Project Title: "Dealing with Conflict Legacy between Serbia and Kosovo"
Project Number:
Implementing Partner: UNDP
Start Date: 01 November 2018    End Date: 31 March 2021    PAC Meeting date:

Brief Description

The conflict in Kosovo\(^1\) in the late 1990s led to tens of thousands of casualties and hundreds of thousands of civilians being displaced from their homes.\(^2\) However, to this day, victims' rights have not been addressed in a satisfactory manner. According to the ICRC, 1,665 persons out of the 6,024 persons reported missing between 1998 and 2000 still remain unaccounted for.\(^3\)

Resolving the fate of missing persons in Kosovo is an extremely lengthy and complex task exacerbated by the particularly sensitive social and political context. The fact that there is still a considerable number of persons missing from the conflict in 1999 continues to negatively impact reconciliation efforts within Kosovo as well as efforts to improve relations between Serbia and Kosovo. Mistrust and the impression that the other side does not reveal all the available information on the whereabouts of the missing still prevails. Further, missing persons has been linked to women's economic disempowerment, gender-based violence, and social exclusion and trauma of the wives of the missing. Stepping up efforts to resolve the fate of the missing would therefore represent an important step towards the long-term objective of reconciliation and increasing women's agency.

The overall objective of the project is to support positive progress in tackling existing conflict legacy issues and is aimed at building sustainable reconciliation between Serbia and Kosovo. During the first year, the project will have an inception period of no less than 3 months where the project will assess opportunities and mechanisms for aligned activities between Kosovo and Serbia in order to increase future cooperation.

This will be achieved through a four-pronged approach that includes increased closure in missing persons cases, increasing returns to sensitive areas in Kosovo through the Danish Refugee Council, monitoring of institutions dealing with domestic war crimes trials in Kosovo and to magnify the effects of the project to enable wider reconciliation efforts in both Kosovo and Serbia. The overall objective of the project is to change national and local attitudes on missing persons by promoting the missing persons issue as a common concern, improving the technical capacity of Kosovo institutions and accelerating the cooperation and coordination for identifying possible locations for missing persons.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.
Indicative Output(s):
1. Increase identification of missing persons
2. Increased number of returns of displaced persons/families to sensitive areas in Kosovo and general perception of returnees is improved in Kosovo
3. Improved understanding of war crimes trials within certain groups in Kosovo
4. Youth groups have a better understanding of the conflict

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\(^1\) References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).
\(^2\) Estimated numbers of casualties and displaced persons vary by source and are highly disputed.
Agreed by (signatures):

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<thead>
<tr>
<th>Embassy of the United Kingdom</th>
<th>UNDP</th>
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<tbody>
<tr>
<td>Print Name: H.E. Ambassador Ruairi O'Connell</td>
<td>Print Name: Ulrika Richardson</td>
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<td>UN Development Coordinator</td>
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I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

The conflict in Kosovo in the late 1990s led to tens of thousands of casualties and hundreds of thousands of civilians being displaced from their homes. However, to this day, victims' rights have not been addressed in a satisfactory manner. According to the ICRC, 1,665 persons out of the 6,024 persons reported missing from the period of 1998 to 2000 still remain unaccounted for. Resolving the fate of missing persons in Kosovo is an extremely lengthy and complex task exacerbated by the particularly sensitive social and political context. The fact that there is still a considerable number of persons missing from the conflict continues to negatively impact reconciliation efforts within Kosovo as well as efforts to improve relations between Serbia and Kosovo. Mistrust and the impression that the other side does not reveal all the available information on the whereabouts of the missing still prevails. Stepping up efforts to resolve the fate of the missing would therefore represent an important step towards the long-term objective of reconciliation.

Twenty years after the end of the conflicts, accountability for war crimes and the search for missing persons are still critical prerequisites for strengthening rule of law, social cohesion and trust, reconciliation, and prevention of further fragmentation and violent conflicts in the Western Balkans, and for the fulfilment of the countries' development and strategic political goals.

According to the ICRC, 1,388 missing persons are men and 264 are women. This discrepancy in gender correlates with the United Nations Working Group on Enforced or Involuntary Disappearances (WGEID) which found that globally, the majority of missing persons are men (70-94%). Consequently, women not only experience the psychological anguish and emotional burden of missing loved ones, but are also more susceptible to gender based violence, abuse, economic disempowerment, and social discrimination.

Specifically, the wives of the disappeared are drastically impacted by the disappearance of their husbands who are statistically more likely to be the family breadwinner. Women may be prevented from accessing bank accounts and property held in their missing husband’s name, forcing women to initiate lengthy legal proceedings without any guarantee of a successful outcome. Furthermore, majority of these women may not have marketable skills or experience which further exacerbates their economic, social and emotional wellbeing. This results in women taking low-paid jobs that have a higher risk of exploitation. According to the International Commission for Missing Persons (ICMP), these women are also “at the forefront of the search for truth about the disappeared, which puts them at greater risk of abuse, extortion and manipulation.” Additionally, the social status of the women can be negatively affected, as they are neither formally considered a “wife,” nor a “widow.”

Women who return home following their husband’s disappearances risk being perceived as a financial burden by their husband’s family. In certain cases, women risk losing custody of their children through discriminatory laws and social practices.

The effects on those left behind span generations, as the economic and social ramifications stemming from a husband and father’s disappearance effects their children. Due to economic constraints, the education of boys is statistically prioritized, perpetuating a patriarchal social order.

While women are more frequently impacted by the disappearances of their loved ones, women are not excluded from involuntary disappearance. When women do go missing, they experience the same or greater levels of torture as men and much higher rates of sexual violence.

In an effort to increase public awareness of the unresolved cases of missing persons, Their Royal Highnesses, Prince of Wales and Duchess of Cornwall, in March 2016, met with families of missing persons from the former conflict communities and pointed to the common human suffering affecting families irrespective of their ethnic origin. This pledge, in turn, led to pledges of commitment from institutions to make progress and identify the remains of missing persons.

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4 Estimated numbers of casualties and displaced persons vary by source and are highly disputed.  
UNDP Kosovo is well positioned to support renewed efforts to clarify the fate of the remaining number of missing persons. It has a long-standing experience and expertise in implementing projects on transitional justice/dealing with the past in different geographical and political contexts. Moreover, the UNDP Kosovo office has supported the Inter-Ministerial Working Group on Dealing with the Past and Reconciliation (IMWG DwPR) through the project “Support to Transitional Justice in Kosovo” (STJK) for the last four years. Consequently, UNDP Kosovo has built important working relations with stakeholders in central institutions and civil society organizations engaged in dealing with the past, including the Missing Persons Commission representation in the IMWG. The STJK project has also supported the development of a stakeholder analysis, which is a mapping of the legal framework in place for dealing with the past in Kosovo as well as a document describing the objectives of the IMWG DwPR which outlines the objectives and goals for the working group in regard to a transitional justice strategy for Kosovo. Through this project, and in collaboration with UN Women, UNDP has also established a Transitional Justice Resource Centre at the University of Pristina. This centre will serve as a place of knowledge, information sharing and exchange for University students, youth and the public.

