

UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT**“Accountable Institutions and Human Rights Protection in Armenia” Project****Project Title:** Accountable Institutions and Human Rights Protection in Armenia**Project Number:** 00122148, Output IDs: 00128989 (Human Rights), 00129003 (Police Reform), 00129004 (Constitutional Reform)**Implementing Partner:** United Nations Development Programme**Start Date:** 20.05.2021 **End Date:** 19.05.2023 **PAC Meeting date:** 02.11.2021**Brief Description**

The Project is designed to support the Government of Armenia (GoA) efforts towards inclusive, accountable and effective service delivery in the field of rule of law, security, enhanced human rights protection and Constitutional reform. It is aimed to strengthen rights-based approach in public service to safeguard protection, equality and inclusiveness, in line with the EU-GoA Financing Agreement “Comprehensive and Enhanced Partnership Agreement (CEPA) Reform Facility”. This engagement will contribute to implementation of CEPA provisions and implementation of the roadmap, adopted by the GoA in the areas of rule of law and respect for human rights and fundamental freedoms. The focus will be placed on good governance, non-discrimination and gender equality, rights of persons belonging to minorities, justice and security reform. The Project will equally contribute to implementation of the Agenda 2030, focusing on Sustainable Development Goal (SDG) 16 (peace and strong institutions), SDG 10 (reduced inequalities) and SDG 5 (gender equality).

The Project objectives will be implemented through three components, based on the most imminent national reform priorities in these fields.

Human Rights Component implemented by UNDP, UNICEF and UNFPA will focus on (i) capacity building of the Office of the Human Rights Defender (HRDO) and Office of the Representative before the European Court of Human Rights (ECtHR), (ii) promotion of human rights awareness and education, (iii) improved Human Rights Action Plan monitoring and evaluation mechanisms.

Police Reform Component implemented by UNDP and OSCE, in close cooperation with the Ministry of Justice (MoJ) and Police, will support implementation of the ongoing Police Reforms, with a special emphasis on the reform of the educational system.

Constitutional Reform Component implemented by UNDP will contribute to advancement of Constitutional Reform through empowerment of key national stakeholders, provision of expert advice and best practices.

The Project will be implemented in close cooperation with the HRDO, MoJ, the Police, Office of the Representative before the ECtHR, Ministry of Labour and Social Affairs (MoLSA) and the civil society.

<p>Expected UNSDCF6/CP Outcome 3: People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all.</p> <p>Expected CPD Output 3.2: Capacities, functions and financing of rule of law, national human rights institutions/systems strengthened to protect human rights, expand access to justice and combat discrimination, with a focus on women and marginalized groups (IRRF 2.2.3).</p> <p>Indicative Output(s) with gender marker: Gen 2</p>	Total resources required:	USD 2,444,753
	Total resources required for UNDP activities:	USD 1,842,808
	Total resources allocated:	USD 2,444,753 UN Contribution: USD 84,553 Donor: USD 2,360,200
	Total resources allocated for UNDP activities:	USD 1,842,808 UNDP TRAC: USD 50,000 Donor: USD 1,792,808
		Government:
	In-Kind:	
	Unfunded:	

Agreed by

Implementing Partner

Natia Natsvlishvili
UNDP Resident Representative



Date: 15.11.2021

I. DEVELOPMENT CHALLENGE

Following the democratic change brought by the “Velvet revolution” of 2018, the new leadership of Armenia announced commitment for a new comprehensive reform agenda aimed at enhancement of the rule of law, protection of rights, fight against corruption, independent judiciary and good governance. Within this context, the improved quality of the institutions has become key in the reform agenda, and the government embarked on a wide and complex set of reforms proactively looking for solutions that would lead Armenia to a new qualitative level of development with an efficient public sector that respects principles of transparency and participation and is accountable to its citizens. The Armenia transformation agenda is pretty much under the veil of this branding, and so are the 20+ sectoral strategies which are being born and implemented.

More specifically, Armenia Transformation Strategy 2050¹ reflects the strategic vision of the country in a long-run perspective with its 19 mega-goals to be achieved by 2030, centered at: a) educated and skilful citizen, b) human rights and rule of law, c) good public administration, d) new civil servant. Building on [Comprehensive and Enhanced Partnership Agreement](#) (CEPA) and the [Agenda 2030](#), this entails comprehensive reforms in state administration, upholding rule of law, strengthening of judiciary and tackling corruption. This also entails actions encouraging participation, opportunity and fair play that would ensure trusting and collaborative society where individuals feel collective responsibility for their communities, neighbourhoods and the state, and therefore are ready and empowered to engage.

To achieve these goals, the Government of Armenia (GoA) developed a number of policy level strategies and reconfirmed its commitment to promote and protect democratic values. As an overarching framework for the ambitious reform strategy, the Government plea to introduce amendments to the Constitution to back-up the reform agenda was also announced.

The new [Human Rights Strategy and the Action Plan \(HRAP\) 2020-22](#) with stronger monitoring and evaluation (M&E) framework was approved by the Government in December 2019. The Strategy and HRAP are focused on enhanced torture prevention, effective anti-discrimination policy, protective and preventive mechanisms for tackling domestic violence and ensuring gender equality, prevention of hate speech, as well as social and labour rights protection mechanisms. To improve the coordination, reporting and monitoring under the HRAP umbrella, the Ministry of Justice (MoJ), in its turn, launched www.e-rights.am platform.

The [Child Rights Strategy 2017-21](#) served as basis for the 2020 programme of action for the protection of the rights of the child. The Government approved the composition of the National Commission of the Rights of the Child while also adding child rights monitoring as one of its functions. The [2019-21 National Programme and the Action Plan for implementation of the provisions of the Resolution N 1325 of the UN Security Council on Women, Peace and Security](#) was adopted, followed by the [Gender Equality Strategy and Action Plan for 2019-23](#). Other sectoral strategies, including anti-corruption, legal and judicial reforms were approved and put into implementation.

The reform of the law enforcement is another important direction of the institutional changes. In April 2020, the Government approved the [Police Reform Strategy and Action Plan for 2020-22](#). The documents aim at structural changes, including establishment of the Ministry of Interior (Mol), introduction of patrol service and unified operational centre (Q1 2021), increased effectiveness of community policing, investigation, effective mechanisms of maintaining public order, continuous education, transparency and accountability. This reform is built on the major findings of the EU

¹ The presentation of the Armenia Transformation Strategy 2050 is accessible via <https://www.primeminister.am/en/press-release/item/2020/09/21/Nikol-Pashinyan-meeting-Sept-21>

TAIEX assessment mission held in 2019 and the follow-up EU-OSCE mission of early 2020, recommendations received from the civil society as well as international and local experts.

With the objective to promote democracy, good governance and strengthen institutions that protect human rights and fundamental freedoms, the European Union (EU) has continuously supported the GoA to advance its reforms in the fields of economy, justice and public administration. In November 2017, the EU and Armenia opened a new page of cooperation by concluding the CEPA with its full ratification expected in early 2021. The CEPA Implementation Road Map, adopted in 2019 by the Government, highlights the main reforms, sets out the timeline and identifies responsible institutions. It highlights the need for enhancing transparency, accountability, while the effectiveness of public service, protection of human rights and equality before the law are prioritised as a means of creating conditions for free and dignified life of people.

The ongoing EU Human Rights Budget Support Programme started in 2016, provides a key strategic response to the challenges in the human rights protection area by strengthening effective institutional, legal, enforcement and coordination systems in line with national priorities and international commitments of Armenia, including those of United Nations (UN), Council of Europe (CoE) and Organisation for Security and Co-operation in Europe (OSCE).

However, the pace of the ongoing reforms was affected by COVID-19 pandemic and heavy fighting that broke out along the line of contact of the disputed region of Nagorno-Karabakh in September 2020. As a result of a 44-day large scale hostility new pressing needs and priorities emerged with the influx of displaced people and wounded soldiers from the conflict zone which put Armenia's social, health and economic systems under unprecedented pressure. The largely unfavourable outcome of the conflict for Armenia has affected the internal stability, social cohesion and security. In parallel to recovery efforts, the new reality on the ground reinforces the need for stronger and continuous support for comprehensive reforms particularly in the areas of human rights and law enforcement to ensure democratic ambitions are maintained and the much-needed country stability is preserved.

Human Rights

While there is a strong commitment from the Government to improve human rights record, and the country's international ranking has improved, human rights challenges remain. As identified by local and international human rights watchdogs, persons with disabilities (PwDs), or living with HIV/AIDS, women, children, older persons, migrants and refugees, religious minorities and LGBTI persons continue to face discrimination in the absence of a comprehensive anti-discrimination legislation and in respect to employment, occupation and education despite legal protections.² Even with the adoption of legislation on prevention of domestic violence the violence continue to persist in absence of adequate resources, multi-referral mechanisms and support to survivors. Justification of violence against women and "anti-gender" campaigns spread misinformation regarding the issue and hinder its effective prevention. Hate speech and derogatory remarks is a widespread phenomenon manifesting itself in media and political discourse as well.³

Rights of persons in closed institutions, data protection, freedom of expression, freedom from arbitrary deprivation of liberty, torture and inhuman or degrading treatment are legally guaranteed, but inconsistently upheld in practice.⁴ Mistreatment continue to occur in police detention facilities, which, unlike prisons, are not yet subject to public monitoring. Procedural safeguards against

² Freedom House's annual study of political rights and civil liberties on Armenia accessible via <https://freedomhouse.org/country/armenia/freedom-world/2020>; Human Rights Watch 2019 report -<https://www.hrw.org/world-report/2020/country-chapters/armenia>

³ Helsinki Committee of Armenia "Human Rights in Armenia 2019" Annual Report accessible via http://armhels.com/wp-content/uploads/2020/02/Ditord-2020Eng_Ditord-2019arm-2.pdf

⁴ U.S. Department of State 2019 Report on Human Rights Practices: Armenia accessible via <https://www.state.gov/reports/2019-country-reports-on-human-rights-practices/armenia/>

mistreatment during police questioning are still insufficient.⁵ Police officers lack trainings on human rights-based, people-centred and gender-sensitive approaches addressing cases of gender based and domestic violence, rape and sexual assault etc.⁶ As an important step towards prevention of torture in 2020 the Police introduced audio-visual recording system of interviews in 10 pilot stations to be replicated throughout the country by 2022.⁷

Legislation regulating fight against domestic violence and gender-based violence needs to be brought to better compliance with international standards, including criminalisation of the acts of domestic violence.⁸ To overcome challenges in regard to protection and social support of victims of domestic violence, a referral mechanism needs to be established and sufficient state-run shelters need to operationalise to provide assistance to DV victims.

The social and political discontent over the CoE Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention) delays its ratification, despite the expert opinion issued by the European Commission for Democracy through Law (Venice Commission), countering harmful myths and concluding its compliance with the Constitution of the RA.⁹

Violence against children remains a challenge. There is no reporting procedure in place for violence in schools.¹⁰ Though documented in legislation, the state lacks mechanisms for ensuring that the best interests of children are a primary consideration in all decisions concerning them in practice, based on the principles enshrined in the UN Convention on the Rights of the Child ratified by Armenia on 23 June 1993. There is also lack of mechanisms across all institutions for age-appropriate child participation for listening to and involving children in decision-making related to them.

In the framework of the 3rd cycle of the **Universal Periodic Review (UPR)**, which Armenia passed through in January 2020, the members of the Human Rights Council assessed the progress achieved by Armenia in the last 4.5 years. Member States commended Armenia's continued commitment aimed at rule of law, good governance, human rights promotion and protection since the non-violent velvet revolution in 2018. However, concerns regarding protection of rights of vulnerable groups were raised, specifically stressing the necessity of elimination of all forms of discrimination against women, LGBTI persons, children and PwDs; moreover, effective prevention, investigation and prosecution of both gender-based and domestic violence and torture crimes.

To this end, Member States recommended, inter alia, (i) development/adoption of a comprehensive anti-discrimination law with built-in enforcement mechanisms and legal remedies or at least inclusion of sexual orientation and gender identity as protective grounds in the draft law on ensuring equality, (ii) ratification of the Istanbul Convention, International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, Optional Protocol to the Convention on the Rights of the Child on a communications procedure, (iii) capacity building of the judiciary, law enforcement and social workers; provision of adequate support services and shelters to victims/survivors, (iv) organisation of human rights awareness raising campaigns.

⁵ Action Document for "EU for resilient and accountable institutions – police and migration reform and human rights protection in Armenia"

⁶ The Advocates for Human Rights, Human Rights Research Center and The Women's Resource Center Armenia "Stakeholder Report for the United Nations Universal Periodic Review, Armenia" accessible via https://www.theadvocatesforhumanrights.org/uploads/armenia_3rd_cycle_upr_final_cover_page_and_report_3.pdf and OSAC "Armenia 2020 Crime and Safety Report" - <https://www.osac.gov/Country/Armenia/Content/Detail/Report/ec92ebb9-be6a-4328-9e50-18a2c0147aca>

⁷ In implementation of EU Human Rights Budget Support Program Specific condition on torture prevention

⁸ Gap analysis of Armenian criminal law in light of the standards established by the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence accessible via <https://rm.coe.int/gap-analysis-armenian-law-eng/168075bac2>

⁹ Helsinki Committee of Armenia "Human Rights in Armenia 2019" Annual Report accessible via http://armhels.com/wp-content/uploads/2020/02/Ditord-2020Eng_Ditord-2019arm-2.pdf

¹⁰ World Vision "End violence against Children – Progress report (2019, Armenia)" accessible via https://www.wvi.org/sites/default/files/2019-11/Armenia_VAC-Progress-Report-Final_0.pdf

Member States also advised to allocate sufficient and sustainable funding to the Office of the Human Rights Defender (HRDO) and ensure an enabling and protective environment free from threats, harassment or attacks for all human rights defenders, condemning such acts and carrying out a prompt and just investigation once they occur.

————— *Independent and effective fulfilment of the HRDO's mandate* —————

HRDO established in 2004 as a key national institution, has a wide mandate and role in the field of human rights protection. In addition to the Yerevan-based central office, regional field offices have been established with EU and OSCE support since 2013 and they currently operate in Shirak, Gegharkunik, Tavush and Syunik provinces, each employing 2-4 staff.

Up to date the Office implemented a wide scope of activities in the field of legislative reforms, policy formulations, awareness and education, and has been instrumental in terms of monitoring human rights in the time of COVID-19 and in the context of escalation of Nagorno Karabakh conflict.

In 2016, the HRDO became a full member to the European Network of Ombudspersons for Children (ENOC), and a Child Rights Unit was established under the HRDO, to ensure that all areas of Government policies that affect children are in line with the Convention of the Rights of the Child (CRC) and Concluding Observations of the UNCRC.

In 2019 the institution was [reaccredited](#) with the status “A” for full compliance with the Paris Principles¹¹, which is yet another evidence that HRDO enjoys strong institutional and legislative safeguards.

