p>Limited capacity of the police to follow an established protocol for handling complaints of violence against women and girls</p>	<p>Moderate capacity at the end of 2016</p>		
<p>Sub-output 1.2:</p> <p>Support gender responsive policing through improving representation of women in police stations, posts, developing capacities and competencies of women police as well as available resources to deliver to female public</p> <p>1.2.1: Support greater representation of women along the 'policing chain' within district police station</p> <p>1.2.2: Support minor infrastructure work at Swat</p>	<p>Existence of specific measures in place to increase the recruitment, retention and advancement of women including pre-recruitment sensitization</p> <p>Refurbishing dormitory and day-care centre at RTC</p> <p>Providing support for female</p>	<p>10 district police stations</p> <p>10 district police station</p>	<p>Limited measures in place for the recruitment, retention and advancement of women</p> <p>No functional dormitory and day-care center</p>	<p>All 10 district police stations see women officers promoted beyond entry level</p> <p>Fully functional dormitory and day-care centre at the RTC at the end of 2016</p>	<p>Quarterly follow-ups with District Police</p> <p>by the end of 2016</p>	<p>UNDP</p> <p>UNDP</p>

<p>Regional Training Center's police dorms for separate women police officer lodging, including day care facilities</p> <p>1.2.3: Support services for more effective gender responsive policing</p> <p>1.2.4: Establishment and implementation of standard operating procedure for receiving female complainants to district police stations</p>	<p>reception desks/spaces with monitoring system.</p> <p>SOPs development on gender based violence</p>	<p>At RTC Swat</p>	<p>No gender desk functional in the program districts</p> <p>No SOPs on GBV</p>	<p>Gender desks functional in all the model police stations refurbished</p> <p>SOPs developed for gender based violence</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p>	<p>MPSs impact assessment</p> <p>KAP survey, police administrative data</p>	
<p>Sub-Output 1.3: Improved police and community interaction for citizen-informed policing</p>	<p>Extent to which trust and accountability established between police and the community</p>	<p>All 10 districts of program (Malakand Division plus 3)</p>	<p>Scale= Limited engagement of the police with community (no formalized platforms for interactions of community with the police)</p>	<p>Scale= effective engagement of the police with community (established forums address trust and accountability)</p> <p>All 10 districts have</p>	<p>UNDP</p>	<p>District policing plan, progress collected against the plans complaints logs</p>	

<p>Activities:</p> <p>1.3.1: Support the implementation of community policing through regular public consultation on local security and justice issues, facilitation of public events, to provide immediate response to local concerns as feasible and feed into policy making reporting on public consultations and participation in policy dialogues at provincial level</p> <p>1.3.2: Build the capacity of KP Police to design and implement evidence-based strategies to reach out to citizens through a variety of media tools</p>	<p>Number of district community policing forums held for women only</p> <p>Number of issues from community policing forums translating into policy changes at district, divisional or provincial level (CPO)</p>	<p>All 10 districts of program (Malakand Division plus 3)</p> <p>All 10 districts community policing forums</p>	<p>Zero women only community policing forums</p> <p>Zero issues from community translated into policy change yet</p>	<p>regularly functioning women only community policing forums</p> <p>One policy or operational change affected per year as result of community policing forums</p>	<p>UNDP</p> <p>UNDP implementing partner</p>
<p>Sub-Output 1.4: Improved police accountability mechanisms, internal and external</p>	<p>% increase in investigations of police misconduct triggered as a result of public complaints as result of SMS/telephone complaint system (with particular tracking of female complainants where possible)</p>	<p>10 districts</p>	<p>No SMS/telephone complaint system in place in Malakand Division</p>	<p>5% increase in investigations for misconduct from SMS, year on year</p>	<p>UNDP</p>

<p>Sub-Output 1.5: Improved service delivery through improved police capacity</p> <p>Activities:</p> <p>1.5.1: Strengthen skills capacity of KP Police to deliver better policing services</p>	<p>Functional and current database on police training</p> <p>Increased crime victim satisfaction of case management at district police station level.</p> <p>Number of trainings and number of personnel trained</p> <p>Extent to which trainings have been effective (as in improved performance on cases registered, public showing more confidence etc)</p> <p>Number of police stations cost efficiently refurbished</p> <p>Extent to which refurbished stations improved service delivery (personnel and public opinion)</p>	<p>Central Police Office</p> <p>All 10 districts of program (Malakand Division plus 3)</p> <p>10 programme districts</p> <p>10 Programme districts</p>	<p>No database in place</p> <p>Low levels of satisfaction based on data mined from UNDP-funded legal aid clinics and desks with exact percentage to be determined as part of KAP survey (non EU-funded KAP survey)</p> <p>No police station</p> <p>Very low service delivery</p>	<p>Database to track trained personnel</p> <p>2-3% increased victim satisfaction on year by year based on KAP survey results</p> <p>37 police stations</p> <p>Improved service delivery</p>	<p>Quarterly through consultation with GPO; reports generated from database</p> <p>Yearly through perception survey</p> <p>MPSS evaluation report</p> <p>MPSS evaluation report</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p>
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<p>1.5.2. Strengthen CFO for better policy formulation to improve service delivery</p>	<p>Extent to which refurbishment activities are sustainable</p>	<p>10 programme districts</p>	<p>-</p>	<p>Highly sustainable (police high-ups buy-in ensured)</p>	<p>MPSs evaluation report</p>	<p>UNDP</p>
<p>Sub-output 1.6: Improved service delivery through improved prosecution and government pleaders capacity.</p>	<p>Extent to which the roles of prosecutors and pleaders is enhanced in justice delivery</p>	<p>Central Police Office</p>	<p>No Criminal Data Analysis System in place or Center in KP</p>	<p>Data system and Center established</p>	<p>Monthly updates with KP Police on establishment progress</p>	<p>UNDP</p>
		<p>KP Prosecution Department</p>	<p>Scale: 1= minimal role (lack of pleaders and prosecutors playing coordination between the police and the court, no assessment of the role done to assess the gaps, responsibilities</p>	<p>Scale: 4= efficient role (pleaders and prosecutors engage in regular coordination, resources and skills in place)</p>	<p>Program impact evaluation at the end of the program</p>	<p>UNDP</p>

<p>Activities: 1.6.1 Strengthening capacity of Prosecutor to use forensic evidence in criminal cases</p>	<p>Extent to which the capacity of the prosecutor is improved to use forensics in their investigation</p>	<p>Prosecution department</p>	<p>Limited use and knowledge of utilising forensics for investigation</p>	<p>Improved knowledge and Effective utilization of forensics in investigation</p>	<p>Prosecution department administrative data, program evaluation study</p>	<p>UNDP</p>
<p>1.6.2 Strengthen Prosecutors and Government pleaders' understanding of substantive and procedural laws.</p>	<p>Extent to which the understanding of the Govt pleaders and prosecutor enhanced on substantive and procedural law</p>	<p>Prosecution department</p>	<p>limited understanding of the officials regarding substantive and procedural law</p>	<p>Improved understanding of officials of substantive and procedural law</p>	<p>Prosecution department administrative data, program evaluation study</p>	<p>UNDP</p>
<p>1.6.3. Improved trial techniques of prosecutors</p>	<p>Extent to which the trial techniques of the prosecutors are improved</p>	<p>Prosecution department</p>	<p>Limited knowledge and implementation of improved techniques</p>	<p>Improved knowledge and effective implementation of trial techniques</p>	<p>Prosecution department administrative data, program evaluation study</p>	<p>UNDP</p>
<p>Sub-output 1.7: Improved service delivery through improved prison personnel capacity</p>	<p>Extent to which inmate care at prisons is improved</p>	<p>Prison Inspectorate</p>	<p>Scale:1= inadequate inmate care (lack of access to basic necessities, lack of rehabilitation programs, no assessment of the needs for training and knowledge of standards)</p>	<p>Scale: 4=Enhanced inmate care (regular trainings and ownership of the same from prisons, better utilization of training outcomes for inmate care)</p>	<p>Program impact evaluation at the end of the program</p>	<p>UNDP</p>
<p>Activities 1.7.1 Strengthen</p>	<p>Extent to which the capacity of the prison personnel</p>	<p>Prison Inspectorate</p>	<p>Limited capacity of the prison personnel</p>	<p>Efficient capacity of the prison personnel</p>		

capacity of prison personnel managing inmates	improved on managing inmates		to manage inmates		
1.7.2. Training on prison laws/rules and prisoner rights particularly juvenile and women	Extent to which the capacity of the prison personnel improved on prison law/rules	Prison inspectorate	Moderate capacity of the prison personnel on laws and rules pertaining to prisoner rights	Effective capacity of the prison personnel on laws and rules pertaining to prisoner rights	
1.7.3. Support of training prison personnel on crowd and riot control.	Extent to which capacity of the prison personnel improved on crowd and riot control	Prison inspectorate	Limited capacity of the prison personnel on crowd and riot control	Efficient capacity of the prison personnel on crowd and control	
Output 2: ADR mechanisms provide fair and effective services in accordance with the Pakistan Constitution and human rights standards	% Increase in availability and use of alternative dispute resolution as a means to increase access to justice	Public of all 10 districts of program (Malakand Division plus 3)	Availability and use of ADR: Musalihat Jirga: 9.73%, Traditional Jirga: 21.20%	5% increase of availability and use	At the end of the program through XAP study
					UNDP

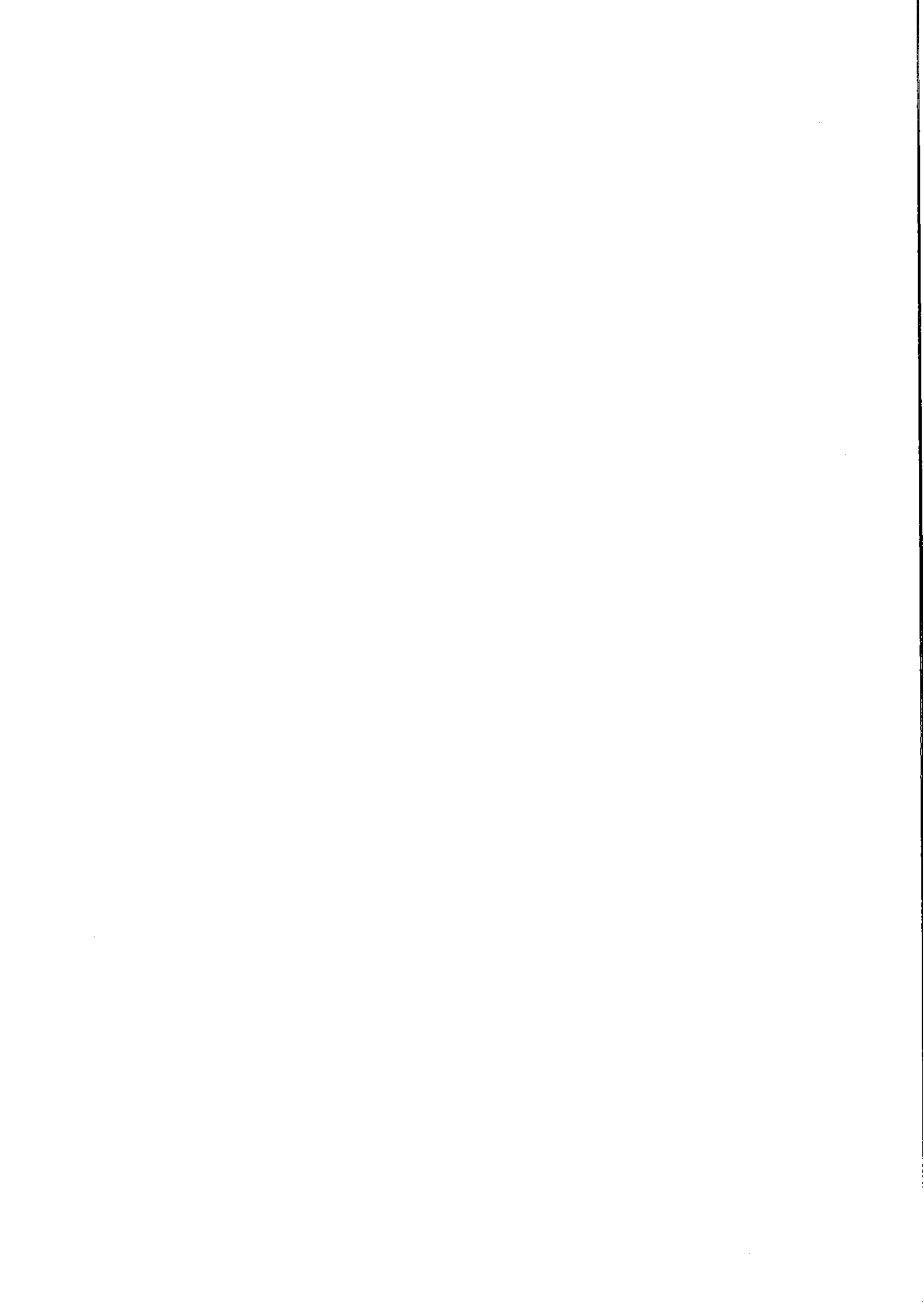
<p>Activities:</p> <p>2.1.: Support the formulation of rules and procedures, training roadmap, public awareness raising, performance monitoring and evaluation of statutory ADR mechanisms</p>	<p>% increase in people perception who say that the established mechanisms are effective</p>	<p>All 10 districts of program (Malakand Division plus 3)</p>	<p>No mechanism established yet</p>	<p>5% increase by the end of program</p>	<p>Annual progress report, KAP study</p>	<p>UNDP</p>
<p>Sub-output 2.2: Build community capacity to provide dispute resolution via paralegalism</p> <p>Activities:</p> <p>2.2.1: Support paralegal development for effective ADR service as well as monitoring</p>	<p>% increase in the number of permissible matters resolved by paralegal-led ADR as well as number of case referred to lawyers outside of the mandate of paralegals</p> <p>Number of paralegals who complete paralegalism certificate course</p>	<p>All 10 districts of program (Malakand Division plus 3)</p> <p>All 10 districts of program (Malakand Division plus 3 southern district)</p>	<p>To be established with joint mapping in collaboration with Open Society Institute</p> <p>No trained paralegals available to deliver services at community level</p>	<p>5% increase year on year basis</p> <p>20-25 paralegals trained per year</p>	<p>Quarterly through mapping and tracking exercise with implementing partner</p> <p>Quarterly with data from participating university (ies)</p>	<p>UNDP with implementing partner</p> <p>UNDP</p>

