

Support to the National Police of Ukraine Project

ASSESSMENT OF THE RESULTS OF THE GRANT PROGRAMME ON BUILDING CONFIDENCE TO STRENGTHEN PARTNERSHIP BETWEEN THE POLICE AND THE PUBLIC IN THE COMMUNITIES

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Executive Summary

This report presents the findings of an external evaluation of the results of the European Union (EU) funded project “Support to Police Reform in Ukraine” community Grant Programme (hereinafter – GP).

The evaluation is aimed at assessing the implemented mechanisms of cooperation between local communities (education and social services, CSOs and local authorities) and the police in terms of involvement of the mentioned partners in the decision making, sustainability of community policing. It is intended to systemize the achievements and challenges of the grants implemented in twelve (12) selected communities and document best practices and lessons learned.

The evaluation considers the information collected through desk reviews, structured interviews, and observations. Cooperation mechanisms were identified and described based on the possibility for them to be used in other communities. A short description of cooperation mechanism and best practices is specified for each implemented project.

Based on the findings, it can be concluded that the GP successfully achieved the expected result. The evaluation demonstrated high conformity of projects’ results to the GP tasks (all 12 projects corresponded with two or more priorities of the GP), project’s objectives and strategic principles. Furthermore, grantees’ reports and interviews with partners point that each local project contributed to strengthening of transparent partnerships between the police and the community, improving the accountability of the police and increasing citizens’ trust in law enforcement agencies in Kyiv, Kharkiv and Lviv oblasts.

In particular, the GP supported the efforts of local police and raised awareness of local communities on crime prevention by developing and presenting interactive games and lessons, delivering trainings, information and public awareness campaigns, presentations and printed materials.

All GP activities were implemented in compliance with and based on key strategic principles of protecting human rights, promoting gender equality, strengthening partnership, and ensuring knowledge management through documentation of lessons learned in final reports of grant activities.

The GP also contributed to the development of sustainable cooperative mechanisms for interaction between the police and local communities. These mechanisms were implemented by establishing dialogue and innovative platforms, dialogue groups, places for conducting joint events of the police and community representatives, community co-operation centres, youth police schools, and youth centres.

The evaluation of the projects resulted in a number of recommendations for implementing similar GP activities in the future. For future community-based initiatives, it may be

recommended for the GP implementer to consider longer periods for implementing similar projects based on the availability of funds and/or resources.

Furthermore, to streamline project activities and increase the effectiveness of the use of resources, project grantees should demonstrate they planned the terms and conditions of cooperation with potential partners. This planning, as the minimum should include consultation on the scope and timeliness of project activities, monitoring and evaluation, and communication and visibility strategy.

This report analyses the partnership/stakeholder management throughout the GP activities, sustainability of project deliverables, communication and visibility management, and challenges incurred by the project grantees, as well as detailed recommendations for any possible similar engagements in the future.

1. Introduction and background

The Institute of Sociology at the National Academy of Science in Ukraine announced at the beginning of 2014 that the level of public trust towards the militia dropped to 0.8%. In November 2014, a reform started in the Civilian Security Sector in Ukraine and one of the priorities of the reform is the establishment of transparent partnerships and effective cooperation between communities and the police based on the concept and philosophy of community policing.¹

This priority is reflected in the Law of Ukraine, About the National Police² adopted in 2015. Interaction between the police and the community is mentioned in the Articles 11 and 89 of the Law,³ where implementation of projects together with the public is in focus. The central premise of community policing is that it is carried out with the community and for the community, as reflected in the National Police of Ukraine (NPU) slogan “To Serve and Protect”.

The European Union (EU) funded “Support to Police Reform in Ukraine” (SPRU) project was launched in April 2017. The SPRU project was implemented by the United Nations Office for Project Services (UNOPS) and the Swedish Police (SWEPOL) with advisory support from the European Union Advisory Mission (EUAM) Ukraine, the Ministry of Internal Affairs of Ukraine (MoA) and the National Police of Ukraine (NPU). The activities in the SPRU project were aimed to strengthen community policing mechanisms, promoting and building transparent partnerships between the police and communities.

Through the project, 20 police stations in Kyiv, Lviv and Kharkiv oblasts were renovated, equipped, provided with vehicles, while special trainings for police officers, including improvement of skills and knowledge within the community policing approach were conducted/delivered.

¹ Стратегія розвитку органів внутрішніх справ України, схвалена розпорядженням Кабінету Міністрів України від 22 жовтня 2014 р. № 1118-р (www.kmu.gov.ua/document/247780692/R01118-00.doc)

² Закон України «Про Національну поліцію»

³ Закон України «Про Національну поліцію» (<http://zakon3.rada.gov.ua/laws/show/580-19>)

In 2018 the SPRU implemented the Grant Programme (GP) which had the following objectives:⁴

- Development of sustainable cooperative mechanisms to ensure interaction between police and the community at the local level;
- Improving the accountability of the police and thus increasing citizens' trust in police services;
- Improvement of the knowledge and skills of local communities regarding safety and crime prevention as well as provision of relevant support to local police;
- Increasing the quality and accessibility of services provided by police to local community, building partnership and implementation of common projects.

Twelve (12) CSOs awarded within the GP⁵ were located in Kyiv Region (Irpın, Bucha, Obukhiv and Boryspil), Kharkiv Region (Izyum, Andriyivka village of the Balakliia District, Balakliia, Ruska Lozova of Dergachiv District, Kov'gahi of Valkivsky District), and Lviv Region (Duliby village of the Stryi District, Sambir and Old Sambir of Starosambirsky District).

2. Evaluation Methodology

This external evaluation of the GP results⁶ was conducted between December 2018 - February 2019 with focus on assessing:

- implemented mechanisms of cooperation between local communities (education and social services, CSOs and local authorities) and police;
- involvement of the mentioned actors/stakeholders in the decision making, sustainability of community policing;
- successes and challenges of the grants implemented in 12 selected communities and documenting the best practices and lessons learned.

The evaluation was evidence-based and implied a mix of qualitative and quantitative data collection with emphasis on qualitative component. Desk review, semi-structured interviews,⁷ and observation were used as tools for evaluation.

Desk review was mainly used as the first source of information on completion of activities and delivery of outputs. This tool was used when gathering and analyzing information, including Terms of Reference (ToR) of the GP, monitoring reports and grantees' reports.

Most information that formed the basis of this report was obtained during interviews which were semi-structured and qualitative in nature. Interviews were specifically aimed at documenting success stories and lessons learned and were conducted during field visits to the locations of projects' implementation as well as by telephone and on-line. There were ten field visits in total, and interviews with representatives of two projects were conducted remotely.

⁴ The full details of the Call for Proposals and Terms of References for grant programme "Building confidence to strengthen the partnership between the police and the public in the communities of Lviv, Kyiv and Kharkiv regions/oblasts" are available in the Annex I and Annex II of this report.

⁵ Please see Annex II List of awarded CSOs

⁶ Please see annex IV for the Terms of Reference for the Assessment of the Grant Programme

⁷ Please see Annex V for the list of semi-structured interview questions

Minimum group of respondents for each project included the representative of CSO that implemented the project, police representative and representative of relevant local state organization, responsible for the premises where the project was implemented. In general, twelve representatives of local police units, twelve coordinators of the granted CSOs, twelve representatives of local authorities and local services as well as direct beneficiaries (participants of project activities) and representatives of local authorities were interviewed. CSOs were interviewed individually, partners (police representatives) were mostly interviewed individually or in small groups of two to three key informants together with representatives of partner institutions (educational departments, cultural institutions). Beneficiaries (participants of project activities) were mostly interviewed in the form of group discussions.

It should be noted that some stakeholders, which were supposed to be interviewed as per the approved TORs for this evaluation report, were not part of the interview process due to their unavailability for varying reasons (stakeholders relocated, changed employer, no longer part of the organization, etc.).

3. Main findings

Overall, the GP successfully achieved the expected results. According to the projects' reports and partner/stakeholder interviews, each local project contributed to (a) strengthening the partnerships between the police and local community, (b) improving the accountability of the police and increasing the citizens' trust in law enforcement agencies, (c) enhancing the skills and awareness of target communities on safety and crime prevention, (d) increasing the accessibility of services provided by the police to local communities. The findings of the evaluation report demonstrated high correspondence of the projects' results with the GP objectives (each of the 12 projects corresponded to two or more objectives).⁸

All projects promoted the human rights approach (including rights of children), and its enforcement and support by both the police and local community. In all projects the dialogue groups supported joint efforts of community actors for the development of local programs and mechanisms contributing to crime prevention and safety at local levels. Knowledge management and experience sharing with other organizations and local actors were included in activities of at least half of the projects. Gender equality was an important component for several projects (in particular for those focusing on the problem of domestic violence).

3.1. All projects were implemented in the following triangle: (1) "CSOs" - (2) "police (local department)" - (3) "core social institution in the community". In prevailing cases, schools (or Departments of Education) acted as core social institutions. Projects were implemented at the premises of cultural and out-of-school education facilities. This approach allowed involving more community members into the project activities. It also ensured direct access to the target audience. Moreover, on several occasions, the administration of projects was carried out by

⁸ For details of each project and its results, please see Annex III

community service organizations that were not located in the territory of the community. For this type of organizations, it was critically important (and in all cases successful) to build partnerships with local social institutions on the ground.

3.2. The need to involve local partners and the police at early stages of the project development and planning was pertinent to most projects. At the same time, all respondents confirmed that project activities were initiated and promoted by the CSOs. The final decision regarding putting together the project application, developing the list of activities, and finalization of the budget was also the responsibility of CSOs. The interview results confirmed that project teams did not seek consultations at the project design stage. They did so only intermittently during the implementation stage. It was only at the implementation stage that all parties were equally highly involved in the projects. Overall, it did not pose any risks, but early identification of key stakeholders could have increased the efficiency and sustainability of the project activities.

3.3. The projects managed to develop and implement a variety of dialogue platforms for the police and community to communicate and meet on a regular basis. These efforts were highly appraised by the stakeholders and contributed to the development of cooperation and trust between the parties. Several of such mechanisms are showcased below:

- Launch of a dialogue platform and cooperation centre between the police and local community in Koviachy town, Kharkiv region⁹
- Establishment of a Community-School-Police interactive platform in Irpin city, Kyiv region¹⁰
- Establishment of a public centre for cooperation between the police and local community in Andriivka town, Kharkiv region.¹¹

3.4. All projects promoted the concept of community policing into the vocabulary of local CSOs, educational, cultural and other institutions. While this concept is not yet widely used in official documents at the local level (no such evidence was found during the evaluation), the participants of ten projects (representatives of CSOs and partner institutions) mentioned that they used the term during their meetings and presentations. Based on interviews with stakeholders, CSO representatives stated that trainings organized by the SPRU project in September-October 2017 were important for them in terms of better understanding the community policing approach.

3.5. The CSOs managed to effectively use their experience and expertise to successfully implement the projects. For example, the skills of developing board games made it possible for implementers to design interactive games promoting the project objectives. Experience of the CSOs in organizing events enabled them to competently conduct public hearings and meetings with the police, and prior cooperation with educational institutions made it easy for the CSO to build good rapport with local schools and out-of-school education facilities.

⁹ Koviachy town, Kharkiv region, Final report for Grant No.12, NGO “Clean Field”

¹⁰ Irpin, Bucha cities, Kyiv region, Final report for Grant No.1, NGO “Green consciousness and partnership”

¹¹ Andriivka town, Kharkiv region, Final report for Grant No.6, NGO “Novyi svit”

3.6. The allocation of financial resources was a sensitive issue for the police (as per interviews with district level police representatives in Sambir (Lviv oblast), Derhachi (Kharkiv oblast) and Obukhiv (Kyiv oblast). According to police representatives, it would have been appropriate for the police not only to be informed about the total amount of grant, but to also have detailed financial reporting from the CSOs implementing the projects. The lack of financial information hindered their full involvement. According to representatives of CSOs, the police did not explicitly mention this issue during the implementation stage. In turn, CSOs did not consider the detailed financial reporting to be an essential component of cooperation with the police.