According to the Constitutional Law of 2016, the HRDO has three conventional mandates: (1) National Preventive Mechanism (NPM) provided for by the UN Optional Protocol to the Convention against Torture, (2) independent monitoring mechanism under the UN Convention on the Rights of the Child and (3) independent monitoring mechanism under the UN Convention on the Rights of PwDs. Once the law on “Ensuring Equality”, as a key legal act to ensure equal treatment for all vulnerable groups in line with Armenia’s international legal commitments and the CoE guidelines is adopted, the HRDO will be granted a mandate of the Equality Body.

The new legislative provisions (e.g. educational mandate, financial and institutional guarantees), as well as the capacity-building and awareness-raising activities enhanced operational effectiveness and institutional influence of the HRDO throughout the country.

As of 31 December 2018, the average monthly operation efficiency rate of the HRDO has approximately increased five times in comparison to pre-revolutionary data. In 2018 visits to childcare and protection institutions have increased 11 times, visits to penitentiary institutions have doubled. Meanwhile, in 2019, the number of complaints addressed to the Defender increased by 22% or by 2386 complaints, reaching 13,140 (as compared to 2018, when the HRDO received 10,754 complaints). In 2019, the number of cases that were positively resolved were also increased, reaching 1,593.¹²

————— *Enhanced capacity of the Office of the Representative before the European Court of Human Rights (ECtHR)* —————

The Office of the Representative before the ECtHR was established in August 2019 within the structure of the Prime-Minister’s Office. The Office represents the interests of the Republic of Armenia before the ECtHR, organises the process of execution of judgements, contributes to

¹¹ UN Principles relating to National Human Rights Institutions, adopted on 20 Dec 1993

¹² <http://ennhri.org/rule-of-law-report/armenia/>

implementation of the European human rights standards and upon assignment of the Prime Minister (PM) represents the interests of the RA before other international bodies. Given that the Office is relatively new, it needs to strengthen capacities, explore new tools and methods to operate in full potential, in support of implementation of the ECtHR decisions and enhancing domestic capacity in implementation thereof.

Strengthened capacities of the Office of the Representative before the ECtHR is one of the preconditions for effective implementation of international human rights commitments, policies and legal frameworks.

Police Reform

During the last three decades the institutional system of the Armenian Police has been engaged in transforming from *Soviet militia* to a modern police system. Yet, fundamental reforms are needed to help re-position the Police as a service provider, including through capacity development, improved image of the Police, and increased public trust and confidence. Corruption, ill-treatment of detainees, discrimination, lack of transparency, inadequate training, lack of professionalism, deployment not grounded on evidence-based assessment of threats and needs, services not tailored to the demands and needs of the community, outdated protocols and procedures, among others, have been identified as issues frequently affecting the performance, trust and image of the Police.¹³

According to the Armenia 2020 Crime and Safety report, in comparison with western countries, the Armenian Police forces are rather slow to respond to the offences due to the negative impact mitigation instead of prevention through continuous monitoring and supervision.¹⁴ Cases of violations of the citizens' right to freedom of peaceful assembly continue to be reported.¹⁵ Law enforcement officials are generally not fully equipped with the knowledge and skills necessary to handle gender sensitive cases of (domestic) violence, sexual assault, undermining the effective protection of and vital support provision to the victims/survivors; putting them at even greater risk.¹⁶ Limited investigation techniques and lack of human rights and specialised training programmes, in turn, contribute to persistence of the challenges as stated above.¹⁷

The EU TAIEX assessment mission (2019) and uncovered essential bottlenecks in the current police system identified strategic areas that need to be addressed in the short-medium-long run perspective to bring the Police to a new qualitative institutional level. These key findings and the proposed solutions have been reflected in the Police Reform Strategy and Action Plan for 2020-22.

With a long-term objective of establishing a civilian Mol which will, inter alia, take political and overall functional responsibility over the Police and act as the policy lead of the sector with specific policing and non-policing functions, the proposed project is specifically geared towards improving police service performance through the development of modern institutional capacities and professional competence within the system. It is designed to provide police cadres with knowledge, mechanisms, SOP and tools to perform their duties in compliance with international best practices.

¹³ TAIEX Assessment report

¹⁴ OSAC "Armenia 2020 Crime and Safety Report" - <https://www.osac.gov/Country/Armenia/Content/Detail/Report/ec92ebb9-be6a-4328-9e50-18a2c0147aca>

¹⁵ Freedom House's annual study of political rights and civil liberties on Armenia accessible via <https://freedomhouse.org/country/armenia/freedom-world/2020>

¹⁶ The Advocates for Human Rights, Human Rights Research Center and The Women's Resource Center Armenia "Stakeholder Report for the United Nations Universal Periodic Review, Armenia" accessible via https://www.theadvocatesforhumanrights.org/uploads/armenia_3rd_cycle_upr_final_cover_page_and_report_3.pdf and OSAC "Armenia 2020 Crime and Safety Report" - <https://www.osac.gov/Country/Armenia/Content/Detail/Report/ec92ebb9-be6a-4328-9e50-18a2c0147aca>

¹⁷ *ibid*

Constitutional Reform

The Constitution of the Republic of Armenia adopted through a referendum on 5 July 1995 has undergone two major reform processes over the past 25 years, including the amendments introduced through a referendum on 27 November 2005 and on 6 December 2015. The latest amendments put the country on a course from a semi-presidential system to a parliamentary republic, with the changes taking place during the 2017–18 electoral cycle.

Though the 2015 amendments contained certain improvements in terms of human rights and fundamental freedoms, still new conceptual approaches are required for ensuring constitutional safeguards for the independence and integral entirety of the judicial power, enrooting of administrative justice, ensuring clear functional interrelations among the institutions administering judicial power.

In October 2019 the GoA adopted a comprehensive 2019-23 Strategy and Action Plans for Judicial and Legal Reforms. The Strategy, *inter alia*, calls for large scale constitutional amendments, relating to judicial power and the Constitutional Court, and envisages establishment of an ad hoc government commission to be set up in the first quarter of 2020.

Within this context, on 12 February 2020 PM Pashinyan signed a decision to set up a professional commission on constitutional reforms, approving its composition and staff.¹⁸ The Constitutional Reform Specialised Commission of Armenia (hereinafter Commission) is chaired by the Advisor to the PM and the Representative before the ECtHR. The Commission includes the Minister of Justice, the Head of the Parliamentary Standing Committee on Legal Affairs, the HRDO, one representative from the General Assembly of Judges, two representatives from non-governmental organisations (NGOs), six lawyers and one representative from each of the three parliamentary factions. The Commission has two seats for international partners on a consultative basis.

It had been initially planned that by December 2020 the Commission will submit to the PM a draft concept on proposed key changes, and by 30 June 2021 - the draft constitutional amendments. However, the scope and timelines are to be reviewed given the developments connected with the recent Nagorno-Karabakh conflict.

COVID-19 implications

The unprecedented challenges caused by the COVID-19 outbreak affect a number of human rights, exacerbating the protection of rights of vulnerable or at-risk people. For instance, the NGO-run shelters providing services to domestic violence survivors lack the financial, physical, technological and human resources necessary to support their former and present beneficiaries, locked down at home with the perpetrator, living separately on their own or with children.¹⁹ The number of domestic violence cases has increased. The HRDO during the period of emergency state (from 16.03.2020 to 15.06.2020) received 49 applications on domestic violence matters. In comparison, the number of applications on the same matter for the same period of time last year was 18.

In its turn, the outbreak also revealed deep economic and social inequalities, putting immense pressure on public institutions to mobilise resources in curbing the spread and mitigating the effects while upholding human rights, with the focus on pre-existing vulnerabilities and inequalities. Many children, in particular in rural areas, were deprived of education as they could not follow distance learning school because of lack of internet and appropriate equipment.

Thus, the outbreak emphasised the importance to prioritise collective measures to tackle COVID-19 human rights implications and support advancement of the reforms aimed at empowering

¹⁸ <https://www.e-gov.am/decrees/item/21810/>

¹⁹ Rapid Assessment "Government Response to Domestic Violence During Covid-19 Pandemic: key observations, findings and recommendations"

people to know and claim their rights and increasing the ability, resilience and accountability of individuals and institutions responsible for respecting, protecting and fulfilling these rights.

Nagorno-Karabakh conflict

Hostilities along the line of contact in the Nagorno-Karabakh conflict resumed on 27 September 2020. The European Union, UN, the OSCE Minsk Group Co-Chairs and many international actors called for an immediate cessation of hostilities, de-escalation and strict observance of the ceasefire. On 10 November 2020 the signature of a tripartite statement by the leaders of Armenia, Azerbaijan and the Russian Federation resulted in a ceasefire. However, the overall situation over the Nagorno-Karabakh conflict remains uncertain. Possible deterioration of situation related to ceasefire violations, resumption of hostilities or other politico-military developments in the conflict zone may negatively impact the overall internal stability and the socio-economic situation in Armenia, as well as implementation of the ongoing reform processes. The escalation of the conflict could equally affect the human rights protection system. The strong impact on the socio-economic situation could be exacerbated by a potentially high number of displaced persons, as well as the needs of families and individuals affected by military activities.

II. STRATEGY

The Project is designed to support the Government's strategic reforms towards accountable and effective service delivery in the field of security, human rights and promotion of Constitutional reform. It is aimed at strengthening rights-based approach in public service delivery to safeguard protection, equality and inclusiveness, in line with the principles of CEPA & 2030 Sustainable Development Agenda of leaving no one behind.

The Project outcomes and outputs are aligned with the national priorities and the Financing Agreement "CEPA Reform Facility". This engagement will contribute to implementation of CEPA provisions and implementation of the roadmap, adopted by the GoA in the areas of rule of law and respect for human rights and fundamental freedoms. The focus will be placed on good governance, non-discrimination and gender equality, rights of persons belonging to minorities, justice and security reform. The Project will equally contribute to implementation of the Agenda 2030, focusing on SDG 16 (peace and strong institutions), SDG 10 (reduced inequalities) and SDG 5 (gender equality).

The Project implementation will enhance promotion and protection of human rights, accountability of duty bearers and improve service provision. This will be achieved through formulation and implementation of inclusive policies and monitoring mechanisms as well as strengthening the implementation capacity of key national actors to contribute to long-term positive changes in the society and better right protection.

The main **building blocks** of the Project are:

- Institutional development (support in building capacity of the mandated institutions, developing policies, tools and provision of expertise);
- HR awareness and education (awareness and advocacy campaigns, trainings, curricula/courses development);
- Innovative solutions and data analytics (introduction and use of e-tools, interaction with public, including children, adolescents and youth, transparency and monitoring, behavioral experiments).

The Project's strategy is structured around the main pillars of the human rights-based approach (HRBA) principles: (i) transparency and accountability, (ii) participation and inclusiveness, (iii) non-discrimination and the Project activities stem from these.

The interventions are grouped under the following key components, reflecting the human rights development challenge, ongoing reforms and the work of the law-enforcement.

- Support for the promotion of the capacities of the national human rights institution and other state bodies for better protection of rights of the vulnerable groups;
- Supporting the reforms of the Police, with the particular focus on the rights-based approach and accountability;
- Increasing human rights awareness among the population on the rights and the mechanisms of protection, with the particular focus on vulnerable population;
- Support in implementation and advancement of the Constitutional Reforms.

Key features of Project design

The Project will build on experience of previous and ongoing interventions, conducted/implemented by the EU through its regional programmes and in close cooperation with CEPOL and EUROPOL, EU Member States, three UN agencies, the OSCE and other international actors, inter alia, CoE, International IDEA and US Bureau of International Narcotics and Law Enforcement Affairs (INL).

This Project will also closely complement, coordinate with the grant implemented by the EU Member State(s) 'Support to law enforcement and security reforms in Armenia'. The global objective of this grant is to support Armenia in its Law Enforcement and Security reforms in line with priorities as identified by the CEPA and EU's best practices.

Based on the lessons learnt and best practice from previous work, the proposed activities will complement the results achieved so far, ensuring a bigger impact on policy formulation, better quality of services to be delivered and strengthened synergy in achieving the results.

Under **Human Rights** component, UNDP, UNICEF and UNFPA will provide support to empower and equip the beneficiary institutions with the knowledge and mechanisms to apply a physical and/or remote approach to render their services, monitor and analyse data, promote implementation of the human rights commitments and recommendations, through strengthened accountability mechanisms and stronger engagement with state and non-state actors. Specific focus will be placed on methodological approaches for development of evidence-based strong and documented reports/analyses on human rights situation and sound tools for follow up on implementation of the recommendations, ECtHR judgements and accountability mechanisms. Additionally, the Project will capacitate and expand the regional network of the HRDO with operational solutions to reach out to rural population, especially vulnerable groups. The Project will focus on promoting the rights of vulnerable groups, non-discrimination, prevention of torture and gender-based violence. In light of ensuring equal access to HRDO for all, capacity for a child-friendly complaint mechanism will be strengthened to raise awareness, trust and accessibility of HRDO for children. Special solutions will be explored to facilitate the work of beneficiary institutions in the face of complexities and challenges connected with COVID-19 emergency rapid response.

In partnership with the MoJ, the Project will build on the results achieved under the EU HR Budget Support Programme, with the specific focus on strengthened HRAP M&E mechanisms, capacity of the agencies concerned and implementation of public awareness campaign. Special emphasis will be placed on implementation of the HRAP actions on tolerance and non-discrimination, anti-torture, fair trial, domestic violence and child rights protection in compliance with international commitments, SDGs, ECtHR decisions and HRDO recommendations.

Within the **Police reform** component, in close cooperation with the MoJ and the Police, UNDP and OSCE will support implementation of the ongoing Police reform, with a particular emphasis on the

educational system and awareness raising. As a priority, an overall institutional capacity building for the Police Educational Complex (PEC) will be provided, focusing on Patrol and Community Police training. In this connection, revision and development of curriculum, as well as delivery of on-job training courses is envisaged. It is important to introduce peer to peer training and share best practices in collaboration with similar agencies i.e. EU MSs and other Eastern Partnership countries, as well as ensure the close collaboration with CEPOL and EUROPOL. To further strengthen the Patrol and Community Police operations, support will also be rendered to the well-functioning of the Operations Management Centre, with its analytical capacities and staff qualification being a priority.

Another important area of engagement will be the provision of support in fostering institutional systems and tools for accountability, transparency and integrity of the Police activities as key for successful transformation of the Police from “military closed institution” to an effective public service provider enjoying trust of the population.

Furthermore, the Project will support strengthening of the Police institutional and human resource capacities in dealing with crisis situations to enhance the institutional resilience of the Police and provision of due and citizen-oriented services.

Promotion of gender equality principles through increasing women`s engagement and role in the Police will be promoted as the key element of the reforms that would bring positive changes both within the Police and for the quality of the services, ensuring women`s participation in the high ranking positions. The Project will provide targeted support to make the Police institutionally strong and more gender balanced.

