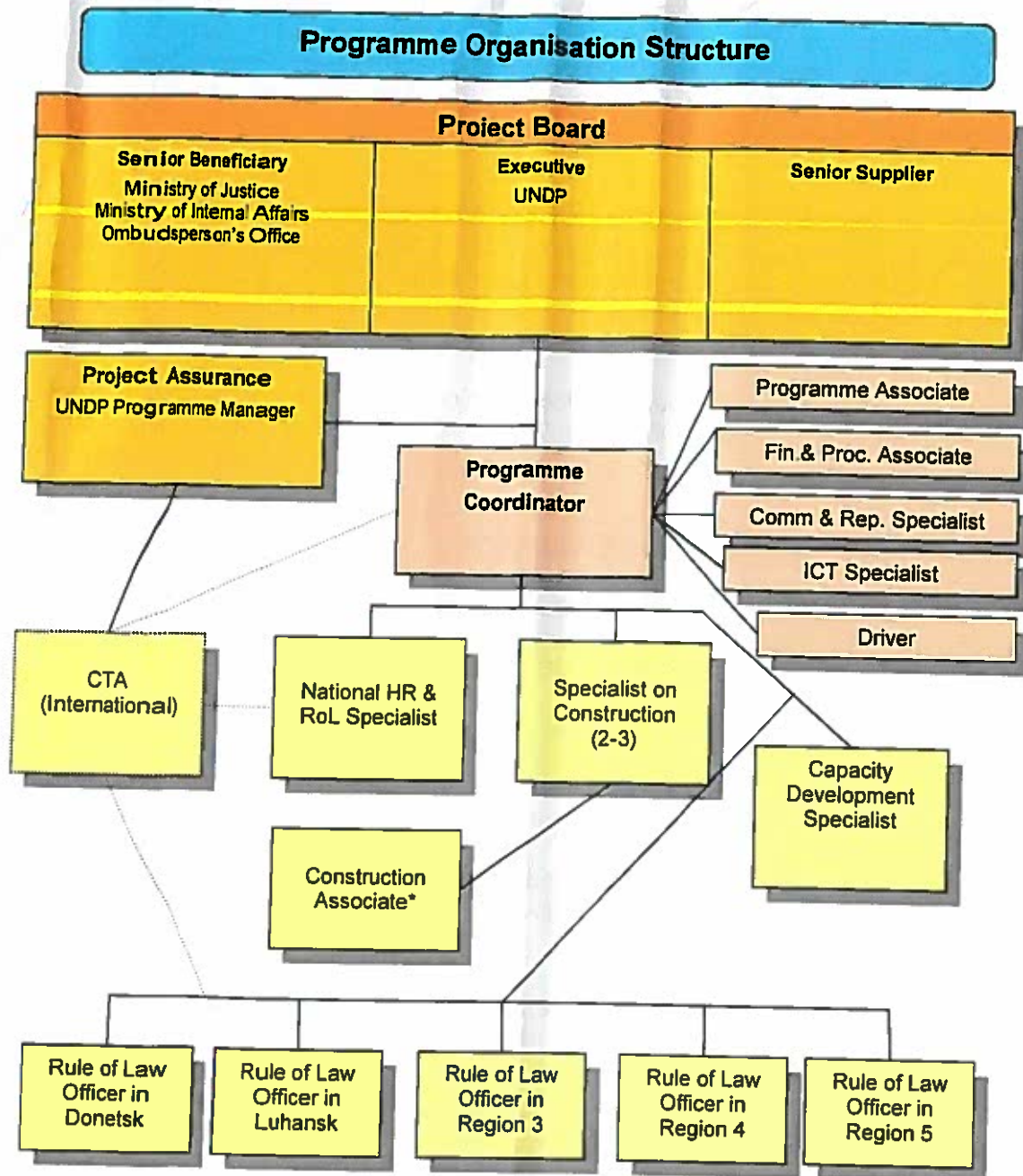


The Programme organisational structure will be as follows:



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

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

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

ROLOs will disseminate information to, and support implementation of activities developed at the national or regional level in, municipalities or communities at the local level. Conversely, ROLOs will serve as the focal point for information coming from the local level, transmitting it to the Programme Coordinator (and beyond) through the PMU. The ROLO will report to the Programme Coordinator, while ensuring that the CTA and NHR&RoL Specialist are also informed about substantive (technical) activities and developments.