3.7. The short duration of activities (six months) posed challenges for some projects in terms of developing the sustainability of mechanisms/tools proposed by the projects. Most of the planned activities were implemented on schedule and according to plan, or with minor deviations. But it was difficult to introduce the community policing mechanisms into everyday practices of the police and social organizations over such short period of time.

4. Partnership and stakeholders' involvement

All twelve projects in the initial stage of implementation created dialogue groups, composed of their key stakeholders. In all projects, the dialogue groups included representatives of public organizations and the police. Representatives of educational institutions participated in ten dialogue groups, representatives of local authorities – in four dialogue groups, and representatives of cultural institutions in one group.

According to respondents, dialogue groups became an important platform for the project planning and meetings of various stakeholders. Particularly, dialogue groups appeared to be extremely important for those settlements where several projects were implemented simultaneously (Obukhiv and Kyiv regions, Balakliia in Kharkiv region). After the completion of the project, four of 12 dialogue groups continue to work. For instance, both dialogue groups organized in Obukhiv are now working on the implementation of school football tournaments supported by UNESCO. In Irpin, the CSO continues to be involved in joint initiatives and helps to create a community safety center at a local school. In Balakliia, the dialogue group met several times after the completion of the project in order to coordinate activities in district schools.

Project reports and interviews with project dialogue group members indicate that in most projects the key stakeholders were clearly identified through an internal analysis conducted by organizations and through consultation with authorities and police chief officers. In particular, CSOs in each project identified a relevant police department and social institution to cooperate with. They also acquired the support of the department of the city, village or district council which managed the relevant social institution. Nevertheless, for some projects the identification and mapping of key stakeholders/partners should have been performed much earlier at the project design/initiation stage to ensure their full involvement and support.

City or district education departments were involved as the key partners for projects where activities were distributed to several schools. In projects where the work was concentrated in a particular school (Andriivka, Duliby) or library (Ruska Lozova), the partnership was established with institutional management.

Furthermore, among the unplanned effects of projects in areas of partnership, one should note the growing rapport between local core institutions. For example, teachers from target schools in Sambir district noted during interviews that due to project events they managed to learn more about their colleagues from other schools in an informal atmosphere. This enabled more effective cooperation when dealing with other issues (outside the projects framework).

Thanks to the activities that brought together all the grantees, some of them built steady cooperation outside the programme scope and now have joint initiatives or build friendships (like NGO "Zhyva" and NGO "Prosvitlennya" as well as NGO "Shyrokyi step" and NGO "Clean Field"). NGO "Shyrokyi step" and NGO "Clean Field" jointly conduct computer literacy trainings for elderly people in Luhansk region. NGO "Zhyva" and NGO "Prosvitlennya" note that they exchange experience and practices, in particular they help each other with putting together project application forms for other grants.

Regardless of the many achievements, the implementation of projects under the GP revealed some challenges related to partnerships and stakeholder involvement. More specifically, based on the data collected through interviews, some of the projects' stakeholders had insufficient knowledge about the scope and nature of intended activities, which could have been the cause of the decreased level of their commitment.

5. Sustainability

The activities of twelve projects under the GP were in line with internationally recognized (and UNOPS) sustainability approaches and contributed to the sustainable development in target communities.

5.1. Social sustainability

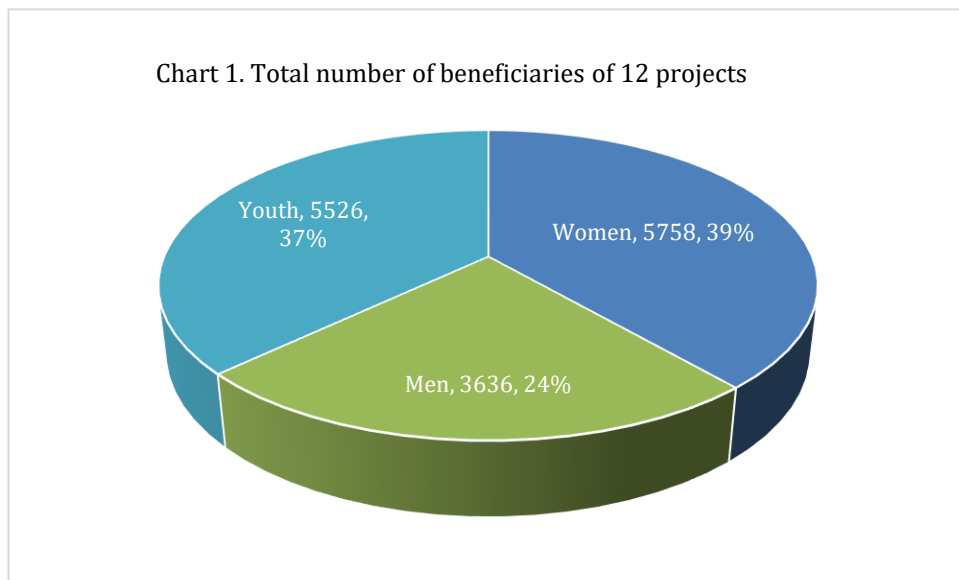
The implemented projects supported social sustainable development by promoting community safety and cohesion, and by fostering interaction and relationships between community members, including the police and CSOs.

More specifically, the contribution to the social justice sustainable component was achieved through promoting the rights-based approach. Project activities raised the awareness of local communities of the local regulatory framework, crime prevention and law-abiding practices. In this context, the local regulatory framework refers to documents/regulations which were accepted at the level of a separate institution (department of education, schools, etc.), as well as the documentation used by local authorities (procedures, strategies). For example, the project "Changing community attitude towards the police through community policing program", implemented in Iziium town, Kharkiv region, prepared recommendations for the local council on the development of bicycle tracks and placement of road signs. In another

project, “Strengthening partnerships between local community and police to contribute to democratic policing”, a “Community Police” volunteer structure was officially recommended for implementing in other schools. In both cases, the development of the documentary base for implementing further changes can be considered as the GP contribution to social sustainability.

Facilitation of the rights-based approach and engagement of local communities was also achieved through multiple training opportunities, round tables and discussions. The training component was present in all projects, and the achieved results, according to the respondents’ comments, continued to live after the completion of projects. For example, the inspector of juvenile delinquency prevention in Sambir district noted that due to the work of professional trainers, she witnessed new approaches to interactive learning and actively used them afterwards in her work in schools. Project participants outlined the importance of the availability of methodological materials for sustainable use of new skills. This is well manifested by the methodological materials on how to safely use the Internet, prepared in the framework of the project in Balakliia district, as well as road safety guides developed by the project “Changing community attitude toward the police through community policing programming” in Izium town. In all of the above cases, the mastering of new techniques had impact on changing the way teachers work, and supported the community policing idea.

The inclusion dimension was addressed by all projects. As evidenced by the final reports, gender equality was clearly mainstreamed throughout the projects’ activities and implementing partners ensured equal access to resources for all members of target communities, including women, men, and youth (Chart 1).¹²



¹² Data collected from 12 Final reports submitted under the Grant Programme

5.2. Economic sustainability

All projects contributed to sustainable economic development. The partnership with CSOs promoted the work of local police departments in terms of optimizing resources and upgrading/maintenance of their technical equipment. The information materials developed and published by the projects were put to use by the police outside the scope of project activities, ensuring the sustainability of achieved results. The provision of such resources, serving as platforms for interaction within the community (sport playgrounds, meeting places, etc.) and training equipment (projectors, screens, flipcharts, etc.), supported the efforts aimed at increased and more effective communication between the police and local communities.

The GP activities also contributed to economic sustainability of target communities by enhancing their infrastructure capacities. According to the project reports and monitoring matrix, six projects provided equipment to strengthen the organizational capacities of target communities, i.e. mobile equipment for trainings, presentations, and cultural events, etc. All equipment was transferred to social institutions or local authorities, and thus enhanced their capacities.

5.3. Environmental sustainability

Following the analysis of project activities and related documentation, it is safe to assume that the GP did not pose any major concerns for the environment. None of the project activities needed to undergo the Environmental Impact Assessment. Furthermore, post-implementation monitoring of project documentation and collected data did not evidence any issues/concerns regarding the environmental impact.

6. Publications

All projects produced publications, which can be divided into several categories: detailed methodological materials, promotional brochures about the project, handouts for trainings and meetings, collection of conference materials and a board game. The projects' beneficiaries confirmed that when there was a booklet or handout, it was easier to understand the goals and approaches of the project.

According to the results of interviews, the most positive feedback was received on methodological materials. Their key value is the possibility of further practical use, which increases the sustainability of the GP activities and paves way for multiplying its results. According to the inspector of juvenile delinquency prevention in Obukhiv, to make the use of methodological materials easier and more flexible, it is also important to produce a mobile version of educational materials and develop several types of training materials to be used in different situations and for different target audiences. These materials could be used by representatives of juvenile delinquency prevention department during their presentations in school.

A good example of methodological materials is represented by a tutorial for the game "Safe community". Teachers who used these methodological materials note the usefulness of a

combination of a small theoretical introduction with a detailed practical part, which helps to understand different stages of the game. The teachers of Balakliia also provided positive feedback on the methodological manual "Security on the Internet", prepared under the project "Community policing and social service partnerships". Teachers who used the tutorial noted that they were actively referring to it during their lessons and meetings with parents. According to them, the part with the description of specific exercises and models of conducting online safety trainings for learners and parents was particularly helpful.

In another example, in the village of Koviiahy, the respondents noted that materials presented under the project there were written in "scientific language" which was difficult to understand. In contrast, the methodological recommendations "Introducing community policing into community activity" issued within the framework of the same project were much easier to perceive and may be recommended for reissue in other communities.

The information leaflet on violence prevention in schools, prepared within the framework of the project "Improving Community Confidence in Police Through Educational Measures" (Sambir district) is a good example of a brief informational material. The participants of educational events took these booklets with them and could reflect on the information received. Booklets were also available in schools. According to school psychologists, these booklets helped several children to seek help.

All printed materials were compliant with the GP visibility guidelines and included required disclaimers and logos. During the visits to projects' locations all premises had donor recognition signs to identify the projects' supporters. These signs were either attached to the walls on the outside or placed in visible areas inside the premises.

7. Challenges in the implementation of projects

In most projects the active implementation phase lasted on average three months. During this period project teams had the opportunity to introduce certain instruments and demonstrate how they work, but it was not possible to transition the introduced mechanisms into regular practices for daily use by the police and social organizations. Thus, the short duration of projects has become one of the major challenges, mentioned by almost all interviewed CSO representatives.

In addition to the short duration of projects, the lack of human resources turned out to be an issue for the implementation of cooperation instruments. For example, the Police Youth Center in Brovary or self-defense groups trainings in Andriivka and Duliby could function more effectively if there were an employee in the core institution willing to take responsibility for the implementation of a specific practice for at least one year. To ensure successful establishment of the Police Youth Center in Obukhiv, it was also important to find resources for employing at least one person responsible for managing the center. According to interviewed teachers and a methodologist of the Department of Education, the best candidate for this position would have been a police representative. This would have helped increase the children's interest and motivation to attend trainings and would have contributed to cooperation between the

educational system and the police on a more sustainable and regular basis. While the Inspector of Juvenile Delinquency Prevention in an interview agreed with the idea, she also believed it was challenging to accomplish it because of the heavy workload of police officers.

The interviews with the police officers showed that they had very little (or no) prior experience cooperating with CSOs. Only the police in Sambir considered the cooperation with CSOs to be a common practice. This lack of cooperation experience challenged the partnership building for the projects.

All respondents from the police indicated a large amount of work and lack of time, en general. Building partnerships, in turn, required time and additional efforts, which was sometimes challenging for them.

8. Recommendations

Although the delivery of the Community Police Grant Programme was successful and effective, there are several recommendations for future similar programmes, based both on success of the initiatives implemented within the SPRU project and challenges experienced by the police and grantees at local levels.