In support of **Constitutional reform efforts**, the Project will assist national partners to design and conduct inclusive, participatory, transparent and nationally owned constitutional reform processes. To this end, support will include organisational strengthening for specialised bodies, responsible for constitutional reform processes (such as constitutional commissions and secretariats); strategic planning and process design, including the development of a constitutional reform roadmap; assistance in designing and implementing public outreach, including civic education and public consultations; advice on international comparative practice regarding substantive constitutional topics (such as power-sharing, federalism/decentralization, the design of the judiciary, human rights, gender equality and public accountability), which can then be contextualized and localised to the Armenian context; strategies and tactics for mitigating or avoiding frequently occurring risks and challenges in constitutional reform processes; and support civil society to participate in the constitution making process, including groups representing women, youth and those marginalized. In providing this comprehensive array of support, UNDP will work with a range of international organisations working on constitutional assistance, including the International Institute for Democracy and Electoral Assistance (International IDEA),²⁰ as well as regional and national organizations.²¹

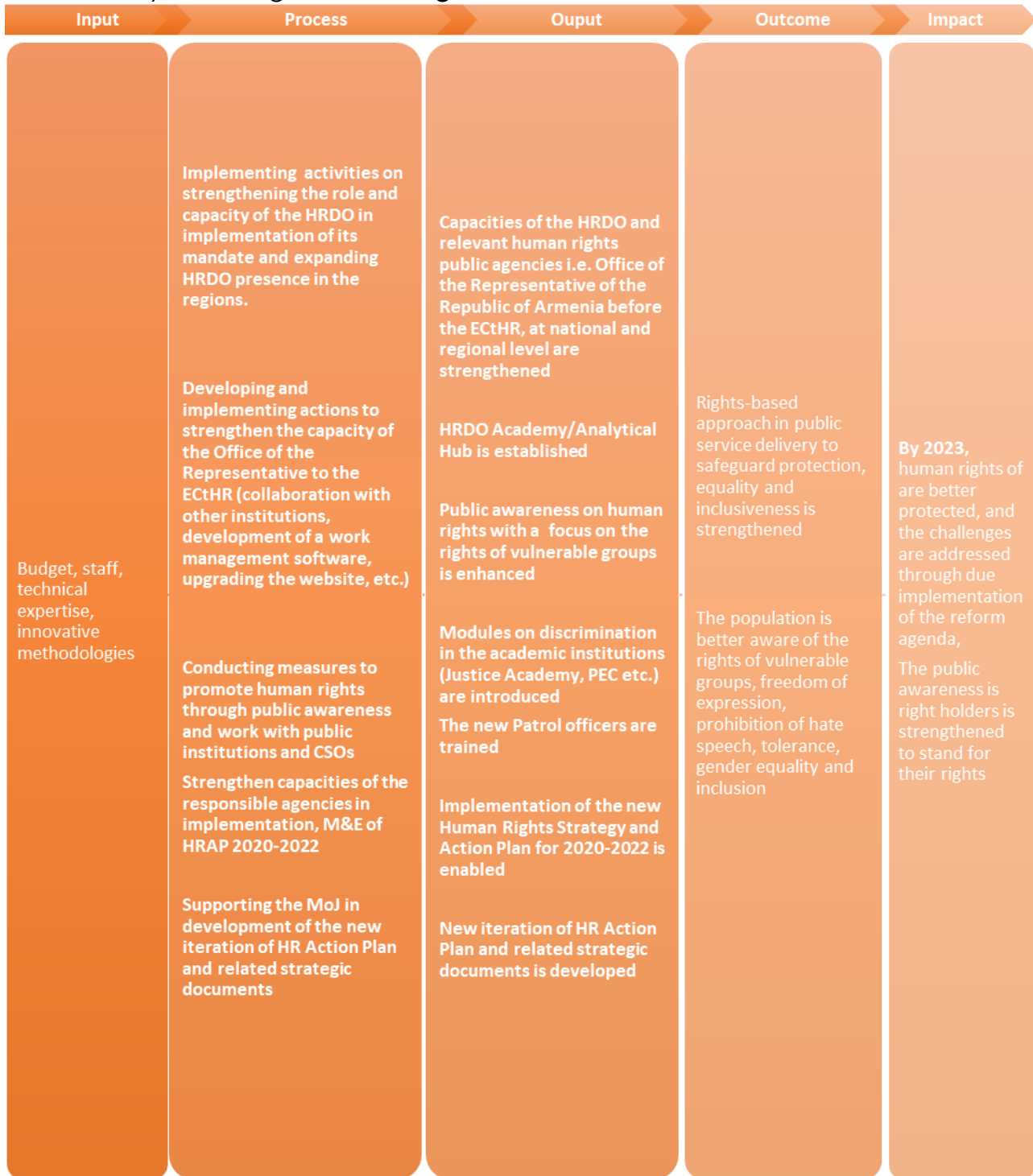
²⁰ <https://www.idea.int>

²¹<https://www.undp.org/content/undp/en/home/ourwork/democratic-governance-and-peacebuilding/inclusive-political-processes/constitutional-reform/>

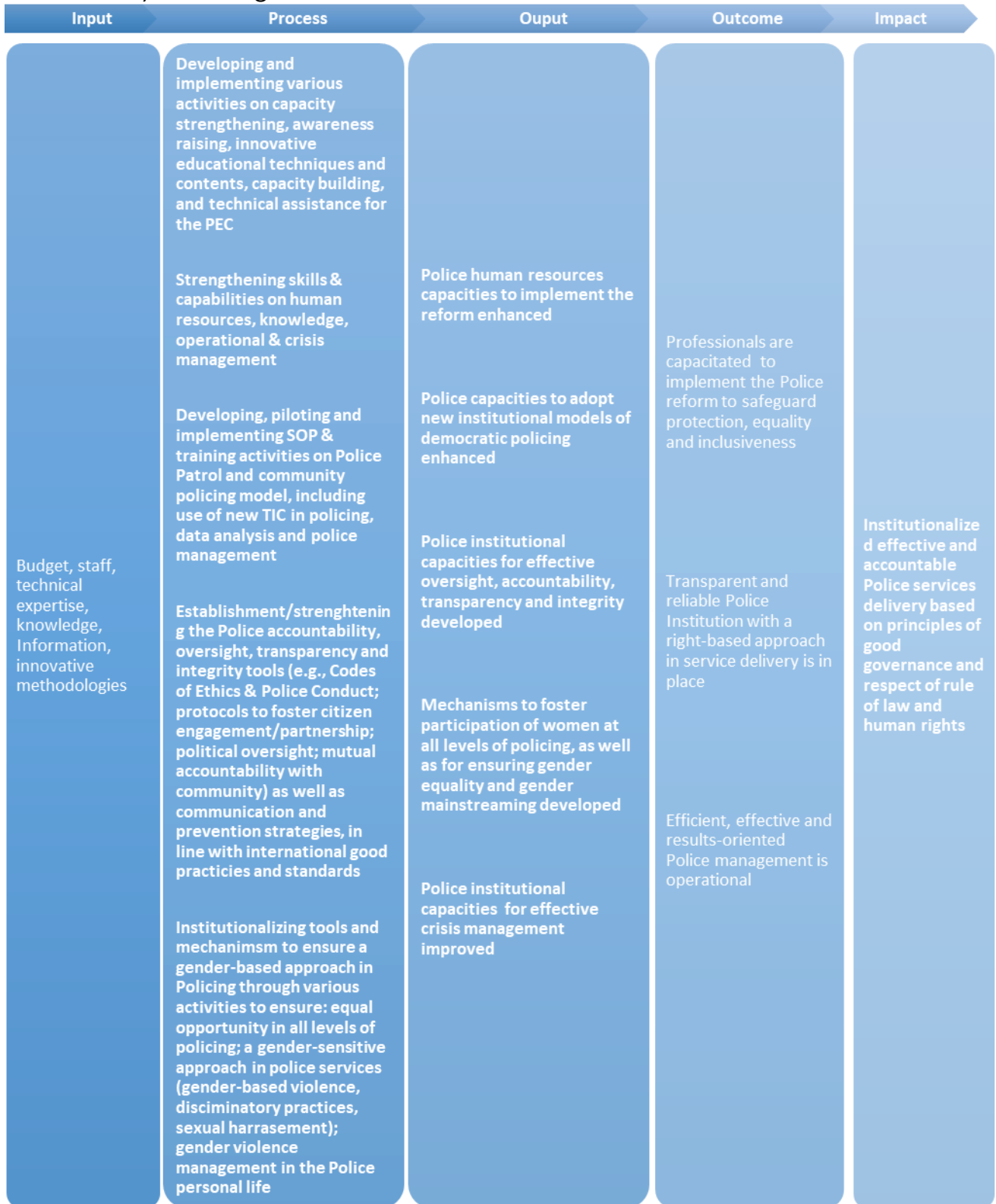
Theory of change is based on the following premises

	HUMAN RIGHTS	POLICE REFORM	CONSTITUTIONAL REFORM
IF:	<ul style="list-style-type: none"> ✓ The political will is in place to implement the national human rights standards and international commitments in the field ✓ The key stakeholders are empowered and equipped with the necessary knowledge and mechanism for rendering human rights protection services, monitor and analyse data ✓ The key stakeholders work to promote human rights and accountability of duty-bearers ✓ The respective policies and strategic documents are implemented in due manner ✓ The human rights and gender equality are mainstreamed into the ongoing and future reform processes 	<ul style="list-style-type: none"> ✓ The police professional capacities to carry on policing services are enhanced ✓ The police are capable to embrace new policing models aimed to match the community safety and security demands and expectations with an adequate police service portfolio ✓ The police, as an institution, is accountable, transparent and have established functioning oversight mechanisms ✓ The police perform under a clear code of ethics and with professional and personal integrity, in compliance with human rights and rule of law and international standards ✓ The police are led by a result-oriented management and make decisions based on evidence ✓ The police perform in accordance with the principles of equality and non-discrimination, with respect and sensitivity to vulnerable groups. ✓ The police are capable to display effective crisis management capabilities and preparedness 	<ul style="list-style-type: none"> ✓ The key stakeholders are empowered with the necessary knowledge and skills to draft constitutional amendments ✓ The participatory approach of the civil society is ensured ✓ The political will of the Government to proceed with the reforms remains unchanged and the timeframe for implementation of the reforms is observed
THEN:	Human Rights of all persons are better protected and the challenges addressed through implementation of the reform agenda aimed at effective service delivery, accountable institutions, equality and inclusiveness.		

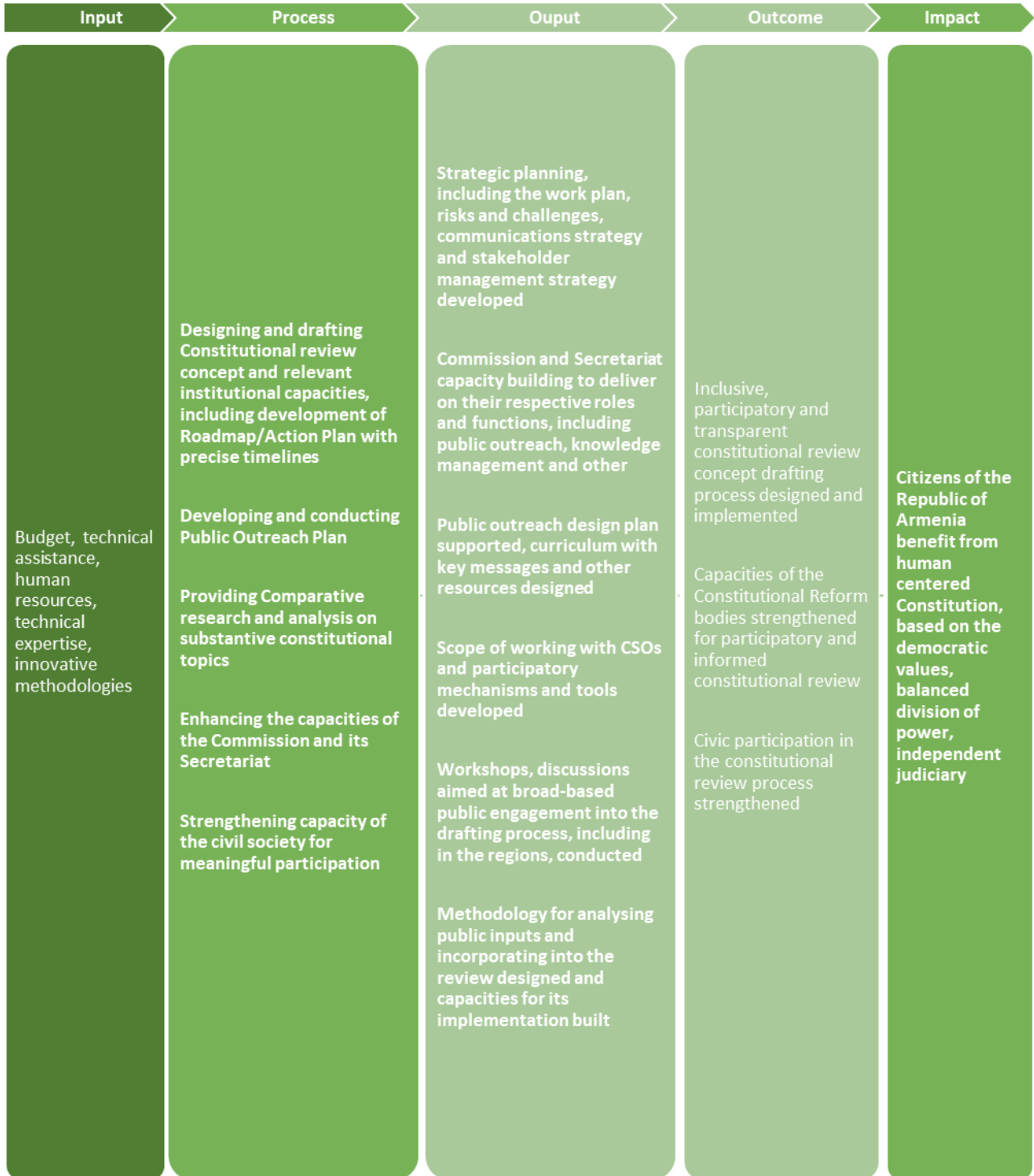
Theory of change: **Human Rights**



Theory of change: **Police Reform**



Theory of change: **Constitutional Reform**



III. RESULTS AND PARTNERSHIPS

The Project's expected results and outputs are based on the principles of (i) inter-connectivity of actions under all three components and their potential to achieve cumulative effect towards better right protection and effective service delivery, (ii) synergistic and mutually reinforcing links with other EU programmes and programmatic interventions of UN, (iii) coordination and partnering with other donor or Civil Society Organisation (CSO) – driven initiatives to avoid duplication and ensure sustainability of the efforts.

The Project will be implemented towards achievement of the following results: *(Please refer to Strategy for information on specific activities/directions and modes under each of the expected result).*

Human Rights:

- ❖ Capacities of the HRDO and relevant human rights public agencies i.e. Office of the Representative before the ECtHR, at national and regional level are strengthened including on monitoring and accountability;
- ❖ Measures to promote public awareness on human rights with a particular focus on the rights of vulnerable groups are implemented;
- ❖ A new Human Rights Strategy and Action Plan for 2020-22 are effectively implemented and the new HRAP is designed for 2023-2025.