<p>Sub-output 2.3: Support court-annexed ADR to reduce case backlogs and provide speedier justice</p> <p>Activities:</p> <p>2.3-1: Support the judiciary to implement ADR via development of guidance/bench order on ADR as well ADR certification course at KP Judicial Academy for judges and lawyers</p>	<p>Existence of mechanisms to coordinate with judiciary/bench to implement ADR</p>	<p>KP judiciary</p>	<p>No bench order or guidance specifically from KP judiciary to encourage court-annexed ADR</p>	<p>One bench order/guidance from senior judiciary</p>	<p>Quarterly with consultation with KP judiciary/KP JA; copy of bench order; reduction in case backlog as result of increased ADR</p> <p>Bi-annually through consultation with KPJA and Bar</p>	<p>UNDP with implementing partner (KPJA)</p> <p>UNDP with implementing partner (KPJA).</p>
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CONTRIBUTION AGREEMENT - EXTERNAL AID

ANNEX III

BUDGET FOR THE ACTION



Annex III - Strengthening ROL Program For Citizen's Justice and Peace in KP

Budget for Actions

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)			Total Cost (in EUR)
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	
Output 1: Improved police service to local communities via policy and operational reforms										
Sub-output 1.1: Improved policy and management of district level police stations for better service delivery										
Activity 1.1.1: Support the capacity of selected districts to formulate and implement annual district policing plans with engagement at the divisional level.										
1.1.1.1 Public consultative development of district police plans for local police station management, with Divisional level oversight and Central Police Office approval.	No of plans	19	400	7,600				No of plans	19	400
1.1.1.2 Provision of technical support and capacity building for plan formulation (encompassing police station management, operations, gender-responsive policing community policing, M&E, etc) and implementation	No of workshops	30	150	4,500				No of workshops	30	150
1.1.1.3 Dissemination of district police plans to public.	No of Events	30	380	11,400				No of Events	30	380
1.1.1.4 Monitoring progress of plan implementation through supporting senior level police review with particular focus on gender responsiveness.	Quarterly Review Meetings	120	150	18,000				Quarterly Review Meetings	120	150
1.1.1.5 Policy level engagement with Police Implementation Commissioner, CPO and Home Department on Annual Policing Plans implementation, design, monitoring and training of 25 District Police Officers (DPOs) in KP	No of Trainings				2	5,000	10,000	No of Trainings	2	5,000
Sub-output 1.2: Support gender responsive policing through improving representation of women in police stations, posts, developing capacities and competencies of women police as well as available resources to deliver to female public										
Activity 1.2.1: Support greater representation of women along the "policing chain" within district police stations										
1.2.1.1 Based on needs assessment, undertake training of female police officers as a means to build capacity for a range of positions within the station and into 'mainstream' policing	No of Trainings	12	30,000	360,000				No of Trainings	12	30,000
1.2.1.2 Engage with KP Training Wing to amend Training Policy to support women's advancement within district police stations after provision of adequate training.	No. of workshop	1	12,000	12,000				No. of workshop	1	12,000
1.2.1.3 Support the implementation of the National Gender Responsive Policing Plan in KP province via exploring way forward with the KP Police (e.g. work plan development)	No of Consultative meetings	8	200	1,600				No of Consultative meetings	8	200
1.2.1.4 Training of male police officers on gender-responsive policing with mentoring structure set up and linked to performance appraisal at district level.	No of Trainings	12	30,000	360,000				No of Trainings	12	30,000

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit value (in EUR)	Total Cost (in EUR)
1.2.1.5 Senior level policy engagement with DIG Training on including the five SRLP supported trainings in the curricula of police training institutes and integrating coaching and mentoring modules enabling women police to pass B1 and ASI promotion exams.													
Activity 1.2.2: Support services for more effective gender responsive policing													
1.2.2.1 Support district-level police for interactive media/communication strategy for female public on services available	No. of Districts	33	1,500	49,500				No. of Districts	33			1,500	49,500
Sub-output 1.3: Improved police and community interaction for citizen-informed policing													
Activity 1.3.1: Support the implementation of community policing through regular public consultation on local security and justice issues; facilitation of public events, to provide immediate response to local concerns as feasible and feed into policy making at Divisional and Central Police Office level, reporting on public consultations and participation in policy dialogues at provincial level													
1.3.1.1 Hold regular community policing forums (CPF) in all districts, including women-only forums, with work plans and tracking of issues	No of events	470	350	164,500				No of events	470			350	164,500
1.3.1.2 Support meetings at Divisional level to discuss policy implications/recommendations from CPF engagement and to be raised for Police Management Board, Central Police Office (CPO), as well as regular quarterly reporting to be shared with Divisional level for onward submission to CPO	No of meetings at Divisional Level	18	200	3,600				No of meetings at Divisional Level	18			200	3,600
1.3.1.3 Hold community events (sports, competitions, cultural)	No. of Events	60	300	18,000				No. of Events	60			300	18,000
1.3.1.4 Support awards ceremony for recognition of good policing practice and community engagement of the year (police and public awards)	No. of Events	37	1,000	37,000				No. of Events	37			1,000	37,000
1.3.1.5 Explore and consult with all relevant stakeholders, KP Police (HQ, divisional, district, levels), PSPC, district local government actors and local private sector, on how CPLC, CPFs, community wardens can work together, with an eye for a stakeholder approved roadmap on the way forward	No. of forums	2	6,000	12,000				No. of forums	2			6,000	12,000
1.3.1.6 Training Support to female police personnel on core functions to improve capacity	No of Trainings	3	15,000	45,000				No of Trainings	3			15,000	45,000
1.3.1.7 Specialized training to female police personnel on crime scene management and preservation of forensic evidence	No of Trainings	2	15,000	30,000				No of Trainings	2			15,000	30,000
1.3.1.8 Support women justice sector forums to improve coordination and advocacy for promotion of women in justice sector	No. of workshop	1	10,000	10,000				No. of workshop	1			10,000	10,000
1.3.1.9 Conduct outreach activities to encourage young women and girls to join the justice sector (job fairs, speaking engagements and documentaries)	No. of Events	7	2,143	15,000				No. of Events	7			2,143	15,000
Activity 1.3.2: Build the capacity of KP Police to design and implement evidence-based strategies to reach out to citizens through a variety of media tools													

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit value (in EUR)	Total Cost (in EUR)
Activity 1.7.1.1: Strengthen capacity of prison personnel on managing inmate	No. of Trainings	2	9,100	18,200				No. of Trainings	2			9,100	18,200
Activity 1.7.1.2: training on prison laws / rules and prisoner rights particularly juvenile and women	No. of Trainings	3	11,800	35,400				No. of Trainings	3			11,800	35,400
Activity 1.7.1.3: Support training of prison personnel on crowd and riot control	No. of Trainings	2	10,150	20,300				No. of Trainings	2			10,150	20,300
Sub-output 2: ADR mechanisms provide fair and effective services, in accordance with the Pakistan Constitution and human rights standards													
Sub-output 2.1: Engage with provincial government for implementation of statutory local-level ADR mechanisms													
Activity 2.1.1 Support the formulation of rules and procedures, training road map, public awareness raising, performance monitoring and evaluation of statutory ADR mechanisms.													
2.1.1.1 Support the development of a training plan and conduct training for all Panel members	No. of trainings	83	6,000	498,000				No. of trainings	83			6,000	498,000
2.1.1.2 Support the development of communication strategy for the Panels and roll-out in all districts	No. of Events	25	760	19,000				No. of Events	25			760	19,000
2.1.1.3 Undertake KAP survey and randomized control trial research on ADR effectiveness	No. of firm	1	50,000	50,000				No. of firm	1			50,000	50,000
2.1.1.4 Support the development of training plan and conduct training for all DRC members	No of trainings	10	12,000	120,000				No of trainings	10			12,000	120,000
2.1.1.5 Support establishment of short courses on conflict resolution and peace building at local university	No of trainings	2	30,000	60,000				No of trainings	2			30,000	60,000
2.1.1.6 Develop a communication strategy for the DRCs and roll out in all districts	No of events/External Visibility	10	3,000	15,000				No of events/External Visibility	10			3,000	15,000
2.1.1.7 Refresher trainings for district DRC members	No. of Workshops	-	-	-	9	1,115	10,037	No. of Workshops	9	1,115	10,037	1,115	10,037
Sub-output 2.2: Improved community capacity to provide dispute resolution via paralegalism													
Activity 2.2.1 Support community paralegal development for effective ADR service as well as monitoring													
2.2.1.1 After identification of individuals, support local community members to undertake university based paralegal training	No of Trainings	14	25,000	350,000				No of Trainings	14			25,000	350,000
2.2.1.2 Undertake monitoring of community paralegal work with support of Bar, university faculty and local NGO	No. of monitoring visits	128	50	6,400				No. of monitoring visits	128			50	6,400
2.2.1.3 Support forums/workshops twice a year to bring divisional community paralegals together to share experiences, map challenges and identify areas for further training	No of events	5	6,505	32,525				No of events	5			6,505	32,525
2.2.1.4 Establish network of community paralegals as official entity	No of Network	2	10,000	20,000				No of Network	2			10,000	20,000
2.2.1.5 Pre-consultation meeting/workshop for national/international conference on paralegals in Pakistan	Workshop	1	10,000	10,000				Workshop	1			10,000	10,000

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)
2.2.1.6 Conference to share experiences and paralegal models across the country, with international expertise	Conference	1	30,000	30,000	-	-	-	Conference	1	30,000	30,000
2.2.1.7 Provincial ToTs for paralegal practitioners	No of Trainings	2	12,000	24,000	-	-	-	No of Trainings	2	12,000	24,000
2.2.1.8 Support training of lawyers on ADR	No of Trainings	1	15,000	15,000	-	-	-	No of Trainings	1	15,000	15,000
Sub-output 2.3: Enhanced support to court- annexed ADR in order to reduce case backlogs and provide speedier justice											
Activity 2.3.1. Support the Judiciary to implement ADR via development of guidance/benchmark on ADR, as well as ADR certification course at KP Judicial Academy for judges and lawyers											
2.3.1.1 Undertake workshops and consultation to establish judicial guidance on ADR	No. of Events	2	20,000	40,000	-	-	-	No. of Events	2	20,000	40,000
2.3.1.2 Support dissemination of guidance on ADR	Lump sum	-	-	30,000	-	-	-	Lump sum	-	-	30,000
Sub-output 2.4											
3A. Supplies											
3.1 Software											
Output 1											
Central Police Office Level											
3.1.1 Support KP Police's Directorate of Internal Accountability with operational support (software) with a special focus on ensuring the feeding in of district level complaints, as well as developing a standard operating procedure (SOP) for complaint receipts and monitoring	Software	1	40,000	40,000	-	-	-	Software	1	40,000	40,000
3.1.2 With the support of the KP Training Wing, establish a database on training (e.g. who is trained in what area, by whom) to track trainees, their mentoring and to support for more effective delivery and use of training	Software	1	40,000	40,000	-	-	-	Software	1	40,000	40,000
3.1.3 Support KP Police to establish Crime Data Analysis Centre with software system	Software	1	50,000	50,000	-	-	-	Software	1	50,000	50,000
District Police Station Level											
3.1.4 Establish e-mechanism within district police stations to track and respond to issues raised at community policing forums	Software	1	45,000	45,000	-	-	-	Software	1	45,000	45,000
3.1.5 Support district police to gather and use data electronically retrieved from outreach, with Divisional and Central Police Office engagement	Software	1	35,000	35,000	-	-	-	Software	1	35,000	35,000
3.1.6 Support the implementation of an automatic First Information Report (FIR) tracking system at district level police stations, which is accessible to senior police (Divisional and above) as well as for public with files	Software	1	30,000	30,000	-	-	-	Software	1	30,000	30,000
3.1.7 Support implementation/roll-out of SMS (and telephonic) complaints system for public and follow-up mechanism within district local police stations with linkage to Central Police Office	Software	1	40,000	40,000	-	-	-	Software	1	40,000	40,000