The Programme will also draw upon UNDP's extensive CSO networks and hubs, while maintaining close coordination with the 'Early Recovery Support in Crisis-Affected Communities in Ukraine' Project. Where possible, ROLOs will co-locate with other UNDP or UN project offices, but it may be necessary to establish stand-alone offices – e.g., in southern Donetsk or Zaporizhzhya regions – to ensure effective coverage of relevant communities.

Sustainable results will be effected through the identification and planning of specific programme activities and interventions, as outlined in Section 2.3, as well as in the use of pilot and 'control' initiatives in different regions.

VI. MONITORING FRAMEWORK AND EVALUATION

In the initial phase of the programme, several baseline assessments will be conducted in order to collect specific baseline data against which progress of programme implementation will be measured. The baseline assessments will include:

- assessment on access to justice and legal aid service providers in pilot regions;
- needs assessment on justice infrastructure rehabilitation in pilot regions; and
- baseline survey (and annual follow up surveys) on population's perceptions, knowledge and attitude towards peace, security and justice in pilot regions.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Programme will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Programme Progress Report (PPR) shall be submitted by the Project Coordinator to the Programme Board through Programme Assurance, using the standard report format available in the Executive Snapshot.
- A programme Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Coordinator and shared with the Programme Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the

ANNEX 1: RISK LOG



Project Title: Rule of Law for Stabilisation in Ukraine Award ID: Date:

#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Continued fighting or expansion of the conflict-zone in the East.	March 2015	Strategic	<p>Could significantly impact the ability to carry out activities in the East, including bordering regions; affecting negatively the human rights and rule of law in affected areas, as well as making communities and officials less receptive to cooperate in Programme initiatives – the main challenge lies in the difficulty of predicting the scale and scope of conflict.</p> <p>P = 3 I = 4</p>	<p>Activities will be rolled-out in stages - if the situation deteriorates, some activities can be deferred, realigned or cancelled. The Programme design will be predicated upon safeguarding rights and rule of law principles in the face of the continued existence of the conflict, or at least of the divisions – political and social - created by the conflict.</p>	PC	YS		
2	Lack of engagement (commitment), resistance to change or roll-back by institutional stakeholders: i.e., reforms will stall or even be reversed.	March 2015	Political	<p>Will reduce the space for experimentation – i.e., pilots – and may make some officials less open to civil society and capacity-building initiatives.</p> <p>P = 3 I = 2</p>	<p>Work from the 'bottom up' with civil society, and use of pilot activities, seeking to change the relationship or perception of the relationship between citizen and state. At the national level, targeted intervention – including identification of access-points in the system - made after careful selection and intensive consultation with institutional partners from the outset.</p>	PC	YS		

QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

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

VII. LEGAL CONTEXT

Click [here for the standard text](#).

VIII. ANNEXES

3	Divisions over policy and direction between stakeholders, particularly at the national level.	March 2015	Political	<p>Will slow the progress of reform and make it harder to predict what initiatives, especially with justice officials, are sanctioned or permissible. It will also make it harder to find an access point to feed information gathered at the local level into the national level reform process, as that reform process will not be clear and institutions will be divided.</p> <p>P = 3 I = 2</p>	<p>The Programme will work at a neutral, technical level and, when it supports policy-making, it will seek primarily to inform, rather than influence policy decisions. At the local level, it will seek to inform and educate about rights and reforms, so as to de-politicise debates and serve to bridge potential divisions between stakeholders and within society.</p>	PC	YS		
4	Overlap or duplication in an area of high donor interest and activity.	March 2015	Organisational	<p>While there is a possibility of contradictory messages being conveyed to the public and officials, the main problem is that it places additional stress and demands on a system – and personnel – who have limited capacity already. Also, the benefits of potential cooperation (synergy) could be lost.</p> <p>P = 3 I = 1</p>	<p>Continued and close coordination with other stakeholders, particularly other donors, during design and implementation. The Programme is designed to address gaps in the sector, dovetail with other past or current initiatives, and harmonise with – and even support the finalisation of – national reform strategies and coordination mechanisms.</p>	PC	YS		
5	Misuse of funds by CSOs	March 2015	Operational	<p>Diminished confidence in partners and possible damage to Programme image amongst stakeholders and beneficiaries.</p>	<p>Use of standardized UNDP financial reporting mechanisms that are stringent and transparent enough to prevent embezzling. Mid-term review to include financial audit of use of funds by re-granting CSOs.</p>	PC	YS		