Police reform:

- ❖ Capacity of the Police to implement the reform is enhanced through improved human resource quality and better awareness;
- ❖ Institutional capacities of the Police for effective oversight, as well as for ensuring accountability, transparency and integrity are developed;
- ❖ Mechanisms to foster participation of women at all levels of policing as well as for ensuring gender equality and gender mainstreaming are developed;
- ❖ Institutional capacities of the Police for implementation for effective crisis management are improved.

Constitutional Reform:

- ❖ An inclusive, participatory, transparent and national owned constitutional review roadmap are designed;
- ❖ Capacities of the Commission, the Secretariat and other official constitutional reform bodies are strengthened;
- ❖ Civic participation in the constitutional review process, including through capacity development is strengthened.

Resources Required to Achieve the Expected Results:

Main resources required for the achievement of the results are human and financial. The project staff, established for implementation of all three components, will explore opportunities to combine financial, technical and human resources and identify parallel initiatives for joint actions and stronger efficiency. Also, the UNDP will have a Programme Officer and a Programme Associate to support the project implementation with 5 to 10 percent of their overall work time.

Project budget:

Total budget: 2,444,753 USD	EU Contribution: 2,360,200 USD	UN Contribution: 84,553 USD
HR Component (UNDP portion)	Police Reform Component (UNDP portion)	Constitutional Reform Component (UNDP portion)
EU Contribution: 612,708 USD	EU Contribution: 708,060 USD	EU Contribution: 472,040 USD
UNDP TRAC: 20,000 USD	UNDP TRAC: 20,000 USD	UNDP TRAC: 10,000 USD

UN Country Office support:

The project will charge costs arising from services provided by the Country Office in the implementation of the project and include: (1) Payments, disbursements and other financial transactions; (2) Recruitment of staff, project personnel, and consultants; (3) Procurement of services and equipment, as well as disposal/sale of equipment; (3) Organization of training activities, conferences, workshops, fellowships, etc. (4) Travel authorizations, visa requests, ticketing, travel arrangements and ICT common services; (5) Shipment, custom clearance; (6) Costs of maintaining and operating a Project Office.

Additionally, UNDP will maintain close cooperation with the UN agencies in terms of initiatives directed at promotion of human rights, UPR processes and SDG implementation. The Project will be implemented as a part of the UNDP's Democratic Governance portfolio and will work closely with other UNDP projects such as Modern Armenian Parliament, Support to Justice Reforms, Gender and Women Empowerment Projects and other.

Also, a coordinated and integrated approach to Project initiatives will be put in place to avoid overlaps between different development actors and donor interventions as to ensure a consistency with national policies.

Partnerships:

The Project will be implemented jointly with UNICEF and UNFPA (HR component) and OSCE (Police component), while management of the Project will be performed by UNDP, as the leading agency under the Project.

The Project will be implemented in close cooperation and coordination with the relevant national and international partners, such as local CSOs, CoE, INL and International IDEA, as well as EU Member States and relevant EU agencies such as CEPOL and EUROPOL. The MoJ, the Police, the PEC, HRDO, Office of the Representative before the ECtHR and Ministry of Labour and Social Affairs (MoLSA) are the lead partners and the beneficiaries, and the Project will help to build their knowledge and capacity in implementation of the reforms and strengthening human rights protection mechanisms. The Project will cooperate with the PEC on the basis of the Responsible

Partner Agreement to support of the processes connected with the trainings for the patrol police officers.

The NA, judiciary and a wide range of civil society groups, academia, think tanks and media outlets will be involved and consulted with throughout the implementation of the Project.

The Project stakeholders, beneficiaries and other involved groups will be informed about the progress and results throughout various channels such as project public events (conferences, roundtables, press-conferences, etc), UN social media channels, and through media (press-conferences, interviews, blog posts, etc).

Coordination:

The smooth coordination is highly important for this Project to ensure harmonization and ongoing international assistance in all components of the Project, i.e. Human Rights, the Police and Constitutional Reforms. The implementing agency, jointly with the leadership of the main actors concerned, will provide a platform for discussion and coordination of relevant actions and activities aimed at streamlining support in the given areas, as well as presenting an opportunity for greater dialogue between the donors, responsible agencies and relevant stakeholders. Information exchange, coordination of efforts and subject-matter collaboration will be continued within already existing donor-co-ordination groups. Project will also look at international best practices and standards.

The project will develop synergies with ongoing donor funded projects and programmes implemented by state and non-state bodies as well as build partnership with the programmes implemented by local and international organisations.

Building on the lessons learnt and scaling up:

The action will build on experience of previous and ongoing interventions. In particular, the Project will scale up assistance and build on the results achieved under the EU Human Rights Budget Support Programme in the areas of HRAP, torture prevention, anti-discrimination, gender-based violence and child rights protection. Based on the lessons learnt and best practice from the previous work, the proposed actions will complement the results achieved so far, ensuring a bigger impact on policy formulation and better quality of services to be delivered.

Likewise, the Project's activities will build on the ongoing interventions to empower and equip the beneficiary institutions with the knowledge and mechanisms to apply a physical and/or remote approach to render their services, monitor and analyse data, promote implementation of the human rights commitments and recommendations, through strengthened accountability mechanisms and stronger engagement with state and non-state actors.

Strong links and synergies under the three components of the Project will be ensured, in the mainstreaming human rights in the policy documents and legislative analyses, daily work of the police, prevention of torture and ill-treatment, service provision to citizens, community policing, constitutional reforms and work with the vulnerable groups.

The UN agencies will continue supporting the HRDO, the MoJ, the Police and the MoLSA to ensure sustainability of the previous interventions and building on the results achieved. Specifically, the Project will maximise the action, enhancing the capacity of the **HRDO** for effective implementation of its duties, specifically focusing on implementation of the conventional mandates of the Office, improved cooperation with the state and non-state agencies and implementation and follow up of the HRDO recommendations. A special focus will be placed on the formation and

capacitation of the Equality Body in implementation of the functions under the law of the HRDO and the draft law on “Ensuring Equality before the Law”.

The work and support to the **Office of the Representative before the ECtHR**, will build on the ongoing consultations and partnership of UNDP with the institution in strengthening its capacity, introduction of innovative and IT solutions for promotion and effective implementation of the ECtHR judgements.

The activities directed at **implementation and raising awareness over the HRAP 2020-22** aim to support more efficient coordination, monitoring and evaluation, and to strengthen the capacity of the Secretariat of the Coordination Council under the HRAP with the stronger participation of the HRDO, CSOs and the Parliament in the processes. The activities will stem from the actions implemented under the Human Rights Budget Support Programme, making use of the www.e-rights.am platform, links to SDGs and international commitments in the field, including ECtHR decisions.

The action directed towards support to the **Police reform** will be mainly built on the current results achieved under the TA Project of the EU Human Rights Budget Support Programme, focusing on the legal basis for introduction of the audio-visual recordings of the police interviews and improved human rights practices. Through the named Project, support was provided in terms of organisation of the patrol police trainings, Training of Trainers (ToT) on human rights mainstreaming in policing and participation in the interview panels of the new patrol police recruits. To build on the results and **ensure** sustainability special attention will be paid to institutional capacity building, educational reform, improvement of the work and capacity of the community policing, introduction of the patrol and the operations management centre. These processes are to go in line with the Police restructuring and establishment of the Mol, as one of the areas where success is a critical necessity that would predetermine the overall effectiveness of the Police reforms.

Within the support to the Constitutional reform UNDP will provide capacity development and institutional support to specialized bodies responsible for constitutional reform, by drawing on good practice and lessons learned from previous support provided by UNDP globally. It will encourage wider engagement of national key institutions and agencies, as well as CSOs in comprehensive constitutional review process. Such support will include assistance in strengthening the capacity and division of responsibilities among the Commission members according to the thematic areas and structural specifics of the Commission based on the best practice of similar reform processes. Constitutional assistance requires mobilizing and coordinating a wide range of expertise, both within and outside the UN system, to ensure access to international and comparative good practice. While every constitution is different, a comparative international practice shall be useful in expanding national actors’ knowledge of options to help them explore solutions that are technically sound and likely conducive to long-term stability.

Risks and Assumptions:

The Action is implemented in close collaboration with the MoJ, the HRDO, the Police, the Office of the Representative before the ECtHR, the Constitutional Reform Specialized Commission and largely depends on the overall scope of commitment and pace of the relevant stakeholders. The Risk Log annexed to the present document (Annex 1).

- Assumptions:

Overall, the national context is conducive for implementation of the Project:

- ✓ Political will is sustained and strengthened through implementation of international human rights standards;

- ✓ The Project objectives are in line with the national human rights agenda, international commitments, the Police reforms and other ongoing initiatives in the field;
- ✓ The corresponding strategies, e.g. the Police Reform Strategy and Action Plan, The Human Rights Strategy and the Action Plan as well as other policy documents are in place for implementation of the actions in due time;
- ✓ The HRDO and the Office of the Representative before the ECtHR are open for building their knowledge and expanding their capacities;
- ✓ The Constitutional Reform Specialized Commission is open for constructive collaboration.

At the same time, considering the sensitivity of certain activities under the project, some delays in implementation of concrete activities can be anticipated. Nevertheless, UNDP has the necessary experience and expertise at both the core and operating level to meet the needs of the planned Project and make optimal use of the resources to achieve the expected results in a timely manner and in accordance with high standards.

Stakeholder Engagement:

The Project's strategy envisages engagement of the respective stakeholders for sustainability of the results and successful project delivery. Early engagement of key stakeholders will also help to mitigate potential risks.

Among the main **stakeholders** responsible for development and implementation of the reforms in the field of human rights are:

The HRDO: as an independent body observing the maintenance of human rights and freedoms by public and local self-government bodies and officials, and in cases prescribed by this law also by organisations, facilitates the restoration of violated rights and freedoms, improvement of normative legal acts related to rights and freedoms.

The Office of the Representative before the ECtHR: as responsible for organising the process of execution of the ECtHR decisions in Armenia and implementation of European and International Human Rights Instruments.

MoJ: responsible for the policy development, monitoring and evaluation of the Human Rights Strategy and Action Plan, implementation of penitentiary, legal and judicial reforms, and as the Secretariat for the Constitutional Reform Commission. At the same time, the MoJ together with the Police, is responsible for overall coordination and lead of the Police reform.

MoLSA: responsible for implementation of the reforms in the field of gender equality, child rights, promotion and protection of the rights of vulnerable groups.

The Police: responsible for the internal security, crime prevention, public order management and inquest procedures.

The PEC: operating within the structure of the Police as the key unit responsible for the police cadre's preparation, provides a three-tier education system, comprising of: a) Police Training Centre, which provides new recruits with 3 months basic education (followed by 3 months of internship); b) Police College, which provides senior, mainly community police officers with 2 years vocational education; c) Police Academy, which provides criminal police officers and managerial staff with 4 years bachelor degree as well as 2 year masters course.

The National Assembly: as the legislative branch of power, responsible, inter alia, for the legislative oversight and law-making.

The Constitutional Reform Specialized Commission: as a responsible body to draft constitutional amendments.

CSOs and academia: CSOs active in the field of human rights, playing a key role in monitoring implementation of the reforms, and academic institutions responsible for provision of human rights education.

South-South and Triangular Cooperation (SSC/TrC):

The Project implementation will, inter alia, include a regional component for South-South exchange with other countries of the ECIS region and beyond (technical workshops, community of practice, peer exchange and other formats).

Knowledge:

The Project will utilize national and international expertise to support the Government, the Police, HRDO and the Office of the Representative before the ECtHR with the expert advice, policy analysis, development of necessary legal framework, capacity/needs assessment and development. Best international practices will be shared on the level of legislative initiatives and capacity building. Various sources of information (reports of the HRDO and NGOs, international human right watchdogs and others) will be used for statistical and data analyses. The presentations, assessments and teaching materials developed in the course of the Project will be made available to the stakeholders concerned for further reference.

Sustainability and Scaling Up:

During the identification of the intervention, the limited capacity of the competent institutions (mostly human resources and institutional settings but also material-technical) and the absence of proper inter-agency coordination mechanisms affecting, in essence, the effective service delivery in Armenia, has been identified as the main bottleneck for improvements. In increasing their capacity in different areas, the Action is structured as to build the capacity of the respective actors and improve service delivery and accountability for considerable progress in reforms implementation and improving the life of the Armenian citizens, with the particular focus on the vulnerable groups.

With this in mind, all the activities are designed specifically to prioritise institutionalization of the actions and capacity of the relevant stakeholders, implemented through development and/or improvement of the legal framework, integration of curricula into the respective training institutions and building sustainable mechanisms and platforms for coordination and cooperation.

The Project will be implemented in daily coordination with the respective agencies to generate the commitment and sense of ownership and accountability for long-term sustainability.

According to the international good practices in providing technical assistance to the national authorities, the Project will use a capacity building approach to daily work with the national counterparts, aimed at transferring technical knowledge to reinforce national capacities. The assumption is that national authorities will benefit from the support from the Project also by acquiring capacities and knowledge for the long-term period. The day-to-day cooperation with the partners has demonstrated to be most effective capacity building strategy and the project intends embedding its experts and advisors (local/international) in order to facilitate this approach.

Communication and visibility:

The main objective of the Project's visibility actions is to maximize the impact of the action and communicate the positive results of the partnership, focusing on outputs and the impact of results. The communication plan outlines specific actions focused on communicating project objectives, activities, and outcomes, ensuring proper visibility.

The specific focus on regional presence of the HRDO will help to raise awareness about institutions accessibility on local level, while the communication on the police and constitutional reforms, ECtHR precedents, the HRAP and the rights of vulnerable groups will help to raise awareness on the ongoing reform processes, building up strong awareness of human rights and the mechanisms to stand for those rights.

The Project team will ensure that all communication and visibility requirements are in full compliance with the EC visibility and branding requirements as denoted in the Joint Visibility Guidelines for the EC-UN action in the field and further guidance provided by the EU communications team on case by case basis.

IV. PROJECT MANAGEMENT

The Project is developed based on previous experience and lessons learned from the preceding Projects, specifically the TA to the EU Human Rights Budget Support Programme and other projects implemented by the UN Office.

Equally, UNDP's financial, operations, and procurement systems will benefit project cost efficiency and effectiveness. UNDP Democratic Governance portfolio management approach will be used to improve cost effectiveness by leveraging activities and synergies with other initiatives/projects. Procurement of goods and services will be ensured in compliance with UNDP Standard Operational Procedures, which envisage acquisition of appropriate quality goods and services at the most competitive/lowest price in the market. The UNDP will hire project staff to effectively implement the project activities, with minimum level of outsourcing for specific thematic expertise. The UNDP will also provide in-kind contribution in the form of expert, management support, worktime, office space, vehicles, office equipment etc.