8.1. Recommendations for Community Police Grant Programme implementers:

8.1.1. Before the Call for Proposal is launched, it is recommended for the GP implementer to conduct workshops for potential project grantees (for example CSOs) to develop their capacities and understanding of the GP objectives and key concepts. This can increase the quality and effectiveness of the grant program.

8.1.2. The GP implementer should assess the capacity of potential project grantees and based on the findings, provide additional capacity development trainings/workshops on integrity and transparency both for the CSOs and the police, to raise awareness of (a) roles and responsibilities of each partner, (b) ethics of work of CSOs, and (c) best practices of public reporting. Apart from the capacity building trainings/workshops, the GP implementer should consider separate substance trainings/workshops for the project grantees to build a better understanding of key project concepts and activities (for example, explaining the nature of community policing and associated notions and terminology).

8.1.3. With the decentralization reform in Ukraine in full swing, it is advisable for the GP implementer to develop and pilot new mechanisms/approaches for CSOs to support the implementation of community policing activities and thus contribute to public safety and effectiveness of the police.

8.1.4. The GP implementer should consider longer durations of project activities for similar initiatives in the future, in order to ensure higher level of sustainability and thus a lasting positive impact on the local community.

8.1.5. It is highly advisable that the GP implementer launches a comprehensive process/mechanism of multi-stakeholder knowledge sharing and networking for the project grantees to be able to share concerns/best practices while managing the projects, and thus increase effectiveness and efficiency.

8.2. Recommendations for project grantees:

8.2.1. At the project design stage, it is advisable to consider the peculiarities of target communities. The analysis of the situation should include both the study of problems and needs, as well as the mapping of key stakeholders. The key stakeholders are to be consulted by the GP implementer on all aspects of project planning, including but not limited to design, scope and timeliness of project activities, budgeting, risk identification and management, monitoring and evaluation of project deliverables, communication and visibility, etc.

8.2.2. To ensure the most effective use of resources, as well as to organize a transparent process of cooperation, it is also important for project grantees to discuss with potential partners the conditions and schedule of work on their premises and similar aspects of cooperation.

8.2.3. Prior to initiating activities, the project grantees should collect clear and comprehensive inputs/advice from key stakeholders on the communication and visibility guidelines/requirements. This would help avoid any procrastination in terms of communication/visibility management at the project implementation stage.

8.2.4. It is advisable for project grantees to establish dialogue groups, involving local police, authorities and social services, for building trust, promoting coordination and communication at the local level. This formal instrument to build effective and sustainable partnership is recommended for the implementation of similar initiatives on community policing.

8.2.5. Educational and informational events should be hosted for joint groups of police and community members to promote the shared ownership and responsibility for the grant activities. Such events can include, among other things, trainings on building integrity and transparency for NGOs and the police which can help promote awareness of community stakeholders on the roles and responsibilities of each partner, ethics of work of CSOs, and best practices of public reporting.

List of Annexes

1. Terms of Reference for the Implementation of the Grant Programme
2. Call for Proposals for the Grant Programme
3. List of Grantees
4. Summary of the Implemented Projects
5. Terms of Reference for the Assessment of the Grant Programme
6. Semi-structured Interview Questions

Annex I Terms of Reference for the Implementation of the Grant Programme



Building confidence to strengthen the partnership between the police and the public in the communities of Lviv, Kyiv and Kharkiv regions/oblasts

Grant Program Terms of reference.

BACKGROUND AND RATIONALE

The Institute of Sociology at the National Academy of Science in Ukraine, announced at the beginning of 2014 that the level of public trust towards the militia dropped to 0.8%. According to the same source, the level of trust for the militia towards the authorities was traditionally about 3%.¹³ In November 2014, a reform started in the Civilian Security Sector in Ukraine and one of the priorities of the reform is the establishment of transparent partnerships and effective cooperation between communities and the police based on the concept and philosophy of community policing.¹⁴

This priority is reflected in the new Law of Ukraine, About the National Police (Закон України «Про Національну поліцію») adopted in 2015. Interaction between the police and the community are exclusively mentioned in Articles 11 and 89 in the Law¹⁵, where implementation of projects together with the public are in focus. The central premise of community policing is that policing is carried out with the community and for the community, as reflected in the NPU slogan “To serve and protect”

On the 1st of April 2017 EU launched the Project “Support to Police Reform in Ukraine” (SPRU), in line with and building upon the work carried out by the European Union Advisory Mission to the Civilian Security Sector in Ukraine (EUAM-Ukraine), along with other EU instruments supporting the civilian security sector reform in Ukraine. This action seeks to support the ongoing reform of the National Police of Ukraine (NPU), specifically in two areas, Community Policing and Public Order.

SPRU is implemented by, the Swedish Police (SWEPOL) and United Nations Office for Project Services (UNOPS) with advisory support from EUAM-Ukraine. The activities in the SPRU-project aims to strengthen community policing mechanisms promoting and building transparent partnerships between public and police. 20 selected police stations in Kyiv, Lviv and Kharkiv regions will be supported via renovation works, equipment and vehicles, and

¹³ <https://www.npu.gov.ua/uk/publish/article/1221365>

¹⁴ Стратегія розвитку органів внутрішніх справ України, схвалена розпорядженням Кабінету Міністрів України від 22 жовтня 2014 р. № 1118-р (www.kmu.gov.ua/document/247780692/R01118-00.doc)

¹⁵ Закон України «Про Національну поліцію» (<http://zakon3.rada.gov.ua/laws/show/580-19>)

special trainings for police officers, including improvement of skills and knowledge within the philosophy of community policing.

This Grant program has the intent to contribute to engagement and building of transparent partnerships between public and police in the communities participating in the project.

Community policing is a philosophy based on the respect and protection of human rights, transparency and openness. The promotion of accountable policing with demonstrable commitment at all times, to deliver the best possible policing, identifying the needs in the community by listening to public opinion regarding policing priorities. Community policing is a community-centered approach, which recognize that effective policing is dependent on the assistance and support of the community being served, “finding local solutions for local problems”, (local can be understood as territorial and will hereafter be mentioned only as local) Transparent partnerships builds trust through direct interaction and dialogue, allowing the police and the community, to work closely together in pro-active and innovative ways to help identify and solve problems in the community. A joint collaboration and cooperation between the police and local/territorial authorities, civil society organizations as well as other stakeholders and citizens, to decrease, prevent or detect crimes. Creating local empowerment using modern methods of policing, prevention and problem solving, increasing the wellbeing of all in the community.

Recognizing the important role of Civil Society Organizations, the SPRU project intends to implement the grant program to support 12 local initiatives aimed at confidence building activities to strengthen transparent partnerships between the police and the public, improve the accountability of the police and thus increase citizens’ trust in law enforcement agencies in Kyiv, Kharkiv and Lviv regions/oblasts.

A community grant is grant support provided directly to local “Community Based Organizations” (CBOs) or to “Non-Governmental Organizations” (NGOs) to benefit communities. Community grants are designed to ensure maximum benefits, local ownership and direct implementation by communities, helping to generate acceptance and long-term sustainability.

Geography

The geography of the Grant program covers Kharkiv, Lviv and Kyiv oblasts. The priority is provided to initiatives linked to the selected communities specifically: Brovary, Boryspil, Vyshgorod, Boyarka, Obuhiv (Kyiv oblast), Chuhuiv, Valky, Derhachi, Izum, Nova Vodolaha, Merefa, Balakiya (Kharkiv Oblast), Kamyanka-Buzka, Drohobych, Yavoriv, Chervonograd, Stryi, Staryi Sambir, Sambir (Lviv Oblast).

The geography of the Grant program covers Kharkiv, Lviv and Kyiv oblasts. The priority is provided to initiatives linked to the local communities connected to the 20 selected police stations, however all initiatives that meet requirements and support communities in mentioned three oblasts will be considered. The list of selected police stations is provided in Annex I.

GRANT IMPLEMENTATION PERIOD

The local initiatives within this grant program should be planned for 9 months from the period of December 2017 to August 2018.

OBJECTIVES

Local initiatives contributing to development of the cooperation between police and communities should correspond to two of more of the following objectives:

- ✓ **Development of sustainable cooperative mechanisms to ensure interaction between police and the community at local level improving the trust between police and the community, strengthening safety and crime prevention;**
- ✓ **Strengthening the trust in local communities, their inhabitants and actors towards the police, including Civil Society Organizations (CSOs), educational and social care facilities as well as business entities.**
- ✓ **Improvement of the knowledge and skills within the local communities regarding safety and crime prevention at local level as well as provision of relevant support to local police;**
- ✓ **Increasing the quality and accessibility of services provided by police to local community building partnership and implementation of common projects.**

GUIDING PRINCIPLES.

The local initiatives for confidence building and development of transparent partnerships between police and communities should reflect the strategic principles as follows:

Human rights: all activities planned should promote human rights, increasing access to justice and effective remedies. All activities should also increase access of vulnerable groups, including women, children, elderly people, minorities, people with disabilities, children and youth in conflict with law, people affected by alcohol and drugs, to high-level police services, social services and health care.

Gender equality: the local initiatives should contribute to equal participation of women and men in the decision-making process regarding the issues related to safety in community and crime prevention and protection, and equal access to high-level police services, social services and health care

Partnership: the local initiatives should join efforts of all involved community actors, including actors such as local authorities, educational centers, business entities, health care facilities and social services, community leaders, for development of local programs and mechanisms contributing to crime prevention and safety at local level.

Capacity development: the local initiative should contribute to building capacity in cooperation between police and local community actors in long term perspective for crime prevention and safety at local level.

Knowledge management and systematization: should be part of the project. .

INDICATIVE ACTIVITIES

This grant program covers areas of building partnership between local community and police, community safety and crime prevention, community policing as follows.

- Establishment of Dialogue Groups, consisting of representatives from local authorities, police, community leaders and business entities to coordinate activities related to security in the community and strengthening cooperation between community and police;
- Trainings and awareness raising of community members and vulnerable groups on community safety issues (such as human rights, measures to prevent gender based and family violence, violence against children, measures to improve safety on roads and in public places, responsibilities and activities of local police regarding safety in the community etc.);
- Development and submitting to the local authorities' consideration of the local programs for safety and crime prevention in the community;
- Activities supporting the local police in improving accountability and transparency as a part of local programs for safety and crime prevention in the community;
- **The activities aiming at building confidence to strength cooperation between police and local communities might be focused on the following areas (but are not limited to)::**
 - a) development of platforms and forums for communication between police and the community and involvement of local media;**
 - b) promotion and support for initiatives of community police assistants;**
 - c) support for development of places for public entertainment, cultural activities, sport, including ones organized for youth and children as well as including infrastructure development for safety;**
 - d) support to implementation of the activities to strengthen safety (such as visual verification cameras, police rapid alert facilities and other measures in line of the "Safe City" program);**
 - e) Publication and dissemination of information materials;**
 - f) social studies to evaluate effectiveness of the confidence building measures at local level (as one on monitoring activities);**
 - g) other justified activities for confidence building, strengthening safety and crime prevention in the community (as cross cutting activity).**

ELIGIBLE CRITERIA AND LIMITATIONS

- **Limitations:**

- **formally registered public organization in Ukraine (as per the State Registry of Non-Governmental Organizations with 0032 and 0030 codes) are eligible to receive funding through this Grant Program.**
 - **the geography of the Grant programmed covers Kharkiv's, Lviv's and Kyiv's oblast. The priority is given to the initiatives that cover selected communities mentioned above.**
 - **applications should cover communities within the oblasts (villages or towns), applications focused on Kharkiv, Lviv or Kyiv cities or their districts will be not considered.**
 - **applications from political parties or political movements, religious organizations, and profit organizations are not considered under this Grant Program.**
 - **the amount of grants to be supported should be between 20,000 and 30,000 of USD.¹⁶**
 - **no sub-grant agreements are accepted**
 - **only one application from the same organization will be considered within this grant program.**
- **Minimum requirements/qualifications:**
- The applicant should have:**
- **proven record of active operation in one or several of the following areas: human rights, gender equality, minority protection, peacebuilding and conflict resolution, community development and capacity building, crime prevention, community wellbeing;**
 - **proven record of relevant project implementation and reporting;**
 - **well-established and sound financial management system capable of properly managing and accounting for grant funds. Letters of support to the initiative from local authorities, and local police or other implementing partners at the community level implementation will be considered as an asset.**
- Cash or in-kind contribution from community organizations, local authorities, business, or individuals will be considered as an asset.**
- **Other critical considerations.**
- Eligible costs must:**
- **be necessary for carrying out the project activities;**
 - **be incurred by the applicant during the implementation period;**
 - **comply with the principles of sound financial management, value for money and cost-effectiveness;**

¹⁶ According to the UNOPS's accounting system, and financial rules and regulations, the calculations of the planned expenses should be provided in USD in line with current UN exchange rate (treasury.un.org)

- be properly recorded, identifiable and verifiable, and be backed by original supporting documents;
- cover expenses for implementation of activities and visibility;
- cover costs for project audit not exceeding 2% of the total grant amount.

