**Project Document Format for CPAP countries**

**United Nations Development Programme**

**Country: Armenia**

**Project Document**

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| **Project Title:**  | **“Women in Local Democracy” Project (within the framework of SDC’s Local Governance Programme “Improvement of the Local Self-Governance System”, Programme document 7F-08595.01)**  |
| **UNDAF Outcome(s) 2:**  | Democratic governance is strengthened by improving accountability, promoting institutional and capacity development and expanding people’s participation (corresponding to SDC ProDoc, Outcome 3)  |
| **Expected CP Outcome(s) 2.1:**  | Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights.  |
| **Expected CPAP Output(s) 2.1.3:**  | Increased national and local capacities to ensure gender equality and the empowerment of women (corresponding to SDC ProDoc, Output 3.4)  |
| **Implementing partner:**  | Ministry of Territorial Administration (MTAES)  |
| **Responsible party:**    | UNDP  |

**Brief description**

The overarching goal of the Project is to support advancement of women leadership and gender equality in the Republic of Armenia through enhanced knowledge and mechanisms for progressive realization of women’s rights at the local level. In two regions of Armenia, the Project will: i) strengthen the capacity of females for meaningful participation in decision making, including 2016 local elections; ii) support implementation of the TAR process with consideration of gender-sensitive approaches. The Project will contribute to reaching a number of targets under the key strategic development documents, including CEDAW, ENP Action Plan, MDG 3, RA Gender Policy Concept Paper and the 2011-2015 Gender Policy Strategic Programme.

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| Programme Period: 2010-2015  CPAP Programme Component: Democratic Governance  Programme Component: Strategic Plan 2014-2017: Outcome 4, Output 4.4 Project Title: “Women in Local Democracy” Atlas Award ID: 00082040 - 00091125  Start date: 10 December 2014  End Date: 31 December 2016       |

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| 2014-2016 budgets: **$320,000** Total allocated resources: **$320,000**  SDC **$320,000**      |
| 2015 budget: **$ 175,716**  SDC $175,716   2016 budgets: **$ 144,284**  SDC $144,284  |

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**Agreed by Implementing Partner:**

Name: Mr. Vache Terteryan

Title: First Deputy Minister of Territorial Administration

 and Emergency Situations of the Republic of Armenia \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  signature date

**Agreed by UNDP:**

Name: Mr. Bradley Busetto \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Title: UNDP Resident Representative in Armenia signature date

# CONTEXT DESCRIPTION

**1.1. Local Self-Governance System Challenges:** The Armenian Government has adopted decentralization policies to promote democratic governance and achieve development goals. In the context of decentralization, local government bodies bear more responsibility for implementing policies and programmes to deliver on national commitments on development priorities including gender equality and women’s empowerment.

Armenia has established a comprehensive national framework to advance gender equality and ratified over 50 Conventions and other international legal instruments that seek to eliminate discrimination, including also against women, and attain higher level of standards for democratic governance, gender equality, and human rights. The country has made progress in harmonization of domestic legislation with the requirements and provisions of international and European instruments. To name a few, by adopting unreservedly the CEDAW, the Beijing Declaration and Platform for Action, the Outcome Document of the 23rd Special Session of the UN General Assembly, the Millennium Development Goals (MDGs), the European Neighbourhood Policy and its Eastern Partnership Programme, the Armenian Government reaffirmed its commitment to promote equality between women and men. This commitment translates, inter alia, into a number of important policy steps, including adoption of the Law on Equal Rights and Equal Opportunities for Women and Men, implementation of the Gender Policy Strategic Programme and its National Action for 2011-2015, establishment of a national MDG target to increase women’s participation in political decision-making by 25% in the National Assembly and the government, and by 10% at the level of Community Heads.

While Armenia has made commendable effort to establish the institutional, policy and legal framework to advance gender equality, gender gaps and inequalities continue to persist especially in the regions and among the most vulnerable. Women comprise about 52 per cent of the population and around 58 per cent of those with higher education; however, as of today the level of women’s representation and meaningful participation in governance and decision-making is low: 11% of the MPs (14 out of 131), 11 per cent of the ministers (2 out of 18), less than 10 per cent of deputy ministers (5 out of 65), no women among the 10 governors. Gender imbalance is even more obvious at local level, in city mayors' offices and the Local Self Governance (LSG) bodies: there is no women among 48 city mayors and, on average, females constitute about 0.5 per cent of the city council members; in their turn, only 2.5 per cent of the village community heads and 7.4 per cent of rural council members are women.