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit value (in EUR)	Total Cost (in EUR)
3.1.8. Support district police to undertake data management/analysis of crime statistics, encompassing all crimes and to be shared with Divisional level.	Software	1	20,000	20,000	-	-	-	Software	1	20,000	20,000		20,000
3.2. Furniture & Equipment													
Output 1													
3.2.1 Provide furniture and equipment for female reception desks/space with mentoring of police deployed to these desks (via trained senior police station officers, e.g. SHO, DSP, as well as tailored support from the Joint EU-UNDP Program staff). Per sub-output 1.2.	Furniture Equipment	33	5,045	166,500	-	-	-	Furniture Equipment	33	5,045	166,500		166,500
3.2.2 Provide furniture & equipment for Swat Regional Training Center's (RTC) police dorms for separate women police officers' lodging, including day care facilities. Per sub-output 1.2.	Furniture Equipment	1	20,000	20,000	-	-	-	Furniture Equipment	1	20,000	20,000		20,000
3.2.3 Provide furniture and equipment for dar al-aman (shelter) for women victims of crime in Malakand Division for more effective policing and leveraging of justice chain. Per sub-output 1.2.	Furniture Equipment	1	25,000	25,000	1	25,000	(25,000)	Furniture Equipment	-	-	-		-
3.2.4 Provide furniture & equipment to thanas as needed to facilitate community engagement (e.g. community police desk). Per sub-output 1.3.	Furniture Equipment	37	5,000	185,000	-	-	-	Furniture Equipment	37	5,000	185,000		185,000
3.2.5 Provide equipment & furniture for implementation of an automatic First Information Report (FIR) tracking system at district police stations, which is accessible to senior police (Divisional and above) as well as for public with files. Per sub-output 1.4.	Furniture Equipment	33	2,500	82,500	-	-	-	Furniture Equipment	33	2,500	82,500		82,500
3.2.6 Support implementation/roll-out of SMS (and telephonic) complaints system for public and follow-up mechanism within district police (including equipment & furniture as needed) with linkage to Central Police Office. Per sub-output 1.4.	Furniture Equipment	13	10,000	130,000	-	-	-	Furniture Equipment	13	10,000	130,000		130,000
3.2.7 Support KP Police's Directorate of Internal Accountability with operational support (equipment & furniture) with a special focus on ensuring the feeding in of district level complaints. Per sub-output 1.4.	Furniture Equipment	1	10,000	10,000	-	-	-	Furniture Equipment	1	10,000	10,000		10,000
3.2.8 Support the Provincial Public Safety and Police Complaints Commission (PPSPCC) to establish a secretariat (e.g. IT equipment, office furniture as needed). Per sub-output 1.4.	Furniture Equipment	1	18,000	18,000	1	6,300	(6,300)	Furniture Equipment	1	11,700	11,700		11,700
3.2.9 Support establishment of PSPCC at district level, including equipment & furniture. Per sub-output 1.4.					-	-	-						
3.2.10 Provide equipment for the KP Training Wing. Per sub-output 1.5.	Equipment	1	5,000	5,000	-	-	-	Equipment	1	5,000	5,000		5,000
3.2.11 Support KP Police to establish Crime Data Analysis Centre with equipment & furniture. Per sub-output 1.5.	Furniture Equipment	1	70,000	70,000	-	-	-	Furniture Equipment	1	70,000	70,000		70,000
3.2.12 Support district police to undertake data management/analysis of crime statistics, encompassing all crimes and to be shared with Divisional level with equipment support.	Equipment	33	2,500	82,500	-	-	-	Equipment	33	2,500	82,500		82,500
3.2.12 (a) Minor renovation and equipping of women dormitories and child day care center in Police Training College Hangu (civil work, equipment and furniture)	Furniture Equipment	1	29,300	29,300	-	-	-	Furniture Equipment	1	29,300	29,300		29,300

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)		
	Unit ¹³	# of units	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Total Cost (in EUR)
3.2.12(b) Provide furniture & equipment to prisons training academy as needed to improve training facility for trainees.	Furniture Equipment	1	35,000	-	-	-	Furniture Equipment	1	35,000
Output 2									
3.2.13 Furniture and equipment for network of community paralegals. Per sub-output 2.2.	Furniture Equipment	2	30,000	-	-	-	Furniture Equipment	2	30,000
3.3. Designing & Printing									
Output 2									
3.3.1 Designing and printing of Panel of Conciliators' training manuals and Rules of Business (RoB)									
3.3.2 Printing and designing of paralegalism course developed by consultant	No of Copies	350	5,250	-	-	-	No of Copies	350	5,250
3.3.3 Designing and printing of DRC's training manuals, ROBs and other information material	No of Copies	2,280	11,400	-	-	-	No of Copies	2,280	11,400
3.4. Communication									
3.4.1 Implementation of External Communication and Visibility Plan (Eg. Press release, dissemination of success stories, infographics, AV Press, documentary, media visits, photography, infomotion, profiles, media training, street theatre)	No of months of implementation external communication and visibility	39	180,000	-	-	-	No of months of implementation external communication and visibility	39	180,000
3.5. Civil work									
Output 1									
3.5.1 Support minor infrastructure work at Swat Regional Training Center's police dorms for separate women police officer lodging, including day care facilities. Per sub-output 1.2	Civil work	1	100,000	-	-	-	Civil work	1	100,000
3.5.2 Civil work for establishment of dar al-aman (shelter) for women victims of crime in Malakand Division for more effective policing and leveraging rest of justice chain. Per sub-output 1.2	Civil work	1	70,000	1	70,000	(70,000)	Civil work	-	-
3.5.3 Minor thana infrastructure support as needed to facilitate community engagement (e.g. community police desk). Per sub-output 1.3.	Civil work	41	396,000	-	-	-	Civil work	41	396,000
3.5.4 Support minor infrastructure work at PTC, Hangu. Per sub-output 1.5	Civil work	1	55,000	-	-	-	Civil work	1	55,000
3.5.5 Support KP Police to establish Crime Data Analysis Centre with minor infrastructure. Per sub-output 1.5.	Civil work	1	30,000	-	-	-	Civil work	1	30,000
3.5.6 Support for improving working conditions for investigations, gender responsive policing, police management & administration at police station level	Civil work	37	352,383	-	-	-	Civil work	37	352,383
3.5.7 Minor renovation and equipping of women dormitories and child day care center in Police Training College Hangu	Civil work	1	70,000	-	-	-	Civil work	1	70,000
Sub-Total 3									
4. Programme Management Unit (PMU), Staffing and Operational Costs									
4.1 Service Contract Staff									
4.1.1 Chief Technical Specialist (50% Salary) Peshawar based	Monthly	6.00	11,072	-	-	-	Monthly	6.00	11,072
4.1.2 National Technical Specialist (50%) Peshawar based	Monthly	-	-	-	-	-	Monthly	-	-

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	
4.1.4 Research Analyst (30%) Peshawar based	Monthly	12.60	1,750	22,050	-	-	-	Monthly	12.60	1,750	22,050	
4.1.5 Sr. Finance Officer (50% salary) Peshawar based	Monthly	-	-	-	-	-	-	Monthly	-	-	-	
4.1.6 Finance Associate (50%) Peshawar based	Monthly	21.00	1,400	29,400	3.00	1,120	3,360	Monthly	24.00	1,365	32,760	
4.1.7 Procurement Specialist (50%) Peshawar based	Monthly	3.00	3,200	9,600	-	-	-	Monthly	3.00	3,200	9,600	
4.1.8 Programme Associate- (CO) (50%) Islamabad based	Monthly	21.00	1,000	21,000	-	-	-	Monthly	21.00	1,000	21,000	
4.1.9 Project Engineer (70%) Peshawar based	Monthly	29.40	1,750	51,450	-	-	-	Monthly	29.40	1,750	51,450	
4.1.10 Drivers 2 persons (50%) Peshawar based	Monthly	42.00	450	18,900	-	-	-	Monthly	42.00	450	18,900	
4.1.11 Sr. Policing Specialist (100%) Peshawar based	Monthly	42.00	5,000	210,000	6.00	5,000	30,000	Monthly	48.00	5,000	240,000	
4.1.12 Community Policing Specialist (100%) Peshawar based	Monthly	42.00	2,400	100,800	-	-	-	Monthly	42.00	2,400	100,800	
4.1.13 International Policing Specialist (P4) Peshawar based (100%)	Monthly	37.00	12,751	471,795	-	-	-	Monthly	37.00	12,751	471,795	
4.1.14 ADR Specialist (100%) Peshawar based	Monthly	42.00	2,400	100,800	6.00	2,400	14,400	Monthly	48.00	2,400	115,200	
4.1.15 Travel of Programme Staff (Output 1)	No of days	1,253	76	95,103	-	-	-	No of days	1,253	76	95,103	
4.1.16 Travel of Programme Staff (Output2)	No of days	1,050	76	79,695	-	-	-	No of days	1,050	76	79,695	
4.1.17 Project Manager (40%) Peshawar based	Monthly	12	17,059	204,701	3.00	17,059	51,176	Monthly	15	17,059	255,877	
4.1.18 M&E and Research Officer (50%) Peshawar based	Monthly	21	1,784	37,464	-	-	-	Monthly	21	1,784	37,464	
4.1.19 M&E and Research Assistant (50%) Peshawar based	Monthly	21	1,132	23,772	3.00	1,132	3,396	Monthly	24	1,132	27,168	
4.1.20 Finance Assistant (50%) Peshawar based	Monthly	12	1,132	13,584	-	-	-	Monthly	12	1,132	13,584	
4.1.21 Procurement Officer (50%) Peshawar based	Monthly	21	1,784	37,464	3.00	1,784	5,352	Monthly	24	1,784	42,816	
4.1.22 Procurement Associate (50%) Islamabad based	Monthly	21	1,400	29,400	-	-	-	Monthly	24	1,400	29,400	
4.1.23 Home Coordination Officer (30%) Peshawar based	Monthly	12.6	2,400	30,240	-	-	-	Monthly	12.6	2,400	30,240	
4.1.24 Senior Programme Specialist - P4 (50%) Peshawar based	Monthly	15.0	11,072	166,087	-	-	-	Monthly	15.0	11,072	166,087	
4.2 Third Party Staff:												
4.2.1 Field Monitoring Specialist (50%) Peshawar based												
4.2.2 Programme Associate- (ADR) (100%) Peshawar based	Monthly	42.00	1,000	42,000	-	-	-	Monthly	42.00	1,000	42,000	
4.2.3 Communication Analyst (50%) Peshawar based	Monthly	21.00	2,700	56,700	3.00	2,700	8,100	Monthly	24.00	2,700	64,800	
4.2.4 Court Coordinator/Specialist Officer (20%) Peshawar based	Monthly	8.40	1,150	9,660	-	-	-	Monthly	9.60	1,150	9,660	

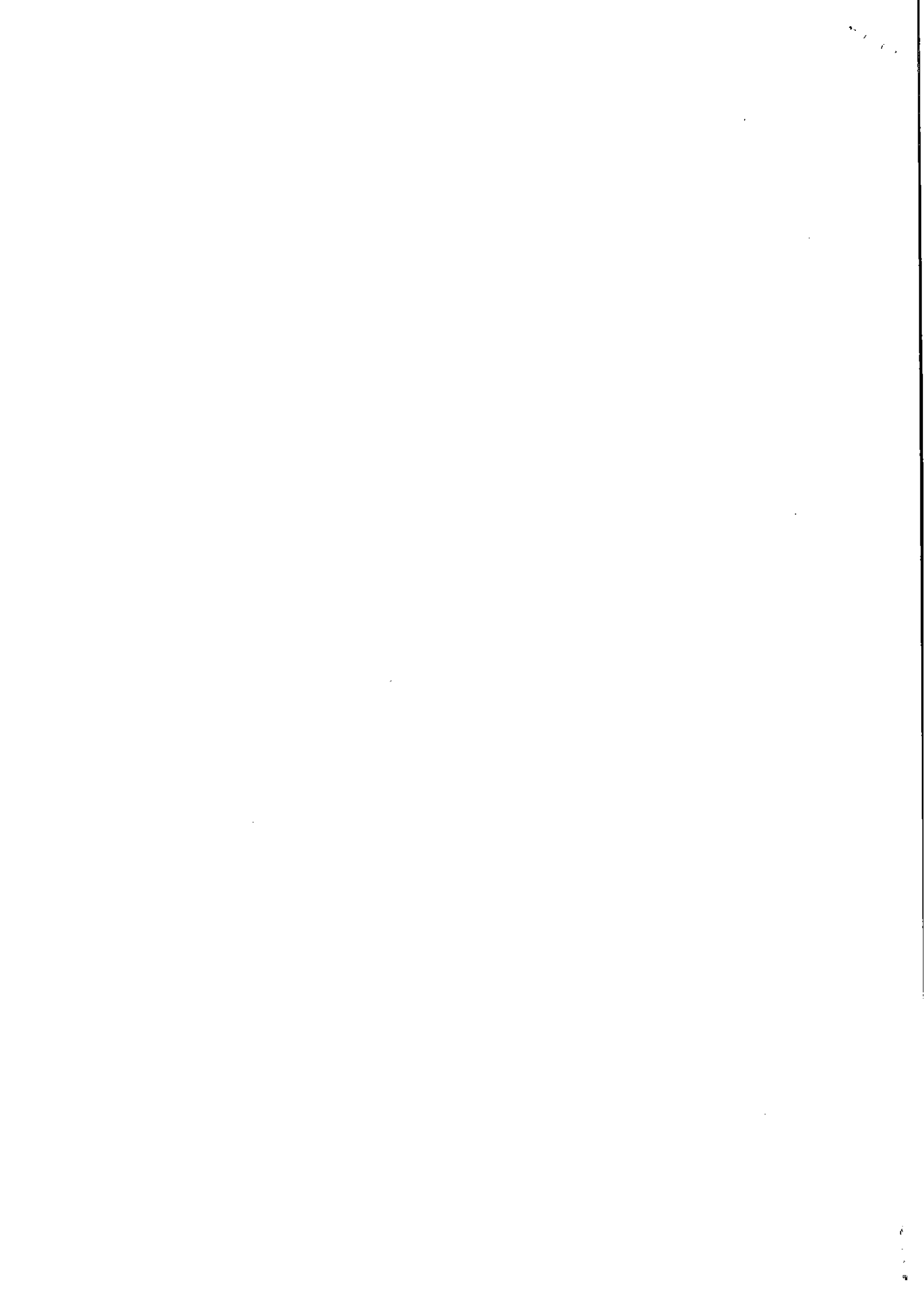
Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)		
	Unit ¹³	# of units	Unit value (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)
4.3.17 Engage with government on gender-sensitive rules of business (ROBs) for new Panel of Conciliators	No of national consultant days	6	250	-	-	-	No of national consultant days	6	1,500
4.3.18 Development of training manual for new panel of conciliators with ToT sessions	No of national consultant days	45	300	-	-	-	No of national consultant days	45	13,500
4.3.19 Support a strong internal monitoring and evaluation system to ensure compliance with the Constitution of Pakistan and human rights, including an annual report on progress, results and challenges									
4.3.20 Develop community paralegalism course at local university with certificate of completion	No of International consultant days	30	800	-	-	-	No of International consultant days	30	24,000
4.3.21 Establish ADR certification course at KPJA for judges and lawyers	No of int consultant days	65	800	-	-	-	No of int consultant days	65	52,000
4.3.22 To assess capacity and functionality of DRCs	No of national consultant days	30	300	-	-	-	No of national consultant days	30	9,000
4.3.23 Support review of the draft rules , training manual and facilitate TOT	No of National consultant days	35	300	-	-	-	No of National consultant days	35	10,500
4.3.24 Support Establishment of short courses on conflict resolution and peacebuilding at a local university	No of International consultant days	56	800	-	-	-	No of International consultant days	56	44,800
5. General Operating Costs									
5.1 Computer equipment	No of laptops	5	1,200	-	-	-	No of laptops	5	6,000
5.2 Fuel, Rent, Office Supplies, Maintenance etc.	Per Month	42	7,500	3.00	7,500	22,500	Per Month	45	315,000
5.3 Other cost (utilities etc.)	Per Month	42	1,600	3.00	1,600	4,800	Per Month	45	67,200
7. Indirect costs (maximum 7% of 5, subtotal of direct eligible costs of the Action)									
7. Total eligible Cost of the Action (5+7)									
									621,496
									9,500,000