Project Management:

The Project Management Board will be established to oversee the management of the Project. The Board will be represented (co-chaired) by the EU, UNDP, MoJ, HRDO and include project beneficiaries and responsible agencies. Regular Project Board meetings (at least once a year) will be organised to monitor the execution of the Project activities. The Project Management Board will function as an overall management structure for the project to oversee transparency, accountability and efficiency of the project operations, assess opportunities, risks and political challenges. The Board will also oversee the progress vis-à-vis monitoring plan, approve the annual work plans, progress and final reports and take decisions on mid-year changes in project activities or financial allocations, if any.

UNDP will ensure coordination with UNFPA, UNICEF and OSCE in the implementation of the Project, including for compiling the narrative and financial reports. UNDP will serve as the administrative interface between the EU and UNFPA, UNICEF and OSCE, with whom separate agreements will be concluded. UNFPA, UNICEF and OSCE will have full programmatic and financial accountability for the use of their part of the funding and for the results of their activities.

For the effective implementation of this Project, a Project Office will be established.

The Project Office will be located within the premises of the UN House, it will comprise of personnel (as described here-below) and will require minimal general operating expenses, as budgeted in the “Budget for the Action/Annex 3”.

Equally, UNDP will ensure accountability, transparency, effectiveness and efficiency of the project implementation. It will also be responsible for the financial oversight, including approval of expenditures and independent audits, monitoring and mid-term and final evaluation of progress and results.

UNDP Democratic Governance Portfolio Analyst will provide quality assurance over the Project implementation and UNDP RBM responsible will ensure implementation of RRF throughout the Project implementation.

Project UNIT:

- **Project Manager/ HR Lead** will report to UNDP Democratic Governance Analyst and will be responsible for all project operations and act as the lead of the Human Rights Project. S/he will ensure the proper use of funds and that project activities are implemented in accordance with the agreed project activities and project work plans and the synergy is ensured. The Project Manager will be responsible for the project daily planning, implementation quality, reporting, timeliness and effectiveness of the activities carried out.
- **HR Expert** will report to Project Manager/ HR Lead and will support the Project team and focal points from UNDP, UNFPA and UNICEF strategic advice and support in the planning, implementation, monitoring, data analysis and reporting related to the HR project component.
- The **Police component Task Lead** will report to the Democratic Governance Analyst, and in daily cooperation with the Project Manager will be responsible for implementation and delivery under the Police component of the Project as well as coordinate activities with the OSCE.
- **Police Expert** will report to the Police Task Lead and provide expert and strategic advice to UNDP in relation to the Police component of the Project. S/he will provide support in planning, data collection/analyses and strategic advice on implementation of the police reforms.
- **Constitutional Reform Task Lead** will report to the Project manager and will be responsible for implementation and delivery under the respective component of the Project.
- **Project Assistant** will report to the Project Manager and provide logistical, financial and administrative support to the Project team, in relation to all components of the Project.
- **Driver** will have 50 % involvement in the project and provide services to the project team in the framework of the project and the work with the regional offices of the HRDO.

V. RESULTS FRAMEWORK²²

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

UNSDCF Outcome 6: People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Level of Government effectiveness, transparency, and accountability; Rule-of-Law Index.

Applicable Output(s) from the UNDP Strategic Plan:

Output 2.2.3.: Capacities, functions and financing of rule of law, national human rights institutions/systems strengthened to protect human rights, expand access to justice and combat discrimination, with a focus on women and marginalized groups.

Project title and Atlas Project Number: 00122148, 00128989 Accountable Institutions/Human Rights; 00129003 Police reform; 00129004 Constitutional reform

EXPECTED OUTPUTS	OUTPUT INDICATORS ²³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 2021	Year 2 2022	Year 3 2023	FINAL	

HUMAN RIGHTS

Output 1²⁴ <i>Capacities of the HRDO and relevant human</i>	1.1. HRDO Academy/ Analytical Hub established	Reports of the HRD	No centre, only a research and analytical department	2020	Discussions on format are held	Needs assessment is conducted	Academy is established	Academy is operational	Reports, Meetings with the relevant stakeholders and experts
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²² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

²³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

²⁴ The use of terminology is based on donor's and project concept formulations/terminology. The output corresponds to UNDP Atlas activity results

<p><i>rights public agencies i.e. Office of the Representative before the ECtHR, at national and regional level are strengthened, including on accountability.</i></p>	<p>1.2. Enhancing HRDO monitoring function of the rights of vulnerable groups and implementation of recommendations in place</p>	<p>Reports of the HRD, availability of e-tools</p>	<p>website of the HRDO and the chatbot on the rights of persons in closed institutions</p>	<p>2020</p>	<p>Scope of implementation identified</p>	<p>Needs assessment conducted, ToR developed</p>	<p>e-tool/platform is developed</p>	<p>e-tools/platform is operational</p>	<p>Reports, HRDO website</p>
	<p>1.3. # of trainings on NPM mandate of HRDO provided</p>	<p>Reports of the HRD, international best practices</p>	<p>12 trainings conducted on the NPM operation by UNDP and CoE</p>	<p>2020</p>	<p>X</p>	<p>2 trainings based on the initial needs assessment</p>	<p>4 trainings on NPM are conducted</p>	<p>Capacities of the HRDO on conventional mandates is enhanced</p>	<p>Expert advice, reports of the HRD, reports to international organisations</p>
	<p>1.4. Capacity of the HRDO to act as an Equality Body</p>	<p>Reports of the HRD and the civil society</p>	<p>0</p>	<p>2020</p>	<p>X</p>	<p>TBC based on the adoption of the law</p>	<p>TBC based on the adoption of the law</p>	<p>X</p>	<p>The law on equality, SOP on operation of the Equality Body.</p>
	<p>1.5. Digital information management system for HRDO regional offices deployed</p>	<p>The law, reports of the HRD and civil society</p>	<p>TBC</p>	<p>2020</p>	<p>X</p>	<p>Needs assessment conducted</p>	<p>Management system is developed</p>	<p>System is operational</p>	<p>The system itself</p>
	<p>1.6. # of regional offices of the HRDO set and operational</p>	<p>Reports of the Office</p>	<p>4</p>	<p>2020</p>	<p>X</p>	<p>Needs assessment on the current needs of the regional offices and further expansion of regional offices provided</p>	<p>Based on the findings of the needs assessment, expert advice on effective support to establishment of 2 new offices provided</p>	<p>Based on the findings of the needs assessment, support provided for opening of a regional office.</p>	<p>Reports of the HRD, meeting with stakeholders in Yerevan and regions</p>
	<p>1.7. Work management software for the Office of the Representative before the ECtHR developed and operational</p>	<p>Reports of the HRD, Office of the Representative before the ECtHR, MoJ</p>	<p>0</p>	<p>2020</p>	<p>Consultations held, needs identified</p>	<p>Needs assessment conducted, ToR developed</p>	<p>Software is developed</p>	<p>Software is operational</p>	<p>Availability of software, reports of the experts</p>

	1.8. # of trainings provided to the Office of the Representative before the ECtHR	Reports of the HRD, international best practices	Initial trainings conducted by the CoE	2020	Needs assessment conducted, 1 training organised	2 trainings organised	3 trainings /workshops organised in partnership with the HRDO and other stakeholders	The capacities of the staff of the Office is enhanced; 6 trainings organised	Reports of the Office, participation in trainings, needs assessment results, expert reports
Output 2 <i>Measures to promote public awareness on human rights with a particular focus on the rights of vulnerable groups are implemented.</i>	2.1. A large-scale national communications campaign (accessible for PwDs) designed and launched/ # of people reached	Reports of the HRD, MoJ, Office of the Representative before the ECtHR, CSOs	Public awareness on HR and non-discrimination conducted through the EU HR BS TA and other local and international actors	2020	Discussions are held with the partners on the scope and target groups	Public awareness campaign designed and organised	Public awareness campaign implemented	Public awareness increased	Organisation and implementation of the campaigns, discussions with the state and non-state actors, visibility tools and itemd
	2.2. # of modules on HR and non-discrimination introduced	Reports of the academic institutions, including those of Justice and the Police	No specific course on a wider anti-discrimination concept	2020	X	2 special courses/modules developed for the professional institutions	2 special courses being taught at the professional institutions	The stakeholders are trained	Development of modules, curriculum of the institutions
Output 3 <i>Implementation of the new Human Rights Strategy and Action Plan for 2020-2022 enabled.</i>	3.1. Evaluation of the progress of implementation of the HRAP conducted	Reports of the MoJ, Expert assessment, CSO reports	Assessment of the Action Plan of 2017-19	2020	Implementation for 2020 assessed	Monitoring through the e-rights.am platform	Evaluation over the implementation through online platform	The progress evaluation conducted	www.e-rights.am platform; reports of the MoJ and the Coordinating Council
	3.2. New iteration of HR Action Plan and related strategic documents developed	Policy documents, reports of the MoJ	Action Plan 2020-22 developed, new iteration to follow implementation phase	2020	X	TBC based on the political action and discussions with the MoJ	TBC: new strategy developed	TBC	TBC
	3.3. # of public awareness products on HRAP implementation	Awareness Reports of the Coordinating Council, MoJ and other relevant stakeholders	0	2020	Discussions with the MoJ held, provisions of the Communications strategy studied.	1 public awareness product developed	3 public awareness products developed and broadcast	4 public awareness products/initiatives	Availability of PSAs, website, online platform

	3.4. # of police units received support on audio-visual recordings of police interviews	Reports of the Police, decree of the head of the Police	10	2020	X	5 units	12 units	Officers of the 17 police units are increased their knowledge on audio-visual recordings	Reports of the Police on-site visits
	3.5. New Patrol Police officers are trained	Reports of the Police and MoJ	Selection of trainers and new patrol police recruits	2020	The trainings for the patrol police are launched	The candidates provided with 5 months training	X	New patrol police officers are trained	Organisation of trainings, reports of the Police and MoJ

POLICE REFORM

Output 1 <i>Baseline for project implementation is established and main needs are assessed.</i>	1.2. Detailed diagnostic assessment of Armenian police educational system is carried out, and its new model is defined (e.g. police educational models are revised, curricula audited)	Final report on detailed diagnostic assessment	As identified in the police performance survey Results of public opinion survey on police performance	2020	Detailed diagnostic assessment process launched	Detailed diagnostic assessment, key findings and recommendations are submitted to relevant authorities	X	Detailed diagnosis recommendations successfully implemented	Internal project documentation Desk review, Interviews, on-line data collection
Output 2 <i>Police human resource capacities to implement the reform enhanced.</i>	2.1. New police training curriculum developed, learning modules are tested	Key findings of detailed diagnosis, best international experience	0	2020	X	Outline of the new curricula of the PEC, including description of the new subjects, is developed and submitted for approval	New curricula are finalised, and selected learning modules are developed and submitted for approval	New training curricula, including new learning modules, is in place in the PEC	Internal project documentation Decision of relevant authority on approval of new PEC curricula that is in line with the project recommendations.

	2.2. ToT for PEC lecturers is conducted	Reports on training, testing results	0	2020	X	ToT is conducted	Training modules are provided by lecturers successfully passed the ToT	PEC lecturers are certified	Internal project documentation, e.g. list of training participants PEC report on certification of lecturers
Output 3 <i>Police capacities to adopt new institutional models of democratic policing enhanced.</i>	3.1. Big data analytical tool for the Operational Management System is developed and tested	Report on introduction and testing of analytical tool	0	2020	Development of big data analytical tool is launched	Big data analytical tool is developed	Big data analytical tool is successfully tested	Big data analytical tool is fully operational	Report on introduction and testing of analytical tool
	3.2. Community policing model is reviewed and enhanced; corresponding SOPs are developed on the basis of good international practice	Report on key findings of research on model of community policing Community policing SOPs	Current model of community policing Existing SOPs Results of public opinion survey on police performance OSCE Community Policing Needs Assessment (February 2018) Results of most recent Caucasus Barometer opinion survey	2020	X	Detailed outline of approaches and institutional models for enhanced community policing	SOPs for community policing are developed and submitted for approval Community policing model is finalised	New community policing system is approved	Internal project documentation Decision of relevant authorities on approval of new community police model Decision of relevant authorities on approval of SOPs
Output 4 <i>Police institutional capacities for effective oversight, accountability, transparency and integrity developed.</i>	4.1. Police Code of Ethics and Code of Conduct updated/developed	Report on new CoC	old CoC	2020	X	New CoC is approved	Monitoring mechanisms of CoC implementation is in place	CoC is the key instrument of the Police integrity system	Report on new CoC
	4.2. Police communication strategy and action plan are revisited and adjusted to the needs	Report on Police communication strategy and action plan	0	2020	X	Amended Police communication strategy and action plan are approved	Mechanisms on monitoring of Police communication action plan implementation is in place	Police communication action plan is being successfully implemented	Report on Police communication strategy and action plan

	4.3. Police digital transformation roadmap is developed, and digitalization piloting is implemented	Report on Police digital transformation and report on piloting results	0	2020	X	Police digital transformation roadmap is developed and endorsed	Digitalization piloting is implemented	Police digital transformation roadmap is being successfully implemented	Report on digital Police digital transformation and report on piloting results
Output 5 <i>Mechanisms to foster participation of women at all levels of policing, as well as for ensuring gender equality and gender mainstreaming developed.</i>	5.1. Institute of gender equality focal point in the Police is established	Police official documents, regulations	0	2020	X	Recommendations on the status and role of gender equality focal point is in place	Official decree of the head of Police on establishment of gender equality focal point	Institute of gender equality focal point is fully operational	Police official documents
	5.2. Public awareness campaign to foster and ensure female roles within Mol and Police is conducted	Public awareness campaign plan	0	2020	X	Public awareness campaign plan is developed	Activities on public awareness are implemented	Public awareness is raised	Reports on public awareness campaign activities and results
Output 6 <i>Police institutional capacities for effective crisis management improved.</i>	6.1. Crisis preparedness assessment and gap analysis and recommendations elaborated	Report on Crisis preparedness assessment and gap analysis	0	2020	X	Crisis preparedness assessment and gap analysis is in place	X	Recommendations are being implemented	Report on Crisis preparedness assessment and gap analysis
	6.2. SOP for Crisis Management and Continuity of Police Business defined and implemented	Report on SOPs	0	2020	X	SOPs for Crisis Management and Continuity of Police Business is developed and endorsed	X	SOPs are incorporated in institutional mechanisms of Police	Official decree of the Head of Police on approval and endorsement of SOPs
	6.3. Interagency planning and coordination training workshops and regular drills executed	Report on trainings and testing results	0	2020	X	100 police officers are trained	100 police officers are trained	Training modules are incorporated in the Police education system	Report on trainings and testing results