UNDP Kosovo has been implementing the UK funded project, “Kosovo missing person’s initiative to increase stability and improve reconciliation by confronting issues from the past” since 2016. The project has been successful in bringing together local stakeholders and partners, developing research for policy changes and focusing on the families’ associations. In close cooperation with the donor, the project has contributed to strengthening institutions’ and family associations’ capacities in dealing with issues related to missing persons. In addition, the project has provided concrete recommendations in terms of development and revision of legal infrastructure. Furthermore, through joint forums and conferences, the project has contributed to strengthening cooperation between Kosovo and Serbia, in promoting the issue of missing persons as a common concern. In cooperation with ICMP, the project has achieved concrete results in analysing the DNAs and matching the post-mortem samples. Yet, over 1600 people remain missing from the conflict. Families of the missing lack adequate institutional and psycho-social support, as well as a cohesive voice which can hold relevant institutions accountable. Furthermore, fear of war crime prosecution restricts the level of cooperation and information from both sides and from the wider public. Hence, this second phase of the project will build on relationships that have been developed and results achieved in phase one.

Situational Analysis

The conflict in Kosovo in the late 1990s led to tens of thousands of casualties and hundreds of thousands of civilians being displaced from their homes. However, to this day, victims’ rights have not been addressed in a satisfactory manner. According to the ICRC, 1,665 persons out of the 6,024 persons reported missing from the period of 1998 to 2000 still remain unaccounted for. Resolving the fate of missing persons in Kosovo is an extremely lengthy and complex task exacerbated by the particularly sensitive social and political context. The fact that there is still a considerable number of persons missing from the conflict continues to negatively impact reconciliation efforts within Kosovo as well as efforts to improve relations between societies. Mistrust and the impression that the other side does not reveal all the available information on the whereabouts of the missing still prevails. Stepping up efforts to resolve the fate of the missing would therefore represent an important step towards the long-term objective of reconciliation. The families of missing persons also need help and support, and the authorities should assist them, both in solving administrative and legal issues and finding ways to include them in the ongoing processes.

According to the ICRC, 1,388 missing persons are men and 264 are women. This discrepancy in gender correlates with the United Nations Working Group on Enforced or Involuntary

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5 References to Kosovo shall be understood in the context of Security Council Resolution 1244 (1999).
Disappearances (WGEID) which found that globally, the majority of missing persons are men (70-94%). Consequently, the impact on families/survivors of missing persons, and all victim survivors, not only experience the psychological anguish and emotional burden of missing loved ones, but are also more susceptible to gender-based violence, abuse, economic disempowerment, and social discrimination.

Under international humanitarian law, families have the right to know what has happened to the missing relatives and family members. Moreover, the Law on Missing Persons, which was adopted by the Kosovo Assembly in 2011, clearly states the right of family members to know about the fate of missing persons who were reported missing during the 1 January 1998 – 31 December 2000, as a consequence of the 1998-1999 conflict in Kosovo. Notwithstanding this legal commitment to undertake measures to resolve the fate of the missing, as well as important progress achieved during the first decade after the conflict, there is still a high number of persons whose fate has not yet been clarified. This is potentially magnified by the fact that the wives of the missing are left to shoulder the legal burden and their capacity is hindered by economic and patriarchal social norms.

Out of the 1,665 open cases, 135 of the missing were under the age of 18 and 331 were over the age of 65 at the time they were reported missing. Additionally, 1,388 of the missing are identified as men, and 264 are identified by the ICRC as women. Progress was made in 2014 when the remains of 53 people that had been found in a quarry in Ručnica, Raska, southern Serbia, were exhumed and identified. The effects of such successes cannot be underestimated for the reconciliation process between the former conflict parties.

The process of solving open cases of missing persons stalled in 2015. During 2015, only four cases were resolved – the lowest annual figure recorded since the end of the conflict. While it is statistically necessary that the number of resolved cases per year will decline as fewer cases remain open, only resolving four of the 1665 cases signifies more systemic issues. The lack of positive relations between societies may have impacted the agility of the process, as both sides fault the other of withholding information. This standstill is likely exacerbated by the fact that women, who lack social agency, make up the majority of the public population pursuing answers. This has a negative effect on the communities due to absence of information on their missing relatives.

The effects on those left behind span generations, as the economic and social ramifications stemming from a husband and father’s disappearance affects their children. Due to economic constraints, the education of boys is statistically prioritized, perpetuating a patriarchal social order.

The aspiration to membership in the European Union is shared throughout the Western Balkans and dealing with the past and reconciliation issues is part of the reform process. In the EU Kosovo Report from April 2018, it is stated that there is a lack of completed war crime case files, a low number of prosecutors working on war crimes, and insufficient cooperation between Kosovo’s and Serbia’s prosecution offices, which is jeopardising access to justice, including for survivors of conflict-related sexual violence.¹⁰

Within the Kosovo Assembly, there is a Parliamentary Committee on Human Rights, Gender Equality, Missing Persons and Petitions. The mandate of this Commission is to organize public discussions; supervise the work of institutions engaged on the issue of missing persons; engage the issue of missing persons in the Assembly; and encourage the issue of missing persons to become part of the work and agenda of the Assembly. UNDP is well positioned to support these institutional structures to clarify the fate of the remaining number of missing persons. It has a long-standing experience and expertise in implementing projects on transitional justice/dealing with the past in different geographical and political contexts.

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⁹ https://ihl-databases.icrc.org/customary-ihl/eng/docs/v1_cha_chapter32_rule99
Despite significant efforts made by the international community and Kosovo institutions to ensure all displaced can achieve their preferred durable solution, challenges still persist for minority returnees. It is crucial at this stage to support the relevant stakeholders in fulfilling the international commitments in relation to resolving the displacement situation as well as fully upholding non-majorities rights.

Currently, according to the statistics of UNHCR in August 2018, there are 13,810 IDPs displaced within Kosovo and an additional 4,388 individuals displaced within the region that have expressed an interest to return after many years in displacement. While Kosovo Institutions have shown the will to live up to these commitments, resources and capacities not always meet expectations in terms of providing the necessary durable solutions support to returnees and minorities.