1. The description of items must be sufficiently detailed and all items broken down into their main components. The number of units and the unit value must be specified for each item depending on the indications provided. The budget has to include costs related to the Action as a whole, regardless the part financed by the Contracting Authority.
2. This section must be completed if the Action is to be implemented over more than one reporting period.
3. If the Contracting Authority is not the European Commission, the budget may be established in euro.
4. If staff are not working full time on the Action, the percentage should be indicated alongside the description.
5. Indicate the country where the per diems are incurred.
6. Costs for CO2 offsetting of air travel may be included. CO2 offsetting shall in that case be achieved

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)

- 7. Please separate cost for purchase or rental.
- 8. Specify the typology of costs or services. Global amounts will not be accepted.
- 9. Only indicate here when fully subcontracted.
- 10. Communication and visibility activities should be properly planned and budgeted at each stage of
- 11. Only to be filled in when provided for in the Call for Proposal (i.e. taxes are not eligible and the
- 12. Only to be filled in when contributions in kind as may be accepted as co-financing. The amount
- 13. Use "UNIT COST per flight/month/kit etc..." or "LUMPSUM" or "FLAT RATE" in case of simplified
- 14. ISS stands for Implementation Support Services (overhead)

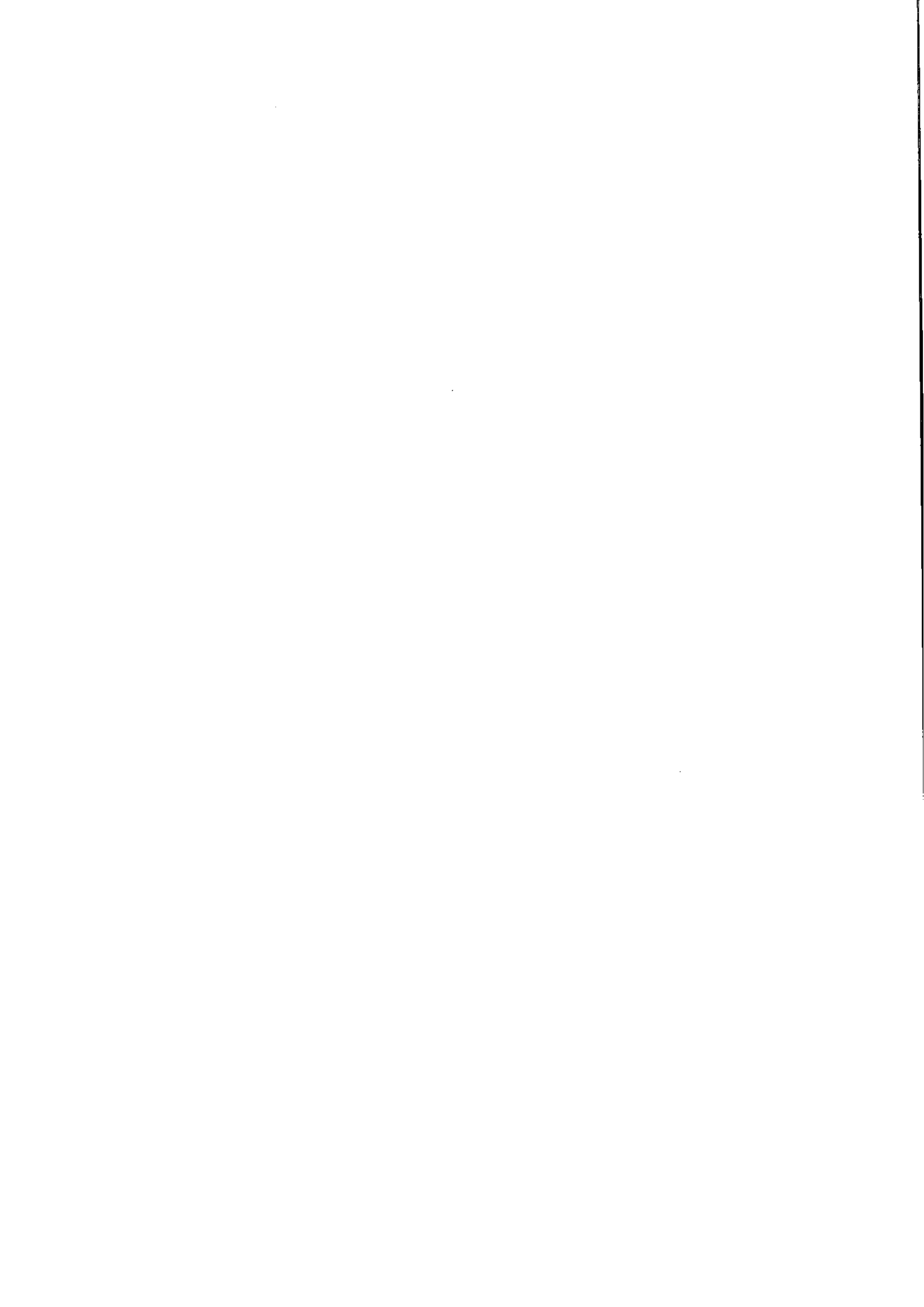
NB: The Beneficiary(is) alone are responsible for the correctness of the financial information



CONTRIBUTION AGREEMENT - EXTERNAL AID

ANNEX III

BUDGET FOR THE ACTION



Budget for Actions

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)		
	Unit ¹³	# of units	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Total Cost (in EUR)
Output 1: Improved police service to local communities via policy and operational reforms									
Sub-output 1.1: Improved policy and management of district level police stations for better service delivery									
Activity 1.1.1: Support the capacity of selected districts to formulate and implement annual district policing plans with engagement at the divisional level.									
1.1.1.1 Public consultative development of district police plans for local police station management, with Divisional level oversight and Central Police Office approval.	No of plans	19	400				No of plans	19	7,600
1.1.1.2 Provision of technical support and capacity building for plan formulation (encompassing police station management, operations, gender-responsive policing community policing, M&E, etc) and implementation	No of workshops	30	150				No of workshops	30	4,500
1.1.1.3 Dissemination of district police plans to public.	No of Events	30	380				No of Events	30	11,400
1.1.1.4 Monitoring progress of plan implementation through supporting senior level police review with particular focus on gender responsiveness.	Quarterly Review Meetings	120	150				Quarterly Review Meetings	120	18,000
1.1.1.5 Policy level engagement with Police Implementation Commissioner, CPO and Home Department on Annual Policing Plans implementation, design, monitoring and training of 25 District Police Officers (DPOs) in KP	No of Trainings			2	5,000	10,000	No of Trainings	2	10,000
Sub-output 1.2: Support gender responsive policing through improving representation of women in police stations, posts, developing capacities and competencies of women police as well as available resources to deliver to female public									
Activity 1.2.1: Support greater representation of women along the 'policing chain' within district police stations									
1.2.1.1 Based on needs assessment, undertake training of female police officers as a means to build capacity for a range of positions within the station and into 'mainstream' policing	No of Trainings	12	30,000				No of Trainings	12	360,000
1.2.1.2 Engage with KP Training Wing to amend Training Policy to support women's advancement within district police stations after provision of adequate training.	No. of workshop	1	12,000				No. of workshop	1	12,000
1.2.1.3 Support the implementation of the National Gender Responsive Policing Plan in KP province via exploring way forward with the KP Police (e.g. work plan development)	No of Consultative meetings	8	200				No of Consultative meetings	8	1,600
1.2.1.4 Training of male police officers on gender-responsive policing with mentoring structure set up and linked to performance appraisal at district level.	No of Trainings	12	30,000				No of Trainings	12	360,000

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	
												Total Cost (in EUR)
Activity 1.7.1.1: Strengthen capacity of prison personnel on managing inmate	No. of Trainings	2	9,100	18,200				No. of Trainings	2	9,100	18,200	
Activity 1.7.1.2: training on prison laws / rules and prisoner rights particularly juvenile and women	No. of Trainings	3	11,800	35,400				No. of Trainings	3	11,800	35,400	
Activity 1.7.1.3: Support training of prison personnel on crowd and riot control	No. of Trainings	2	10,150	20,300				No. of Trainings	2	10,150	20,300	
Sub-output 2: ADR mechanisms												
SRM Output 2: ADR mechanisms provide fair and effective services, in accordance with the Pakistan Constitution and human rights standards												
Sub-output 2.1: Engage with provincial government for implementation of statutory local-level ADR mechanisms												
Activity 2.1.1 Support the formulation of rules and procedures, training road map, public awareness raising, performance monitoring and evaluation of statutory ADR mechanisms.												
2.1.1.1 Support the development of a training plan and conduct training for all Panel members	No. of trainings	83	6,000	498,000				No. of trainings	83	6,000	498,000	
2.1.1.2 Support the development of communication strategy for the Panels and roll-out in all districts	No. of Events	25	760	19,000				No. of Events	25	760	19,000	
2.1.1.3 Undertake KAP survey and randomized control trial research on ADR effectiveness	No. of firm	1	50,000	50,000				No. of firm	1	50,000	50,000	
2.1.1.4 Support the development of training plan and conduct training for all DRC members	No of trainings	10	12,000	120,000				No of trainings	10	12,000	120,000	
2.1.1.5 Support establishment of short courses on conflict resolution and peace building at local university	No of trainings	2	30,000	60,000				No of trainings	2	30,000	60,000	
2.1.1.6 Develop a communication strategy for the DRCs and roll out in all districts	No of events/External Visibility	10	3,000	15,000				No of events/External Visibility	10	3,000	15,000	
2.1.1.7 Refresher trainings for district DRC members	No. of Workshops	-	-	-	9	1,115	10,037	No. of Workshops	9	1,115	10,037	
Sub-output 2.2: Improved community capacity to provide dispute resolution via paralegalism												
Activity 2.2.1 Support community paralegal development for effective ADR service as well as monitoring												
2.2.1.1 After identification of individuals, support local community members to undertake university based paralegal training	No of Trainings	14	25,000	350,000				No of Trainings	14	25,000	350,000	
2.2.1.2 Undertake monitoring of community paralegal work with support of Bar, university faculty and local NGO	No. of monitoring visits	128	50	6,400				No. of monitoring visits	128	50	6,400	
2.2.1.3 Support forums/workshops twice a year to bring divisional community paralegals together to share experiences, map challenges and identify areas for further training	No of events	5	6,505	32,525				No of events	5	6,505	32,525	
2.2.1.4 Establish network of community paralegals as official entity	No of Network	2	10,000	20,000				No of Network	2	10,000	20,000	
2.2.1.5 Pre-consultation meeting/workshop for national/international conference on paralegals in Pakistan	Workshop	1	10,000	10,000				Workshop	1	10,000	10,000	

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)
2.2.1.6 Conference to share experiences and paralegal models across the country, with international expertise	Conference	1	30,000	30,000	-	-	-	Conference	1	30,000	30,000
2.2.1.7 Provincial ToTs for paralegal practitioners	No of Trainings	2	12,000	24,000	-	-	-	No of Trainings	2	12,000	24,000
2.2.1.8 Support training of lawyers on ADR	No of Trainings	1	15,000	15,000	-	-	-	No of Trainings	1	15,000	15,000
Sub-output 2.3: Enhanced support to court-annexed ADR in order to reduce case backlogs and provide speedier justice											
Activity 2.3.1. Support the Judiciary to implement ADR via development of guidance/bench order on ADR as well as ADR certification course at KP Judicial Academy for judges and lawyers											
2.3.1.1 Undertake workshops and consultation to establish judicial guidance on ADR	No. of Events	2	20,000	40,000	-	-	-	No. of Events	2	20,000	40,000
2.3.1.2 Support dissemination of guidance on ADR	Lump sum	-	-	30,000	-	-	-	Lump sum	-	-	30,000
3A. Supplies											
3.1 Software											
Output 1											
Central Police Office Level											
3.1.1 Support KP Police's Directorate of Internal Accountability with operational support (software) with a special focus on ensuring the feeding in of district level complaints, as well as developing a standard operating procedure (SOP) for complaint receipts and monitoring	Software	1	40,000	40,000	-	-	-	Software	1	40,000	40,000
3.1.2 With the support of the KP Training Wing, establish a database on training (e.g. who is trained in what area, by whom) to track trainees, their mentoring and to support for more effective delivery and use of training	Software	1	40,000	40,000	-	-	-	Software	1	40,000	40,000
3.1.3 Support KP Police to establish Crime Data Analysis Centre with software system	Software	1	50,000	50,000	-	-	-	Software	1	50,000	50,000
District Police Station Level											
3.1.4 Establish e-mechanism within district police stations to track and respond to issues raised at community policing forums	Software	1	45,000	45,000	-	-	-	Software	1	45,000	45,000
3.1.5 Support district police to gather and use data electronically retrieved from outreach, with Divisional and Central Police Office engagement	Software	1	35,000	35,000	-	-	-	Software	1	35,000	35,000
3.1.6 Support the implementation of an automatic First Information Report (FIR) tracking system at district level police stations, which is accessible to senior police (Divisional and above) as well as for public with files	Software	1	30,000	30,000	-	-	-	Software	1	30,000	30,000
3.1.7 Support implementation/roll-out of SMS (and telephonic) complaints system for public and follow-up mechanism within district local police stations with linkage to Central Police Office	Software	1	40,000	40,000	-	-	-	Software	1	40,000	40,000

