United Nations Development Programme
Country: Armenia
Annual Work Plan/Project Document

UNDAF Outcome 2: Democratic governance is strengthened by improving accountability, promoting institutional and capacity development and expanding people's participation.

Expected CP Outcome 2.3: Communities and people have the capacities to claim their rights and participate in decision making processes.

Expected CP Output 2.3.1: Mechanisms to ensure CS participation in the development, implementation and monitoring of strategic policies/programs at all levels developed.

Implementing partner: UNDP

Responsible Party: UNDP

Brief Description

UNDP Armenia will apply its *skills in adaptive management* to crowdsource ideas for addressing corruption across Armenia. It will use ideas and small-scale social projects generated through this process to actively engage citizens in combating corruption. In particular, the project will deliver (i) at least three ATI projects (Accountability, Transparency, Integrity) jointly designed and delivered by the government, CSOs and activists; (ii) synergies developed between the ATI projects and the activities under the national ATI framework. This will contribute to the following results: (i) citizens are involved in the implementation of ATI efforts; (ii) public policy is informed by citizen action and advocacy; (iii) a greater sense of *agency* will be developed among participating citizens.

Programme Period:	2010-2015
CPAP	Democratic Governance
Programme Component:	**Strategic Plan 2014-2017 Outcome 2; Output 2.2, Ind 2.2.2**
Projects Title(s):	ATI through Social Innovation
Atlas Award/Project ID:	00079530 - 00089501
Start date:	21 April 2014
End Date:	31 December 2015

Total resources required:	**$80,000.00**
Total allocated resources:	
• Regular	**$.00**
• DGTTF/PACDE	**$80,000.00**
• Government	$0.00
Unfunded budget:	$0.00
In-kind Contributions:	
2014 budget:	
• Regular	$.00
• DGTTF/PACDE	$48,000.00
• Government	$0.00
2015 budget:	
• Regular	$.00
• DGTTF/PACDE	$32,000.00
• Government	$0.00

Implementing Partner:

Name: Bradley Busetto
Title: UNDP Resident Representative

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signature   date

I.   ANNUAL WORK PLAN

Year: 2014

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSI-BLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
CP Outcome 2.3: ***Communities and people have the capacities to claim their rights and participate in decision making processes.*** **Output 2.3.1** Mechanisms to ensure CS participation in the development, implementation and monitoring of strategic policies/programmes at all levels developed. **Project Output:** At least three ATI projects, jointly designed and implemented by the government, CSOs and activists. Synergies developed between the ATI projects and the national anticorruption framework. **Baseline:** Insufficient level of public and civil society participation in the formulation and monitoring of the national anticorruption framework, due to a lack of tradition and due formats of such engagement. **Indicators:** At least three crowdsourced ATI projects, jointly designed and implemented by citizens, CSOs and the Government, fully aligned with the national ATI framework. **2014 Target:** Pipeline of citizen–led project ideas on ATI established	**Activity 1.** *Result: At least three ATI projects jointly designed and implemented by citizens, CSOs and the Government;* Action 1.1: Online identification of challenges and testing of ideas, including: • Call for ideas; • Screening and selection of ideas; • Rapid development of project prototypes and real-world testing with citizens and public institutions. Action 1.2: Joint monitoring of the implementation of the projects with relevant government counterparts.	X	X	X	X	UNDP	PACDE (Global Thematic Programme on Anti-Corruption for Development Effectiveness)	70000 –Operating Expenditures 71400 - Contractual Services Individuals 71600 - Travel 72400 – Comm. & Audio Visual Equip. 72600 – Grants 73400 – Rent.& Maint. of Other Equipment 74500 – Miscellaneous Expenses **Activity 1 Total:**	15,000.00 9,000.00 500.00 2,000.00 20,000.00 1,000.00 500.00 **48,000.00**
PACDE Total									**48,000.00**

Year: 2015

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSI-BLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
CP Outcome 2.3: *Communities and people have the capacities to claim their rights and participate in decision making processes.* **Output 2.3.1** Mechanisms to ensure CS participation in the development, implementation and monitoring of strategic policies/programmes at all levels developed. **Project Output:** At least three ATI projects, jointly designed and implemented by the government, CSOs and activists. Synergies developed between the ATI projects and activities under the national anticorruption framework. **Baseline:** Insufficient level of public and civil society participation in the formulation and monitoring of the national anticorruption framework, due to a lack of tradition and due formats of such engagement. **Indicators:** At least three crowdsourced ATI projects, jointly designed and implemented by citizens, CSOs and the Government, fully aligned the national ATI framework. **2015 Target:** Citizens' ideas incorporated into the national ATI framework.	**Activity 1.** *Result: Synergies developed between at least three of the ATI projects and the national anticorruption framework. ATI lab established within UNDP Armenia.* Action 1.2: Joint monitoring of the implementation of the projects with relevant government counterparts. Action 1.3: Support creation of an ATI lab within UNDP to ensure additional incubation opportunities, based on demand.	X	X	X	X	UNDP	PACDE (Global Thematic Programme on Anti-Corruption for Development Effectiveness)	71300 - Local Consultants 71400 - Contractual Services Individuals 71600 - Travel 72400 – Comm. & Audio Visual Equip. 72600 – Grants 73400 – Rent.& Maint. of Other Equipment 74500 – Miscellaneous Expenses **Activity 1 Total:**	6,000.00 9,000.00 500.00 2,000.00 13,000.00 1,000.00 500.00 **32,000.00**
PACDE Total									**32,000.00**