The local context also presents several challenges to the goal of participation, empowerment and gender equality linked to decentralization and LSG reforms. Under decentralization, there is often a mismatch between the delegated responsibilities and functions of local governments and the transferred financial resources or revenue raising authorities that are needed. Fiscal transfers from the central government and revenue raising authority are inadequate for local government to deliver public services in gender responsive way. Due systems of accountability and transparency at municipal and community level are yet to be established.

The international community is bolstering its demands for greater progress in the national reforms on decentralization and local governance, as reflected by the recent initiative of the Armenia Programme Office of the Swiss Cooperation Office for the South Caucasus (SDC) to engage the Ministry of Territorial Administration, the Council of Europe, GIZ, ASIF and UNDP in the frame of a joint Programme on “Improvement of the Local Self-Governance System in Armenia.” By ensuring more coherence and efficiency of different programming approaches and cooperation modalities, the Programme creates a framework for the mentioned agencies to coordinate and work together with the MTAES to achieve greater results in decentralization and local governance. The Programme is centered around a joint results framework (logframe), which is attached. The present project document and workplan formulates the details of the corresponding parts of the results framework.

In the frame of the joint Programme, UNDP will implement the Project aimed to advance women’s leadership and gender equality, focusing at local level. Previous and ongoing experience of UNDP in fostering women’s leadership and gender equality in Armenia clearly demonstrates that women at local level are especially well positioned to become agents for advancing development and social changes at community level. Accordingly, there is an obvious need to continue securing adequate attention to gender aspects in decentralization and LSG reform, local development and service provision through strengthening political activism among women and creating a critical mass of existing and potential local female leaders.

**1.2 Project Relevance to National Reform priorities:** The Project will be implemented in the broad context of the decentralization and LSG reform and the national policies of advancement of gender equality, namely the Gender Policy Strategic Programme, the 2011-2015 National Action Plan on Improvement of Women’s Status and Enhancement of their Role in the Society and the Law on Equal Rights and Equal Opportunities for Women and Men.

By empowering women to play a more significant role in local governance and politics, the Project will contribute to improved representation of women and men in implementation of the national policies on decentralization and LSG reforms and will ensure those policies include resources and programmes to address women’s needs and interests. Moreover, women will be able to utilize potential of becoming the agents of change in increasing accountability, transparency and effectiveness in local development and service provision – the concept which is at the heart of the decentralization and LSG reform.

# 2. PROJECT LOGIC DESCRIPTION

**2.1. General Objective:** By ensuring more balanced and meaningful engagement of women in decision making at local level, the Project will contribute to the goal of the joint SDC Programme:

“Strengthening accountability, effectiveness and efficiency of the local self-government system in Armenia.” To reach that objective, the Project will:

* Increase the level of women’s representation in decision and policy making on the local level, thus contributing to the achievement of respective targets under CEDAW, MDG 3, ENP Action Plan, 2011-2015 Gender Policy Strategic Programme and the respective Action Plans.

* Support local women leaders - employees of regional and local administration, women elected in local self-government bodies, NGO leaders etc., and women’s groups, in engaging in the formulation and implementation of the national reforms, including TAR, and lobbying for gender-sensitive legislation (e.g. quotas for elections at the local level to ensure that recent gains in women’s representation in local governance are sustained through the TAR change process).

* Enhance the capacities and skills of local female leaders for running for LSG elections in 2016.
* Capacitate the elected local females for effective functioning in the office.

* Backstop the MTAES and other agencies to ensure gender-responsiveness of the TAR and community clustering frameworks and provide technical support to MTAES 'reform cell" on gender aspect of the TAR and community clustering reform.
* Contribute to the transfer of knowledge and experience mainly locally, but also nationally, among Project partners and decision makers working in the area of democratic governance and policy making.

**2.2. Project Strategy:** The Project will build upon the platform of the 2010-2015 United Nations

Development Assistance Framework for Armenia and will apply series of principles aimed at ensuring national ownership, achieving maximum development impact, transparency, costefficiency and coordination with the Government of Armenia and bilateral/international organization engaged in the framework of the Programme on “Improvement of the Local Self Governance System in Armenia,” namely, the SDC, the Council of Europe, GIZ, ASIF and USAID.