Through this project, DRC intends to complement available resources and enhance existing capacities to pave the way to return and reintegration by proposing concrete and innovative solutions that will focus on sustainability and dialogue. It is thus still a priority to implement actions which aim at resolving the protracted displacement situation stemming from the dissolution of former Yugoslavia, particularly in the framework of the path towards entering the EU.

The aspiration to membership in the European Union is shared throughout the Western Balkans and dealing with the past and reconciliation issues is part of the reform process. In the Kosovo EU Progress Report from April 2018 it is stated that there is a lack of completed war crime case files, a low number of prosecutors working on war crimes, and insufficient cooperation between prosecution offices in Pristina and Belgrade, which is jeopardising access to justice, including for survivors of conflict related sexual violence.\footnote{https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-kosovo-report.pdf} In Serbia’s EU Progress Report from April 2018, similar problems are stated such as the fact that the implementation of the 2016 national strategy for the processing of war crimes is delayed and Serbia needs to demonstrate firmer commitment at all levels in this area, fostering mutual trust and reconciliation, to establish an atmosphere conducive to meaningful regional cooperation and to effectively address all war-crimes related issues.\footnote{https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-serbia-report.pdf} Coordination and cooperation must be improved between stakeholders to deal with these issues and ensure their path to EU integration. The Berlin Process recognises reconciliation as one of the key objectives that needs to be attained within the Western Balkans.

UNDP is well positioned to support efforts to clarify the fate of the remaining number of missing persons, returnees within Kosovo and knowledge building about the conflict amongst the public and youth. It has a long-standing experience and expertise in implementing projects on transitional justice/dealing with the past in different geographical and political contexts.

**Civil Society Initiatives**

Many civil society organizations have been heavily involved in the search for missing persons, including: Missing Persons Families’ Association; the Kosovo Red Cross; the Council for the Protection of Human Rights and Freedoms; and the Humanitarian Law Center. In 2001, over 20 associations joined together to create the Coordinating Council of the Association of Families of Missing Persons in Kosovo.

NGOs have been involved in the documentation of mass violations of human rights, including: The Council for the Defense of Human Rights and Freedoms, the Humanitarian Law Center (HLC), the Helsinki Committee for Human Rights, the Lawyers Committee for Human Rights, the Center for the Protection of Women and Children, the Humanitarian and Charitable Society ‘Mother Teresa,’ and the Kosovo Rehabilitation Center for Torture Victims.
Inception Phase
The Commission on Missing Persons in Kosovo was established as an inter-institutional mechanism on missing persons issues. The Commission is made up of the Ministry of Foreign Affairs, the Ministry of Internal Affairs, the Ministry of Justice, the Department of Forensic Medicine, the Ministry of Local Government Administration, the Ministry for Kosovo Security Force, the Ministry of Labour and Social Welfare, and three representatives from the Missing Persons Families’ Association. The 2011 Law on Missing Persons and Regulation No. 15/2012 define the mandate of the Commission as an institutional mechanism that reviews and informs families on the outcomes of search requests; leads, supervises, coordinates, and harmonizes the activities of local and international institutions with regards to missing persons issues; and enlightens the fate of missing persons as a result of the 1998-1999 conflict, regardless of ethnicity, religion, military, or civil status.

UNDP Kosovo has conducted a preliminary mapping of CSO’s and other actors working on the issue of missing persons and has identified potential key partners based on their experience and activities, such as Integra and HLC. An existing institutional partner for Kosovo is ICMP who are crucial in the process of DNA testing and matching of post-mortem remains, and ICRC, who have supported the process of establishing and populating the database. UNDP will continue to cooperate with both of these stakeholders for the duration of the project.

During phase one, UNDP Kosovo developed and published a report, “Challenges in finding missing persons” which was distributed to stakeholders, partners, and beneficiaries. The report improves the understanding of roles and responsibilities of national and international partners working on missing persons’ issues through a mapping and stakeholder analysis and tries to improve the overall coordination and cooperation. This report also included a list of recommendations, which have been discussed with the British Embassy, stakeholders and partners. Phase two of the project will implement some of the activities and actions recommended.

Through Phase one, UNDP Kosovo also developed and published a second report, ‘Assessment of the implementation of the current Law on the Missing Persons”, which was completed jointly with the Parliamentary Committee and the Commission on Missing Persons. While this report lists more policy level recommendations, UNDP Kosovo and the British Embassy in Pristina will use the report as a basis for supporting the required policy level changes required, especially on a political level.

During the project inception phase (October 2018 - January 2019), further discussion will be held with CSO’s and other actors involved in the issue to select the most suitable partners for the project. The inception phase will be used to assess opportunities for joint work and plan join activities of UNDP Kosovo and UNDP Serbia that will take place over the course of the project. This will include discussions with civil society actors as well as institutions in Belgrade and Pristina. This will ensure that all beneficiaries, partners and stakeholders have been consulted on project activities and that everyone is aware of project activities, roles, and responsibilities. The project team will write a project inception report to summarize their findings and recommendations. Through these recommendations to the key partner (UK Embassy) some changes in the project document and budget may be made to ensure that the project is feasible, successful, and sustainable. Any changes and amendments would be discussed and agreed upon at the first board meeting.

As this project is envisioned to increase cooperation between partners in Belgrade and Pristina, UNDP will be in close contact with stakeholders and partners to ensure coordination and synergies between activities and processes.

Achievements during Phase One
The second phase of this project is based on the achievements during phase one, as well as stakeholder and partner discussions and recommendations.

While the project published two reports as mentioned above, it also supported the Ministry of Justice, specifically aiming to coordinate and support activities on missing persons through an
advisor/coordinator. Through working group meetings, UNDP Kosovo facilitated the development of the Strategy on Forensic Medicine. Various meetings were organized between missing persons organizations which consisted of both men and women of both communities. A study visit was organized in partnership with ICMP for institutional actors to the UK to advocate for missing persons issues and funding in the Western Balkans. Various workshops were organized to exchange information on the fate of missing persons and 15 DNA samples were identified. The GCMP ante-mortem/post mortem database is much more functional, with approximately 1,800 cases registered in the database, through the technical support provided by UNDP.

The University of Leicester, United Kingdom, has delivered an online course for Forensic Anthropology, to serve the students (doctors) from Kosovo, through an online platform "Blackboard and Archaeologist," and anthropologists on forensic medicine were further licensed according to European Standards. This activity was supported by phase one of the project.