CONSTITUTIONAL REFORM

Output 1 <i>Inclusive, participatory and transparent constitutional review concept drafting process designed and implemented.</i>	1.1. Roadmap/Action Plan with precise timelines developed	Constitutional review Concept/roadmap	0	2020	Discussions with the partners are held	Needs assessment conducted, roadmap and public outreach plan developed; roadmap and comparative research drafted	Roadmap and public outreach plan implemented; comparative analyses developed	The capacities of the secretariat enhanced; outreach plan and strategic documents developed; comparative analyses shared; public outreach is ensured	Meetings with stakeholders, provisions of the Communication Strategy and Action Plan, participation in trainings, workshops
	1.2. Strategic planning, communications strategy and stakeholder management strategy developed	Communication strategy and stakeholder management strategy	0	2020					
	1.3. Commission and Secretariat capacities built to deliver on their respective roles and functions, including public outreach and knowledge management	Number of workshops and trainings conducted	0	2020					
	1.4. Public Outreach Plan developed and conducted	Public outreach strategy and action plan	0	2020					
	1.5. Methodology for analysing and incorporating public inputs designed; capacities for its implementation built	Number of workshops, discussions conducted	0	2020					
	1.6. Comparative research and analysis on substantive constitutional topics provided	Comparative research topics, Reports of the Constitutional review Committee	0	2020					
	1.7. Comparative research and analysis on various topics developed and shared with Commission	Civil Society reports	0	2020					

Output 2 <i>Capacities of the Constitutional Reform bodies strengthened for participatory and informed constitutional review.</i>	2.1. The capacities of the Commission are enhanced	Reports of the Constitutional Review Committee	0	2020	Experts are identified	Needs assessment on the capacities of the commission conducted, rules of procedures drafted workshops, trainings and webinars organised	Based on the findings of the needs assessment and discussions with stakeholders 5 trainings provided to enhance the capacities of the Commission and its Secretariat, rules of procedures adopted	Capacities of the Constitutional Reform bodies strengthened for participatory and inclusive constitutional review; rules of procedures implemented	Organisation and participation in workshops, webinars, technical, administrative, operational and logistical support; text of rules of procedure
	2.2. Rules of procedure, organization and structure, as well as code of conduct of Commission developed	Code of conduct, Rules of procedure developed, technical assistance provided	0	2020					
	2.3. The capacities of the Secretariat are strengthened	Reports of the Secretariat	0	2020					
Output 3 <i>Civic participation in the constitutional review process strengthened.</i>	3.1. Capacity of the civil society enhanced	CSO and CRC reports	0	2020	X	Needs assessment conducted, 10 thematic discussions, trainings, workshops, roundtables, conferences on constitutional	Based on conducted needs assessment and findings small grants provided to CSOs to strengthen civic education	Civic participation in the constitutional review process strengthened to monitor CR process	Thematic discussions, trainings, on constitutional process and substantive issues, small grants
	3.2. # of thematic discussions, trainings, workshops, roundtables, conferences on constitutional process and substantive issues conducted	Number of workshops and webinars organized	0	2020					

	3.3. Small grants to CSOs to strengthen/increase civic education or public consultation activities, monitor and report on the formal process, and/or advocate on specific issues, particularly ones that relate to the rights of women, youth, and vulnerable minorities provided	Number of small grants provided	0	2020		process and substantive issues organised	and public consultation activities, monitor and report on the formal process, and/or advocate on specific issues, particularly relating to the rights of women, youth and vulnerable groups		
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VI. MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Semi-annually	Slower than expected progress will be addressed by project management.	UNDP	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures,	As stipulated by the Donor agreemetrn		UNDP	

	and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP EU, MoJ, HRDO, the Police, PEC, ECtHR office	

Evaluation Plan²⁵

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
N/A						

²⁵ Optional, if needed

VII. MULTI-YEAR WORK PLAN ^{26 27}

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document. For further guidance, please refer to POPP PPM [Formulate Development Projects 3.0 Procedures > Step 3.2 > Prepare Fully Costed Budgets for Projects.](#)

HUMAN RIGHTS									
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Y1 2021	Y2 2022	Y3 2023		Funding Source	Budget Description	Amount in USD	
Output 1 <i>Capacities of the Human Rights Defender's Office and relevant human rights public agencies i.e. Office of the Representative before the ECtHR, at national and regional level are strengthened, including on accountability.</i>	Activity 1.1. Strengthen the role and capacity of the HRDO in implementation of its mandate, based on modern technologies and best international practices in the field.				UNDP	EU	71200	International Consultants	10,000
	1.1.1 Enhance capacity of HRDO to implement its mandate as a conventional body under UN OPCAT, UNCRC and UNCRPD;						71300	Local Consultants	17,050
	1.1.2 Strengthen capacity of HRDO to protect the rights of vulnerable groups, and promote anti-discrimination through support to the Equality Body;								
	1.1.3 Enhance HRDO capacities to systematically collect and analyse reliable data on implementation of recommendations and strengthen mechanisms of follow up in a comprehensive, integrative, sustainable manner and in further alignment with the EU, CEPA standards and practices and the SDGs, including through e-tools	X	X	X			71600	Travel	24,566
	1.1.4 Strengthen HRDO role in education, communications and awareness raising, through establishment of a "HRDO Academy/Analytical Hub" to conduct research/analyses on international commitments, local legislation and practices, identify human rights, gender equality and child rights training needs of the service providers and provide ToT. The Academy will						72100	Contractual Services Comp.	19,200
						72300	Materials and Goods	4,880	

²⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

<p>closely cooperate with the Office of the ECtHR in terms of analyses of the ECtHR jurisprudence;</p> <p>1.1.5 Support HRDO in the development and adaptation of methodologies, tools and instruments to operationalise the independent monitoring function of the CRPD of HRDO and strengthen the capacity of HRDO in monitoring of implementation of rights of PwDs;</p> <p>1.1.6 Promote the use of e-tools, e-meetings and social media; e-participation of citizens, including children and adolescents, with HRDO on human and child rights, gender equality, and the mandate of the HRDO.</p> <p>Activity 1.2. Support expansion of the Human Rights Defender's presence in the regions.</p> <p>1.2.1 Conduct needs assessment on operational and geographical coverage of HRDO, including mechanisms of cooperation with regional CSOs; based on the findings provide support in expanding geographical coverage of the Office;</p> <p>1.2.2. Equip the existing regional offices, and newly established ones, with appropriate operational capacities and equipment, including a digital information management system to communicate effectively and efficiently both with each other and the Central Office in Yerevan. Specific focus to be placed on tools for effective and mobile operation in emergency situations, facilities and materials to ensure accessibility for PwDs and national minorities;</p> <p>Activity 1.3. Enhance the capacity of the State Representative to the ECtHR to promote human rights protection in the country.</p>						74200	Audio Visual Printing Production	23,188
						75700	Trainings, Workshops & Conferences	10,000
						75100	Facilities and Administration	7,621.88
					UN	72300	Materials and Goods	10,000

	<p>1.3.1 Support development of a work management software (including an encrypted digital archiving system) to improve productivity and ensure proper arrangement, storage and archiving of the data and materials with a strong data analytical tool;</p> <p>1.3.2 Strengthen the capacity of the Office of the Representative before the ECtHR, through international best practices, expert advice, trainings/SOPs on project management, legal analyses, human rights, ECtHR judgments and decisions, as well as reporting skills;</p> <p>1.3.3 Upgrade the www.echr.am website and assist in assembling a library for the Office with focus on digital solutions;</p> <p>1.3.4 Strengthen mechanisms of cooperation with HRDO on human rights standards and implementation of the ECtHR decisions in Armenia;</p> <p>1.3.5 Explore mechanisms to strengthen domestic capacity for rapid and effective execution of judgments (with focus on torture prevention, fair trial, anti-discrimination, vulnerable groups) with HRDO and other state institutions;</p> <p>1.3.6 Support Representative's Office to analyse the ECtHR decisions and develop a package of recommendations for improvements in the national legal and justice systems (e.g. right to life cases in the armed forces, fair trial, ill-treatment, etc.);</p>									
									EU:	116,505.88
									UN:	10,000
									Sub-Total for Output 1:	126,505.88
<p>Output 2 <i>Measures to promote public awareness on human rights with a particular focus on the rights of vulnerable groups are implemented.</i></p>	<p>Activity 2.1. Promotion and protection of human rights through public awareness and work with public institutions and CSOs.</p>							71200	International Consultants	10,000
	<p>2.1.1 Design a large-scale national communications campaign with the focus on the rights of vulnerable groups, freedom of expression, prohibition of hate speech, tolerance, gender equality and inclusion;</p>							71300	Local Consultants	10,000
	<p>2.1.2 In close partnership with the MoJ ensure visibility of implementation of the HRAP 2020-22 and its links with international human rights commitments for enhanced public awareness on national HR framework, with the focus on equality and prohibition of discrimination;</p>					UNDP	EU	72100	Contractual Services Comp.	6,458
	<p>2.1.3 In close partnership with the MoJ and HRDO support to the implementation of Communication Strategy and Action Plan of HRAP 2020-22;</p>							72600	Micro Capital Grants-Other	30,000
	<p>2.1.4 In partnership with the MoJ, HRDO and the Office of the Representative</p>	X	X	X				74200	AudioVisual Print. Prod.	20,400
								75700	Trainings, Workshops & Conferences	12,000

	to the ECtHR organise professional trainings and awareness-raising initiatives concerning the International Human Rights Instruments, ECtHR case law and the findings of the HRDO, as well as develop materials on HR and rights-based approaches for relevant institutions, professionals, university students and journalists;						75100	Facilities and Administration	6,577.06
	2.1.5 Assess the need and introduce modules for the Police, School of Advocates and Justice Academy to handle cases of discrimination.					UN	72600	Micro Capital Grants-Other	3,000
	EU:								100,535.06
	UN:								3,000
	Sub-Total for Output 2:								103,535.06
Output 3 <i>Implementation of the new Human Rights Strategy and Action Plan for 2020-2022 enabled.</i>	Activity 3.1. Strengthened capacity of the responsible agencies in M&E of the HRAP.								
	3.1.1 Strengthen an effective coordination role of the Coordinating Council/Secretariat of the Council and enhance capacities of the key actors through incorporation of HRBAs in programming, policing and budgeting and the M&E framework of the HRAP;						71200	International Consultants	9,380
	3.1.2 Assess, analyse and streamline the implementation of HRAP activities in light of the main directions under the ECtHR decisions and SDGs;						71300	Local Consultants	11,500
	3.1.3 In partnership with the MoJ and HRDO, conduct evaluation of the progress of implementation of the HRAP, results achieved in improving human rights situation in the country; identify reasons of under-delivery and enhance capacity of the responsible agencies;						71600	Travel	19,574
	3.1.4 Support the MoJ in development of the new iteration of 2023-25 HR Action Plan and related strategic documents.		X	X	UNDP	EU	72100	Contractual Services Comp.	8,016
	Activity 3.2. Strengthened capacity of the responsible agencies in implementation of HRAP 2020-2022.								
	3.2.1 Support curricula development, conduct ToT and enhance capacities of the Justice Academy, School of Advocates, PEC on human rights issues, relating to the effective enjoyment of rights to physical integrity and dignity (prohibition of torture, right to fair trial, right to privacy, prohibition of discrimination, hate speech);						72600	Micro Capital Grants-Other	124,348.62
	3.2.2 Enhance the capacity of the Police in expanding introduction of the audio-visual recordings of the police interviews in selected police units. Support the Investigative Committee and other law-enforcement bodies						74100	Professional Services	4,000
							74200	Audio Visual Printing Production	22,721

	<p>3.2.3 with expert advice on digital recordings of the interrogations; In co-operation with the HRDO and the Office of the Representative to the ECtHR provide trainings to selected government agencies (MoJ, including penitentiary and probation services, the Police, other law-enforcement bodies and others), the respective NA Committees, and Cabinet staff on international human rights standards, ECtHR jurisprudence, the SDG framework and synergy with the national HR framework for reporting purposes;</p> <p>3.2.4 In co-operation with the MoJ and PEC provide a targeted and comprehensive induction training program for new Patrol Police recruits</p> <p>3.2.5 Provide legal advice on legislative initiatives under the HRAP.</p>						75700	Trainings, Workshops & Conferences	12,852		
								75100	Facilities and Administration	14,867.41	
								UN	71200	International Consultants	3,000
	EU:									227,259.03	
	UN:									3,000	
Sub-Total for Output 3:									230,259.03		
<p>Output 4 <i>Programme implementation, monitoring and evaluation (project management and staff costs)</i></p>	4.1.1	Human Resources/Staff Management costs						64300	Direct Project Cost Staff - Programme Officer	4,356.96	
	4.1.2	Project management costs						64300	Direct Project Cost Staff - Programme Associate	1,494.72	
	4.1.3	Project monitoring and evaluation						71400	Contractual Services Individuals – Project Manager	46,032	
								71400	Contractual Services Individuals – Project Assistant	15,696	
				X	X	X	UNDP	EU	71400	Contractual Services Individuals - Expert (HR)	54,600
								71400	Contractual Services Individuals – Driver (50%)	4,248	
								71600	Travel	4,905	
								72200	Equipment and Furniture	3,680	
								72300	Materials and Goods (fuel)	4,062	

							72400	Communication & Audio Visual Equip	1,608
							72500	Supplies	1,888
							73100	Rent&Maint. – Premises	6,960
							73300	Rental & Maintenance of Inf Tech Equip	2,400
							73400	Rental & Maint. of Other Equip	4,212
							75700	Trainings, Workshops & Conferences	1,248
							75100	Facilities and Administration	11,017.35
						UN	74500	Miscellaneous	4,000
								EU:	168,408.03
								UN:	4,000
								Sub-Total for Output 4:	172,408.03
TOTAL BUDGET FOR HUMAN RIGHTS									632,708.00

POLICE REFORM

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET								
		Y1	Y2	Y3			Budget Description	Amount in USD							
		2021	2022	2023											
Output 1 <i>Baseline for project implementation is established and main needs are assessed.</i>	1.1.1 Review, analyze and recommend educational and training components of the Police education system with the focus on: <ul style="list-style-type: none"> institutional model of the Police education, physical, technical and technological capacities overall human resource management of the staff: recruitment and promotion, remuneration and social packages, pension scheme etc. cadets' recruitment process and targeted audience, capacities for continuous professional education education curricula, process and teaching methods quality of education and professional skills/capacity of lecturers, preparedness of the cadets for real service (to what extent education supplies the graduate with the skills for effective field work and services). 	X	X		UNDP	EU	71200	International Consultants	17,000						
							71300	Local Consultants	7,000						
							71600	Travel	5,000						
							74200	Audio Visual Printing Production	12,280						
							75700	Trainings, Workshops & Conferences	6,000						
							75100	Facilities and Administration	3,309.60						
						UN	71200	International Consultants	5,000						
							71300	Local Consultants	5,000						
														EU:	50,589.60
														UN:	10,000.00
								Sub-Total for Output 1:	60,589.60						
Output 2 <i>Police human resource capacities to implement the reform enhanced.</i>	2.1.1 Develop new curricula and learning modules in selected priority areas, stemming from the best international practice and ensuring HR and gender equality approach (cross cutting with training activities under Output 2; joint effort with the HR component of the AAP and in coordination with CEPOL);	X	X		UNDP	EU	71200	International Consultants	28,206						
							71300	Local Consultants	12,000						
	2.1.2 Pilot and test new learning modules conduct ToT for the PEC lecturers with introduction of attestation mechanisms (cross cutting with training activities under Output 2; in coordination with CEPOL);						71600	Travel	1,200						
							72100	Contractual Services Comp.	17,862.08						