ATI through social innovation (2014-2015)

Description of Project	**Background and situation analysis:**
	The Government of Armenia has initiated consultations with stakeholders concerning an anti-corruption strategy for the years 2014-2017. It also plans to launch an institution mandated to address corruption across the public sector. At this early stage, there is neither clarity on the nature of the strategy, nor on the nature of the institution. The Government currently favours a decentralised strategy, with anticorruption activities captured within discrete sector-based strategies, over a holistic strategy under the Prime Minister's Office. But at the time of writing no decision has been taken favouring either option. The formulation process of the anti-corruption strategy is scheduled to conclude by the end of the second quarter 2014.

The previous anti-corruption strategy (2009-2012) was widely considered to be ineffective. The stakeholder meeting at the conclusion of the strategy's timeframe highlighted this perception in being closed to the public and "off-the-record". Due to the perceived weaknesses with the previous strategy, there is a greater degree of focus on the upcoming strategy and stronger political will behind its implementation, in whatever form this takes. This represents a clear opportunity for UNDP to bring citizens' voices and ideas into the implementation of the strategy.

Based on previous experience, UNDP Armenia has demonstrated its ability to facilitate the up scaling of ATI (Accountability, Transparency, Integrity) initiatives, developed by social innovators, in the public sector.

In exploring methods to stimulate social innovations, UNDP Armenia hosted two Social Innovation Camps, branded locally as Mardamej (the event in 2012 was hosted with the support of PACDE). The events were successful in developing micro-projects conceived, designed and implemented by volunteers. The action-orientation of the events enabled quick prototyping, testing and implementation of the social projects. UNDP then leveraged its relationships with the Government to scale-up the initiatives and ensure their sustainability.

Example projects developed and implemented by youth volunteers under Mardamej (2011 and 2012):

- the digitization of Armenia's blood registry (a good example of youth incubating new models of public services);
- a web platform for monitoring corruption in higher education (a good example of crowd-sourcing corruption cases through social media);
- a hyper-local media website;

Based on UNDP's previous work, the demand for additional incubation initiatives to combat corruption has grown significantly. UNDP has also found that its long-standing relationships with the national counterparts in Armenia have been pivotal in ensuring the sustainability of the initiatives developed under the previous incubation cycles. It is UNDP alone that can generate the political windows of opportunity for these initiatives to flourish.

It is important that UNDP builds upon the results achieved to date by further supporting the existing initiatives and addressing the increased demand by providing additional incubation opportunities for activists to realise their ideas. |
| | **Objective and justification:** |
| | UNDP Armenia proposes to apply its skills in adaptive management to crowdsource ideas for addressing corruption across Armenia. It proposes to use the ideas and small-scale social projects generated by this process to actively engage citizens in combating corruption.

Based on previous experience with crowdsourcing, UNDP has found that the quality of the ideas received from activists is in proportion to the specificity of the problems defined in the challenge at the start of the incubation cycle. As such, UNDP Armenia proposes to crowdsource ideas which are aligned with the priorities of the national ATI framework. This focused approach ensures that the ideas and small-scale social projects generated by the incubation cycle are applicable to the Government's agenda for ATI, and thus are more likely to achieve scale and sustainability. |

	Project activities:
	
	2014
	
	The incubation cycle:
	• Online challenges requesting ideas to address corruption;
	• 'Itch' workshops for vulnerable/marginalised stakeholders, bringing their voices into the discourse;
	• Screening and selection of the best ideas;
	• Prototyping workshops in order to quickly develop and test the selected ideas;
	• Network the best projects to help them reach scale and sustainability, including:
	    o Grant investment from UNDP;
	    o Meetings with relevant government officials in order to inform policy;
	2015
	
	• Additional support to the projects generated during the previous year, especially focused on monitoring and generating synergies with activities under the national ATI framework, thus ensuring the sustainability of the ventures developed by the incubation cycle;
	• Establishment of an ATI lab within UNDP to ensure additional incubation opportunities, based on demand.

	Project outputs: • At least three ATI projects, jointly designed and implemented by the government, CSOs and activists; • Synergies developed between the ATI projects and activities under the national ATI framework.
	Results and Impact: • Citizens involved in the implementation of ATI efforts; • Public policy informed by citizen action and advocacy; • A greater sense of agency among participating citizens.
Project partners	Youth participants; Civil society organisations – Transparency International; Eurasia Partnership Foundation; Open Society Foundation; Caucasus Institute; Government of Armenia – including Ministry of Justice; Ministry for Territorial Administration; The Commission on Ethics of High-Ranking Officials of Armenia
Budget of project	80,000 USD, Global Thematic Programme on Anti-Corruption for Development Effectiveness