The conference on the "Identification of Human Remains" was successfully organized and the Resource Center for Missing Persons supported and trained to organize similar and larger scale events. In total 111 individuals participated (67 women, 44 men), out of which 19 were from non-majority communities.

These achievements were assessed and analysed and have been used to develop phase two of the project.

**Theory of Change**

The overall objective of the project is to support positive progress in tackling existing conflict legacy issues and is aimed at building sustainable reconciliation between the two parties.

This will be achieved through a four-pronged approach that includes increased closure in missing persons cases, increasing returns to sensitive areas in Kosovo, increased capacities of institutions dealing with domestic war crimes trials in Kosovo and magnified effects of the project through youth to enable wider reconciliation efforts in both Belgrade and Pristina.

Output one focuses on ensuring an increased number of missing persons cases are closed. In addition to directly supporting case work and the development of relevant legislation, by engaging more proactively with CSO’s and NGO’s including organisations such as ICMP and ICRC, we will be better able to keep the issue of missing persons in the spotlight; generating public pressure and, as a consequence, political will. Coordination, cooperation, and institutional roles and responsibilities in the area of missing persons require strengthening at both international and national levels to ensure that cases are resolved. If the capacities of institutions are strengthened to effectively and efficiently deal with issues related to missing persons, they will be able to more effectively close missing person's cases and help families identify their missing. If there is better coordination and communication, not only within institutions in Pristina but also between Pristina and Belgrade authorities on missing persons, the various parties will be able to work together to find common solutions for the common problem which could lead to increased information sharing and evidence for war crimes trials.

Through output two and the engagement of Danish Refugee Council (DRC), refugees and IDPS will be returned to sensitive areas of Kosovo which may also increase interaction and communication between all communities. Specifically, i) creating conditions for displaced minorities to make informed decisions to return; ii) providing dignified and safe living conditions and; iii) providing conditions for sustainable reintegration by ensuring returnees' access to services and socio-economic integration in receiving communities.

Output three ensures that the capacities of institutions dealing with war crimes are strengthened. If the capacities are strengthened, then the number of solved missing persons cases will increase and so will victims' ability to obtain justice. If we i) enhance capacities of institutions responsible for war crimes; ii) support institutional and regional cooperation and information sharing; and iii) improve transparency of Kosovo and Serbian judicial systems dealing with war crimes, more information will
be shared, and more cases solved. This relates directly with output one, as these outputs work together to increase the number of solved cases, identify missing persons, and increase political will in both Serbia and Kosovo. These efforts not only contribute to furthering War Crimes Trials, but also contribute to building stronger relationships with Special Prosecution of Kosovo, Kosovo Prosecutor Council, Kosovo Judicial Council, and institutions in Serbia.

Therefore, these efforts contribute to the broader issues of transitional justice and dealing with the past. These three outputs relate directly to output four, which is to magnify the effects of the project to enable reconciliation of wider societies. If more missing person cases are solved, and if the capacities of institutions are strengthened to deal with war crimes, as well as increase interaction and communication between all communities through the engagement of DRC, the activities of the project will be magnified to society in Kosovo and Serbia. Through output four and the work with the Transitional Justice Resource Centre this work can be furthered and magnified to the youth and public of both Kosovo and Serbia.

III. RESULTS AND PARTNERSHIPS

Expected Results
We will target three key areas to challenge national and local attitudes through the following outputs:

1. Concrete evidence of closure achieved in an increased number of missing persons cases.
2. Increase the number of returns of refugees and IDPS to sensitive areas in Kosovo.
3. Evidence of an increase in domestic War Crimes Trials in Kosovo.
4. Youth groups have a better understating of the conflict

Partnerships
The project will work with selected NGO’s to develop and design an awareness raising campaign through electronic media and social media, which includes but is not limited to producing documentaries, billboards, and TV public service announcements.

Output two of this project is proposed to be implemented by Danish Refugee Council (DRC), through direct partnership with UNDP, due to DRC’s experience in the sector.

DRC is a long-lasting partner of the Ministry of Community and Returns and many donors in the sector of minority rights and return/reintegration. DRC applies a holistic and comprehensive approach to supporting displaced populations and minority communities. DRC is the only international NGO remaining in Kosovo that implements projects in the field of durable solutions. While there is another NGO working in the field of on returns in Kosovo, the NGOs mandate focuses only on the (re)construction and infrastructure aspect of return.

In addition, DRC has a strong regional presence and has been active in the field of return in the Western Balkans for more than 20 years. In Kosovo, DRC has been actively engaged in return of minorities since 2003. DRC have established excellent relations with the Kosovo authorities at all levels. Since 2014, DRC has been implementing return of minority families to North Mitrovica/a and has gained great experience in dealing with returning individuals to sensitive locations. More recently in 2017 and early 2018, DRC has successfully piloted a cash transfer project linked to return and reintegration and has had success results with implementation. Due to their in-depth knowledge and experience, their established cooperation with target municipalities and the close and trustful relationship with displaced persons in Kosovo, DRC is particularly suited for the implementation of this project under outcome two.
The preliminary scanning of Kosovo CSO’s has identified a few potential partners such as Integra, who have relevant experience on the topic. Humanitarian Law Center (HLC) has also been identified as a potential partner due to their work on court monitoring of war crimes trials. Furthermore, UNDP will continue to partner with other international organisations such as ICMP, ICRC, EULEX, and OHCHR to ensure that UNDP contributes to the ongoing efforts in the process in Kosovo, while avoiding duplication.

The Transitional Justice Resource Center at Ulster University has been instrumental in establishing the TJ Resource Center at the University of Pristina. Ulster University has agreed to continue to support the efforts and assist the Resource Centre through further activities, workshops, capacity building etc, specifically focusing on dealing with the past and increasing awareness amongst youth.

Enhancing Regional Cooperation on Processing War Crimes and the Search for Missing Persons (Regional War Crimes Project)

The UNDP Regional War Crimes Project (RWC) aims to strengthen the rule of law in order to effectively fight impunity for war crimes related to the 1991-95 conflicts that affected what are now the four countries of Bosnia Herzegovina, Croatia, Montenegro and Serbia through supporting regional cooperation for war crimes processing and the search for missing persons. The project builds on the Platform for Regional Cooperation on processing war crimes and the search for missing persons, established among the State Prosecutors (POs) and the Institutions for the Search of Missing Persons (IMPs) of Bosnia and Herzegovina, Croatia, Montenegro and Serbia, which has been facilitated by UNDP since 2015 under the initiation phase of the project. The platform has supported trust-building among the key actors, re-activation of cross-border communication, exchange of information and evidence, and commitment to joint investigations.