In line with a two-fold strategy presented in the joint Programme on “Improvement of the Local Self Governance System in Armenia”, the Project will work with the national stakeholders and municipalities/communities to strengthen capacities of policy formulation, management, networking, etc., as well as knowledge and skills of the female representatives of LSG bodies and those interested to run for office. The Project will be implemented using the strategies of capacity development, transparency, partnership, community mobilization, participation, awareness raising. More specifically:

* + 1. The strategy of partnership and capacity building will be utilized through engagement of all respective stakeholders in joint events like workshops, trainings, round-table discussions, campaigns, etc. Along with target beneficiaries, the Project will involve counterparts from non-beneficiary communities and the national authorities to enable for inter-linkages and synergies, i.e. alignment of Project’s activities with country priorities, ongoing policy formulation processes, and coordination.
		2. Community mobilization strategy will mostly focus on promoting participation of community members, including the youth, in the Project activities and gender transformative interventions that are aimed eventually at attitude and behavioural change. To that end, the Project will apply catalytic and innovative approaches to engage women, youth and other community groups.
		3. All related publicity materials, official notices, report and publications will comply with the formats and visibility guidelines agreed with the partner organizations.

***At the national level,*** the Project will (i) support national stakeholders in gender-sensitive policy formulation and (ii) create mechanisms to upstream policy inputs from LSG bodies to central government.

***At the local level,*** the Project will secure adequate attention to gender aspects and enhanced participation of women in local development and service provision through strengthening engagement in decision making and political activism among women around upcoming round of local elections in 2016 and during their term in office.

## 2.3 Expected Outcomes and Outputs

The Project will be implemented through the system of the following outcomes and outputs (aligned with Outcome 4, Output 4.4 of the UNDP Strategic Plan 2014-2017):

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| **UNDAF Outcome(s) 2:**  | Democratic governance is strengthened by improving accountability, promoting institutional and capacity development and expanding people’s participation (corresponding to Outcome 3 of the joint Programme on the “Improvement of the Local Self Governance System in Armenia”: Municipalities have strengthened their governance and management.)  |
| **CPAP Output(s) 2.1.3:**  | Increased national and local capacities to ensure gender equality and the empowerment of women (corresponding to Output 3.4 of the joint Programme on “Improvement of the Local Self Governance System in Armenia”: Women are empowered to play a role in local governance and politics.)  |

**2.4. Targeted areas:** Syunik and Vayots Dzor regions of Armenia

**2.5. Beneficiaries and partners**: The Project will target several groups of beneficiaries, including female leaders, women, community active members, LSG bodies, municipal servants, youth groups and young leaders, civil society organizations, and line ministries.

## 2.6. Risk Analysis/Risk Log

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| Description  | Date Identified  | Ty pe  | Impact & Probability (scale 1 min. - 5 max.)  | Countermeasures / Mngt response  | Owner  | Submitted, updated by  | Last Update  | Status  |
| 1. Lack of progress in implementat ion of the TA and decentraliza tion reform  | 10/30/2014  |  | I = 2 P = 2,5  | The format of the joint Programme implies close coordination with the MTAES, to allow, among other, early-stage identification of the risk of delays and respective adjustments in planning  | Project Coor dinat or  | DG Portfolio Analyst  |   |   |
| 2. Possible amendments in regulatory framework on local elections are made without due consideratio n of gender perspective  | 10/30/2014  |  | I = 2 P = 2  | Close monitoring of the process of drafting of electoral amendments to ensure the decisions are made with consideration of gender equality principles  | Project Coor dinat or  | DG Portfolio Analyst  |   |   |
| 3. Low level of engagement and commitment from local counterparts due to apathy, lack of trust, and/or other reasons  | 10/30/2014  |  | I = 2 P =3  | Reach out to the local partners. Lobby with them to participate and engage, possibly through high profile events, spend more time, efforts and targeted advocacy campaigns at local level. Engage community networks established under various programs (GIZ, CoE, OSCE, Counterpart Int’l, etc.)  | Project Coor dinat or  | DG Portfolio Analyst  |   |   |

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| 4. Major natural disaster, e.g. earthquake may disrupt the process  | 10/30/2014  |  | I = 4 P=1  | Potential need for deviation from the original plan for the project implementation due to possible transfer of attention (human and financial resources) to the emergency response and early recovery efforts The ongoing DRR programme in UNDP Armenia can provide expertise.  | Project Coor dinat or  | DG Portfolio Analyst  |   |   |

# Management Arrangements

As reflected in the joint Programme document, UNDP Project on “Women in Local Democracy” will be implemented in the framework of the SDC-envisaged “one-window” approach, with GIZ as the leading implementing agency in coordinating and streamlining the single intervention lines of SDC’s portfolio in local governance, under one umbrella MoU.