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit value (in EUR)	Total Cost (in EUR)
3.1.8. Support district police to undertake data management/analysis of crime statistics, encompassing all crimes and to be shared with Divisional level.	Software	1	20,000	20,000	-	-	-	Software	1	-	20,000	20,000	20,000
3.2. Furniture & Equipment													
Output 1													
3.2.1 Provide furniture and equipment for female reception desks/space with mentoring of police deployed to these desks (via trained senior police station officers, e.g. SHO, DSP, as well as tailored support from the Joint EU-UNDP Program staff). Per sub-output 1.2.	Furniture Equipment	33	5,045	166,500	-	-	-	Furniture Equipment	33	-	166,500	5,045	166,500
3.2.2 Provide furniture & equipment for Swat Regional Training Center's (RTC) police dorms for separate women police officers' lodging, including day care facilities. Per sub-output 1.2.	Furniture Equipment	1	20,000	20,000	-	-	-	Furniture Equipment	1	-	20,000	20,000	20,000
3.2.3 Provide furniture and equipment for <i>dar al-aman</i> (shelter) for women victims of crime in Malakand Division for more effective policing and leveraging of justice chain. Per sub-output 1.2.	Furniture Equipment	1	25,000	25,000	1	25,000	(25,000)	Furniture Equipment	-	-	-	-	-
3.2.4 Provide furniture & equipment to <i>thanas</i> as needed to facilitate community engagement (e.g. community police desk). Per sub-output 1.3.	Furniture Equipment	37	5,000	185,000	-	-	-	Furniture Equipment	37	-	185,000	5,000	185,000
3.2.5 Provide equipment & furniture for implementation of an automatic First Information Report (FIR) tracking system at district police stations, which is accessible to senior police (Divisional and above) as well as for public with files. Per sub-output 1.4.	Furniture Equipment	33	2,500	82,500	-	-	-	Furniture Equipment	33	-	82,500	2,500	82,500
3.2.6 Support implementation/roll-out of SMS (and telephonic) complaints system for public and follow-up mechanism within district police (including equipment & furniture as needed) with linkage to Central Police Office. Per sub-output 1.4.	Furniture Equipment	13	10,000	130,000	-	-	-	Furniture Equipment	13	-	130,000	10,000	130,000
3.2.7 Support KP Police's Directorate of Internal Accountability with operational support (equipment & furniture) with a special focus on ensuring the feeding in of district level complaints. Per sub-output 1.4.	Furniture Equipment	1	10,000	10,000	-	-	-	Furniture Equipment	1	-	10,000	10,000	10,000
3.2.8 Support the Provincial Public Safety and Police Complaints Commission (PPSPCC) to establish a secretariat (e.g. IT equipment, office furniture as needed). Per sub-output 1.4.	Furniture Equipment	1	18,000	18,000	1	6,300	(6,300)	Furniture Equipment	1	6,300	11,700	11,700	11,700
3.2.9 Support establishment of PSPCC at district level, including equipment & furniture. Per sub-output 1.4.					-	-	-						
3.2.10 Provide equipment for the KP Training Wing. Per sub-output 1.5.	Equipment	1	5,000	5,000	-	-	-	Equipment	1	-	5,000	5,000	5,000
3.2.11 Support KP Police to establish Crime Data Analysis Centre with equipment & furniture. Per sub-output 1.5.	Furniture Equipment	1	70,000	70,000	-	-	-	Furniture Equipment	1	-	70,000	70,000	70,000
3.2.12 Support district police to undertake data management/analysis of crime statistics, encompassing all crimes and to be shared with Divisional level with equipment support.	Equipment	33	2,500	82,500	-	-	-	Equipment	33	-	82,500	2,500	82,500
3.2.12 (a) Minor renovation and equipping of women dormitories and child day care center in Police Training Colige Hangu (civil work, equipment and furniture)	Furniture Equipment	1	29,300	29,300	-	-	-	Furniture Equipment	1	-	29,300	29,300	29,300

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)
3.2.12(b) Provide furniture & equipment to prisons training academy as needed to improve training facility for trainees.	Furniture Equipment	1	35,000	35,000	-	-	-	Furniture Equipment	1	35,000	35,000
Output 2											
3.2.13 Furniture and equipment for network of community paralegals. Per sub-output 2.2.	Furniture Equipment	2	15,000	30,000	-	-	-	Furniture Equipment	2	15,000	30,000
3.3 Designing & Printing											
Output 2											
3.3.1 Designing and printing of Panel of Conciliators' training manuals and Rules of Business (RoB)											
3.3.2 Printing and designing of paralegalism course developed by consultant	No of Copies	350	15	5,250	-	-	-	No of Copies	350	15	5,250
3.3.3 Designing and printing of DRC's training manuals, ROBs and other information material	No of Copies	2,280	5	11,400	-	-	-	No of Copies	2,280	5	11,400
3.4 Communication											
3.4.1 Implementation of External Communication and Visibility Plan (Eg. Press release, dissemination of success stories, infographics, AV Press, documentary, media visits, photography, infomotion, profiles, media training, street theatre)	No of months of implementation external communication and visibility	39	4,615	180,000	-	-	-	No of months of implementation external communication and visibility	39	4,615	180,000
3.5. Civil work											
Output 1											
3.5.1 Support minor infrastructure work at Swat Regional Training Center's police dorms for separate women police officer lodging, including day care facilities. Per sub-output 1.2	Civil work	1	100,000	100,000	-	-	-	Civil work	1	100,000	100,000
3.5.2 Civil work for establishment of <i>dar al-aman</i> (shelter) for women victims of crime in Matakand Division for more effective policing and leveraging rest of justice chain. Per sub-output 1.2	Civil work	1	70,000	70,000	1	70,000	(70,000)	Civil work	-	-	-
3.5.3 Minor <i>thana</i> infrastructure support as needed to facilitate community engagement (e.g. community police desk). Per sub-output 1.3.	Civil work	41	9,659	396,000	-	-	-	Civil work	41	9,659	396,000
3.5.4 Support minor infrastructure work at PTC, Hangu. Per sub-output 1.5	Civil work	1	55,000	55,000	-	-	-	Civil work	1	55,000	55,000
3.5.5 Support KP Police to establish Crime Data Analysis Centre with minor infrastructure. Per sub-output 1.5.	Civil work	1	30,000	30,000	-	-	-	Civil work	1	30,000	30,000
3.5.6 Support for improving working conditions for investigations, gender responsive policing, police management & administration at police station level	Civil work	37	9,524	352,383	-	-	-	Civil work	37	9,524	352,383
3.5.7 Minor renovation and equipping of women dormitories and child day care center in Police Training College Hangu	Civil work	1	70,000	70,000	-	-	-	Civil work	1	70,000	70,000
4. Programme Management Unit (PMU), Staffing and Operational Costs											
4.1 Service Contract Staff											
4.1.1 Chief Technical Specialist (50% Salary) Peshawar based	Monthly	6.00	11,072	66,435	-	-	-	Monthly	6.00	11,072	66,435
4.1.2 National Technical Specialist (50%) Peshawar based	Monthly	-	-	-	-	-	-	Monthly	-	-	-

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit value (in EUR)	Total Cost (in EUR)
4.1.4 Research Analyst (30%) Peshawar based	Monthly	12.60	1,750	22,050	-	-	-	Monthly	12.60	1,750	22,050	-	22,050
4.1.5 Sr. Finance Officer (50% salary) Peshawar based	Monthly	-	-	-	-	-	-	Monthly	-	-	-	-	-
4.1.6 Finance Associate (50%) Peshawar based	Monthly	21.00	1,400	29,400	3.00	1,120	3,360	Monthly	24.00	1,365	32,760	-	32,760
4.1.7 Procurement Specialist (50%) Peshawar based	Monthly	3.00	3,200	9,600	-	-	-	Monthly	3.00	3,200	9,600	-	9,600
4.1.8 Programme Associate- (CO) (50%) Islamabad based	Monthly	21.00	1,000	21,000	-	-	-	Monthly	21.00	1,000	21,000	-	21,000
4.1.9 Project Engineer (70%) Peshawar based	Monthly	29.40	1,750	51,450	-	-	-	Monthly	29.40	1,750	51,450	-	51,450
4.1.10 Drivers 2 persons (50%) Peshawar based	Monthly	42.00	450	18,900	-	-	-	Monthly	42.00	450	18,900	-	18,900
4.1.11 Sr. Policing Specialist (100%) Peshawar based	Monthly	42.00	5,000	210,000	6.00	5,000	30,000	Monthly	48.00	5,000	240,000	-	240,000
4.1.12 Community Policing Specialist (100%) Peshawar based	Monthly	42.00	2,400	100,800	-	-	-	Monthly	42.00	2,400	100,800	-	100,800
4.1.13 International Policing Specialist (P4) Peshawar based (100%)	Monthly	37.00	12,751	471,795	-	-	-	Monthly	37.00	12,751	471,795	-	471,795
4.1.14 ADR Specialist (100%) Peshawar based	Monthly	42.00	2,400	100,800	6.00	2,400	14,400	Monthly	48.00	2,400	115,200	-	115,200
4.1.15 Travel of Programme Staff (Output 1)	No of days	1,253	76	95,103	-	-	-	No of days	1,253	76	95,103	-	95,103
4.1.16 Travel of Programme Staff (Output 2)	No of days	1,050	76	79,800	-	-	-	No of days	1,050	76	79,800	-	79,800
4.1.17 Project Manager (40%) Peshawar based	Monthly	12	17,059	204,701	3.00	17,059	51,176	Monthly	15	17,059	255,877	-	255,877
4.1.18 M&E and Research Officer (50%) Peshawar based	Monthly	21	1,784	37,464	-	-	-	Monthly	21	1,784	37,464	-	37,464
4.1.19 M&E and Research Assistant (50%) Peshawar based	Monthly	21	1,132	23,772	3.00	1,132	3,396	Monthly	24	1,132	27,168	-	27,168
4.1.20 Finance Assistant (50%) Peshawar based	Monthly	12	1,132	13,584	-	-	-	Monthly	12	1,132	13,584	-	13,584
4.1.21 Procurement Officer (50%) Peshawar based	Monthly	21	1,784	37,464	3.00	1,784	5,352	Monthly	24	1,784	42,816	-	42,816
4.1.22 Procurement Associate (50%) Islamabad based	Monthly	21	1,400	29,400	-	-	-	Monthly	24	1,400	29,400	-	29,400
4.1.23 Home Coordination Officer (30%) Peshawar based	Monthly	12.6	2,400	30,240	-	-	-	Monthly	12.6	2,400	30,240	-	30,240
4.1.24 Senior Programme Specialist - P4 (50%) Peshawar based	Monthly	15.0	11,072	166,087	-	-	-	Monthly	15.0	11,072	166,087	-	166,087
4.2 Third Party Staff:													
4.2.1 Field Monitoring Specialist (50%) Peshawar based													
4.2.2 Programme Associate- (ADR) (100%) Peshawar based	Monthly	42.00	1,000	42,000	-	-	-	Monthly	42.00	1,000	42,000	-	42,000
4.2.3 Communication Analyst (50%) Peshawar based	Monthly	21.00	2,700	56,700	3.00	2,700	8,100	Monthly	24.00	2,700	64,800	-	64,800
4.2.4 Court Coordination/Specialist Officer (20%) Peshawar based	Monthly	8.40	1,150	9,660	-	-	-	Monthly	9.60	1,150	9,660	-	9,660

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)					
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
4.2.5 IT Officer (30%) Peshawar based	Monthly	12.60	1,150	14,490	-	-	-	Monthly	12.60	1,150	14,490	-	-	14,490
4.2.6 Engage 3rd party monitoring firm for monitoring of infrastructure and engineering works	No. of Firm	3	25,000	75,000	-	-	-	No. of Firm	3	25,000	75,000	-	-	75,000
4.3 Consultants:														
Output 1														
4.3.1 Support a local threat assessment analysis system to inform district police plan development via expert advice and capacity building of police to gather data and undertake analysis	No of National consultant days	70	300	21,000	-	-	-	No of National consultant days	70	300	21,000	-	-	21,000
4.3.2 International Policing Specialist	No of Int consultant days	100	800	80,000	-	-	-	No of Int consultant days	100	800	80,000	-	-	80,000
4.3.3 Gender Policing Specialist(int)	No of Int consultant days	130	500	65,000	-	-	-	No of Int consultant days	130	500	65,000	-	-	65,000
4.3.4 Engage with divisional and district police to prevent and respond to crimes against women sensitively through standard operating procedures (SOPs)	No of National consultant days	30	200	6,000	-	-	-	No of National consultant days	30	200	6,000	-	-	6,000
4.3.5 Support the Provincial PSPCC to develop annual plans as part of a 3-5 year strategy as well as annual reports, review rules of business, operational policy and monitoring and reporting systems	No of Intl consultant days	-	-	-	-	-	-	No of Intl consultant days	-	-	-	-	-	-
4.3.6 Support the Provincial PSPCC to develop annual plans as part of a 3-5 year strategy as well as annual reports, review rules of business, operational policy and monitoring and reporting systems	No of National consultant days	-	-	-	-	-	-	No of National consultant days	-	-	-	-	-	-
4.3.7 Support the KP Police to develop a monitoring and evaluation strategy and system for training	No of Int consultant days	30	750	22,500	-	-	-	No of Int consultant days	30	750	22,500	-	-	22,500
4.3.8 Undertake an audit and mapping of existing police training institutes in KP & map existing training tools & curricula	No of Int consultant days	20	750	15,000	-	-	-	No of Int consultant days	20	750	15,000	-	-	15,000
4.3.9 Undertake review and revision of curriculum of course at Police Training College (PTC), Hangu as well supporting area-based training curriculum at Regional Training College, Swat	No of Int consultant days	50	750	37,500	-	-	-	No of Int consultant days	50	750	37,500	-	-	37,500
4.3.10 Support KP Police to develop Crime Data Analysis System at provincial level	No of national consultant days	90	255	22,950	-	-	-	No of national consultant days	90	255	22,950	-	-	22,950
4.3.11 Consultant hired for feasibility study and establishment of dar-aman (shelter) for women victims of crime in Malakand Division for more effective policing and leveraging rest of justice chain	No of national consultant days	40	300	12,000	-	-	-	No of national consultant days	40	300	12,000	-	-	12,000
4.3.12 Development of training curriculum on the competitive exams to increase the number of female police personnel (International Consultant)	No of Int consultant days	100	550	55,000	-	-	-	No of Int consultant days	100	550	55,000	-	-	55,000
4.3.13 consultant hired for developing training material for training and to conduct the TOT on Strengthen capacity of Prosecutor's to use forensic evidence in criminal cases.	No of national consultant days	25	300	7,500	-	-	-	No of national consultant days	25	300	7,500	-	-	7,500
4.3.14 consultant hired for developing training material and conducting TOT on trial techniques of Prosecutors	No of national consultant days	25	300	7,500	-	-	-	No of national consultant days	25	300	7,500	-	-	7,500
4.3.15 Strengthen capacity of prison personnel on managing inmate	No of national consultant days	22	300	6,600	-	-	-	No of national consultant days	22	300	6,600	-	-	6,600
4.3.16 Training on prison laws / rules and prisoner rights particularly juvenile and women	No of national consultant days	25	300	7,500	-	-	-	No of national consultant days	25	300	7,500	-	-	7,500
Output 2														