Close communication and coordination will be ensured between the project “Dealing with conflict Legacy” and the Regional War Crimes Project (RWC) to ensure synchronization of activities and create synergies in activities.

Outcome 1: Concrete evidence of closure achieved in an increased number of missing persons cases.

Coordination, cooperation, and institutional roles and responsibilities in the area of missing persons requires strengthening as both international and national actors are engaged in the process. In addition to the human element, which requires emotional sensitivity, this issue is also embedded in a strong political context and has political ramifications. Consequently, effective representation is of the upmost importance. Despite pressure from all communities to resolve missing persons cases, often political will is lacking, which has a direct effect on the peoples who are often most affected.

The project will provide technical expertise to strengthen the existing systems and operations (such as the ante-mortem/post mortem database, archiving, etc.). Throughout the process, particular attention will be provided to the Commissions on Missing Persons as the carriers of the process thereby benefiting from capacity development activities as well.

Cooperation among stakeholders within each of the two societies as well as among stakeholders in Belgrade and Pristina is of paramount importance to ensure that the issue of 1,665 missing persons is resolved. Nineteen years after the conflict, families from both sides are still seeking answers. In this regard, the International Commission on Missing Persons (ICMP) will continue to play an important role as a trusted and impartial actor in the process of DNA testing and matching of post-mortem remains. The exchange of information on missing persons will be increased through facilitated meetings between missing person organizations in Kosovo and Serbia as well as the increased communication to ICMP.

In cooperation with Missing Persons Resource Centre (MPRC), the project will deliver activities based on the need to bring new ideas and approaches to the table, as well as to share other
practices in the area of solving the cases of missing persons in Kosovo. These activities provide a unique opportunity for representatives of family associations (from all ethnic backgrounds) to communicate with each other, cooperate, and jointly face the past. The aim of these activities is to support the position of the families of missing persons and raise awareness about the missing persons issue among the public.

Through this output, the project will aim to bring together all stakeholders which fully or partially work on the issue of missing persons to ensure that any strategies or policies are developed in a coordinated and coherent manner. To this end, the project will support the Commission on Missing Persons to gain best practices from the region, specifically from Croatia. The project will also work towards bringing together all relevant strategies within the broader concept of Transitional Justice/Dealing with the Past and ensuring their coherence.

In order to ensure that the legal framework regulating relating to missing persons is appropriate, the project will support the review and update of the current Law on Missing Persons in Kosovo, and related secondary legislation and Regulations, in order to ensure that the law is victim-centred and harmonised with other related laws. Through phase one of the project, a legal review was undertaken and will be used to update the legal framework.

Through this output the project will also cooperate and engage NGO’s, academia, media, professional associations, human rights activists, youth organizations, women’s organizations, missing person’s organizations, veterans’ or victims’ associations, and other relevant groups to deliver cultural activities on dealing with the past. The project will also support non-formal educational activities for children, youth, and women that will be organized in both Kosovo and Serbia.

The role of family associations in both societies will be strengthened to better contribute to the process of peace making and reconciliation through exchange visits and supporting activities based on identified needs.

To increase institutional accountability and overall engagement in the issue of missing persons, the project will cooperate with civil society actors to design projects for increased awareness and accountability and amplify the voice of women and men who have been left behind. An awareness raising campaign will be organized in both Kosovo and Serbia to ensure the issue of missing persons stays at the forefront of public issues.

Output 1: Identification of new sites or confirmation of already opened sites

Activity Action:
1.1.1 Facilitate bi-annual meetings between the Commission for Missing persons, Mayors and the Ministry of Local Government Administration. (6 in total)

1.1.2. Expert(s) engaged to deliver training on archiving (the number of participants to be determined in the inception period with 30% gender participation).

1.1.3. Facilitate 3 workshops (on the quarterly bases), supporting the Working Group on Law revision.

1.1.4 A communication specialist hired to design an inclusive and gender sensitive awareness raising campaign.

1.1.5. Awareness raising campaign implemented through an identified NGO, electronic media and social media - produce documentaries, billboards, TV public service announcements.
1.1.6. Provide grants to CSOs to design projects for dismantling biases based on ethnicity and gender and increasing institutions accountability and regional activities.

1.1.7. Support a regional conference on missing persons

1.1.8. Expert engaged to work on the law revision in Commission working group

1.1.9. Web page developer engaged to develop web page based on GCMP requirements to improve public relation capacities and awareness raising

**Output 2: Increased capacity of family associations**

Activity Action:

1.2.1 Assess the needs of the Family Associations. Prioritize increasing agency of and economic empowerment of women left behind.

1.2.2. Support to the Resource Center for Missing Persons

1.2.3. Support the activities of family associations in Kosovo

1.2.4. Increased coordination and communication between the family associations in Kosovo and Serbia

1.2.5. Initiate a scoping mission / assessment on Post-EULEX mandate in Kosovo

1.2.6. Organize follow-up activities, based on the recommendations from the scoping assessment

1.2.7 Research report and scoping mission on post EULEX mandate

**Outcome 2: Increased number of returns of displaced persons/families to sensitive areas in Kosovo**

In partnership with the Danish Refugee Council (DRC) as the main NGO dealing with returns of displaced persons, the project will implement inter-related and complementary activities leading to four activities which will contribute towards the Output two of the project by: i) creating conditions for displaced minorities to make informed decisions to return; ii) providing dignified and safe living conditions and; iii) providing conditions for sustainable reintegration by ensuring returnees’ access to services and socio-economic integration in receiving communities. This project will prioritize assistance for those most at risk populations and account for inequalities based on socio-economic capacities and gender.

Close collaboration with local authorities in respective municipalities will be sought to create conditions conducive to return and reintegration, including coordinating and conducting a scoping exercise for a new return location. Furthermore, an International Expert will be seconded to strengthen Kosovo Property Comparison and Verification Agency's ability to play a more effective and efficient role, particularly in North Mitrovica/e.

A focus will be placed on working with respective local authorities to ensure sustainable socio-economic reintegration takes place for each returnee family. In addition, two medium-scale socio-
economic integration grants will be implemented to promote enhanced interaction between returnees and receiving communities.

Output 1: Enabling then return of refugees and IDPs in Kosovo

Activity Action:
2.1.1 Conduct and coordinate a scoping exercise and identify possible new return locations and potential beneficiaries in place of displacement in collaboration with the British Embassy, MCR, municipal authorities, UNHCR, and UNDP.

2.1.2 Identify up to 23 potential beneficiaries in place of displacement from North Mitrovica, and newly identified location in collaboration with the Kosovo Ministry for Communities and Return (MCR), municipal authorities, UNHCR, and KPCVA.