UNDP will sign a separate cost-sharing agreement with the SDC, while the annual work plans will be signed with the Ministry of Territorial Administration.

UNDP will submit regular written updates on Project progress (e.g. quarterly) as well as annual and end of Project reports that will be combined into a consolidated report by the SDC office in Armenia. Reporting format will be discussed and decided with the Programme partners (GIZ, CoE, UNDP, ASIF) to ensure compatibility of reports with them, and synchronization of approaches to reporting between the main co-funders (BMZ, SDC, USAID).

In mid-2016 a mid-term review will be conducted.

“Women in Local Democracy” Project will be implemented by UNDP under the Support to National Implementation Modality. The Ministry of Territorial Administration, as the implementing agency will assume the overall management of the Project and will be responsible for the attainment of Project objectives, including activity planning; supervision of the Project implementation and financial accountability; the assessment of progress and technical quality; reporting to the Executing and Funding Agencies; participation in monitoring and evaluation; and institutionalization of results.

**Programme Coordination and Steering**:Given the complexity of the context and the built-in interlinks between the different components (outcomes) of the SDC Programme, **all implementers** (GIZ, CoE, UNDP, ASIF) and the **MTAES** will be brought under one **umbrella MoU** or any other type of joint declaration in order to assure coordinated programme implementation. The interval (e.g. quarterly) and format of **coordination meetings among implementers** (incl. MTAES) are defined in the weeks following signature of the individual contracts, under the leadership of GIZ. A **Programme Steering Committee** will be established. The Terms of Reference of the Steering Committee to be drawn at the beginning of the Programme, will stipulate the rights and responsibilities of the members. The Steering Committee will meet at least once a year.

**UNDP Project Time Frame:** UNDP “Women in Local Democracy” Project will be implemented during the period of December 2014 – December 2016.

# I. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

* On a semi-annual 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 Manager to facilitate tracking and resolution of potential problems or requests for change, when necessary during the Project implementation period.
* Based on the initial risk analysis submitted (see 2.6), 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, annual Progress Reports as well as regular (e.g. quarterly) written updates on Project progress shall be submitted by the Project Manager, using the format agreed upon with the partners.
* A Lesson-learned log shall be filled in when necessary to ensure learning and adaptation within the organization, and to facilitate the preparation of the Lessonslearned Report at the end of the Project, if necessary
* A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
* On-going site visits will be conducted by both Project Team and Project Assurance to monitor implementation and address current issues.

**Quality Management for Project Activity Results**

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| **OUTPUT 1:** **UNDP Country Programme Output 2.1.3** Increased national and local capacities to ensure gender equality and the empowerment of women |
| **Activity Result 1** **(Atlas Activity ID)**  | **Increased Leadership Capacity of Women** | Start Date: 10.12. 2014 End Date: 31.12.2016  |
| **Description**  | *Action 1.1 Preparation for series of trainings for identified pool of women on leadership-related topics: TAR reform, public policy analysis, community development, critical thinking, gender equality, rule of law, strategic planning, etc.*  *Action 1.2. Identification and capacity development of women to serve as mentors and trainers through TOT process. Mentorship in the areas of women rights, participatory processes on community and marz level.* *Action 1.3. Providing framework and opportunities for women to manifest leadership in action, such as organization of campaigns on local level, intercommunity networking, facilitating publicprivate partnership on local level, social entrepreneurship and other initiatives.(starts from 2015)*  *Action 1.4 Establishment of new and/or empowerment of existing inter-community and national platforms and “forums” to engage women leaders in a dialogue over formulation and implementation of national reforms, including TAR, gender-sensitive legislation, other development priorities. (starts from 2015)*   |
| **Quality Criteria** *How/with what indicators the quality of the activity result will be measured?*   | **Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*   | **Date of Assessment** 15.12.2015 15.12.2016 |
| At least 80% of women confirm usefulness and practical application of trainings and consultative support as “useful” and “very useful”   | Review respective official documentations/statistics End-training assessments and feedback forms  |
|   |
| **Activity Result 2** **(Atlas Activity ID)**  | **Increased Participation of Women in Local Elections**  | Start Date: 10.12.2014 End Date: 31.12.2016  |
| **Description**  | *Action 2.1 Outreach activities to identify women interested in running for local elections.(starts from 2015)* *Action 2.2 Development of methodology for targeted trainings and consultancy for the pool of potential women candidates, including young women, on: electoral mechanisms, how to run campaign, work with constituency, etc.* |
| **Quality Criteria** *How/with what indicators the quality of the activity result will be measured?*  | **Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*  | **Date of Assessment** *When will the assessment of quality be performed?*  |
| Representation of female community heads and members of local councils in two marzes increased by 10% by end 2016.  | Review reference documents, interviews Records of registration of candidates for municipal and local elections Official record of results of municipal and local elections  | 15.12.2015  15.12.2016  |
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| **Activity Result 3** **(Atlas Activity ID)**  | **TAR Process Implemented with Gender Prism**  | Start Date: 10.12.2014 End Date: 31.12.2016  |