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit value (in EUR)	Total Cost (in EUR)
4.3.17 Engage with government on gender-sensitive rules of business (ROBs) for new Panel of Conciliators	No of national consultant days	6	250	1,500	-	-	-	No of national consultant days	6	-	1,500	250	1,500
4.3.18 Development of training manual for new panel of conciliators with ToT sessions	No of national consultant days	45	300	13,500	-	-	-	No of national consultant days	45	-	13,500	300	13,500
4.3.19 Support a strong internal monitoring and evaluation system to ensure compliance with the Constitution of Pakistan and human rights, including an annual report on progress, results and challenges													
4.3.20 Develop community paralegalism course at local university with certificate of completion	No of international consultant days	30	800	24,000	-	-	-	No of international consultant days	30	-	24,000	800	24,000
4.3.21 Establish ADR certification course at KPJA for judges and lawyers	No of int consultant days	65	800	52,000	-	-	-	No of int consultant days	65	-	52,000	800	52,000
4.3.22 To assess capacity and functionality of DRCs	No of national consultant days	30	300	9,000	-	-	-	No of national consultant days	30	-	9,000	300	9,000
4.3.23 Support review of the draft rules, training manual and facilitate TOT	No of National consultant days	35	300	10,500	-	-	-	No of National consultant days	35	-	10,500	300	10,500
4.3.24 Support Establishment of short courses on conflict resolution and peacebuilding at a local university	No of international consultant days	56	800	44,800	-	-	-	No of international consultant days	56	-	44,800	800	44,800
5. General Operating Costs													0
5.1 Computer equipment	No of laptops	5	1,200	6,000	-	-	-	No of laptops	5	-	6,000	1,200	6,000
5.2 Fuel, Rent, Office Supplies, Maintenance etc.	Per Month	42	7,500	315,000	3.00	7,500	22,500	Per Month	45	7,500	337,500	7,500	337,500
5.3 Other cost (utilities etc.)	Per Month	42	1,600	67,200	3.00	1,600	4,800	Per Month	45	1,600	72,000	1,600	72,000
7. Indirect costs (maximum 7% of 5, subtotal of direct eligible costs of the Action)													621,496
7. Total eligible Cost of the Action (6+7)													9,500,000

1. The description of items must be sufficiently detailed and all items broken down into their main components. The number of units and the unit value must be specified for each item depending on the indications provided. The budget has to include costs related to the Action as a whole, regardless the part financed by the Contracting Authority.

2. This section must be completed if the Action is to be implemented over more than one reporting period.

3. If the Contracting Authority is not the European Commission, the budget may be established in euro.

4. If staff are not working full time on the Action, the percentage should be indicated alongside the unit value.

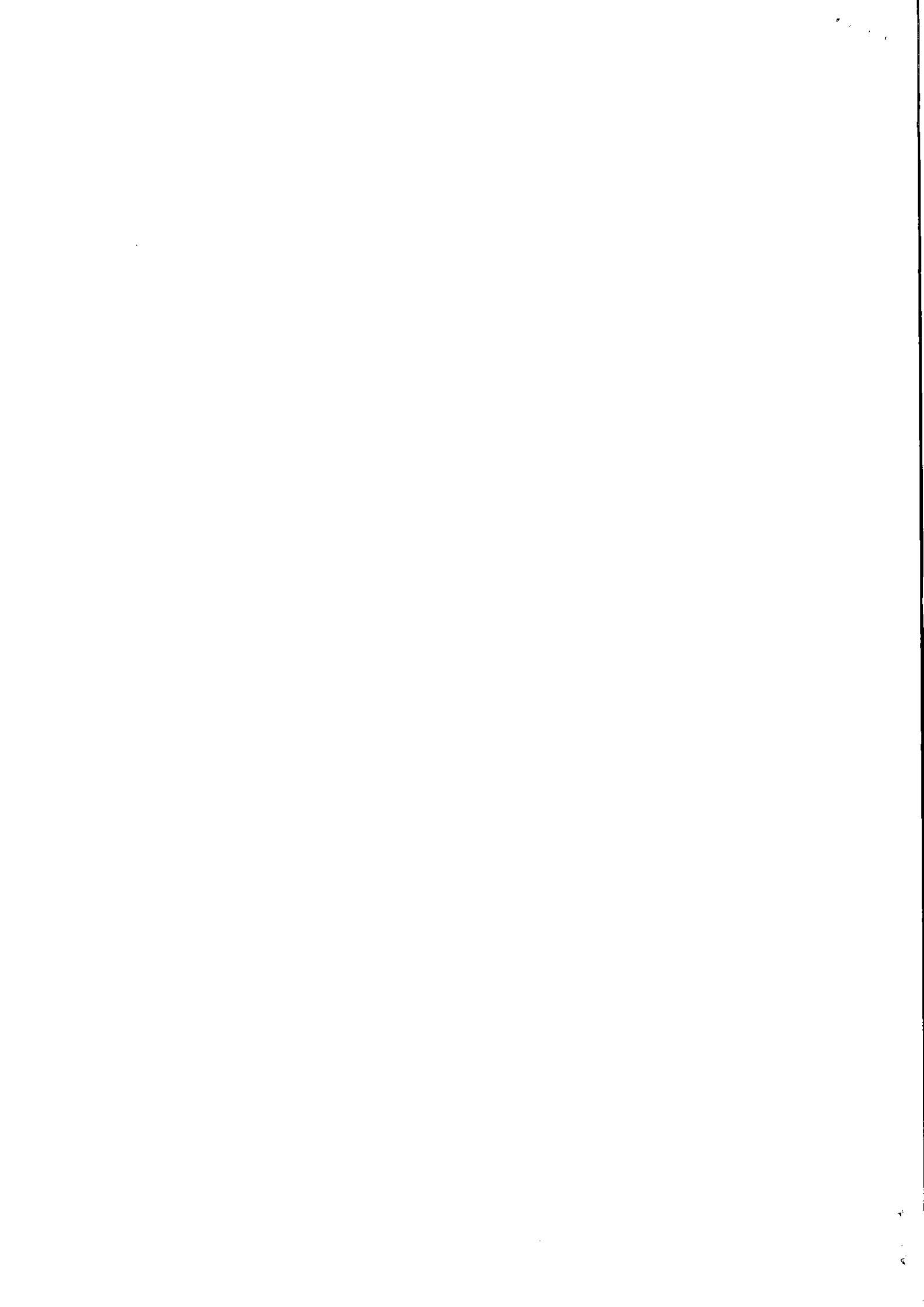
5. Indicate the country where the per diems are incurred.

6. Costs for CO2 offsetting of air travel may be included. CO2 offsetting shall in that case be achieved

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)			
	Unit ¹³	# of units	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)

- 7. Please separate cost for purchase or rental.
- 8. Specify the typology of costs or services. Global amounts will not be accepted.
- 9. Only indicate here when fully subcontracted.
- 10. Communication and visibility activities should be properly planned and budgeted at each stage of
- 11. Only to be filled in when provided for in the Call for Proposal (i.e. taxes are not eligible and the
- 12. Only to be filled in when contributions in kind as may be accepted as co-financing. The amount
- 13. Use "UNIT COST per flight/month/kit etc..." or "LUMP-SUM" or "FLAT RATE" in case of simplified
- 14. ISS stands for Implementation Support Services (overhead)

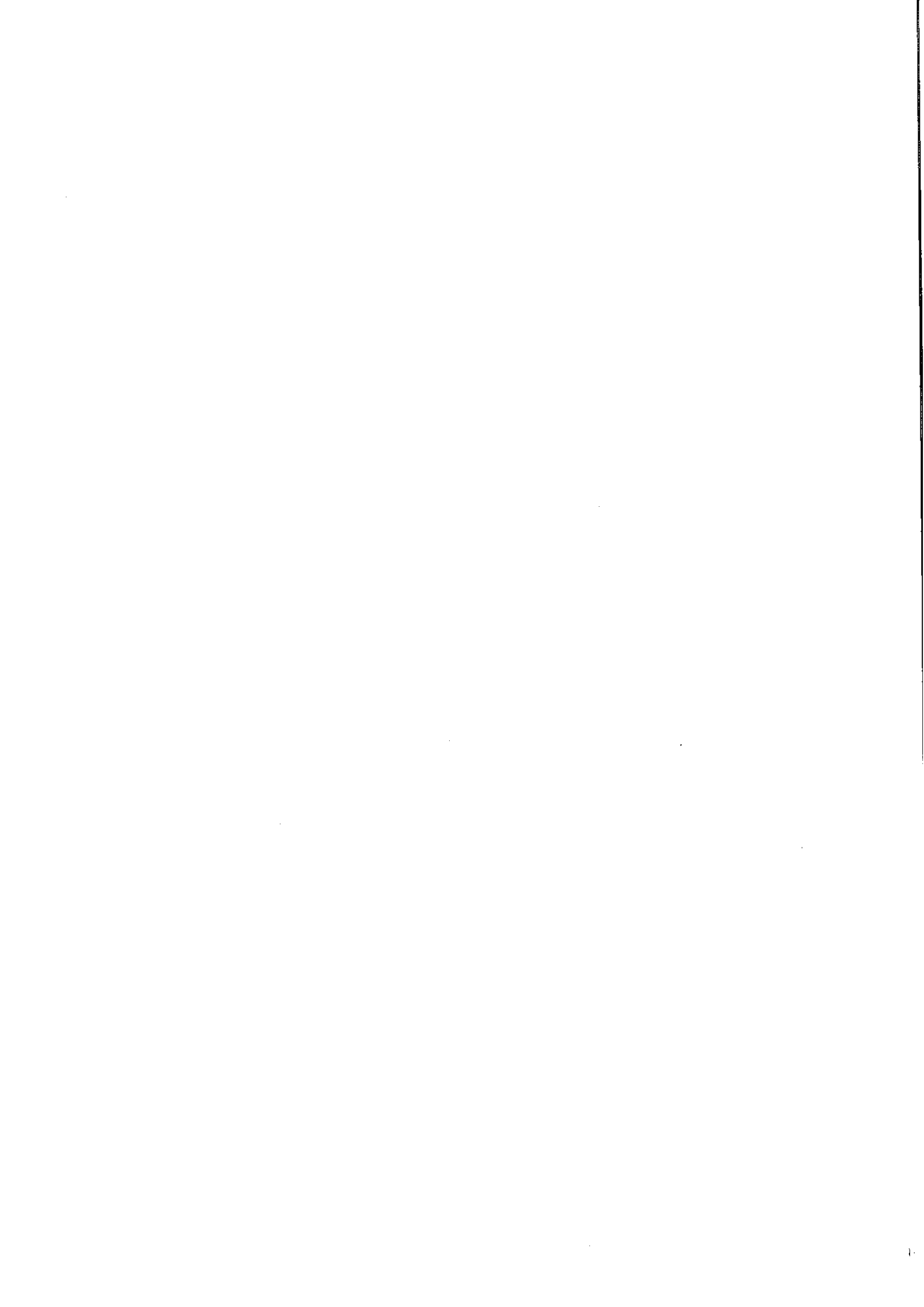
NB: The Beneficiary(ies) alone are responsible for the correctness of the financial information



CONTRIBUTION AGREEMENT - EXTERNAL AID

ANNEX III

BUDGET FOR THE ACTION



Budget for Actions

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)			Total Cost (in EUR)		
	Unit ¹³	# of units	Unit value (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
Output 1: Improved police service to local communities via policy and operational reforms												
Sub-output 1.1: Improved policy and management of district level police stations for better service delivery												
Activity 1.1.1: Support the capacity of selected districts to formulate and implement annual district policing plans with engagement at the divisional level.												
1.1.1.1 Public consultative development of district police plans for local police station management, with Divisional level oversight and Central Police Office approval.	No of plans	19	400				No of plans	19				7,600
1.1.1.2 Provision of technical support and capacity building for plan formulation (encompassing police station management, operations, gender-responsive policing community policing, M&E, etc) and implementation	No of workshops	30	150				No of workshops	30				4,500
1.1.1.3 Dissemination of district police plans to public.	No of Events	30	380				No of Events	30				11,400
1.1.1.4 Monitoring progress of plan implementation through supporting senior level police review with particular focus on gender responsiveness.	Quarterly Review Meetings	120	150				Quarterly Review Meetings	120				18,000
1.1.1.5 Policy level engagement with Police Implementation Commissioner, CPO and Home Department on Annual Policing Plans implementation, design, monitoring and training of 25 District Police Officers (DPOs) in KP	No of Trainings			2	5,000	10,000	No of Trainings	2				10,000
Sub-output 1.2: Support gender responsive policing through improving representation of women in police stations, posts, developing capacities and competencies of women police as well as available resources to deliver to female public												
Activity 1.2.1: Support greater representation of women along the 'policing chain' within district police stations												
1.2.1.1 Based on needs assessment, undertake training of female police officers as a means to build capacity for a range of positions within the station and into 'mainstream' policing	No of Trainings	12	30,000				No of Trainings	12				360,000
1.2.1.2 Engage with KP Training Wing to amend Training Policy to support women's advancement within district police stations after provision of adequate training.	No. of workshop	1	12,000				No. of workshop	1				12,000
1.2.1.3 Support the implementation of the National Gender Responsive Policing Plan in KP province via exploring way forward with the KP Police (e.g. work plan development)	No of Consultative meetings	8	200				No of Consultative meetings	8				1,600
1.2.1.4 Training of male police officers on gender-responsive policing with mentoring structure set up and linked to performance appraisal at district level.	No of Trainings	12	30,000				No of Trainings	12				360,000