Applicants are strongly encouraged to involve cash or in-kind contribution from the local community (community organizations, local authorities, business, or individuals) to support the initiative implementation.

Grants may not be used to cover the following costs:

- costs of project proposal preparation;
- debts and taxes;
- costs for services and works that were completed or provided before the grant contract signing;
- currency exchange losses (if applicable);
- national and international travels and participation in the training or educational programs outside territorial community;
- indirect costs, such as overhands, organization's managerial costs, membership contributions and other costs, not related to the activities implementation;
- costs for non-expendable equipment purchased for needs of the grantee;
- costs for activities that directly or indirectly support activities of the political parties and movements, and religious organizations, or may result in incomes for business organizations or individuals.
- costs for office supply (rent, electricity and utilities, communication costs);
- costs for staff labor or personnel, involved into the project implementation, that exceed 15% on the total grant amount.

ADVERTISEMENT AND ACTIVITIES FOR GRANTEES' INVOLVEMENT

This Grant program will be advertised via resources as follows:

1. GEF Small Grants Program www.sgpinfo.org.ua
2. EU Delegation to Ukraine www.eeas.europa.eu
3. UNOPS www.unops.org
4. UNDP Ukraine: www.ua.undp.org
5. GURT Resource Center: www.gurt.org.ua
6. Civic Space Portal: www.civicua.org
7. Local press

Trainings on project management cycle and a proposal preparation for potential grantees and communities will be organised in each target oblasts in September and October 2017.

APPROVED BY THE "SUPPORT TO POLICE REFORM IN UKRAINE" (SPRU) WORKING GROUP ON COMMUNITY POLICING:

NPU

A.I. Tymoshenko [Signature] 25.09.2017
 Name Signature Date

SWEPOL

Johan Ståhle [Signature] 25-09-2017
 Name Signature Date

UNOPS

Sporoneno V. M. [Signature] 25.09.2017
 Name Signature Date

EUAM

ISABEL THOREN [Signature] 25.09.2017
 Name Signature Date

Annex II Call for Proposals for the Grant Programme



Підвищення рівня довіри для зміцнення партнерства між поліцією та громадами Львівської, Київської та Харківської областей

ЗАГАЛЬНА ІНФОРМАЦІЯ ТА ОБҐРУНТУВАННЯ

На початку 2014 року Інститут соціології Національної академії наук України оприлюднив інформацію про те, що рівень довіри суспільства до міліції упав до 0,8%. Крім того, за даними інституту, рівень довіри міліції до влади традиційно складав близько 3%¹⁷. У листопаді 2014 року в Україні розпочалася реформа сектора цивільної безпеки. Одним із пріоритетів реформи є встановлення прозорих партнерських відносин та налагодження ефективної співпраці між громадами та поліцією на основі концепції та філософії взаємодії поліції з громадами (community policing), визначеним у Стратегії розвитку органів внутрішніх справ України¹⁸.

Цей пріоритет визначено в новому Законі України «Про Національну поліцію» (2015 р.). Взаємодії поліції та громадськості присвячені також статті 11 та 89 цього Закону¹⁹, у яких зазначено про виконання поліцією і громадськістю спільних проєктів. Вихідним принципом концепції взаємодії поліції з громадами є те, що поліція здійснює свою діяльність разом із громадою на благо громади, що відображено в девізі Національної Поліції України «Служити та захищати».

Першого квітня 2017 р. в Україні розпочався проєкт ЄС «Підтримка реформи поліції в Україні» (Проєкт), який є логічним продовженням того, що вже було зроблено в цьому напрямі Консультативною місією Європейського Союзу з реформування сектора цивільної безпеки України (КМЄС в Україні) з урахуванням досягнень інших інструментів ЄС з підтримки реформи сектора цивільної безпеки в Україні. Проєкт має на меті підтримати реформу Національної поліції України (НПУ) за двома напрямками — взаємодія поліції з громадами та охорона громадського порядку.

Реалізацію Проєкту здійснюють Поліція Швеції (SWEPOL) та Управління ООН з обслуговування проєктів (ЮНОПС). КМЄС в Україні надає консультативну підтримку проєкту. Заходи, передбачені ПРПУ, спрямовані на зміцнення механізмів взаємодії поліції з громадами, створення прозорих партнерських відносин між громадськістю та поліцією, сприяння розвитку. 20 відібраних поліцейських відділів (відділень) на території Київської, Львівської та Харківської областей отримують підтримку для проведення ремонтних робіт, обладнання і транспортні засоби, а працівники цих відділів (відділень) пройдуть спеціальне навчання для вдосконалення навичок та підвищення кваліфікації у сфері взаємодії поліції з громадами.

Ця Грантова програма має сприяти розбудові прозорих партнерських взаємовідносин між поліцією та громадами, що беруть участь у проєкті.

Взаємодія поліції з громадою — це філософія, що базується на принципах дотримання і захисту прав людини, прозорості та відкритості. Вона передбачає заохочення поліцейських до відповідального виконання своїх обов'язків, звітування про результати проведеної роботи і щирій відданості своїй справі. Ідея полягає в тому, що поліція може працювати максимально ефективно, коли знає потреби громади за результатами громадських обговорень пріоритетів діяльності. Взаємодія поліції з громадою — це підхід, орієнтований на громаду: він базується на визнанні того, що ефективність поліцейської діяльності

¹⁷ <https://www.npu.gov.ua/uk/publish/article/1221365>

¹⁸ Стратегія розвитку органів внутрішніх справ України, схвалена розпорядженням Кабінету Міністрів України від 22 жовтня 2014 р. № 1118-р (www.kmu.gov.ua/document/247780692/R01118-00.doc)

¹⁹ Закон України «Про Національну поліцію» (<http://zakon3.rada.gov.ua/laws/show/580-19>)

залежить від допомоги та підтримки з боку громади, якій служить поліція, та від уміння знаходити «місцеві рішення» для розв'язання «місцевих проблем», тобто проблем на рівні місцевих громад (під «місцевими» ми маємо на увазі також «територіальні» громади і далі в тексті будемо користуватися загальними терміном «місцеві»). Прозорі партнерські відносини сприяють зміцненню довіри через взаємодію та діалог. Це, у свою чергу, дозволяє поліції та громаді тісно співпрацювати, підтримуючи ініціативи та інновації для виявлення і розв'язання проблем, що постають перед громадою.

Співпраця та взаємодія органів поліції з місцевими (територіальними) органами влади, організаціями громадянського суспільства та іншими організаціями і громадянами дозволить успішно запобігати злочинам, розкривати їх та зменшувати їхню кількість. Делегування повноважень та розширення потенціалу місцевих громад, а також застосування сучасних методів поліцейської діяльності, профілактики та розв'язання проблем поліпшить добробут всієї громади.

Визнаючи важливу роль організацій громадянського суспільства, ПРПУ передбачає, що в рамках Грантової програми будуть підтримані 12 місцевих ініціатив, спрямованих на проведення заходів з підвищення рівня довіри та зміцнення прозорих партнерських відносин між поліцією та громадами, посилення відповідальності (підзвітності) поліції та, як наслідок, підвищення рівня довіри громадян до правоохоронних органів на території Київської, Харківської та Львівської областей.

Гранти для громад - це гранти, які надаються місцевим організаціям громадянського суспільства (ОГС) та неурядовим організаціям (НУО) для задоволення потреб громади, для забезпечення максимальної вигоди та лідерства громад. Ці гранти впроваджуються безпосередньо громадами, забезпечуючи максимальне залучення та довготривалу сталість.

ГЕОГРАФІЧНЕ ОХОПЛЕННЯ

Грантова програма поширюється на Харківську, Львівську та Київську області. Пріоритет надаватиметься ініціативам, які реалізуються в обраних громадах : Бровари, Бориспіль, Вишгород, Боярка та Обухів Київської області; Чугуїв, Валки, Дергачі, Ізюм, Нова Водолага та Балаклея Харківської області; Кам'янка-Бузька, Дрогобич, Яворів, Червоноград, Стрий, Старий Самбір та Самбір Львівської області.

ПЕРІОД РЕАЛІЗАЦІЇ ГРАНТОВОЇ ПРОГРАМИ

Місцеві ініціативи, що будуть підтримані в рамках Грантової програми, мають бути реалізовані протягом 6-9 місяців (з грудня 2017 до серпня 2018 включно).

ТЕХНІЧНА ПІДТРИМКА.

Для підтримки підготовки заявок в рамках цієї Грантової програми у вересні та жовтні 2017 року, для потенційних грантерів у кожній з обраних областей будуть організовані тренінги щодо реалізації та управління проектами.

ДОДАТКИ:

- Аплікаційна форма (Додаток I);
- Угода про грант (Grant Support Agreement) (Додаток II).

Оголошення про конкурс проектів

Назва програми:

Підвищення рівня довіри для зміцнення партнерства між поліцією та громадами Львівської, Київської та Харківської областей

Номер: 20542-002

1. Загальні інструкції щодо подання заявок

Під час подачі заявок рекомендується надати мінімальний перелік документів до аплікаційної форми:

- Копію статуту організації;
- Копію свідоцтва про реєстрацію проекту;
- Резюме ключових фахівців, залучених до реалізації проекту;
- Листи підтримки від потенційних партнерів проекту (наприклад, органів місцевої влади, поліції, груп за права жінок та молоді, інших залучених сторін).

Заявки подаються українською мовою відповідно до цього Оголошення та Аплікаційної форми.

Всі документи повинні бути подані в двох твердих копіях в одному конверті та адресовані: ЮНОПС, «Підтримка реформи поліції, грантова програма»

- **Кінцевий термін подачі заявок :**

Останній день подання заявок: 21/10/2017.

Датою подачі заявки вважається дата, яка вказана на поштовому штампелі.

- **Куди подавати:**

01021, м. Київ, Кловський узвіз, 1, ЮНОПС, «Підтримка реформи поліції, грантова програма».

2. Критерії відбору

2.1 Обмеження:

- право отримувати фінансування за цією грантовою програмою мають лише офіційно зареєстровані в Україні організації громадянського суспільства (внесені до Державного реєстру неприбуткових організацій, код 0032 та 0036);
- грантова програма поширюється на Харківську, Львівську та Київську області. Пріоритет надаватиметься ініціативам у територіальних громадах, зазначених вище;
- конкурсні заявки мають стосуватися громад на території областей (сіл/селищ та міст); заявки, що стосуються обласних центрів (м.Харків, Львів чи Київ) та їхніх районів, розглядатися не будуть;
- заявки від політичних партій, політичних рухів, релігійних організацій та прибуткових організацій не розглядатимуться в межах цієї Грантової програми;
- в рамках грантів будуть підтримані ініціативи з бюджетом від 20 000 до 30 000 дол. США²⁰;
- угоди про надання субгрантів не допускаються;

²⁰ Відповідно до системи фінансового обліку ЮНОПС, фінансових правил та керівництв, заплановані витрати розраховуються у доларах США відповідно до поточного курсу обміну валют ООН (treasury.un.org)

- одна організація громадянського суспільства може подати тільки одну заявку в рамках зазначеної грантової програми.