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| **Description**  | *Action 3.1 Backstopping MTAES and other agencies to ensure gender-responsiveness of the TAR and community clustering frameworks (to be continued in 2015 and 2016).* *3.1.1 Provide technical support to MTAES 'reform cell" on gender aspect of the TAR and community clustering reform.*  *3.1.2. Support participatory discussions with municipalities and community reps.*  |
| **Quality Criteria** *How/with what indicators the quality of the activity result will be measured?*  | **Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*  | **Date of Assessment** *When will the assessment of quality be performed?*  |
| National and local fora to discuss gender and inclusive governance related issues among respective duty-bearers, rightsholders and civil society established.  | Reference documents, minutes, MTAES website, media sources  | 15.12.2015 15.12.2016  |
|   |   |   |
| **Activity Result 4** **(Atlas Activity ID)**  | **Increased Engagement in TAR process**  | Start Date: 10.12.2014 End Date: 31.12.2016  |
| **Description**  | *Action 4.1 Support MTAES to organize events and develop resources/materials on the proposed TAR process, benefits and risks targeting both women and men.* *Action 4.2 Support implementation of TAR and community clustering reform with application of innovative methods and techniques using social media, web-based platforms, mobile technologies, etc.*   |
| **Quality Criteria** *How/with what indicators the quality of the activity result will be measured?*  | **Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*  | **Date of Assessment** *When will the assessment of quality be performed?*  |
| 100% of “pilot’ municipalities and at least 20% of other in the regions of Syunik and Vayots Dzor covered by project activities.   | Reference documents, minutes, MTAES website  | 15.12.2015 15.12.2016  |
| **Activity Result 5** **(Atlas Activity ID)**  | **Programme Implementation, Monitoring and Evaluation**  | Start Date: 10.12.2014 End Date: 31.12.2016  |
| **Description**  | *Action 5.1* 5.1.1 Conduct effective coordination, administration and monitoring of project activities. 5.1.2 Prepare and submit all necessary reports as well as the project-management related documents, maintain project’s risk/issue logs and the results matrices. 5.1.3 Conduct regular monitoring visits and inform respective stakeholders on observations.  |
| **Quality Criteria** *How/with what indicators the quality of the activity result will be measured?*  | **Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*  | **Date of Assessment** *When will the assessment of quality be performed?*  |
| Annual works plans are delivered and the reports submitted  | Steering Committee meeting minutes, Outcome Board Meeting, Progress Reports, UNDP web site  | 15.12.2015 15.12.2016  |

# LEGAL CONTEXT

This document together with the Country Programme Action Plan 2010-2015 (CPAP), signed by the Government and UNDP, which is incorporated by reference, constitute a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); all CPAP provisions apply to this document.

Consistent with Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner. The implementing partner shall:

1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
2. assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution

1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document”.

1. **ANNUAL WORK PLAN BUDGET SHEET**

**Note: The project will start from 10 December 2014. During December 2014 the project will be in start-up period with no budget implications.**

**Year: 2015**

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| **EXPECTED OUTPUTS** *And baseline, associated indicators and annual targets*  | **PLANNED ACTIVITIES** *List activity results and associated actions*  | **TIMEFRAME**  | **RESPO****NSIBLE** **PARTY**  | **PLANNED BUDGET**  |  |
| Q1  | Q2  | Q3  | Q4  | Funding Source  | Budget Description  | Amount  |
| UNDP  | USD  |
| **UNDP Country Programme Output** **2.1.3** Increased national and local capacities to ensure gender equality and the empowerment of women**Baseline:** Representation and meaningful participation of women in decision making is low. There are no female among 10 Governors (Marzpets) and there is 1 female Deputy Governor (Deputy Marzpets) among 21. There are no female among 48 City Mayors; in average, females constitute about 0.5% of the city council members (Avagani). 2.6% of the village community leaders are females. Իn average, females constitute less than 7% of the village council members. **Indicators:** 1. Share of municipalities in Syunik and Vayots Dzor covered by women empowerment activities.
2. Number of representatives of duty-bearers, civil society and the media trained on governance related topics (TAR reform, policy analysis, gender equality, etc.)
3. Percentage of female beneficiaries assessing capacity development, trainings, mentoring, and opportunities to manifest leadership in action as “useful” and “very useful”
4. Number of knowledge products (manuals, guidelines, white papers for MTAES, training kits) prepared.
5. Number of women