6	Individual partner does not have the capacity to deliver expected system change.	March 2015	Operational	<p>P = 1 I = 4</p> <p>Some activities or even outputs may have to be substantially reconfigured, reduced or even cancelled.</p> <p>P = 3 I = 2</p>	Careful capacity assessment and selection of partners, as well as formulation of activities and targets. Re-channelling of funds allotted to other output-areas and activities within the Programme framework, if necessary.	PC	YS		
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ANNEX 2: ABBREVIATIONS

A2J	Access to Justice
AR(C)	Autonomous Republic (of Crimea)
ATO	Anti-terrorist Operation
CAT	Convention against Torture
CBA	Community-based Approach
CED	Convention for the Protection of All Persons from Enforced Disappearance
CEDAW	Convention to Eliminate Discrimination against Women
CERD	Convention on the Elimination of Racial Discrimination
CIDA	Canadian International Development Agency
CIMIC	Civil-Military Co-operation
CoE	Council of Europe
CoM	Cabinet of Ministers
CPC	Criminal Procedure Code
CRC	Convention on the Rights of the Child
CSO	Civil Society Organisation
CTA	Chief Technical Advisor
DFATD	Department of Foreign Affairs, Trade & Development (Canada)
DHRP	Democratization and Human Rights (and Civil Society Development) Programme
DIA	Department of Internal Affairs
DoJ	Department of Justice
EBRD	European Bank for Reconstruction & Development
ECHR	European Convention for the Protection of Human Rights and Fundamental Freedoms
ECtHR	European Court of Human Rights
EU	European Union
EUAM	European Union Advisory Mission for Civilian Security Sector Reform Ukraine
EUD	European Union Delegation
FBA	Folke Bernadotte Academy
GBV	Gender-based Violence
HRMMU	(OHCHR) Human Rights Monitoring Mission in Ukraine
HQ	Headquarters
ICC	International Criminal Court
ICCPR	International Covenant on Civil & Political Rights
IDLO	International Development Law Organization
IDP	Internally-displaced Person
IFC	International Finance Corporation
ILO	International Labour Organization
INL	U.S. Bureau for International Narcotics and Law Enforcement Affairs
IRF	International Renaissance Foundation
JfPID	Justice for Peace in Donbas (CSO coalition)
JJRS	Judiciary & Justice Reform Strategy
LACC	Legal Aid Coordination Centre

MIA	Ministry of Internal Affairs
MoD	Ministry of Defence
MoJ	Ministry of Justice
NHRI	National Human Rights Institution
NHRS	National Human Rights Strategy
NSJ	National School of Judges
ODIHR	Office for Democratic Institutions & Human Rights
OHCHR	Office of the High Commissioner for Human Rights
OO	Ombudsperson's Office (Ukrainian Parliament High Commissioner for Human Rights)
OSCE	Organization for Security & Co-operation in Europe
M&E	Monitoring & Evaluation
NHR&RoL	National Human Rights & Rule of Law (Specialist)
PA	Prosecutorial Academy
PB	Programme Board
PCO	(OSCE) Project Coordinator's Office
PPR	Programme Progress Report
RoL	Rule of Law
ROLO	Rule of Law Officer
RPA	Recovery & Peacebuilding Assessment
SBU	Security Service of Ukraine
SES	State Emergency Service
SGBV	Sexual & Gender-based Violence
SGF	Small Grants Fund
Sida	Swedish International Development Agency
SJA	State Judicial Administration
SMMU	(OSCE) Special Monitoring Mission to Ukraine
UIA	University of Internal Affairs
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNODC	United Nations Office on Drugs & Crime
UPR	Universal Periodic Review
USAID	United States Agency for International Development