2.2 Мінімальні вимоги/кваліфікаційні критерії:

Заявник повинен мати:

- досвід активної роботи в одній або кількох із таких сфер: права людини, ґендерна рівність, захист прав меншин, розбудова миру та розв'язання конфліктів, розвиток громади та розбудова спроможності, запобігання злочинності, підвищення добробуту громади;
- досвід реалізації аналогічних проектів та звітування про реалізацію;
- добре налагоджену та раціональну систему фінансового управління, яка здатна належним чином управляти грантовими коштами та звітувати про використання;
- листи підтримки щодо запланованих ініціатив з боку місцевих органів влади, поліції або інших залучених партнерів на рівні громади будуть розглядатися як перевага.

2.3 Інші важливі положення.

Витрати, що будуть профінансовані за кошти гранту повинні відповідати наступним вимогам:

- бути необхідними для реалізації заходів за проектом;
- бути витратами, що були понесені заявником упродовж періоду реалізації проекту;
- відповідати принципам раціонального фінансового управління, «ціна-якість» та «затрати-ефективність» (рентабельність);
- бути належним чином зафіксовані з можливістю їхньої ідентифікації та перевірки, а також підкріплені оригіналами документів;
- охоплювати витрати на реалізацію заходів за проектом та проведення інформування громадськості про проект;
- охоплювати витрати на аудит проекту на суму, що не перевищує 2% від загальної суми грантових коштів.

Рекомендуємо заявникам залучати співфінансування у грошовій або негрошовій формі для підтримки реалізації запланованої ініціативи.

Гранти не можуть бути використані для компенсації:

- витрат на підготовку заявки на участь у конкурсі проектів;
- боргів та податків;
- витрат на послуги та роботи, що були завершені або надані до моменту підписання угоди про надання гранту;
- витрат, що виникають внаслідок обміну валют (якщо такі є);
- витрат на подорожі у межах України та поза її межами;
- непрямих витрат, наприклад платежів на користь головної організації, управлінські витрати, членські внески та інші витрати, не пов'язані з реалізацією заходів;
- витрат на придбання обладнання багаторазового використання, якщо таке обладнання буде придбане для потреб отримувача гранту;
- витрат на заходи, що безпосередньо чи опосередковано підтримують діяльність політичних партій чи рухів, релігійних організацій або можуть принести дохід бізнес-організаціям або окремим особам;
- витрат на утримання офісу (оренда, комунальні послуги, послуги зв'язку);
- витрат на оплату праці співробітників або інших працівників, залучених до реалізації проекту, що перевищують 15% від загальної суми виділених грантових коштів.

3. Мета та завдання, орієнтовні заходи

ЦІЛІ

Місцеві ініціативи, що сприятимуть розвитку співпраці між поліцією та громадами, мають відповідати двом або більше цілям:

- ✓ розробка механізмів сталої співпраці для забезпечення взаємодії поліції та громади на місцевому рівні для підвищення рівня довіри поліції та громади, зміцнення безпеки та запобігання злочинності;
- ✓ підвищення рівня довіри представників місцевих громад — місцевих жителів та організацій, у тому числі організацій громадянського суспільства, закладів освіти та соціальної допомоги, суб'єктів господарювання — до поліції;
- ✓ поглиблення знань та удосконалення навичок представників місцевих громад щодо безпеки та запобігання злочинності на місцевому рівні, а також надання необхідної підтримки місцевим відділам (відділенням) поліції;
- ✓ підвищення якості та рівня доступності послуг, які надає поліція місцевій громаді, розбудова партнерських відносин та реалізація спільних проектів.

КЕРІВНІ ПРИНЦИПИ

Місцеві ініціативи, спрямовані на підвищення рівня довіри та розвиток прозорих партнерських відносин між поліцією та громадами, мають відображати такі стратегічні принципи:

Права людини: усі заплановані заходи мають сприяти охороні прав людини і поліпшувати доступ громадян до правосуддя та ефективних засобів правового захисту. Усі заплановані заходи мають підвищувати рівень доступності високоякісних послуг поліції, соціальних послуг та послуг з охорони здоров'я для вразливих груп населення, зокрема жінок та дітей, людей літнього віку, представників меншин, інвалідів.

Гендерна рівність: місцеві ініціативи мають сприяти рівній участі жінок і чоловіків у процесі прийняття рішень щодо питань, пов'язаних із безпекою громади, захистом та запобіганням злочинності, а також сприяти рівному доступу чоловіків та жінок до високоякісних послуг, які надають поліція, соціальні служби та заклади охорони здоров'я.

Партнерство: місцеві ініціативи мають передбачати об'єднання зусиль усіх членів і суб'єктів громади (у тому числі місцевих органів влади, закладів освіти, суб'єктів господарювання, закладів охорони здоров'я та соціальних служб, лідерів громад) з метою розробки місцевих програм та механізмів, що сприятимуть запобігання злочинності та охороні громадської безпеки на місцевому рівні.

Розбудова спроможності: місцеві ініціативи мають сприяти розбудові спроможності поліції і членів місцевої громади до довгострокової співпраці для запобігання злочинності та забезпечення громадської безпеки на місцевому рівні.

Менеджмент та систематизація знань повинні бути частиною проекту.

ОРІЄНТОВНІ ЗАХОДИ

Грантова програма охоплює такі сфери, як налагодження партнерських відносин між місцевою громадою та поліцією, громадська безпека, запобігання злочинності, взаємодія поліції з громадами, а саме:

- створення діалогових груп, до складу яких увійдуть представники місцевих органів влади, органів поліції, громадські діячі та лідери, представники підприємств, які координуватимуть проведення заходів із забезпечення громадської безпеки та зміцнення співпраці між громадою та поліцією;
- проведення тренінгів та підвищення обізнаності членів громади та вразливих груп населення щодо питань громадської безпеки (наприклад, прав людини, заходів із запобігання ґендерно-вмотивованому та побутовому насильству і насильству над дітьми, заходів з підвищення безпеки дорожнього руху, безпеки в громадських місцях, обов'язків та діяльності місцевої поліції з охорони безпеки громади та ін.);
- розробка та подання на розгляд до місцевих органів влади місцевих програм для забезпечення громадської безпеки та запобігання злочинності в громаді;
- заходи з підтримки місцевих органів поліції для покращення їхньої підзвітності та прозорості згідно з місцевими програмами із забезпечення громадської безпеки та запобігання злочинності в громаді.

В рамках Грантової програми можуть бути підтримані такі заходи:

- а. розвиток платформ і форумів для комунікації між поліцією та громадою, а також залучення місцевих ЗМІ;
- б. розвиток та підтримка ініціатив громадськими помічниками поліції;
- в. підтримка облаштування місць для проведення громадських культурно-розважальних та спортивних заходів, зокрема для молоді та дітей, а також ініціатив, що передбачають розвиток інфраструктури для підвищення рівня безпеки;
- г. підтримка реалізації заходів, спрямованих на зміцнення безпеки (наприклад, встановлення камер відеоспостереження, систем швидкого оповіщення поліції та інших заходів за програмою «Безпечне місто»);
- д. публікація та поширення інформаційних матеріалів;
- е. соціальні дослідження для оцінки ефективності заходів з підвищення рівня довіри на місцевому рівні (як один з інструментів моніторингу та оцінки);
- ж. інші належним чином обґрунтовані заходи з підвищення рівня довіри, посилення безпеки та запобігання злочинності в громаді.

4. Оцінка заявок

Відповідно до принципів справедливості, прозорості та чесності, які лежать в основі оцінювання ЮНОПС, незалежний комітет з оцінювання та відбору грантів здійснюватиме перегляд пропозицій та відбір грантоотримувачів. Розгляд базується на критеріях, викладених у цьому оголошенні, включає оцінку формальних, технічних та фінансових аспектів проектної пропозиції.

Будь-яка невідповідна пропозиція може бути автоматично виключена з процесу оцінки.

Зокрема, грантові пропозиції оцінюються відповідно до таких аспектів:

- Досвід та можливості організації
- Цілі та очікувані результати
- План впровадження та підхід
- Бюджет проектної пропозиції
- Участь громади
- Оцінка ризиків

5. Угода про реалізацію гранту ЮНОПС (Grant Support Agreement)

Стандартна угода про реалізацію гранту ЮНОПС Grant Support Agreement (GSA), яка містить загальні умови впровадження грантів додається до цього оголошення (Додаток II). GSA є невід'ємною частиною цього оголошення, обов'язковою для ознайомлення та прийняття перед поданням заявки.

6. Аплікаційна форма

Якщо ваша організація зацікавлена подати заявку у відповідь на це Оголошення, будь ласка, заповніть Аплікаційну форму (Додаток I) та подайте її не пізніше 21 жовтня 2017 року, згідно інструкцій, наданих у секції 1, *Загальні інструкції щодо подання*.



Аплікаційна форма

Компонент 1. Довідкова інформація про організацію та її спроможність здійснювати заходи за грантом (максимум 1 сторінка)

Цей розділ повинен чітко продемонструвати, що організація, що звертається за грантовою підтримкою, має досвід та спроможність для успішної реалізації запропонованих заходів в рамках гранту. У цьому розділі пропонується висвітлити, зокрема, такі питання:

1. Інформація про організацію та спроможність впроваджувати проект: громадська організація, національна чи регіональна, місцева НУО?
2. Цілі та основна діяльність організації.
3. Організаційний підхід (принципи роботи), тобто як організація планує впроваджувати цей проект?
4. Період діяльності та досвід.
5. Організаційна, управлінська та адміністративна структура організації.
6. Членство і приналежність до об'єднань або «парасолькових» груп.
7. Державна реєстрація організації.
8. Цільова група населення (жінки, молодь тощо).
9. Попередній досвід відповідно до запропонованих заходів за грантом.

Компонент 2. Цілі та очікувані результати (максимум 1 сторінка)

Цей розділ повинен містити чіткий та конкретний опис того, що буде досягнуто за допомогою даної пропозиції. Пропонується висвітлити, зокрема, наступні питання:

- формулювання задачі або проблеми, що планується вирішити в рамках гранту;
- основні та специфічні цілі;
- обґрунтування проекту. В обґрунтуванні слід відобразити важливість запропонованих заходів з точки зору сприяння досягненню загальної і (або) специфічної цілі (цілей);
- специфічні результати відображають результати діяльності за грантом. Очікувані результати мають відображати вимірювані зміни у результаті запланованої діяльності (з урахуванням показників, які можна об'єктивно перевірити).

Компонент 3. Опис грантової діяльності (максимум 2,5 сторінки)

У цьому розділі слід зазначити, що саме буде зроблено для отримання очікуваних результатів і досягнення запропонованих цілей, показати чіткий та прямий зв'язок між заходами та результатами. Аплікант має підтвердити, що діяльність спрямована на досягнення запланованих результатів. Описи заходів повинні бути максимально конкретними, зокрема, слід зазначити, **що** буде зроблено, **хто** це зробить, **коли** це буде зроблено (початок, тривалість, завершення) і **де** це буде зроблено. В описах заходів слід зазначити організації та осіб, які будуть залучені до виконання.

Компонент 4. План виконання і моніторингу (максимум 2 сторінки)

Цей розділ слід представити у графічній (табличній) формі як Додаток, в якому зазначити послідовність виконання всіх основних заходів та всі етапи впровадження, зокрема заплановані дати початку і закінчення кожного виду діяльності. При цьому слід забезпечити необхідну деталізацію інформації. У плані виконання необхідно показати логічну послідовність, продемонструвавши що всі події ретельно продумані від початку до завершення. Вкажіть у Плані виконання необхідні звіти та моніторингові огляди/візити.