2.1.3 Second an international expert to provide targeted technical assistance to the Kosovo Property Comparison and Verification Agency (KPCVA) to provide technical assistance and support the eviction unit for 12 months.

2.1.4 In the newly identified location, organize a Go and Inform Visit (GIV) in place of displacement and a Go and See Visits (GSV) in return locations in close cooperation with local authorities and receiving communities in respective locations, and UNHCR.

2.1.5 Conduct return and reintegration assessments on displaced families and perform beneficiary pre-selection with local task force and selection for 23 families through the Project Steering Committee (PSC) comprised of MCR, British Embassy, municipal authorities, UNHCR, DRC, and UNDP.

2.1.6 Conduct detailed technical assessment for minor shelter repairs.

2.1.7 Renovate facilitate 23 minor shelter repairs in North Mitrovica and newly identified location.

2.1.8 Return up to 23 minority returnee families.

2.1.9 Support to IDP Association based in Serbia, Sveti Spas, to support with scoping report to new location, information provision, and return of Serbian returnees.

Output 2: Economic empowerment of returnees and capacities of municipalities in regards to returnees/IDPs is increased

Activity Action:
2.2.1 Based on thorough socio-economic and psycho-social assessment, implement cash transfers to up to 23 returnee families.

2.2.2 Support up to 23 returnee families with facilitated shopping for furniture and appliances.

2.2.3 Based on income generation assessment, support the implementation of up to 23 individual income generation grants to returnees.

2.2.4 In close collaboration with PSC, local authorities and receiving communities, support at least 4 vulnerable receiving community families with minor shelter repair.
2.2.5 Provide psycho-social support to each returnee family and support municipal authorities and returnees to have full access to public services.

2.2.6 Implement one socio-economic integration grant for returnees and receiving communities

2.2.7 Provide business coaching and advisory support to socio-economic integration grants and individual income generation grants.

2.2.8 Conduct joint monitoring visits with relevant municipal officials to all returnee families and recipients of socio-economic integration grants.

Outcome 3: Capacities of institutions responsible for War Crimes enhanced.

This project is closely linked to Kosovo’s judicial system and victims' ability to obtain justice. Increasing the number of missing persons cases that are closed with sufficient evidence is dependent on increasing domestic War Crimes Trials in Kosovo. As a result, this project commits to the following in an effort to strengthen domestic War Crimes Trials in Kosovo: i) monitoring of institutions responsible for war crimes; ii) support institutional and regional cooperation and information sharing; and iii) improve transparency of Kosovo and Serbian judicial systems dealing with war crimes.

These efforts not only contribute to furthering War Crimes Trials in Kosovo, but also contribute to building stronger relationships with Special Prosecution, Kosovo Prosecutorial Council, Kosovo Judicial Council, and institutions in Serbia. Therefore, these efforts contribute to the broader issues of transitional justice and dealing with the past.

Output 1: Report on transparency and accountability of war crimes trials published

Activity Action:

3.1.1. Monitor courts and prosecution offices on war crime cases.

3.1.2. Compile an assessment report on the findings based on the monitored cases and organising a roundtable on presenting findings.

Output 2: Increase knowledge on war crimes trials for high school students

Activity Action:

3.2.1. Facilitate lectures on War Crimes Trials (WCT) in high schools and universities.

3.2.1. Organise regular advocacy meetings with relevant stakeholders.

3.2.2. Organise public debates on the present situation concerning WCT.

Outcome 4: Youth groups have a better understanding of the conflict

This project operates in a politically sensitive environment and will inevitably impact reconciliation efforts. This project aims to enable reconciliation between societies by focusing on specific populations that have outreach capacities. This project will focus on the following: i) supporting transitional justice activities with youth groups; and involve academics and policy makers in conflict legacy issues.
These efforts provide synergy between different UNDP and EU projects and offers opportunities for collaboration between organizations. Specifically, UNDP has a project focusing on transitional justice in collaboration with UN Women, and an EU funded project focused on cultural heritage protection. Both of these can deliver synergies and collaborative efforts for wider reconciliation efforts.

**Output 1: Law students have a better understanding of legal aspects of TJ**

Activity Action: 4.1.1. Support the Transitional Justice Resource Centre at the University of Pristina through promoting or attending Transitional Justice workshops for law students.

**Output 2: Kosovo and Serbia students exchange views of conflict**

Activity Action:
4.2.1. Through the Transitional Justice Resource Centre at the University of Pristina, develop a short summer course for students and youth from Kosovo and Serbia.

4.2.2. Scoping mission in Serbia on Transitional Justice Resource Centre and partners for engagement on youth knowledge and exchange.

4.2.3. Support the Transitional Justice Resource Centre and the University of Pristina who are working to train professors on how to teach transitional justice in a gendered sensitive way in a post conflict society.

**Output 3: Professors have a better understanding of TJ**

4.3.1 Support the Transitional Justice Resource Centre and the University of Pristina who are working to train professors on how to teach transitional justice in a gendered sensitive way in a post conflict society

**Human rights and gender considerations**

Considerations on the Human-Rights Based Approach and Gender Equality are part of the project design and implementation. Thus, gender equality considerations will be incorporated into the training and capacity development activities, awareness raising activities, and transitional justice processes. Additionally, this project will have an observance of a minimum of 30% gender balance throughout the projects design and implementation.

Human rights considerations are incorporated into the project activities by respecting the rights of all beneficiaries and partners: the right to privacy, right to protection of personal data, the right of non-discrimination, and the right to participation throughout all project activities for all participants.

Since 1997, UNDP has mainstreamed human rights into its various activities and programmes. UNDP has adopted a human rights-based approach to all development cooperation and has gained experiences in its operationalization.

1. All programmes of development co-operation, policies and technical assistance should further the realisation of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.

2. Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process.

3. Development cooperation contributes to the development of the capacities of ‘duty-bearers’ to meet their obligations and/or of ‘rights-holders’ to claim their rights.

The gender and human rights-based approach to development dictates UNDP to focus on some of the groups that have been identified as key constituencies for engagement on prevention. This
includes groups that are alienated or systematically left behind in terms of social and economic opportunities or political participation with special programmatic focus on enhancing the participation of women, youth, ethnic and religious minorities, displaced populations, etc. UNDP has continuously integrated these principals throughout various projects ensuring that projects benefit all members of society, including the most marginalized. Much of UNDP’s assistance through this project will target these and other groups and will support inclusion along the lines recommended for addressing potential grievances.