(disaggregated by age groups) who run for LSG elections and  | **Activity 1.** **Result: 1. Increased Leadership Capacity of Women** *Action 1.1 Preparation for series of trainings for identified pool of women on leadership-related topics: TAR reform, public policy analysis, community development, critical thinking, gender equality, rule of law, strategic planning, etc.*  *Action 1.2. Identification and capacity development of women to serve as mentors and trainers through TOT process. Mentorship in the areas of women rights, participatory processes on community and marz level.*  *Action 1.3. Providing framework and opportunities for women to manifest leadership in action, such as organization of campaigns on local level, intercommunity networking, facilitating publicprivate partnership on local level, social entrepreneurship and other initiatives.*  *Action 1.4 Establishment of new and/or empowerment of existing inter-community and national platforms and “forums” to engage women leaders in a dialogue over formulation and implementation of national reforms, including TAR, gendersensitive legislation, other development priorities*  | x  | x  | x  | x  | UNDP   | SDC          | 71400 – Contr. Serv.– Ind. – PE 71600 – Travel 72100 – Contractual Serv.-Comp. 72700 – Hospitality 74200 – Audio Visual Print. Prod. 74500 – Miscellaneous Expenses **75100 – Facilities and Adm. 8%**              | 4,000.00 2,840.00 39,000.00 500.00 500.00 150.00 **3,759.20**  |
| **Activity 1 Sub Total:**  | **50,749.20**  |
| **Activity 2.** **Result: Increased Participation of Women in Local Elections**  *Action 2.1 Outreach activities to identify women interested in running for local elections* (to be continued in 2016)  *Action 2.2 Development of methodology for targeted trainings and consultancy for the pool of potential women candidates,*  | x  | x  | x  | x  | UNDP   | SDC          | 71400 – Contr. Serv.– Ind. – PE 71600 – Travel 72100 – Contractual Serv.-Com. 72700 – Hospitality 74200 – Audio Visual Print. Prod. 74500 – Miscellaneous Exp. **75100 – Facilities and Admin. 8%**  | 4,000.00 650.00 25,000.00 200.00 500.00 131.40 **2,438.60**   |

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| the number of women who passed through LSG elections in two marzes  **Targets:** 1. 100% of “pilot’ municipalities and at least 20% of other in the regions of Syunik and Vayots Dzor covered by project activities.
2. At least 80% of women confirm usefulness and practical application of trainings and consultative support as “useful” and “very useful”
3. Representation of female community heads and members of local councils in two marzes increased by at least 10% by end 2016.
4. National and local fora to discuss gender and inclusive governance related issues among respective duty-bearers, rights-holders and civil society established.