План моніторингу і показники (максимум 1 сторінка)

Цей розділ повинен містити пояснення до плану моніторингу і оцінки грантового проекту як у період його

План виконання і моніторингу

№ проекту:			Назва проекту:											
Назва отримувача гранту:														
Стислий опис Загальної цілі гранту:														
										Дати початку і завершення проекту:				
Стислий опис специфічної цілі № 1:														
Наведіть заходи, необхідні для досягнення цієї цілі. Зазначте, хто і за який захід відповідає, а також наведіть показник виконання заходу.			Тривалість заходу (місяців)											
Захід	Відповідальний виконавець	Показник	1	2	3	4	5	6	7	8	9			
1.1														
1.2														
1.3														
1.4														
Стислий опис специфічної цілі № 2: <i>(кількість розділів для опису специфічних цілей повинна відповідати кількості цілей, зазначених у формі заявки, і не обов'язково обмежується двома цілями, згаданими в цьому зразку)</i>														
Наведіть заходи, необхідні для досягнення цієї цілі. Зазначте, хто і за який захід відповідає, а також наведіть показник виконання заходу.			Тривалість заходу (місяців)											
Захід	Відповідальний виконавець	Показник	1	2	3	4	5	6	7	8	9			
2.1														
2.2														
2.3														
2.4														
Вкажіть особу, відповідальну за моніторинг і звітність:			Періодичність моніторингу / звітність											
Моніторинг та облік														
Звітність														

впровадження (проміжний), так і після його закінчення (фінальний). Пропонується висвітлити, зокрема, наступні питання:

- як результативність заходів за грантом буде відстежуватися з точки зору виконання заходів, передбачених планом виконання і моніторингу;
- як вплив проекту оцінюватиметься з точки зору досягнення цілі (цілей) проекту;
- як на основі отриманого зворотного зв'язку буде забезпечуватися проміжне корегування, зміна планів проекту;
- як забезпечуватиметься участь громади у процесах моніторингу і оцінки.

Слід запропонувати конкретні та вимірні показники, пов'язані з результативністю та впливом проекту, що можуть утворити основу для моніторингу і оцінки. Ці показники будуть уточнятися й становитимуть важливий елемент Угоди про грант між Аплікантом та ЮНОПС.

Компонент 5. Бюджет гранту

Розробка реалістичного бюджету і управління ним є важливою частиною успішної реалізації грантової діяльності. Ретельна увага до питань фінансового менеджменту і добропорядність підвищать ефективність проекту. Під час підготовки бюджету проекту, слід пам'ятати наступні важливі принципи:

- включати тільки ті витрати, які прямо пов'язані з ефективним виконанням заходів і досягненням цілей, передбачених у пропозиції; бюджет повинен бути реалістичним. Визначте, фактичну вартість запланованих заходів.
- Бюджет повинен включати всі витрати, пов'язані з управлінням і адміністративним керуванням грантовим проектом. Зокрема, слід передбачити витрати на моніторинг і оцінку, а також на аудит.
- Кошти гранту слід витрачати виключно у відповідності до погодженого бюджету.
- На запит мають надаватися всі підтверджуючі фінансові документи. Вони можуть піддаватися незалежному аудиту та зазвичай є публічною інформацією. Статті бюджету є загальними категоріями, які мають допомогти у визначенні спрямування коштів. Якщо запланована витрата, не підпадає до жодної зі стандартних категорій статей, включіть її у інші витрати й зазначте, на що будуть витрачені ці кошти.
- Показники Бюджету мають співпадати з показниками, зазначеними в Аплікаційній формі.

Категорія витрат	Дол. США	% від загальної суми
1. Персонал / Праця		
2. Обладнання / матеріали		
3. Навчання / семінари		
4. Контракти		
5. Інші витрати		
Загальні витрати		

Заявники можуть переглядати обмінний курс ООН за наступним посиланням:

<https://treasury.un.org/operationalrates/OperationalRates.php>.

Прохання заповнити детальну форму бюджету в форматі Excel (додається).

Компонент 6. Ризики для успішного виконання (1 сторінка)

Визначте фактори ризику, які могли б призвести до того, що заплановані заходи не принесуть очікуваних результатів. Це можуть бути як внутрішні фактори, так і зовнішні фактори.

Наведіть у цьому розділі ключові припущення, на яких ґрунтується план заходів. У цьому випадку припущення пов'язані здебільшого з зовнішніми факторами, які враховуються при плануванні та від яких залежить здійсненність заходів за грантом.

Компонент 7. Резюме проекту англійською мовою

Будь-ласка, надати короткий опис Вашого проекту англійською мовою, зазначивши мету, основні завдання та очікувані результати проекту (максимум 400 слів).

Annex III List of Grantees

Organisation Name	Project Name	Location	Brief description
NGO International Economic Committee	Strengthening the partnerships between police and local community	Obukhiv, Kyiv region	Improving the quality and accessibility of Police services in Obukhiv
NGO Club Vavilon	Strengthening partnerships between local community and police to contribute to democratic policing	Bucha, Kyiv region	Building cooperation between community and police
NGO “Geosystema”	Community policing and social service partnerships	Balakliia, Kharkiv region	Building trust to police and increase cooperation between police and schoolchildren, engaging schools, and security in the internet, introduction of community policing approach
NGO “Center for ecology-concerned parents “Dhzerela radosti”	Establishment of School Police Platform	Boryspil, Kyiv region	School police platform
NGO “Maybutnye derzhavy”	Youth policing model to improve the safety and security in community	Obukhiv, Kyiv region	Safety of the road, youth and children, prevention of youth violence
NGO Green consciousness and partnership	Youth and women platform for community policing	Irpın, Kyiv region	Community policing approach to support children, teachers, parents, schools’ administrations in the creation of safe environment

NGO "Novyi svit"	Establishment of Public Centre for strengthening cooperation between police and local community	Andriivka, Kharkiv region	Establishing community centre, joint patrolling, self-defense association
NGO "Prosvitlennya"	Establishment of local youth movement "Together for Peace and Security"	Duliby, Lviv region	Developing capacities of local youth CSOs and youth movement, decrease the rate of crime (trainings and public projects)
NGO Healing power	Changing community attitude toward the police through community policing programming	Izium, Kharkiv region	Dialogue platform with the local youth centre, bicycle infrastructure, prevention of road traffic accidents
NGO "Clean Field"	Launch of a Dialogue Platform and Cooperation Centre between police and local community	Kovyagy, Kharkiv region	Cooperation between local community and village council, with amalgamated community Group, improve the quality of Police services
NGO "Shyrokyi step"	Strengthening cooperation between police and local communities through the Third Age Institute	Rusko-Lozova, Kharkiv region	Cooperation with elderly people, safety in the internet, prevention of internet fraud
NGO "Zhyva"	Community-oriented policing to reduce crime, disorder and fear and increase satisfaction among citizens	Sambir, Lviv region	Developing confidence to Police, safe environment, reduction of crimes (dialogue groups, engaging schools)

Annex IV Overview of Implemented Projects

2.1. Establishing Police Youth Center at the premises of Children and Youth Creativity Center

Implemented CSO: All-Ukrainian NGO “Maybutnye derzhavy”

Location of the implementation: city of Obukhiv, Kyiv region

Police Youth Center was opened at the premises of the local Children and Youth Creativity Center. It includes a specially equipped space for conducting trainings on road traffic rules. According to the report of the organization, a series of six trainings for 380 children and young people of different age groups were also developed and conducted. The Police Youth Center was opened in cooperation with Juvenile Delinquency Prevention Department.

According to the methodologist from the Obukhiv city Department of Education Lyudmila Glushko, the decision to establish the Police Youth Center not at the local school, but at the premises of the "neutral institution" - Children and Youth Creativity Center "Romantic" – has been very important. It enabled equal access of students from all local schools to materials and equipment and ensured optimal use of facilities.

The decision as to the location of the Police Youth Center, as well as other important decisions within the framework of the project, was made by a dialogue group that included representatives of the CSO that implemented the project, the Department of Education and local police. According to the respondents, dialogue group has become an additional contribution to establishing effective cooperation between partners. This is evident also from the fact that communication and more efficient coordination between the Department of Education and Police Department increased after the end of the project and helped to coordinate other initiatives more efficiently (UNICEF-sponsored football tournaments were mentioned by respondents as an example of such continued cooperation).

As it was mentioned by the teachers, the local schools got much profit from information about new opportunities of trainings on road traffic rules for children and young people. This was done through official announcements sent out to schools, announcements during the meeting of methodologists etc. According to the teachers, they were informed by the grantee about the opening of the Centre in advance, at its creation and preparation stage, so they had time to adjust their curricula in order to take advantage of new opportunities.

Teachers who were conducting trainings at the Police Youth Center, noted the importance of having colorful and interesting interactive equipment for trainings on road traffic rules (road signs). This equipment allowed them to conduct trainings in a non-standard format and produced better deliverables in comparison to regular school lessons according to the results of road sense test taken by students.

According to the statement of methodologist from the Obukhiv city Department of Education, involvement of the police representatives into the trainings enabled informal communication

between the police and children. Children trained within the framework of the project had an opportunity to communicate directly with the police and learned about its work in individual contact. Such communication is beneficial to children and can contribute to crime prevention.²¹

2.2. Online safety training sessions at schools

Implemented CSO: NGO “Geosystema”

Location of the implementation: Balakliia town in Kharkiv region

Within the framework of the project "Community policing and social service partnerships", the mechanism of a comprehensive training and educational program at schools on "Online Safety" was tested. The program was aimed at increasing the knowledge of target beneficiaries on how to safely surf the Internet and use online resources in order not to become victims of crime. The training program was developed in partnership with a CSO and the police and included: developing a methodological manual for conducting training sessions, organizing and conducting trainings for teachers and students, and presentation of the educational program for 177 parents. According to the project documentation, 45 teachers were trained and gained knowledge and skills to conduct online safety trainings.²²

Methodological manual, developed within the framework of the project, has been printed with a run of 3,000 copies and 1,000 electronic copies. Teachers who use the manual point out that it's important to have a printed version “that you can easily take with you to the classes, or to read quickly before meetings with parents while e-version is in a handy format (Word) and can be used to create your own educational materials”.

Implementation of the training program was preceded by surveys among community members about their opinions and attitudes as to the dangers posed by the Internet. According to the project report, the survey included 720 community members. According to the final report delivered by the implementing CSO²³, such surveys help better identify the level of awareness of schoolchildren about the Internet safety and tackle possible educational gaps.

A group of experts involved in the project has developed the manual "Online Safety", which contains both theoretical foundations on this issue and practical recommendations on conducting trainings on this topic. The guide provides tips for teachers on how to develop competency of educated and safe Internet use by their students, as well as recommendations for working with parents. According to Deputy Director of School No. 3, teachers use this manual on a regular basis both during the lessons and meetings with parents, which contributes to the sustainability of project results.

According to the participants of the training, they have an increased trust in the police and increased confidence that the police can protect them. While conducting trainings for students, the presence and active participation of the police representatives helped students to understand what issues and situations are worthwhile when making a decision to contact the

²¹ Obukhiv city, Kharkiv region, Final report for Grant No.5, All-Ukrainian NGO “Maybutnye derzhavy”, p. 7

²² Data are provided according to the grantee’s final report

²³ Balakliia city, Kharkiv region, Final report for Grant No.7, NGO “Geosystema

police. An important factor mentioned by the project's participants was the confidentiality and protection of data when working with the police. Some students share that they feel ashamed and insecure which prevents them usually from reporting online crimes to the police.

2.3. Establishing “University of Third Age” at the premises of rural library

Implemented CSO: NGO “Shyrokyi step”

Location of the implementation: Ruska Lozova village, Dergachiv district of the Kharkiv region

Establishing of the “University of Third Age” included developing and conducting of a series of trainings for the elderly in a village. The topics of the trainings included computer literacy, online safety and ways to prevent Internet fraud (trainings were attended by 300 people).²⁴ The donation of eight laptops, flipchart and WiFi router to the community enabled implementation of the project. Recurrent trainings on computer literacy for elderlies have become a part of the library activities: and have been going on volunteer basis six month after the local initiative completion. The Director of the library said that at the moment of the assessment (January 2019) a weekly training for a group of ten-twelve people was conducted by a student – one of the library visitors and the community member.