UNDP in its flagship Human Development Report has been leading in gender disaggregating data since 1999. UNDP Kosovo has its own published Kosovo Human Development Report providing yearly gender disaggregated data, providing an overview of the situation for women, as well as major challenges and issues. The data from the Human Development Report, as well as other research undertaken by UNDP can be triangulated with the data collected throughout this project to ensure that the project activities are bringing the intended results.

All UNDP programmes are strongly gender mainstreamed. For example, 50% of beneficiaries and skills and employment beneficiaries are women. The role of women was put in the centre of the UNDP Kosovo’s Disaster Risk Management projects. As part of this work, the UNDP supported gender sensitive Disaster Risk Reduction Strategy. In addition, municipalities have been supported to develop gender-sensitive Local Risk Assessment documents and Municipal Disaster Response Plans; Manual/toolkit for inclusive and gender sensitive community drills, in line with Kosovo legislative framework and Sendai Framework for DRR.

As all UN entities, and as promoted by the UN System, UNDP has zero tolerance for Sexual Exploitation and abuse, as well for any form of Sexual Harassment in the workplace. Such conduct is contrary to the Charter of the United Nations, the UN Staff Regulations and Rules, and the Standards of Conduct for the International Civil Service. Staff Rule 1.2 (f) provides that "any form of discrimination or harassment, including sexual or gender harassment, as well as physical or verbal abuse at the workplace or in connection with work, is prohibited."

In light of this zero-tolerance policy, all UNDP personnel must adhere to the highest professional and ethical standards at all times, and when exhibiting conduct described above, may be subject to administrative, disciplinary or contractual measures, up to and including dismissal, as appropriate.

In addition, UNDP launched a dedicated page on its external website designed for all the external stakeholders, partners, beneficiaries and personnel. The page includes information on the UN Standards of Conducts, UNDP activities to prevent and respond to Prevention of Sexual Harassment, and ways to report misconduct.

UNDP is a champion of gender balanced approach to programming results. Specifically, UNDP Kosovo has gender seal silver and is currently in the process of receiving the golden gender seal. UNDP Kosovo is also in the process of offering gender seal certification to private sector entities in Kosovo.

Accountability, Integrity and Transparency

1. All UNDP office and office staff cost are covered by UNDP core funding. Third-party (donor) funded Projects do not subsidize the office or vice versa.


4. Audit transparency: The annual report of UNDP’s Office of Audit and investigations and the annual report of UNDP’s Audit Advisory Committee are part of the documents discussed during the Executive Board sessions and are publicly available on its website.

5. Transparency and open data: UNDP also serves as a leading example of IATI Standard implementation. The independent assessment undertaken by Publish What You Fund for its 2016 Aid Transparency Index ranked UNDP first overall in transparency for the second time in succession. Open project data: http://open.undp.org/#2018

6. Social and environmental standards: As of 1 January 2015, UNDP adopted mandatory Social and Environmental Standards for all of its projects and programmes. These standards will strengthen UNDP’s efforts for increased quality in its programmes and ensure social and environmental benefits for the people we serve.


**Risks and Assumptions**

The risk log will be reviewed and amended as necessary twice a year. Any changes required will be reported to the project board and will be reflected in the risk log with board approval.

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Date Identified</th>
<th>Type</th>
<th>Impact &amp; Probability</th>
<th>Countermeasures / Mngt response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Specialist court starts with its activities related to the crimes related to conflict in Kosovo</td>
<td>01.06.2018</td>
<td>Political</td>
<td>Institutional representatives and partners unwilling to cooperate, project stalls, activities cannot be implemented as planned. Probability = 4 Impact =4</td>
<td>The project and programme of UNDP will work closely with British Embassy influence and the long-standing relationship with institutions to maintain the interest of partners in the project.</td>
</tr>
<tr>
<td>2</td>
<td>Some of the Family associations are influenced by the associations of war veterans after start-up of the special court activities</td>
<td>01.06 2018</td>
<td>Political and Social</td>
<td>Partners become unwilling to cooperate, process stalls, project activities can’t be implemented as planned. Probability=2; Impact=4</td>
<td>Project and programme staff will remain alert to changes in the political environment and will use the project’s flexible nature to adapt activities to partners’ needs and sensitivities. Whenever required, due to the British Embassy’s political leverage, the project will engage colleagues from the embassy to ensure commitment of</td>
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<td>3</td>
<td>Negotiation Process between Kosovo and Serbia is at stalemate</td>
<td>01.06.2018</td>
<td>Political</td>
<td>Following the results from the negotiation teams in both sides, the partners are unwilling to cooperate at the desired level. Activities can't be implemented. Probability = 2; Impact = 2</td>
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<td></td>
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<td></td>
<td>Project staff will focus on the implementation of activities that are not affected with the impact created.</td>
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<td>4</td>
<td>Potential early unforeseen elections. Leads to the change in institutions</td>
<td>01.06.2018</td>
<td>Political</td>
<td>Leadership may change. Capacity building in certain institutions would have to be restarted. Political commitment to project activities may decrease. P = 3; I = 2</td>
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<td>Active lobbying efforts with new institutions. Working at technical level will also lessen the risk of adverse effect in case of change of political leadership. The potential impact of this risk is considered manageable.</td>
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<tr>
<td>5</td>
<td>Relations between Albanian and Serbian family associations are at a stalemate.</td>
<td>01.06.2018</td>
<td>Social</td>
<td>Partners become unwilling to cooperate, process stalls, project activities can't be implemented as planned. Probability = 2; Impact = 4</td>
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<td></td>
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<td></td>
<td>Project staff will remain alert to changes in the political environment and will use the project's flexible nature to adapt activities to partners' needs and sensitivities. The project will make maximum effort to maintain the dialogue between the partners in the process.</td>
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<td>6</td>
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<td>7</td>
<td>Adverse public opinion/negative media coverage on project activities.</td>
<td>05.04.2018</td>
<td>Political</td>
<td>Public and key stakeholders make negative connotations about project activities. P = 3; I = 3</td>
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<td></td>
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<td>The project will make pro-active efforts in outreach and public awareness to avert this risk, and will monitor media coverage about the process to intervene in case of adverse portrayal.</td>
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<tr>
<td>8</td>
<td>Political unwillingness to continue and support the missing persons issue.</td>
<td>05.04.2018</td>
<td>Political</td>
<td>Institutional stalemate and processes do not move forward, especially in relations to coordination with Serbia. P = 3 I = 3</td>
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<td></td>
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<td></td>
<td></td>
<td>The project will use the position of the senior partner (UK Embassy) to support the political process and will also work closely with other partners such as</td>
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</tr>
</tbody>
</table>