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)					
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)		
											Total Cost (in EUR)	
1.2.1.5 Senior level policy engagement with DIG Training on including the five SRLP supported trainings in the curricula of police training institutes and integrating coaching and mentoring modules enabling women police to pass B1 and ASI promotion exams.												
Activity 1.2.2: Support services for more effective gender responsive policing												
1.2.2.1 Support district-level police for interactive media/communication strategy for female public on services available	No. of Districts	33	1,500	49,500				No. of Districts	33			49,500
Sub-output 1.3: Improved police and community interaction for citizen-informed policing												
Activity 1.3.1: Support the implementation of community policing through regular public consultation on local security and justice issues, facilitation of public events, to provide immediate response to local concerns as feasible and feed into policy making at Divisional and Central Police Office level, reporting on public consultations and participation in policy dialogues at provincial level												
1.3.1.1 Hold regular community policing forums (CPF) in all districts, including women-only forums, with work plans and tracking of issues	No of events	470	350	164,500				No of events	470			164,500
1.3.1.2 Support meetings at Divisional level to discuss policy implications/recommendations from CPF engagement and to be raised for Police Management Board, Central Police Office (CPO), as well as regular quarterly reporting to be shared with Divisional level for onward submission to CPO	No of meetings at Divisional Level	18	200	3,600				No of meetings at Divisional Level	18			3,600
1.3.1.3 Hold community events (sports, competitions, cultural)	No. of Events	60	300	18,000				No. of Events	60			18,000
1.3.1.4 Support awards ceremony for recognition of good policing practice and community engagement of the year (police and public awards)	No. of Events	37	1,000	37,000				No. of Events	37			37,000
1.3.1.5 Explore and consult with all relevant stakeholders, KP Police (HQ, divisional, district, levels), PSPC, district local government actors and local private sector, on how CPLC, CPFs, community wardens can work together, with an eye for a stakeholder approved roadmap on the way forward	No. of forums	2	6,000	12,000				No. of forums	2			12,000
1.3.1.6 Training Support to female police personnel on core functions to improve capacity	No of Trainings	3	15,000	45,000				No of Trainings	3			45,000
1.3.1.7 Specialized training to female police personnel on crime scene management and preservation of forensic evidence	No of Trainings	2	15,000	30,000				No of Trainings	2			30,000
1.3.1.8 Support women justice sector forums to improve coordination and advocacy for promotion of women in justice sector	No. of workshop	1	10,000	10,000				No. of workshop	1			10,000
1.3.1.9 Conduct outreach activities to encourage young women and girls to join the justice sector (job fairs, speaking engagements and documentaries)	No. of Events	7	2,143	15,000				No. of Events	7			15,000
Activity 1.3.2: Build the capacity of KP Police to design and implement evidence-based strategies to reach out to citizens through a variety of media tools												

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit value (in EUR)	Total Cost (in EUR)
Activity 1.7.1.1: Strengthen capacity of prison personnel on managing inmate	No. of Trainings	2	9,100	18,200				No. of Trainings	2	9,100	18,200		18,200
Activity 1.7.1.2: training on prison laws / rules and prisoner rights particularly juvenile and women	No. of Trainings	3	11,800	35,400				No. of Trainings	3	11,800	35,400		35,400
Activity 1.7.1.3: Support training of prison personnel on crowd and riot control	No. of Trainings	2	10,150	20,300				No. of Trainings	2	10,150	20,300		20,300
Sub-output 2: ADR mechanisms													
SRLM Output 2: ADR mechanisms provide fair and effective services, in accordance with the Pakistan Constitution and human rights standards													
Sub-output 2.1: Engage with provincial government for implementation of statutory local-level ADR mechanisms													
Activity 2.1.1 Support the formulation of rules and procedures, training road map, public awareness raising, performance monitoring and evaluation of statutory ADR mechanisms.													
2.1.1.1 Support the development of a training plan and conduct training for all Panel members	No. of trainings	83	6,000	498,000				No. of trainings	83	6,000	498,000		498,000
2.1.1.2 Support the development of communication strategy for the Panels and roll-out in all districts	No. of Events	25	760	19,000				No. of Events	25	760	19,000		19,000
2.1.1.3 Undertake KAP survey and randomized control trial research on ADR effectiveness	No. of firm	1	50,000	50,000				No. of firm	1	50,000	50,000		50,000
2.1.1.4 Support the development of training plan and conduct training for all DRC members	No of trainings	10	12,000	120,000				No of trainings	10	12,000	120,000		120,000
2.1.1.5 Support establishment of short courses on conflict resolution and peace building at local university	No of trainings	2	30,000	60,000				No of trainings	2	30,000	60,000		60,000
2.1.1.6 Develop a communication strategy for the DRCs and roll out in all districts	No of events/External Visibility	10	3,000	15,000				No of events/External Visibility	10	3,000	15,000		15,000
2.1.1.7 Refresher trainings for district DRC members	No. of Workshops	-	-	-	9	1,115	10,037	No. of Workshops	9	1,115	10,037		10,037
Sub-output 2.2: Improved community capacity to provide dispute resolution via paralegalism													
Activity 2.2.1 Support community paralegal development for effective ADR service as well as monitoring													
2.2.1.1 After identification of individuals, support local community members to undertake university based paralegal training	No of Trainings	14	25,000	350,000				No of Trainings	14	25,000	350,000		350,000
2.2.1.2 Undertake monitoring of community paralegal work with support of Bar. university faculty and local NGO	No. of monitoring visits	128	50	6,400				No. of monitoring visits	128	50	6,400		6,400
2.2.1.3 Support forums/workshops twice a year to bring divisional community paralegals together to share experiences, map challenges and identify areas for further training	No of events	5	6,505	32,525				No of events	5	6,505	32,525		32,525
2.2.1.4 Establish network of community paralegals as official entity	No of Network	2	10,000	20,000				No of Network	2	10,000	20,000		20,000
2.2.1.5 Pre-consultation meeting/workshop for national/international conference on paralegals in Pakistan	Workshop	1	10,000	10,000				Workshop	1	10,000	10,000		10,000

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)
2.2.1.6 Conference to share experiences and paralegal models across the country, with international expertise	Conference	1	30,000	30,000	-	-	-	Conference	1	30,000	30,000
2.2.1.7 Provincial ToTs for paralegal practitioners	No of Trainings	2	12,000	24,000	-	-	-	No of Trainings	2	12,000	24,000
2.2.1.8 Support training of lawyers on ADR	No of Trainings	1	15,000	15,000	-	-	-	No of Trainings	1	15,000	15,000
Sub-output 2.3: Enhanced support to court-annexed ADR in order to reduce case backlogs and provide speedier justice											
Activity 2.3.1. Support the Judiciary to implement ADR via development of guidance/bench order on ADR as well ADR certification course at KP Judicial Academy for judges and lawyers											
2.3.1.1 Undertake workshops and consultation to establish judicial guidance on ADR	No. of Events	2	20,000	40,000	-	-	-	No. of Events	2	20,000	40,000
2.3.1.2 Support dissemination of guidance on ADR	Lump sum	-	-	30,000	-	-	-	Lump sum	-	-	30,000
3A. Supplies											
3.1 Software											
Output 1											
Central Police Office Level											
3.1.1 Support KP Police's Directorate of Internal Accountability with operational support (software) with a special focus on ensuring the feeding in of district level complaints, as well as developing a standard operating procedure (SOP) for complaint receipts and monitoring	Software	1	40,000	40,000	-	-	-	Software	1	40,000	40,000
3.1.2 With the support of the KP Training Wing, establish a database on training (e.g. who is trained in what area, by whom) to track trainees, their mentoring and to support for more effective delivery and use of training	Software	1	40,000	40,000	-	-	-	Software	1	40,000	40,000
3.1.3 Support KP Police to establish Crime Data Analysis Centre with software system	Software	1	50,000	50,000	-	-	-	Software	1	50,000	50,000
District Police Station Level											
3.1.4 Establish e-mechanism within district police stations to track and respond to issues raised at community policing forums	Software	1	45,000	45,000	-	-	-	Software	1	45,000	45,000
3.1.5 Support district police to gather and use data electronically retrieved from outreach, with Divisional and Central Police Office engagement	Software	1	35,000	35,000	-	-	-	Software	1	35,000	35,000
3.1.6 Support the implementation of an automatic First Information Report (FIR) tracking system at district level police stations, which is accessible to senior police (Divisional and above) as well as for public with files	Software	1	30,000	30,000	-	-	-	Software	1	30,000	30,000
3.1.7 Support implementation/roll-out of SMS (and telephonic) complaints system for public and follow-up mechanism within district local police stations with linkage to Central Police Office	Software	1	40,000	40,000	-	-	-	Software	1	40,000	40,000

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit value (in EUR)	Total Cost (in EUR)
3.1.8. Support district police to undertake data management/analysis of crime statistics, encompassing all crimes and to be shared with Divisional level.	Software	1	20,000	20,000	-	-	-	Software	1	20,000	20,000		20,000
3.2 Furniture & Equipment													
Output 1													
3.2.1 Provide furniture and equipment for female reception desks/space with mentoring of police deployed to these desks (via trained senior police station officers, e.g. SHO, DSP, as well as tailored support from the Joint EU-UNDP Program staff). Per sub-output 1.2.	Furniture Equipment	33	5,045	166,500	-	-	-	Furniture Equipment	33	5,045	166,500		166,500
3.2.2 Provide furniture & equipment for Swat Regional Training Centers (RTC) police doms for separate women police officers' lodging, including day care facilities. Per sub-output 1.2.	Furniture Equipment	1	20,000	20,000	-	-	-	Furniture Equipment	1	20,000	20,000		20,000
3.2.3 Provide furniture and equipment for dar al-aman (shelter) for women victims of crime in Malakand Division for more effective policing and leveraging of justice chain. Per sub-output 1.2.	Furniture Equipment	1	25,000	25,000	1	25,000	(25,000)	Furniture Equipment	-	-	-		-
3.2.4 Provide furniture & equipment to frazas as needed to facilitate community engagement (e.g. community police desk). Per sub-output 1.3.	Furniture Equipment	37	5,000	185,000	-	-	-	Furniture Equipment	37	5,000	185,000		185,000
3.2.5 Provide equipment & furniture for implementation of an automatic First Information Report (FIR) tracking system at district police stations, which is accessible to senior police (Divisional and above) as well as for public with files. Per sub-output 1.4.	Furniture Equipment	33	2,500	82,500	-	-	-	Furniture Equipment	33	2,500	82,500		82,500
3.2.6 Support implementation/roll-out of SMS (and telephonic) complaints system for public and follow-up mechanism within district police (including equipment & furniture as needed) with linkage to Central Police Office. Per sub-output 1.4.	Furniture Equipment	13	10,000	130,000	-	-	-	Furniture Equipment	13	10,000	130,000		130,000
3.2.7 Support KP Police's Directorate of Internal Accountability with operational support (equipment & furniture) with a special focus on ensuring the feeding in of district level complaints. Per sub-output 1.4.	Furniture Equipment	1	10,000	10,000	-	-	-	Furniture Equipment	1	10,000	10,000		10,000
3.2.8 Support the Provincial Public Safety and Police Complaints Commission (PPSPCC) to establish a secretariat (e.g. IT equipment, office furniture as needed). Per sub-output 1.4.	Furniture Equipment	1	18,000	18,000	1	6,300	(6,300)	Furniture Equipment	1	11,700	11,700		11,700
3.2.9 Support establishment of PSPCC at district level, including equipment & furniture. Per sub-output 1.4.					-	-	-						
3.2.10 Provide equipment for the KP Training Wing. Per sub-output 1.5.	Equipment	1	5,000	5,000	-	-	-	Equipment	1	5,000	5,000		5,000
3.2.11 Support KP Police to establish Crime Data Analysis Centre with equipment & furniture. Per sub-output 1.5.	Furniture Equipment	1	70,000	70,000	-	-	-	Furniture Equipment	1	70,000	70,000		70,000
3.2.12 Support district police to undertake data management/analysis of crime statistics, encompassing all crimes and to be shared with Divisional level with equipment support.	Equipment	33	2,500	82,500	-	-	-	Equipment	33	2,500	82,500		82,500
3.2.12 (e) Minor renovation and equipping of women dormitories and child day care center in Police Training College Hangu (civil work, equipment and furniture)	Furniture Equipment	1	29,300	29,300	-	-	-	Furniture Equipment	1	29,300	29,300		29,300