During the interview with the Head of the village council, he noted that he had been informed about the project from the very beginning, participated in several project meetings and was interested in the idea of creating useful and interesting leisure for the elderly. Thus, an extensive project dialogue group included not only representatives of the CSO, the Police, library and village cultural community center, but also representatives of local and district authorities.

According to director of the library, choosing a library as a project base for the University of Third Age strengthen its position as the main location of cultural leisure in the village and allowed to successfully attract elderlies.

District Police officer attended each training. According to the interviews with project participants, before the project, most of them did not know their district police officer and noted that meeting him was an important event.

After completing the project, its participants have already applied their knowledge and skills obtained during trainings into practice several times. At is was mentioned during the interview, at least two cases of Internet and phone fraud prevention were reported.

According to both project participants and the police representatives, implementation of the project increased the communication within the community and between community and police, enabling to develop effective models of prevention of crimes in Ruska Lozova (e.g. theft). As part of the work of University of Third Age, this issue was discussed several times at meetings by explaining to participants, among other things, the concept of a theft prevention tool – neighbourhood watch and its possible benefits for the community.

²⁴ Data provided according to the grantee’s final report

2.4. Supporting the work of “Community Watch”

Implemented CSO: NGO International Economic Committee

Location of the implementation: Obukhiv, Kyiv region

As part of the "Strengthening the Partnerships between Police and Local Community" project, the civic group "Varta Obukhova" was reorganized to pilot the model of community's involvement to crime prevention activities together with police. Specifically, joined bicycle and foot patrols were organized to serve four routes approved both by local police and the local authority. Together with joined patrolling of streets, the project focused on trainings of police inspectors for juveniles and schoolchildren on prevention of violence in schools and family. In general, 20 community members were involved to the regular activities of the community watch, 212 schoolchildren participated in the thematic trainings, 1,000 booklets on juvenile liability were printed and distributed at schools to support activities of police inspectors for juveniles.²⁵

The dialogue group of the project comprised representatives of public organizations, police and local authorities. It facilitated the decision to establish a community watch and provide necessary support of the local authorities, to approve the routes for joined community and police patrolling, to implement awareness raising activities for the community members and the police.

The dialogue group helped to effectively coordinate work with other communal structures and promptly involve the community in matters of local life, when the police do not have time to action (for example, incidents of burning garbage), increasing level of trust and cooperation.

2.5. School sports playground as a place to build trust

Implemented CSO: NGO “Novyi svit”

Location of the implementation: Andriivka, Kharkiv region

School sports playground in Andriivka village school, Kharkiv region was established in the framework of “Establishment of Public Centre for strengthening cooperation between police and local community” project. According to the grantee's report, ten educational events for 268 participants were conducted. Two public hearings were part of the project. Information materials on safe behavior recommendations were developed and published in a quantity of 1,500 and distributed among the general public of the village.

Opening a sports playground and organizing joint police-community activities around it for schoolchildren is a mechanism that has been used to support cooperation and trust within a small Andriivka village and to empower community policing implementation.

For the school administration, it was important to have opportunities to conduct physical education classes using modern equipment. However, new sports ground is open not only for

²⁵ Data provided according to the organization final report.

school children, but for all community members. According to project teams, it was important to provide the equipment, and thus increasing the access of youth to a variety of local leisure opportunities.

2.6. Establishment of local youth movement "Together for Peace and Security"

Implemented CSO: NGO "Prosvitlennya"

Location of the implementation: Duliby, Lviv region

The project included the creation of a street sports ground in the school, conducting educational events (115 teachers and 36 school children participated) on public safety, school violence prevention and communication with the police, and conducting an information campaign on the newly formed youth movement.²⁶ Public hearings with the involvement of police and local authorities were held to determine the strategy for the development of the youth movement. The manual was designed and printed in 1,000 copies. Survey on the level of trust towards police was also conducted in which about 400 people took part.

Establishing the sports ground at the premises of the Duliby school provided opportunities to conduct physical education classes using modern equipment. Police officers also joined several times to workout events, which created additional opportunities for communication between school children and police.

According to the school director in Duliby, providing trainings for school children, teachers and parents resulted in a significantly greater increase in awareness of cooperation with the police and helped build trust in it.

According to project participants, this project was particularly important to Duliby as a small community. Sports ground become "the center of gravity" for the community and form new models of behavior for rural youth. Public sports ground opening event gathered more than 700 participants.

2.7. Establishment of volunteer civic center "Community Police"

Implemented CSO: NGO Club Vavilon

Location of the implementation: Bucha, Kyiv region

The initiative aimed at building partnership between police and communities for prevention of drug abuse among youth people. Community Police Civic Center was established within the framework of the project "Strengthening partnerships between the local community and the police to contribute to democratic policing" at the premises of the secondary school in the town of Bucha. The process of establishing a center included the purchase of equipment for its work (projector, laptop, screen, printer/scanner, flipchart) and organization of consultations conducted by psychologists from the city Department of Education and police representatives for the public. According to the project report, during the project 32 people were consulted, six trainings and two workshops were conducted.

²⁶ Here and after the data are provided according to the grantee's final report.

The activities of the civic center also went outside the school premises. In particular, the activists of the center created a public playground in the park to train dogs together with specialists from local police. The activities outside involving police and the service dogs aimed at bringing closer police and community and demonstration of alternative ways of leisure for youth instead of using drugs.

Within the framework of the project, a manual on protection from psychological and physical violence, information brochures about bullying prevention and leaflets about cooperation between the police and the community were issued (the manual, brochures and leaflets were printed in 1,000 copies each). According to the inspector of juvenile delinquency prevention, developed materials became valuable support for her work in schools and were used after the project's end.

According to the school headmaster, the availability of a center of this type in the premises of the educational institution provides additional opportunities for the cooperation of the school with other community institutions and organizations. The space with modern equipment can be used for various needs of the community, and the equipment itself can be used by various partners.

The Community Police Civic Center continues its work after the end of the project. At the time of assessment, open lessons and psychological counseling sessions were still taking place on voluntary base. The premises were also used for meetings of juvenile delinquency prevention inspectors with schoolchildren.

2.8. Establishment of School Police Platform

Implemented CSO: NGO "Center for ecology-concerned parents "Dhzerela radosti"

Location of the implementation: Boryspil, Kyiv region

School police platform includes the organization of volunteer-based "school police platoons" at schools and planning of work for these units, as well as a system of trainings and events for schoolchildren (including football tournament). Designing a school police logo, buying vests, developing a website and disseminating information about the school platform are also parts of the mechanism. According to the organization's report, this mechanism was introduced in three schools in the town of Boryspil, 380 school children and 49 teachers participated in trainings, 75 school children and 80 adults participated in football tournament.

School police platform was supplemented with gaming activities for schoolchildren. Conducting football tournaments among schools has helped to disseminate information about the platform and involve more students. The children noted that police participation in tournaments, meetings with police officers during trainings and opportunities of face-to-face communication have been important for them.

The school psychologist during the interview noted that such a possibility of informal communication with adult police officers as well as participation in school platoons also plays a career orientation role for high school pupils.

In the framework of the project "Establishment of School Police Platform", the annual program for school police platoons was developed and discussed at a special meeting of the interdisciplinary working group, it was then forwarded to the Department of Education of the city council and recommended for implementation in other schools of the city. According to the representative of the Department of Education, during the 2018-2019 academic year, parts of this program have been used by two other schools.

2.9. Conducting training sessions at schools together with Police representatives

Implemented CSO: NGO "Zhyva"

Location of the implementation: Sambir, Lviv region

The system of educational activities in the schools of Sambir district included trainings for teachers and school psychologists, as well as interactive classes for school children and their parents. The topics of the training activities revolved around violence and bullying prevention at schools. 144 teachers, 189 school children, and 135 parents participated in different educational events, according to the organization's report.

The booklet on the prevention of violence and bullying at school was printed in 1,000 copies, and distributed during training for further reference by target audiences.

According to teachers and school psychologists, who participated in the project, workshops have become an important professional upgrade for them. These workshops covered the topic of violence more extensively and provided psychologists with specific tools for further use at schools. School psychologists point out that in many cases helping children suffering from domestic or school violence is a long-term process. Psychologists' skills and general level of information about school violence are critically important. Thus, the disseminated information about the forms and dangers of bullying in the school environment was important and timely.

Juvenile delinquency prevention officers participated in all training sessions and took then some techniques to their everyday work with school children. According to the Director of the School in Raliv, after the project further meetings of juvenile delinquency prevention officers with school children have become more informal, interactive and interesting.

2.10. Board game "Safe community"

Implemented CSO: NGO Green consciousness and partnership

Location of the implementation: Irpin, Kyiv region

To achieve the objectives of the project, the project team developed a Safe Community course based on the "Safe Community" game which is an interactive board game for school children. The playing field of the game represents a model of a city where children may face various dangerous situations. In order to find a way out of them they will need some knowledge and skills. The introduction of the mechanism of the board game was supplemented by the development and dissemination of methodological recommendations as to playing it. Mobile

application for the game for school children has been developed as well. In addition, the game was printed in 1,000 hard copies and distributed in the community for further reference.²⁷

Since special skills and practices are required to moderate the game effectively and ensure its in-depth effect, training for moderators of the game was conducted in a workshop format for a large group of people (over 170 participants).

The format of the board game was chosen very well in terms of motivating students. According to the students of Kotsiubynsky Lyceum, many of them are fond of board games outside the school, but they could not imagine that board games could be a form of school education.

During the interview, all stakeholders (police, schools and city officials) noticed the high efficiency of this mechanism due to the gaming format which is easy to process and high motivation of participants. The game was also presented at all-Ukrainian methodological meetings and got positive reviews.

2.11. Establishing a unit of young police officers

Implemented CSO: NGO Healing power

Location of the implementation: Izyum, Kharkiv region

The establishment of a unit of young police officers included the training of the basics of patrolling the streets and the organization of joint bicycle patrols of the town of Izyum by police and schoolchildren. Establishing the unit of young police officers was preceded by a thorough theoretical training. According to the organization's report, high school students learned about the causes of road traffic injuries and ways of preventing them (134 students participated). Roundtable with a discussion about community policing was organized at the end of project (30 people participated).

For the practical acquirement of the rules, a training playground was put into operation, and teachers have been actively using it during warm months of the year. Also, the purchase of 15 bicycles with helmets which are used to patrol the streets enabled project implementation.

According to the project team, important achievements of the project included efforts in the area of improving the bicycle infrastructure of the town. The working group of the project has prepared recommendations for the local council as to the laying of bicycle tracks and placement of appropriate road signs.

2.12. Establishing Center of Community and Police Cooperation

Implemented CSO: NGO "Clean Field"

Location of the implementation: Kov'yahi village, Valkivsky district of Kharkiv region

In the premises of Kovyahy village council, a special room for district police officer has been designated with consultation and informational purposes. Equipment (laptop, projector,

²⁷ Here and after, data are provided according to the grantee's report.

screen) has been purchased as part of the project to ensure effective work and educational activities in the community.

One thousand (1,000) copies of methodological materials "Community policing implementation" were distributed among the community and with the participation of local authorities in other events in the Kharkiv region.²⁸

To announce the project and engage the community in cooperation with the police, public hearings (50 people attended) and round tables (60 people attended) were held.

This mechanism was implemented under the full support of the village council. A room was provided and a printer for the work of the district police officer has been purchased. According to the village council chairman, safety is very important for their community, and supporting the work of the police may create better conditions for citizens to feel safe.

Mobile equipment (laptop, projector and screen) after the completion of the project has been actively used during meetings of the district police officer and juvenile delinquency prevention inspectors with schoolchildren. Having a laptop and a projector made it possible to demonstrate video materials during this type of meetings, which increases their effectiveness.