   **Related CP outcome:** *Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights.*  | *including young women, on: electoral mechanisms, how to run campaign, work with constituency, etc.*  |  |  |  |  |  |   |   |  |
|  |  |  |  |  |  |  |  **Activity 2 Sub Total:**  | **32,920.00**  |
| **Activity 3.** **Result: TAR Process Implemented with Gender Prism** *Action 3.1 Backstopping MTAES and other agencies to ensure gender-responsiveness of the TAR and community clustering frameworks (to be continued in 2016).* 3.1.1 Provide technical support to MTAES 'reform cell" on gender aspect of the TAR and community clustering reform. 3.1.2. Support participatory discussions with municipalities and community reps.  | x  | x  | x  | x  | UNDP   | SDC          | 71400 – Contr. Serv.– Ind. – PE 71600 – Travel 72100 – Contractual Serv.-Com. 72700 – Hospitality 74200 – Audio Visual Print Prod. 74500 – Miscellaneous Exp. **75100 – Facilities and Admin. 8%**   | 4,000.00 200.00 30,000.00 300.00 250.00 124.70 **2,790.00**    |
|  |  |  |  |  |  |  | **Activity 3 Sub Total:**  | **$37,664.70**  |
| **Activity 4.** **Result: Increased Engagement in TAR process** *Action 4.1: Support MTAES to organize events and develop resources/materials on the proposed TAR process, benefits and risks targeting both women and men.* *Action 4.2 Support implementation of TAR and community clustering reform with application of innovative methods and techniques using social media, web-based platforms, mobile technologies, etc.*  | x  | x  | x  | x  | UNDP   | SDC          | 71400 – Contr. Serv.– Ind. – PE 71600 – Travel 72100 – Contractual Serv.-Com. 72700 – Hospitality 74200 – Audio Visual Print Prod. 74500 – Miscellaneous Exp. **75100 – Facilities and Admin. 8%**  | 4,000.00 100.00 4,500.00 100.00 200.00 97.55 **719.90**  |
|  |  |  |  |  |  |  | **Activity 4 Sub Total:**  | **9,717.45**  |
| **Activity 5.** **Result: Programme Implementation, Monitoring and Evaluation** *Action 5.1* 5.1.1Conduct effective coordination, administration and monitoring of project activities. 5.1.2 Prepare and submit all necessary reports as well as the project-management related documents, maintain project’s risk/issue logs and the results matrices. 5.1.3 Conduct regular monitoring visits and inform respective stakeholders on observations. | x  | x  | x  | x  | UNDP   | SDC          | 71400 – Contr. Serv.– Ind. – PC 71400 – Contr. Serv.– Ind. – PA 71400 – Contr. Serv–Ind.–Dr 72500 - Supplies 72700 – Hospitality 73300 – Rental and Maintenance of Information Technology  Equipment **75100 – Facilities and Admin. 8%**    | 19,360.00 11,704.00 7,000.00 200.00 200.00 **2,892.00** **3,308.65**   |
|  |  |  |  |  |  |  | **Activity 5 Sub Total:**  | **44,664.65**  |
| 2015 SDC TOTAL  |  |  |  |  |  |  |  |  | **175,716.00**  |

1. **ANNUAL WORK PLAN BUDGET SHEET**

**Year: 2016**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS** *And baseline, associated indicators and annual targets*  | **PLANNED ACTIVITIES** *List activity results and associated actions*  | **TIMEFRAME**  | **RESPO****NSIBLE** **PARTY**  |  | **PLANNED BUDGET**  |
| Q1  | Q2  | Q3  | Q4  | Funding Source  | Budget Description  | Amount  |
| UNDP  | USD  |
| **UNDP Country Programme Output** **2.1.3** Increased national and local capacities to ensure gender equality and the empowerment of women**Baseline:** Representation and meaningful participation of women in decision making is low. There are no female among 10 Governors (Marzpets) and there is 1 female Deputy Governor (Deputy Marzpets) among 21. There are no female among 48 City Mayors; in average, females constitute about 0.5% of the city council members (Avagani). 2.6% of the village community leaders are females. Իn average, females constitute less than 7% of the village council members. **Indicators:** 1. Share of municipalities in Syunik and Vayots Dzor covered by women empowerment activities.
2. Number of representatives of dutybearers, civil society and the media trained on governance related topics (TAR reform, policy analysis, gender equality, etc.)
3. Percentage of female beneficiaries assessing capacity development, trainings, mentoring, and opportunities to manifest leadership in action as “useful” and “very useful”
4. Number of knowledge products (manuals, guidelines, white papers for MTAES, training kits) prepared.
5. Number of women (disaggregated by age groups) who run for LSG elections and the number of women who passed through LSG elections in two marzes