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)
3.2.12(b) Provide furniture & equipment to prisons training academy as needed to improve training facility for trainees.	Furniture Equipment	1	35,000	35,000	-	-	-	Furniture Equipment	1	-	35,000
Output 2											
3.2.13 Furniture and equipment for network of community paralegals. Per sub-output 2.2.	Furniture Equipment	2	15,000	30,000	-	-	-	Furniture Equipment	2	-	30,000
3.3. Designing & Printing											
Output 2											
3.3.1 Designing and printing of Panel of Conciliators' training manuals and Rules of Business (RoB)											
3.3.2 Printing and designing of paralegalism course developed by consultant	No of Copies	350	15	5,250	-	-	-	No of Copies	350	-	5,250
3.3.3 Designing and printing of DRC's training manuals, ROBs and other information material	No of Copies	2,280	5	11,400	-	-	-	No of Copies	2,280	-	11,400
3.4. Communication											
3.4.1 Implementation of External Communication and Visibility Plan (Eg. Press release, dissemination of success stories, infographics, AV Press, documentary, media visits, photography, information, profiles, media training, street theatre)	No of months of implementation external communication and visibility	39	4,615	180,000	-	-	-	No of months of implementation external communication and visibility	39	-	180,000
3.5. Civil work											
Output 1											
3.5.1 Support minor infrastructure work at Swat Regional Training Center's police dorms for separate women police officer lodging, including day care facilities. Per sub-output 1.2	Civil work	1	100,000	100,000	-	-	-	Civil work	1	-	100,000
3.5.2 Civil work for establishment of dar al-aman (shelter) for women victims of crime in Malakand Division for more effective policing and leveraging rest of justice chain. Per sub-output 1.2	Civil work	1	70,000	70,000	1	70,000	(70,000)	Civil work	-	-	-
3.5.3 Minor thana infrastructure support as needed to facilitate community engagement (e.g. community police desk). Per sub-output 1.3.	Civil work	41	9,659	396,000	-	-	-	Civil work	41	-	396,000
3.5.4 Support minor infrastructure work at PTC, Hangu. Per sub-output 1.5	Civil work	1	55,000	55,000	-	-	-	Civil work	1	-	55,000
3.5.5 Support KP Police to establish Crime Data Analysis Centre with minor infrastructure. Per sub-output 1.5.	Civil work	1	30,000	30,000	-	-	-	Civil work	1	-	30,000
3.5.6 Support for improving working conditions for investigations, gender responsive policing, police management & administration at police station level	Civil work	37	9,524	352,383	-	-	-	Civil work	37	-	352,383
3.5.7 Minor renovation and equipping of women dormitories and child day care center in Police Training College Hangu	Civil work	1	70,000	70,000	-	-	-	Civil work	1	-	70,000
SUB-TOTAL				2,453,303			(61,500)				2,391,803
4. Programme Management Unit (PMU), Staffing and Operational Costs											
4.1. Service Contract Staff											
4.1.1 Chief Technical Specialist (50% Salary) Peshawar based	Monthly	6.00	11,072	66,435	-	-	-	Monthly	6.00	-	66,435
4.1.2 National Technical Specialist (50%) Peshawar based	Monthly	-	-	-	-	-	-	Monthly	-	-	-

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	Total Cost (in EUR)
4.1.4 Research Analyst (30%) Peshawar based	Monthly	12.60	1,750	22,050	-	-	-	Monthly	12.60	1,750	22,050	22,050
4.1.5 Sr. Finance Officer (50% salary) Peshawar based	Monthly	-	-	-	-	-	-	Monthly	-	-	-	-
4.1.6 Finance Associate (50%) Peshawar based	Monthly	21.00	1,400	29,400	3.00	1,120	3,360	Monthly	24.00	1,365	32,760	32,760
4.1.7 Procurement Specialist (50%) Peshawar based	Monthly	3.00	3,200	9,600	-	-	-	Monthly	3.00	3,200	9,600	9,600
4.1.8 Programme Associate- (CO) (50%) Islamabad based	Monthly	21.00	1,000	21,000	-	-	-	Monthly	21.00	1,000	21,000	21,000
4.1.9 Project Engineer (70%) Peshawar based	Monthly	29.40	1,750	51,450	-	-	-	Monthly	29.40	1,750	51,450	51,450
4.1.10 Drivers 2 persons (50%) Peshawar based	Monthly	42.00	450	18,900	-	-	-	Monthly	42.00	450	18,900	18,900
4.1.11 Sr. Policing Specialist (100%) Peshawar based	Monthly	42.00	5,000	210,000	6.00	5,000	30,000	Monthly	48.00	5,000	240,000	240,000
4.1.12 Community Policing Specialist (100%) Peshawar based	Monthly	42.00	2,400	100,800	-	-	-	Monthly	42.00	2,400	100,800	100,800
4.1.13 International Policing Specialist (P4) Peshawar based (100%)	Monthly	37.00	12,751	471,795	-	-	-	Monthly	37.00	12,751	471,795	471,795
4.1.14 ADR Specialist (100%) Peshawar based	Monthly	42.00	2,400	100,800	6.00	2,400	14,400	Monthly	48.00	2,400	115,200	115,200
4.1.15 Travel of Programme Staff (Output 1)	No of days	1,253	76	95,103	-	-	-	No of days	1,253	76	95,103	95,103
4.1.16 Travel of Programme Staff (Output2)	No of days	1,050	76	79,695	-	-	-	No of days	1,050	76	79,695	79,695
4.1.17 Project Manager (40%) Peshawar based	Monthly	12	17,059	204,701	3.00	17,059	51,176	Monthly	15	17,059	255,877	255,877
4.1.18 M&E and Research Officer (50%) Peshawar based	Monthly	21	1,784	37,464	-	-	-	Monthly	21	1,784	37,464	37,464
4.1.19 M&E and Research Assistant (50%) Peshawar based	Monthly	21	1,132	23,772	3.00	1,132	3,396	Monthly	24	1,132	27,168	27,168
4.1.20 Finance Assistant (50%) Peshawar based	Monthly	12	1,132	13,584	-	-	-	Monthly	12	1,132	13,584	13,584
4.1.21 Procurement Officer (50%) Peshawar based	Monthly	21	1,784	37,464	3.00	1,784	5,352	Monthly	24	1,784	42,816	42,816
4.1.22 Procurement Associate (50%) Islamabad based	Monthly	21	1,400	29,400	-	-	-	Monthly	24	1,400	29,400	29,400
4.1.23 Home Coordination Officer (30%) Peshawar based	Monthly	12.6	2,400	30,240	-	-	-	Monthly	12.6	2,400	30,240	30,240
4.1.24 Senior Programme Specialist - P4 (50%) Peshawar based	Monthly	15.0	11,072	166,087	-	-	-	Monthly	15.0	11,072	166,087	166,087
4.2. Third Party Staff:												
4.2.1 Field Monitoring Specialist (50%) Peshawar based												
4.2.2 Programme Associate- (ADR) (100%) Peshawar based	Monthly	42.00	1,000	42,000	-	-	-	Monthly	42.00	1,000	42,000	42,000
4.2.3 Communication Analyst (50%) Peshawar based	Monthly	21.00	2,700	56,700	3.00	2,700	8,100	Monthly	24.00	2,700	64,800	64,800
4.2.4 Court Coordination/Specialist Officer (20%) Peshawar based	Monthly	8.40	1,150	9,660	-	-	-	Monthly	9.60	1,150	9,660	9,660

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)
4.2.5 IT Officer (30%) Peshawar based	Monthly	12.60	1,150	14,490	-	-	-	Monthly	12.60	1,150	14,490
4.2.6 Engage 3rd party monitoring firm for monitoring of infrastructure and engineering works	No. of Firm	3	25,000	75,000	-	-	-	No. of Firm	3	25,000	75,000
4.3 Consultants:											
Output 1											
4.3.1 Support a local threat assessment analysis system to inform district police plan development via expert advice and capacity building of police to gather data and undertake analysis	No of National consultant days	70	300	21,000	-	-	-	No of National consultant days	70	300	21,000
4.3.2 International Policing Specialist	No of Int consultant days	100	800	80,000	-	-	-	No of Int consultant days	100	800	80,000
4.3.3 Gender Policing Specialist(Int)	No of Int consultant days	130	500	65,000	-	-	-	No of Int consultant days	130	500	65,000
4.3.4 Engage with divisional and district police to prevent and respond to crimes against women sensitively through standard operating procedures (SOPs)	No of National consultant days	30	200	6,000	-	-	-	No of National consultant days	30	200	6,000
4.3.5 Support the Provincial PSPCC to develop annual plans as part of a 3-5 year strategy as well as annual reports, review rules of business, operational policy and monitoring and reporting systems	No of Intl consultant days				-	-	-	No of Intl consultant days			
4.3.6 Support the Provincial PSPCC to develop annual plans as part of a 3-5 year strategy as well as annual reports, review rules of business, operational policy and monitoring and reporting systems	No of National consultant days				-	-	-	No of National consultant days			
4.3.7 Support the KP Police to develop a monitoring and evaluation strategy and system for training	No of Int consultant days	30	750	22,500	-	-	-	No of Int consultant days	30	750	22,500
4.3.8 Undertake an audit and mapping of existing police training institutes in KP & map existing training tools & curricula	No of Int consultant days	20	750	15,000	-	-	-	No of Int consultant days	20	750	15,000
4.3.9 Undertake review and revision of curriculum of course at Police Training College (PTC), Hangu as well supporting area-based training curriculum at Regional Training College, Swat	No of Int consultant days	50	750	37,500	-	-	-	No of Int consultant days	50	750	37,500
4.3.10 Support KP Police to develop Crime Data Analysis System at provincial level	No of national consultant days	90	255	22,950	-	-	-	No of national consultant days	90	255	22,950
4.3.11 Consultant hired for feasibility study and establishment of dar al-aman (shelter) for women victims of crime in Malakand Division for more effective policing and leveraging rest of justice chain	No of national consultant days	40	300	12,000	-	-	-	No of national consultant days	40	300	12,000
4.3.12 Development of training curriculum on the competitive exams to increase the number of female police personnel (International Consultant)	No of Int consultant days	100	550	55,000	-	-	-	No of Int consultant days	100	550	55,000
4.3.13 consultant hired for developing training material for training and to conduct the TOT on Strengthen capacity of Prosecutors to use forensic evidence in criminal cases.	No of national consultant days	25	300	7,500	-	-	-	No of national consultant days	25	300	7,500
4.3.14 consultant hired for developing training material and conducting TOT on trial techniques of Prosecutors	No of national consultant days	25	300	7,500	-	-	-	No of national consultant days	25	300	7,500
4.3.15 Strengthen capacity of prison personnel on managing inmate	No of national consultant days	22	300	6,600	-	-	-	No of national consultant days	22	300	6,600
4.3.16 Training on prison laws / rules and prisoner rights particularly juvenile and women	No of national consultant days	25	300	7,500	-	-	-	No of national consultant days	25	300	7,500
Output 2											

Activity	Revised Budget (All Years)				Use of Contingencies/Addenda				Revised Budget (All Years)			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	
4.3.17 Engage with government on gender-sensitive rules of business (ROBs) for new Panel of Conciliators	No of national consultant days	6	250	1,500	-	-	-	No of national consultant days	6	-	1,500	
4.3.18 Development of training manual for new panel of conciliators with ToT sessions	No of national consultant days	45	300	13,500	-	-	-	No of national consultant days	45	-	13,500	
4.3.19 Support a strong internal monitoring and evaluation system to ensure compliance with the Constitution of Pakistan and human rights, including an annual report on progress, results and challenges												
4.3.20 Develop community paralegalism course at local university with certificate of completion	No of international consultant days	30	800	24,000	-	-	-	No of international consultant days	30	-	24,000	
4.3.21 Establish ADR certification course at KPJA for judges and lawyers	No of int consultant days	65	800	52,000	-	-	-	No of int consultant days	65	-	52,000	
4.3.22 To assess capacity and functionality of DRCs	No of national consultant days	30	300	9,000	-	-	-	No of national consultant days	30	-	9,000	
4.3.23 Support review of the draft rules, training manual and facilitate TOT	No of National consultant days	35	300	10,500	-	-	-	No of National consultant days	35	-	10,500	
4.3.24 Support Establishment of short courses on conflict resolution and peacebuilding at a local university	No of International consultant days	56	800	44,800	-	-	-	No of International consultant days	56	-	44,800	
5. General Operating Costs												
5.1 Computer equipment	No of laptops	5	1,200	6,000	-	-	-	No of laptops	5	-	6,000	
5.2 Fuel, Rent, Office Supplies, Maintenance etc.	Per Month	42	7,500	315,000	3,00	7,500	22,500	Per Month	45	7,500	337,500	
5.3 Other cost (utilities etc.)	Per Month	42	1,600	67,200	3,00	1,600	4,800	Per Month	45	1,600	72,000	
7. Indirect costs (maximum 7% of 5, subtotal of direct eligible costs of the Action)												
7. Total eligible Cost of the Action (6+7)												
											621,496	
											9,500,000	

1. The description of items must be sufficiently detailed and all items broken down into their main components. The number of units and the unit value must be specified for each item depending on the indications provided. The budget has to include costs related to the Action as a whole, regardless the part financed by the Contracting Authority.
2. This section must be completed if the Action is to be implemented over more than one reporting period.
3. If the Contracting Authority is not the European Commission, the budget may be established in euro.
4. If staff are not working full time on the Action, the percentage should be indicated alongside the indication of the country where the per diems are incurred.
5. Indicate the country where the per diems are incurred.
6. Costs for CO2 offsetting of air travel may be included. CO2 offsetting shall in that case be achieved

Activity	Revised Budget (All Years)			Use of Contingencies/Addenda			Revised Budget (All Years)				
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)	# of units	Unit value (in EUR)	Amount	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR)

- 7. Please separate cost for purchase or rental.
- 8. Specify the typology of costs or services. Global amounts will not be accepted.
- 9. Only indicate here when fully subcontracted.
- 10. Communication and visibility activities should be properly planned and budgeted at each stage of
- 11. Only to be filled in when provided for in the Call for Proposal (i.e. taxes are not eligible and the
- 12. Only to be filled in when contributions in kind as may be accepted as co-financing. The amount
- 13. Use "UNIT COST per flight/month/kit etc..." or "LUMPSUM" or "FLAT RATE" in case of simplified
- 14. ISS stands for Implementation Support Services (overhead)

NB: The Beneficiary(ies) alone are responsible for the correctness of the financial information