²⁸ Here and after the data are provided according to the grantee's report.

Annex V Terms of Reference for the Evaluation of the Grant Programme

Assessment of the Results of the Grant Programme on Building Confidence to Strengthen Partnership between the Police and the Public in the Communities

Duty station: Homebased with missions to regions of Ukraine (Kyiv, Kharkiv and Lviv regions/oblasts)

1. Introduction and Background

The European Union (EU) funded ‘Support to Police Reform in Ukraine’ (SPRU) project was launched in April 2017 with the overall objective to support the National Police of Ukraine (NPU) in the areas of public order and community policing. The SPRU Project is implemented by the United Nations Office for Project Services (UNOPS) and the Swedish Police (SWEPOL) with advisory support from the European Union Advisory Mission (EUAM) Ukraine.

Through the project, 20 police stations in Kyiv, Lviv and Kharkiv regions/oblasts will be renovated, equipped, provided with vehicles, while special trainings for police officers, including improvement of skills and knowledge within the community policing approach will be delivered.

Recognizing the important role of Civil Society Organizations (CSO), the SPRU implemented a community grant programme, i.e. 12 local projects in Kyiv, Kharkiv and Lviv regions/oblasts, which had the following objectives:

- Development of sustainable cooperative mechanisms to ensure interaction between police and the community at the local level;
- Improving the accountability of the police and thus increasing citizens’ trust in police services;
- Improvement of the knowledge and skills of the local communities regarding safety and crime prevention at local level as well as provision of relevant support to local police;
- Increasing the quality and accessibility of services provided by police to local community building partnership and implementation of common projects.

Furthermore, the local projects should have reflected the strategic principles as follows:

- Human rights: all activities planned should have promoted human rights, increased access to justice and effective remedies, and increased access of vulnerable groups, including women, children, elderly people, minorities, people with disabilities, to high-level police services, social services and health care.
- Gender equality: the local initiatives should have contributed to equal participation of women and men in the decision-making process regarding the issues related to safety in community and crime prevention and protection, and equal access to high-level police services, social services and health care.

- Partnership: the local initiatives should have joined efforts of a variety of community actors, including local authorities, educational centers, business entities, health care facilities and social services, community leaders, for development of local programs and mechanisms contributing to crime prevention and safety at local level.
- Knowledge management: documentation of the success and lessons learned, sharing the experience with other organizations and local actors.

2. Justification of Services

The services for external evaluation are needed to assess the implemented mechanisms of cooperation between local communities (education and social services, CSOs and local authorities) and police in terms of involvement of the mentioned actors in the decision making, sustainability of community policing, as well as to systemize successes and challenges of the grants implemented in 12 selected communities and document the best practices and lessons learned.

The evaluation of the grant programme was recommended at the Steering Committee Meeting, held on July 17, 2018, as an independent instrument to assess the results of the local initiatives.

3. Development Objective

The results and recommendations of the assessment will be used by UNOPS and shared with the donor, partners and the national stakeholders for planning and implementation of future grant programmes for building partnership between citizens and police and in the area of community policing in Ukraine.

4. Outputs and Activities

The contractor is expected to provide the following:

- **The Evaluation Methodology**

The Methodology should include both quantitative and qualitative techniques, as well as triangulation of the available data in order to evaluate successes, challenges, lessons learned and contribution of the implemented grants to strengthening the partnership between the police and the public in 12 communities in Kyiv, Kharkiv and Lviv regions/oblasts. As a minimum, the Methodology will include:

- a) Desk review of the project documents, including Description of Action (DoA), project logical framework, Terms of Reference (ToR) of the grant programme, project proposals of the awarded CSOs monitoring reports, grantees' reports, and similar;
- b) At least one field mission to each of 12 communities where the projects were implemented and interviews with the grantees (CSOs) and community members (local police, local authorities, social and educational services);
- c) Interviews with the representatives of the National Police of Ukraine, the European Union Advisory Mission to Ukraine, the Swedish Police Authority.

The Methodology should include the schedule of the research activities to be agreed with and approved by the Project Manager.

The project provides needed administrative support with organization of the missions to the communities in Kyiv, Kharkiv and Lviv regions/oblasts, and cover costs related to travel and transportation. The costs needed for accommodation should be reflected by the Contractor in the financial proposal.

- **Draft and Final Reports**

The reports should include assessment of the results achieved against the grant programme ToR, objectives of the selected local initiatives and principles of the community policing, and recommendations for planning and evaluation of the grant programmes in the area.

- **Presentation for the Donor, the Project Partners and the National Stakeholders**

The presentation should be based on the findings of the assessment and should be ready by the end of September 2018. During the final event, the key findings of the study should be presented (preferably using the Power Point, though other presentation tools can be agreed with the Project Manager).

5. Language

The Methodology and reports must be prepared in English.

The presentation materials should be available in English and Ukrainian.

6. Geographical Area

The study should include 12 CSOs awarded within the grant programme in Kyiv Region (Irpın, Bucha, Obukhiv and Boryspil), Kharkiv Region (Izyum, Andriyivka village of the Balakleya District, Balakleya, Rusko-Lozova of Dergachiv District, Kov'gahi of Valkivsky District), and Lviv Region (Duliby village of the Stryi District, Sambir and Old Sambir of Starosambirsky District).

7. UNOPS' inputs

The Project Manager (PM) will share with the contractor the background documents (project DoA, logical framework matrix, ToR for the grant program, grantees' project proposals and reports, monitoring cards from the monitoring visits conducted by the PM, the EUAM and the NPU representatives).

The meeting between the contractor, PM and the Head of the Program Management Office (PMO) to discuss the study, clarify the ToR and the study schedule will be conducted at the start of the assessment.

The Project Manager must approve the Methodology, the schedules of the assessment and reporting before the first payment, and presentation for the project partners and the final report before the last payment.

UNOPS Ukraine Program Management Office, as an independent organizational unit overseeing the quality of the project management, will be contributing to the evaluation,

and can join the contractor for visits to/meetings with the beneficiaries, or project stakeholders. The Head of the PMO is also responsible for quality checks of all products of the evaluation and recommendations to the Project Manager for the acceptance of the products.

The project will bear the costs of the presentation workshop (travel, accommodation and simultaneous translation).

8. Qualifications of the Selected Supplier

The contractor must meet the following qualifications:

- At least five years of proven experience in sociological studies or assessments in social related areas;
- Experience in successfully conducting at least one qualitative research to assess the mechanism of cooperation between communities and different actors, level of trust, communication or cooperation between governmental and civil society entities (the link to the study report in English must be provided²⁹);
- Be a registered company or private entrepreneur in Ukraine;
- Have legal right to operate in respective area;
- Fluent English and Ukrainian are required, fluent Russian will be considered as an asset.

9. Timeframes

The implementation of the services should start on 15 September 2018, and be completed by 15 November 2018.

10. Schedule of Deliverables/Milestones

The contractor shall comply with the following schedule:

Weeks 1-2	Development of the Methodology
Weeks 3-6	Assessment in line with the accepted Methodology
Weeks 7-8	Presentation for the donors, partners and the project stakeholders and submission of the draft report.
Weeks 9-10	Submission of the final report.

11. Reporting

All deliverables and products should be submitted to UNOPS electronically.

The report with findings of the study should be submitted to UNOPS in two stages. The draft report should be submitted before the presentation to the project partners, discussed with the PM and the Head of the PMO, and approved by the PM. The final report should be submitted after the presentation to the project partners, and should reflect the comments received from the PM and the Head of PMO.

²⁹ UNOPS reserves the right to reject proposals, if quality of provided study report(s) is considered as poor or low level

12. Schedule of Payments

The payment will be made in instalments:

- i. 30% upon delivering the study Methodology and the schedule and acceptance of the products by the PM.
- ii. 70% after presentation to the stakeholders and acceptance of the final report by the PM.

Template for Financial proposal.

#	Service /activity	Unit	# of Units	Unit cost (USD)	Sum (USD)
	Development of the methodology	day	Insert data		
	Missions to the locations: one to Kyiv, one to Lviv and one to Kharkiv oblasts ³⁰	mission	Insert data		
	Preparation of the draft report	day	Insert data		
	Preparation of the presentation materials and presentation of the findings to the project stakeholders (two hours meeting)	day	Insert data		
	Preparation of the final report	day	Insert data		
	Taxes	VAT is not acceptable			
				Total	

³⁰ The project provides needed administrative support with organization of the missions to the communities in Kyiv, Kharkiv and Lviv regions/oblasts, and cover costs related to travel and transportation. The costs needed for accommodation should be reflected by the Contractor in the financial proposal.

Annex VI Semi-structured Interview Questions

Interview questions for CSOs (project implementers)

- Describe your project in a couple of sentences
- How and when did you come up with an idea for the project?
- Did you study the situation in the community and current issues prior to developing a list of activities?
- Did you involve police into project development?
- At what stage was the police involved?
- Please describe your cooperation with the police. How did you initiate this collaboration? How did you sustain it during the project?
- Who else did you collaborate with within the frameworks of the project? How did this cooperation develop?
- What was special about your project? What makes your project stand out?
- Which specific outcomes has the project achieved?
- What is going on with these outcomes now?
- Have some products been developed within the frameworks of the project? Do other partners have access to these products?
- What has become the major change in the community after the implementation of the project? (Something that was missing before the project and appeared due to its implementation)
- What do you think was your biggest success?
- What/who was the obstacle to the implementation of the project?
- What was the most difficult?
- What were the challenges during the project implementation? How did you overcome them?
- What would you do differently if you had a chance to start this initiative from scratch?
- Does the work started within the project still go on? If so, which resources are being used and who is doing this work?
- Does the police use the best practices of the project? If so, then in what way?
- What helped you to implement the project? Why did it become successful?
- What three tips would you give to someone who wanted to implement a similar initiative in their community?

Interview questions for police representatives:

- What exactly do you know about the X project? Tell us briefly about it
- Who implemented this project?
- In what kind of activities did you participate within the frameworks of the project?
- How did you get acquainted with a CSO implementing the project?
- Have you personally or other police representatives been involved in the development of the project?
- At what stage and in what way were you involved?
- Has this project contributed to improving cooperation between the public and the police? If so, in what way?
- Are you satisfied with the cooperation within this particular project?
- What would you do differently if you had a chance to start the project from scratch?
- What challenges/problems during the implementation of the project do you know about? In your opinion, was it possible to prevent them?
- What main outcomes of the project can you name?
- What is going on with these outcomes now?

- What products (brochures, booklets, manuals, material support, and equipment) have been developed within the frameworks of the project? Do you have access to these products? Do you use them at work?
- Has something in your work changed as a result of participation in the project?
- Do you cooperate with other CSOs? If so, share the details
- What other activities would you suggest to improve cooperation and interaction between the public and the police? What activities are you willing to participate in?

Interview questions for beneficiaries:

- What exactly do you know about the X project? Tell us briefly about it
- Who implemented this project?
- In what kind of activities did you participate within the project?
- What has changed in your life as a result of the project (if there were changes)?
- What new skills, abilities, knowledge have you acquired as a result of the project?
- Have you started doing something differently after your participation in the project?
- Are you willing to participate in this type of projects? Perhaps, something should be changed in terms of approach or activities?

Interview questions for partner organizations (departments of education, creativity centres, schools):

- What exactly do you know about the X project? Tell us briefly about it
- Describe your participation/involvement in the project
- How did you get acquainted with a CSO implementing the project?
- Have you personally or other representatives of the organization been involved in the development of the project?
- What main outcomes of the project can you name?
- What is going on with these outcomes now?
- What products (brochures, booklets, manuals, material support, and equipment) have been developed as a result of the project?
- Has something in your work changed as a result of participation in the project?
- How did you get acquainted with a CSO implementing the project?
- Do you cooperate with other CSOs?
- What other activities would you suggest to improve cooperation and interaction between the public and the police? What activities are you willing to participate in?