18
|   | Information on missing persons locations is not shared between Kosovo and Serbia, as is often mentioned as the main cause of conflict, even if just an assumption. | 05.04.2018 | Political | Institutional stalemate and processes do not move forward, especially in relations to coordination with Serbia. P=3 I=4 | NGOs and civil society. | The project will use the position of the senior partner (UK Embassy) to support the political process and will also work closely with other partners such as NGOs and civil society. The project will call upon other stakeholders such as the family associations, that have very good relationships, to call upon their institutions to take action. Work with both the Pristina/Belgrade working group. |

**Stakeholder Engagement**

Target Groups: Commission for Missing Persons in Belgrade and Pristina, Institute for Forensic Medicine, International Centre for Missing Persons, the Assembly of Kosovo/Commission on Human Rights, Gender Equality, Missing Persons and Petitions, municipalities, victims' families, Civil Society Organisations and Associations of victims' families, Ministry of Justice in Kosovo, Missing Persons Resource Center (MPRC), Danish Refugee Council (DRC), Human Law Centre (HLC) etc.

Other Potentially Affected Groups: Pristina/Belgrade Delegation to the Working Group on Missing Persons Chaired by the ICRC; EULEX; peoples of Kosovo and Serbia.

**IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)**

The Project will be implemented by UNDP. This implies that UNDP is directly responsible for managing, reporting, and achieving the expected outpots of the project. The donor will be the Senior Partner (UK Embassy) of the project, operating according to the terms specified in cost sharing agreements between UNDP and the donor. The project will establish a Project Board, which will be comprised of representatives of the Senior Partner, senior beneficiaries, the executive (UNDP Kosovo and UNDP Serbia), and the Project Team. Other relevant stakeholders not pertaining to the Project Board can be invited to contribute as observers on an ad hoc basis. The Project Board will be responsible for providing general oversight to ensure achievement of results on the primary project outcomes and making consensus strategic management decisions when guidance is required by the Management teams; this including approval of project plans and revisions.

**The project Board:** The role of the Project Board as part of the Quality Assurance process, will monitor projects progress, lessons and decide on the way forward. Terms of reference will be developed and signed by all board members, outlining the responsibilities and roles of all members. The Project Board will meet quarterly, in order to address the following questions:
Is the project still relevant and effectively contributing to the intended outcomes?
Is the project yielding the desired results?
Are risks managed?
Is the project being implemented as planned?
Is there a need to redesign, cancel or modify the project in any way in order to ensure meaningful contribution to development results?

The Board contains three roles:

- Executive (role represented by UNDP Kosovo);
- Senior Partner (British Embassy) that provides guidance regarding political sensitivity, feasibility of the project, and use of programme resources;
- Beneficiary (represented by stakeholders in Kosovo, and key partners based on feasibility).

The Project Board will meet every six months or as requested by the British Embassy in Pristina. The Board will monitor programme progress, decide on strategic decisions to ensure continued coherence between implementation and goals and objectives, decide on annual work plans and budgets, revise annual plans and budgets, as well as requests for funds presented by UNDP. Amendments to the budget, including use of contingencies, will be subject to the approval of the Project Board. For issues with high political sensitivity or political risks, the Senior Partner (UK Embassy) will take final decisions.

UNDP Programme Coordinator and the Governance Portfolio Manager will maintain regular communication to ensure high quality of project outputs.

**Reporting and M&E**

The project will be monitored through the following:
- Quarterly reports (UK template) and financial progress, including results challenges and potential required changes;
- An annual narrative and financial progress report capturing inputs, results challenges and potential required changes.

**Within the annual cycle**

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the table below: Quality Management for Project Activity Results.
- An Issue Log shall be activated in Atlas and updated by the Management Teams to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Management teams to the Project Board through Project Assurance, using the standard report format.
- A project Lesson-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

**Annually**
➢ **Annual Report.** An Annual Report shall be prepared by the Management Teams and shared with the Project Board. As minimum requirement, the Annual Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

➢ **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

**Financial Management and Payments**

Through the Standard Administrative Arrangement between the Government of the United Kingdom And the United Nations Development Programme and Under the Model Administration Arrangement for Cost-Sharing or Trust Fund between the Government of the United Kingdom of Great Britain and Northern Ireland and the United Nations Development Programme the model Framework Agreement was signed.

Payments will be made as advance on annual bases, as per the following schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2018</td>
<td>GBP 117,688.82</td>
</tr>
<tr>
<td>February 2019</td>
<td>GBP 28,890</td>
</tr>
<tr>
<td>April 2019</td>
<td>GBP 243,249.20</td>
</tr>
<tr>
<td>October 2019</td>
<td>GBP 206,761.82</td>
</tr>
<tr>
<td>February 2020</td>
<td>GBP 36,478.38</td>
</tr>
<tr>
<td>April 2020</td>
<td>GBP 203,398.50</td>
</tr>
<tr>
<td>October 2020</td>
<td>GBP 172,888.73</td>
</tr>
<tr>
<td>February 2021</td>
<td>GBP 30,509.78</td>
</tr>
<tr>
<td>Monitor and Evaluate</td>
<td>Purpose</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Monitoring Activity</td>
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</tbody>
</table>

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
| **Project Review**<br>**Project Board** | Consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. | Project (final report) | | | |}

| | The project’s governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project’s final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | Every 8 months or as requested by donor | | | |}

| | | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. | | | |
VI. Governance and Management Arrangements

The Project will be implemented by UNDP. This implies that UNDP is directly responsible for managing, reporting and achieving the expected outcomes of the project.

The donor will be the Senior Partner (UK Embassy) of the project, operating according to the terms specified in cost sharing agreements between UNDP and the donor.

The project will establish a Project Board, which will be comprised of representatives of the Senior Partner, senior beneficiaries (Commission for Missing Persons, Institute for Forensic Medicine, MPRC, Civil Society Organisations and the Ministry of Justice in Kosovo), the executive (UNDP in Kosovo/Serbia), and the Project Team. Other relevant stakeholders not pertaining to the Project Board can be invited to contribute as observers on an ad hoc basis.

The Project Board will be responsible for providing general oversight to ensure achievement of results on the primary project outcomes and making consensus strategic management decisions when guidance is required by the Project Manager; this including approval of project plans and revisions.
VII. LEGAL CONTEXT AND RISK MANAGEMENT

UNDP (Direct Implementation Modality)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

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


4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

VIII. ANNEXES

The annexes below will be developed in the inception period:

1. Project Quality Assurance Report

2. Social and Environmental Screening Template [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).

3. Project Board Terms of Reference and TORs of key management positions