 **Targets:**  | **Activity 1.** **Result: 1. Increased Leadership Capacity of Women** *Action 1.1 Preparation for series of trainings for identified pool of women on leadership-related topics: TAR reform, public policy analysis, community development, critical thinking, gender equality, rule of law, strategic planning, etc.*  *Action 1.2. Identification and capacity development of women to serve as mentors and trainers through TOT process. Mentorship in the areas of women rights, participatory processes on community and marz level.*  *Action 1.3. Providing framework and opportunities for women to manifest leadership in action, such as organization of campaigns on local level, intercommunity networking, facilitating publicprivate partnership on local level, social entrepreneurship and other initiatives.*  *Action 1.4 Establishment of new and/or empowerment of existing inter-community and national platforms and “forums” to engage women leaders in a dialogue over formulation and implementation of national reforms, including TAR, gendersensitive legislation, other development priorities*  | x  | x  | x  | x  | UNDP   | SDC          | 71400 – Contr. Serv.– Ind. – PE 71600 – Travel 72100 – Contractual Serv.-Comp. 72700 – Hospitality 74200 – Audio Visual Print. Prod. 74500 – Miscellaneous Expenses **75100 – Facilities and Adm. 8%**              | 7,680.00 1,500.00 44,000.00 200.00 800.00 212.50 **4,351.40**  |
|  |  |  |  | **Activity 1 Sub Total:**  |  **58,743.90**  |
| **Activity 2.** **Result: Increased Participation of Women in Local Elections**  *Action 2.1 Outreach activities to identify women interested in running for local elections* (to be continued in 2015-2016) *Action 2.2 Development of methodology for targeted trainings and consultancy for the pool of potential women candidates, including young women, on: electoral mechanisms, how to run campaign, work with constituency, etc.*  | x  | x  | x  | x  | UNDP   | SDC         | 71400 – Contr. Serv.– Ind. – PE 71600 – Travel 72100 – Contractual Serv.-Com. 72700 – Hospitality 74200 – Audio Visual Print. Prod. 74500 – Miscellaneous Exp. **75100 – Facilities and Admin. 8%**   | 7,680.00 1,000.00 8,500.00 200.00 800.00 150.00 **1,466.40**    |
|  |  |  |  |  **Activity 2 Sub Total:**  | **19,796.40**  |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. 100% of “pilot’ municipalities and at least 20% of other in the regions of Syunik and Vayots Dzor covered by project activities.
2. At least 80% of women confirm usefulness and practical application of trainings and consultative support as “useful” and “very useful”
3. Representation of female community heads and members of local councils in two marzes increased by at least 10% by end 2016.
4. National and local fora to discuss gender and inclusive governance related issues among respective dutybearers, rights-holders and civil society established.

  **Related CP outcome:** *Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights.*  | **Activity 3.** **Result: TAR Process Implemented with Gender Prism** *Action 3.1 Backstopping MTAES and other agencies to ensure gender-responsiveness of the TAR and community clustering frameworks (to be continued in 2015 and 2016).* 3.1.1 Provide technical support to MTAES 'reform cell" on gender aspect of the TAR and community clustering reform. 3.1.2. Support participatory discussions with municipalities and community reps.  | x  | x  | x  | x  | UNDP   | SDC          | 71400 – Contr. Serv.– Ind. – PE 71600 – Travel 72100 – Contractual Serv.-Com. 72700 – Hospitality 74200 – Audio Visual Print Prod. 74500 – Miscellaneous Exp. **75100 – Facilities and Admin. 8%**   | 7,680.00 1,000.00 2,320.00 200.00 750.00 200.00 **972.00**     |
|  |  |  |  |  |  |  | **Activity 3 Sub Total:**  | **13,122.00**  |
| **Activity 4.** **Result: Increased Engagement in TAR process** *Action 4.1: Support MTAES to organize events and develop resources/materials on the proposed TAR process, benefits and risks targeting both women and men.* *Action 4.2 Support implementation of TAR and community clustering reform with application of innovative methods and techniques using social media, web-based platforms, mobile technologies, etc.*  | x  | x  | x  | x  | UNDP   | SDC          | 71600 – Travel 72100 – Contractual Serv.-Com. 74200 – Audio Visual Print Prod. 74500 – Miscellaneous Exp. **75100 – Facilities and Admin. 8%**  | 500.00 800.00 750.00 122.20 **173.80**  |
|  |  |  |  |  |  |  | **Activity 4 Sub Total:**  | **2,346.00**  |
| **Activity 5.** **Result: Programme Implementation, Monitoring and** **Evaluation** *Action 5.1* 5.1.1Conduct effective coordination, administration and monitoring of project activities. 5.1.2 Prepare and submit all necessary reports as well as the project-management related documents, maintain project’s risk/issue logs and the results matrices. 5.1.3 Conduct regular monitoring visits and inform respective stakeholders on observations. | x  | x  | x  | x  | UNDP   | SDC          | 71400 – Contr. Serv.– Ind. – PC 71400 – Contr. Serv.– Ind. – PA 71400 – Contr. Serv–Ind.–Dr 72500 – Supplies 72700 – Hospitality 73300 – Rental and Maintenance of Information Technology  Equipment 74100 – Professional Services 74500 – Miscellaneous Exp. **75100 – Facilities and Admin. 8%**    | 22,465.00 11,985.00 6,862.60 300.00 100.00 2,892.00  1,800.00 147.00 **3,724.10**   |
|  |  |  |  |  |  |  | **Activity 5 Sub Total:**  | **50,275.70**  |
| 2016 SDC TOTAL  |  |  |  |  |  |  |  |  | **144,284.00**  |