	2.1.3	Introduce new teaching techniques based on digital solutions accompanied with relevant infrastructure in selected cases (software, equipment, furniture) with special focus on on-line training modules and continuous training etc;						72800	Information Technology Equipmt	19,000		
								74200	AudioVisual Print. Prod.	15,500		
	2.1.4	Based on the review of the curricula and the training program of the PEC, develop and introduce new education and training modules for patrol officers stemming from the best international experience.							75700	Trainings, Workshops & Conferences	6,000	
									75100	Facilities and Administration	6,983.76	
										EU:	106,751.84	
									UN:	-		
									Sub-Total for Output 2:	106,751.84		
Output 3 <i>Police capacities to adopt new institutional models of democratic policing enhanced.</i>	3.1.1	Develop and introduce big data analytical tools to support the Operational Management Center to analyze massive volume of information to reveal root causes and trends of crimes, violations, human rights compliance, road accidents, etc. (in coordination with the WB PSMP 3 project);							71200	International Consultants	10,000	
									71300	Local Consultants	4,000	
	3.1.2	Analyze current community policing system and, based on the findings and lessons learned, develop new concept and sustainable institutional model of community policing;								72100	Contractual Services Comp.	58,000
										72200	Equipment and Furniture	30,440
	3.1.3	Develop and introduce SOPs for the community policing including work with groups in situation of vulnerability.		X	X	X	UNDP	EU		74200	Audio Visual Printing Production	4,200
										75100	Facilities and Administration	7,464.80
										EU:	114,104.80	
									UN:	-		
									Sub-Total for Output 3:	114,104.80		
Output 4 <i>Police institutional capacities for effective oversight,</i>	4.1.1	Support and/or upgrade of the Code of Ethics and Code of Conduct of the Police;					UNDP	EU	71200	International Consultants	20,000	
	4.1.2	Develop a new concept of police-public partnerships as an instrument										

accountability, transparency and integrity developed.	for civilian oversight over the police activities;									
	4.1.3 Develop the Police new branding and communication strategy with clear action plan;						71300	Local Consultants	13,000	
	4.1.4 Assess capacities (human and technical) of the Police related to digitization and developing digital transformation roadmap, deliver trainings to fill in identified gaps;		X	X			71600	Travel	1,200	
	4.1.5 Conduct a pilot on digitization of the Police database and provide recommendations on full digitization.						72100	Contractual Services Comp.	30,000	
							72200	Equipment and Furniture	19,000	
							74200	Audio Visual Printing Production	14,060.56	
							75700	Trainings, Workshops & Conferences	14,180	
							75100	Facilities and Administration	7,800.84	
									EU:	119,241.40
									UN:	-
								Sub-Total for Output 4:		119,241.40
Output 5 <i>Mechanisms to foster participation of women at all levels of policing, as well as for ensuring gender equality and gender mainstreaming developed.</i>	5.1.1 Support in establishment of gender focal point/gender equality coordinator in the Police (according to 1995, Beijing Declaration) and creation of special mechanisms related to gender-based violence, discriminatory practices and sexual harassment;						71200	International Consultants	9,000	
	5.1.2 Conduct public awareness campaigns with special focus on raising visibility of women in police (success stories from women, public discussions, etc.). Establishment of the "Men for Gender Equality" network to include law enforcement officers to support equal rights and opportunities in the Police;		X	X	UNDP	EU	71300	Local Consultants	12,925	
	5.1.3 Develop and deliver training course on how and when the police (external service including the community police and criminal police only) shall treat men and women equally and differently;						71600	Travel	11,305	
							74200	Audio Visual Printing Production	13,906	
							75700	Trainings, Workshops & Conferences	14,000	

	5.1.4	Support in networking with Women Police Officers Network in South East Europe/WPON (SEESAC).						75100	Facilities and Administration	4,279.52	
	EU: 65,415.52										
	UN: -										
	Sub-Total for Output 5: 65,415.52										
Output 6 <i>Police institutional capacities for effective crisis management improved.</i>	6.1.1	Conduct a comprehensive crisis preparedness assessment of the Police with clear recommendations on relevant resources and actions needed with consideration of COVID-19 lessons learned;	X	X		UNDP	EU	71200	International Consultants	18,000	
								71600	Travel	2,107	
	6.1.2	Develop SOPs for police actions in crisis;	6.1.3	Develop and deliver training on crisis/pandemic planning and coordination, (both internal and external with other agencies) and public order management with consideration of human rights).	X	X		UNDP	74200	Audio Visual Printing Production	12,180
									75700	Trainings, Workshops & Conferences	3,500
								UN	75100	Facilities and Administration	2,505.09
								UN	71300	Local Consultants	6,000
		EU: 38,292.09									
		UN: 6,000									
	Sub-Total for Output 6: 44,292.09										
Output 7 <i>Programme implementation, monitoring and evaluation (project management and staff costs)</i>	7.1.1	Human Resources/Staff Management costs	X	X	X	UNDP	EU	64300	Direct Project Cost Staff - Programme Officer	4,356.96	
	7.1.2	Project management costs						64300	Direct Project Cost Staff - Programme Associate	1,494.72	
	7.1.3	Project monitoring and evaluation						71400	Contractual Services Individuals – Project Manager	15,336	
								71400	Contractual Services Individuals – Project Assistant	15,696	
								71400	Contractual Services Individuals - Expert (Police)	54,600	
								71400	Contractual Services Individuals - Task Lead (Police)	76,704	

							71400	Contractual Services Individuals - Driver (50%)	4,248
							71600	Travel	4,902
							72300	Materials and Goods (fuel)	4,128
							72400	Communication & Audio Visual Equip	1,608
							72500	Supplies	1,805
							73100	Rent&Maint. – Premises	6,960
							73300	Rental & Maintenance of Inf Tech Equip	2,400
							73400	Rental & Maint. of Other Equip	4,200
							75700	Trainings, Workshops & Conferences	1,248
							75100	Facilities and Administration	13,978.07
						UN	74500	Miscellaneous	4,000
								EU:	213,664.75
								UN:	4,000
								Sub-Total for Output 7:	217,664.75
TOTAL BUDGET FOR POLICE REFORM									728,060.00

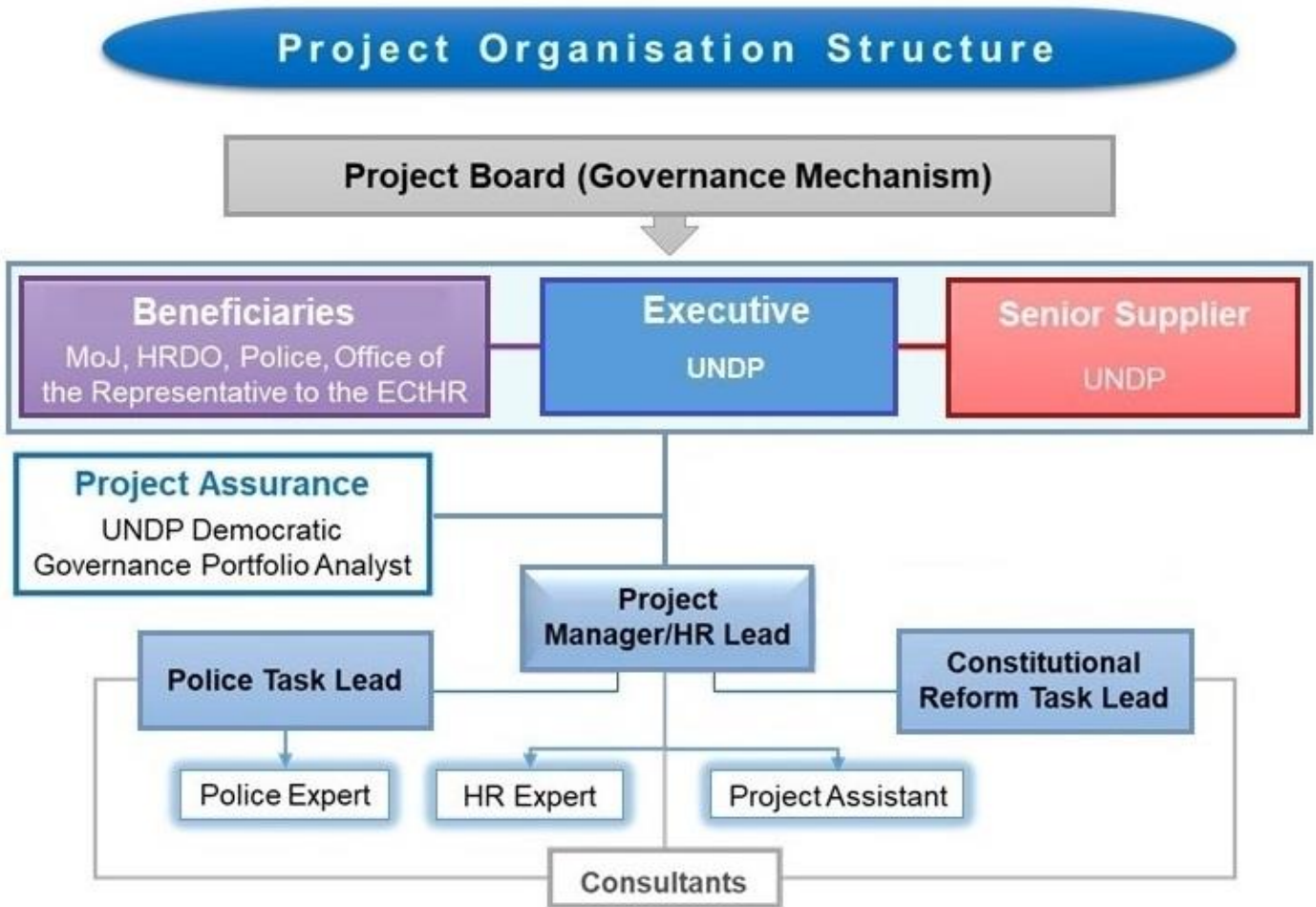
CONSTITUTIONAL REFORM

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	Planned Budget by Year				
		Y1	Y2	Y3		Funding Source	Budget Description	Amount in USD		
		2021	2022	2023						
Output 1 Inclusive, participatory and transparent constitutional review concept drafting process designed and implemented.	Activity 1.1. Constitutional review concept drafting process designed and relevant institutional capacities, including Roadmap/Action Plan with precise timelines developed.				UNDP	EU	71200	International Consultants	50,000	
	1.1.1 Strategic planning, including the work plan, risks and challenges, communications strategy and stakeholder management strategy developed;						71300	Local Consultants	23,000	
	1.1.2 Commission and Secretariat capacity building for public outreach and participatory drafting process strengthened.						71600	Travel	15,900	
	Activity 1.2. Public Outreach Plan developed and conducted.		X	X			72100	Contractual Services Comp.	24,652.24	
	1.2.1 Public outreach design plan supported, curriculum with key messages and other resources designed;						74200	Audio Visual Printing Production	11,680	
	1.2.2 Scope of working with CSOs and participatory mechanisms and tools developed;						74500	Miscellaneous	1,248	
	1.2.3 Workshops, discussions aimed at broad-based public engagement into the drafting process, including in the regions, conducted;						75700	Trainings, Workshops & Conferences	9,000	
	1.2.4 Methodology for analysing public inputs and incorporating into the review designed and capacities for its implementation built.						75100	Facilities and Administration	9,483.62	
							UN	71200	International Consultants	4,000
										EU: 144,963.86
							UN: 4,000			
							Sub-Total for Output 1: 148,963.86			
Output 2 Capacities of the Constitutional Reform bodies strengthened for participatory and informed constitutional review.	Activity 2.1. Capacities of the Commission and its Secretariat enhanced.				UNDP	EU	71200	International Consultants	40,000	
	2.1.1 Support developing commission organization and structure, rules of procedure and/or a code of conduct for the Commission and Secretariat;	X					71300	Local Consultants	24,000	
	2.1.2 Strengthening the capacity of the Secretariat to deliver its technical, administrative, operational and logistical support to the Commission.						74200	AudioVisual Print. Prod.	12,000	

	Activity 2.2. Comparative research and analysis on substantive constitutional topics provided. 2.2.1 Develop quick comparative research and analysis on topics identified by the Commission and deliver comparative research to the Commission; 2.2.2 Conduct discussions with Commission members on selected research topics, sharing best practices and expert opinions.		X	X			74500	Miscellaneous	1,500						
							75700	Trainings, Workshops & Conferences	9,080						
							75100	Facilities and Administration	6,060.60						
							UN	71200	International Consultants	2,000					
							EU:								92,640.60
UN:								2,000							
Sub-Total for Output 2:								94,640.60							
Output 3 Civic participation in the constitutional review process strengthened	Activity 3.1. Capacity of the civil society enhanced for meaningful participation. 3.1.1 Conduct thematic discussions, trainings, workshops, roundtables, conferences on constitutional process and substantive issues; 3.1.2 Provide small grants to CSOs to strengthen/increase civic education or public consultation activities, monitor and report on the formal process, and/or advocate on specific issues, particularly ones that relate to the rights of women, youth, and vulnerable minorities.		X	X		UNDP	EU	71200	International Consultants	21,900					
								71300	Local Consultants	23,200					
								72600	Grants to CSOs	68,400					
								74200	Audio Visual Printing Production	7,287					
								74500	Miscellaneous	1,500					
								75700	Trainings, Workshops & Conferences	10,000					
								75100	Facilities and Administration	9,260.09					
								UN	71200	International Consultants	2,000				
							EU:								141,547.09
							UN:								2,000
Sub-Total for Output 3:								143,547.09							

Output 4 Programme implementation, monitoring and evaluation (project management and staff costs)	4.1.1	Human Resources/Staff Management costs						64300	Direct Project Cost Staff - Programme Officer	4,357.08	
	4.1.2	Project management costs						64300	Direct Project Cost Staff - Programme Associate	1,494.56	
	4.1.3	Project monitoring and evaluation						71400	Contractual Services Individuals – Project Manager	15,336	
								71400	Contractual Services Individuals – Project Assistant	4,320	
								71400	Contractual Services Individuals - Task Lead (Const reform)	47,232	
				X	X	X	UNDP		71400	Contractual Services Individuals - Driver (50%)	2,832
								72300	Materials and Goods (fuel)	1,920	
								72500	Supplies	2,360	
								73100	Rent&Maint. – Premises	6,960	
								75100	Facilities and Administration	6,076.81	
							UN	74500	Miscellaneous	2,000	
									EU:	92,888.45	
									UN:	2,000	
									Sub-Total for Output 4:	94,888.45	
TOTAL BUDGET FOR CONSTITUTIONAL REFORM										482,040.00	
TOTAL BUDGET FOR PROJECT										1,842,808.00	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



IX. LEGAL CONTEXT

Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on 8 March 1996. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP Armenia (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

UNDP (Direct Implementation Modality - DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]²⁸ [UNDP funds received pursuant to the Project Document]²⁹ 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody,

²⁸ To be used where UNDP is the Implementing Partner

²⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. 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;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report

Please see Annex 1.

2. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Accountable Institutions and Human Rights Protection in Armenia Project
2. Project Number (i.e. Atlas project ID, PIMS+)	00122148, 00128989 Accountable Institutions/Human Rights; 00129003 Police reform; 00129004 Constitutional reform
3. Location (Global/Region/Country)	Armenia
4. Project stage (Design or Implementation)	Implementation
5. Date	1 November 2021

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The Project is designed to support the Government of Armenia's strategic reforms towards accountable and effective service delivery in the field of security, human rights and promotion of Constitutional reform. It is aimed at strengthening rights-based approach in public service delivery to safeguard protection, equality and inclusiveness, in line with the principles of 2030 Sustainable Development Agenda of leaving no one behind.

The human rights principles and mechanisms of protection are the key in all components of the Project, and the strategy is structured around the main pillars of the human rights-based approach principles: (i) transparency and accountability, (ii) participation and inclusiveness, (iii) non-discrimination.

Furthermore, the Project aims to enhance promotion and protection of human rights through formulation and implementation of inclusive policies and human rights monitoring mechanisms, strengthening implementation capacity of the key national actors in the human rights sector, developing materials on human rights and rights-based approaches for relevant institutions, professionals and academia.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The Project will consider men and women as potential project beneficiaries and will promote full and equitable participation of men and women in the Project activities. It will focus on promotion of gender equality and protection of the rights of women, through public awareness and work with the state and non-state actors.

In addition, promotion of gender equality principles through increased women's engagement and role in the Police will be promoted as the key element of the reforms that would bring positive changes both within the Police and for the quality of the services provided.

Equally, the capacities of the HRDO to protect the rights of vulnerable groups and promote anti-discrimination will be strengthened, and the mechanisms will be explored to strengthen domestic capacity for rapid and effective execution of the judgments of the European Court of Human

Rights with a focus on non-discrimination.

In addition, the chunk of activities to be implemented jointly with UNFPA will directly address the issues of gender equality. The Project will promote needs assessment of women's rights, including sexual and reproductive health and rights of those living in closed institutions. It will equally design and implement public awareness campaign on gender-based violence, including available protection and support services, as well as strengthen capacity of the Patrol Police Service to protect the rights of vulnerable groups, including persons subjected to domestic violence and gender-based violence.

Briefly describe in the space below how the project mainstreams sustainability and resilience

The Project is designed to prioritise institutionalization of the actions and capacity of the relevant stakeholders, implemented through development and/or improvement of the legal framework, integration of curricula into the respective training institutions and building sustainable and resilient mechanisms and platforms for coordination and cooperation.

The Project will be implemented in daily coordination with the respective agencies to generate the commitment and sense of ownership and accountability for long-term sustainability.

According to the international good practices in providing technical assistance to the national authorities, the Project will use a capacity building approach to daily work with the national counterparts, aimed at transferring technical knowledge to reinforce national capacities. The assumption is that national authorities will benefit from the support from the Project also by acquiring capacities and knowledge for the long-term period.

Briefly describe in the space below how the project strengthens accountability to stakeholders




The accountability to stakeholders will be ensured through bi-annual meetings with the project board, monitoring the project implementation and the budget. The project will closely work and report regularly to the main partners, i.e. The Ministry of Justice, the Human Rights Defender's Office and the Police.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	I = 4 P = 2	Low	SESP attachment – Principle 1 point 5	The Project will closely cooperate with the stakeholders and address the training and capacity needs as relevant, including through international expertise. Consultants and experts will be hired as needed.
[add additional rows as needed]				
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
<i>Low Risk</i>		<input checked="" type="checkbox"/>		
<i>Moderate Risk</i>		<input type="checkbox"/>		
<i>High Risk</i>		<input type="checkbox"/>		
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				

	Check all that apply		Comments
	Principle 1: Human Rights	<input type="checkbox"/>	
Principle 2: Gender Equality and Women's Empowerment	<input type="checkbox"/>		
1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>		
2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>		
3. Community Health, Safety and Working Conditions	<input type="checkbox"/>		
4. Cultural Heritage	<input type="checkbox"/>		
5. Displacement and Resettlement	<input type="checkbox"/>		
6. Indigenous Peoples	<input type="checkbox"/>		
7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>		

Final Sign Off

Signature	Date	Description
QA Assessor 	15.11.2021	Alla Bakunts, DG and IBM Portfolio Analyst, UNDP Armenia
QA Approver 	15.11.2021	Natia Natsvlishvili, Resident Representative, UNDP Armenia
PAC Chair 	15.11.2021	Natia Natsvlishvili, Resident Representative, UNDP Armenia

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	NO
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³⁰	NO
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	NO
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	NO
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	NO
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	NO
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	NO
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	NO
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	NO
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	NO
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	NO
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	NO
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	NO
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	NO
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	NO

³⁰ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.4	Would Project activities pose risks to endangered species?	NO
1.5	Would the Project pose a risk of introducing invasive alien species?	NO
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	NO
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	NO
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	NO
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	NO
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	NO
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	NO
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ³¹ greenhouse gas emissions or may exacerbate climate change?	NO
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	NO
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	NO
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	NO
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NO
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	NO
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	NO
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	NO
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	NO
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	NO
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	NO
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	NO

³¹ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	NO
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	NO
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	NO
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	NO
5.3	Is there a risk that the Project would lead to forced evictions? ³²	NO
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	NO
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	NO
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	NO
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	NO
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	NO
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	NO
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	NO
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	NO
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	NO
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	NO
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	NO
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials	NO

³² Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	NO
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	NO

3. Risk Analysis

Impact and Probability are based on 1-5 scale (1 = Not likely; 5 = Expected)

Description	Date Identified	Type	Impact & Probability	Countermeasures/ Mngt response
Changes in the Government or the respective state structures may bring to delays in implementation of the project activities	10 October 2021	Political	I: 4 P:4	The project will have flexible approach and work with partners at different levels (working/decision making), where possible the project team will advance on activities that do not require immediate participation of the Government agencies
The sensitive nature of certain activities may result in belated adoption of the legal framework thus causing delays in implementation of respective activities (e.g. anti-discrimination law)	10 October 2021	Operational	I:3 P3	Discussions with the stakeholders, organisation of targeted events, international expertise and best practices, joint advocacy initiatives
Delays in implementation of the activities as a result of COVID-19 outbreak	10 October 2021	Operational	I: 2 P:4	The Project will provide support to meet the contingent demands of the beneficiaries: the activities, to the possible extent, will be supplemented/replaced with digital solutions
Re-escalation of the Nagorno-Karabakh conflict and political implications, reprioritization of needs by the Government and society	10 October 2021	Political	I:4 P:5	Monitoring of situation. Communication with partners and stakeholders. Possible redesign of some project aspects to address emerging needs
Compressed timeline of the activities and project duration increases challenges in delivering effective capacity development.	10 October 2021	Operational	I: 3 P:2	Early planning and coordination efforts

4. Terms of Reference of the Project Board and key management positions

Project Board

The Project Board will be established in accordance with the Project Document.

1. Functions of the Project Board:

- 1.1. Provide strategic oversight to the project activities including financial oversight.
- 1.2. Provide overall guidance and direction to the project, ensuring it remains within specified frames.
- 1.3. Approve annual work plans (AWP) and budgets; and based on the approved AWP's authorize any major deviation.
- 1.4. Approve changes and amendments to the existing project document.
- 1.5. Monitor progressive achievement of project objectives and provide guidance on long term sustainability of the project's achievements.
- 1.6. Undertake mobilization of funding for the project and consider funding for emerging issues.
- 1.7. Review and approve the Final Project Review Report, including lessons learned.
- 1.8. Invite representatives of other project beneficiaries to inform on their specific activities and needs.

2. Organization of activity and scheduling of meetings of the Project Board:

- 2.1. The Project Board conducts its work at meetings convened annually.
- 2.2. Decisions are made on the basis of consensus and in case of a disagreement, the decision is taken by majority vote.
- 2.3. Decisions of Project Board meetings are formulated as protocols.
- 2.4. The Board members are to be represented at a level appropriate for political guidance and decision making.
- 2.5. Project staff will carry out the following activities in support of the Project Board meetings: (i) preparation of an agenda, and provision of necessary materials; (ii) advance submittal of the draft agenda and accompanying materials; (iii) announcement of the time and location of the meeting; and (iv) delivering presentations as relevant.

Project Manager/Human Rights Lead

Office/Unit/Project	Accountable Institutions and Human Rights Protection in Armenia
Functional Title	Project Manager/ Human Rights Lead
Classified Level	SB-4
Duty station (City and Country)	Yerevan, Armenia
Type (Regular or Short term)	Regular
Office- or Home-based	Office-based

1. Office/Unit/Project Description

Through the EU funded “Accountable Institutions and Human Rights Protection in Armenia” Project, UNDP, UNICEF, UNFPA and OSCE support the Government of Armenia (GoA) efforts towards inclusive, accountable and effective service delivery in the field of rule of law, security, enhanced human rights protection and Constitutional reform. The Project aims to strengthen rights-based approach in public service to safeguard protection, equality and inclusiveness, in line with the EU-GoA Financing Agreement “Comprehensive and Enhanced Partnership Agreement (CEPA) Reform Facility”. This engagement contributes to implementation of CEPA provisions and implementation of the roadmap, adopted by the GoA in the areas of rule of law and respect for human rights and fundamental freedoms. The focus is placed on good governance, non-discrimination and gender equality, rights of persons belonging to minorities, justice and security reform. The Project equally contributes to implementation of the Agenda 2030, focusing on Sustainable Development Goal (SDG) 16 (peace and strong institutions), SDG 10 (reduced inequalities) and SDG 5 (gender equality).

The Project objectives are implemented through the following three components:

Human Rights Component implemented by UNDP, UNICEF and UNFPA focuses on (i) capacity building of the Office of the Human Rights Defender (HRDO) and Office of the Representative before the European Court of Human Rights (ECtHR), (ii) promotion of human rights awareness and education, (iii) improved Human Rights Action Plan monitoring and evaluation mechanisms.

Police Reform Component implemented by UNDP and OSCE, in close cooperation with the Ministry of Justice (MoJ) and the Police, supports implementation of the ongoing Police Reforms, with a special emphasis on the reform of the educational system.

Constitutional Reform Component implemented by UNDP contributes to advancement of Constitutional Reform through empowerment of key national stakeholders, provision of expert advice and best practices.

2. Scope of Work

In particular the incumbent is responsible for:

- Reporting and monitoring the project implementation within all three components;
- Ensuring the efficient operation of the Project Unit, including supervision of the project staff and national consultants;
- Acting as the lead and coordinator of the Human Rights component of the Project;
- Ensuring the development and efficient implementation of activities, as per the Project Document acting flexibly to adjust to implementing realities;
- Liaising and coordinating the activities of the implementing partners, UNFPA, UNICEF and OSCE;
- Managing the Project budget and ensuring financial delivery;
- Ensuring regular contacts and reporting to the Donor on three components of the Project on the operational and financial status of the Project;
- Liaising with the Government, Human Rights Defender’s Office (HRDO), Office of the Representative to the European Court of Human Rights, the Police, civil society organizations, international partners etc. to ensure participatory approach for the development and implementation of project activities;

- Developing critical partnerships and networks for the specific thematic areas; participating in the activities of intergovernmental or other coordinating bodies;
- Providing quality advisory services for UNDP/UN interventions in human rights and law-enforcement sector and develop policy options for UNDP/UN interventions in collaboration with Government, HRDO and other partners relevant to the project scope and stakeholders involved;
- Identifying catalytic areas for UNDP/UN work in the areas of human rights, law-enforcement and development;
- Coordinating development of project proposals in priority areas, identify potential funding sources;
- Providing guidance and technical expertise on the formulation of project strategies and proposals in the related fields; develop new project proposals and identify respective funding sources to ensure continuity of UNDP/UN activities in human rights sector;
- Liaising closely with UNDP's/UN's global and regional human rights advisors to ensure that Armenia is at the cutting edge of thinking in advancing protection of human rights, inequalities, etc.;
- Briefing senior UN officials on the human rights situation in Armenia as relevant;
- Contributing to the preparation of the office collective products, including policy papers, corporate planning and reporting tools, resource mobilization and advocacy materials, innovative and creative initiatives, blogs, interviews etc.;
- Provide knowledge-driven policy advice and services to UNDP/UN and the Government in the related practice areas;
- Act as Project assets custodian and ensure that the project assets are properly inventoried and reported to UNDP;
- Perform other duties as required.

3. Institutional Arrangement

Under direct supervision of the UNDP Democratic Governance Programme Analyst, the incumbent is responsible for day-to-day management and implementation of the project activities within all three components (Human Rights, Police Reform and Constitutional Reform), reporting and delivery of outputs and results, in close cooperation with relevant state and international counterparts. In addition, the incumbent acts as the lead of the Human Rights Component of the Project.

4. Minimum Qualifications of the Successful NPSA

Min. Academic Education	<i>Advanced university degree in human rights, international affairs, development studies, political science, or related field.</i>
Min. years of relevant Work experience	<p><i>At least 5 years of relevant experience at the national or international level in project management and implementation, of which 3 years in human rights sector.</i></p> <p><i>Hands-on experience in design, monitoring, reporting and evaluation of development projects;</i></p> <p><i>Excellent knowledge of human rights situation in the country, law-enforcement reforms/trends, related legal and institutional framework;</i></p> <p><i>Experience of working in fast-paced office environment including working and negotiating with government authorities, state agencies and international organisations;</i></p> <p><i>Experience in development of analytical documents, briefs and policy recommendations/papers;</i></p> <p><i>Familiarity with the UN/UNDP policies and procedures and/or previous experience with the UN is an asset.</i></p>
Required skills and competencies	<p>Skills:</p> <ul style="list-style-type: none"> • <i>Strong managerial skills, proven ability to work under time pressure and handle multiple activities and tasks concurrently.</i> • <i>Excellent analytical skills, with a strong track record of writing proposals and conceptualizing project activities in line with human rights-based</i>

	<p><i>approaches, gender considerations and implications.</i></p> <ul style="list-style-type: none"> • <i>Strong interpersonal skills, ability to establish and maintain effective work relationships with people of different social and cultural background.</i> • <i>Excellent team working skills, aptitude in consulting and involving others, as well as building trust among others.</i> • <i>Ability to deliver and reach the planned targets without undermining proper operational processes.</i> • <i>Creativity, flexibility and an innovative approach to problem solving.</i> <p>Corporate Competencies:</p> <ul style="list-style-type: none"> • <i>Demonstrates integrity by modelling the UN's values and ethical standards</i> • <i>Demonstrates passion and energy for development projects</i> • <i>Promotes the vision, mission, and strategic goals of UNDP/UN</i> • <i>Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability</i> • <i>Treats all people fairly without favouritism</i> <p>Functional Competencies:</p> <p><u><i>Knowledge Management and Learning</i></u></p> <ul style="list-style-type: none"> • <i>Promotes knowledge sharing and learning culture in the office</i> • <i>In-depth knowledge on development issues</i> • <i>Ability to advocate and provide policy advice</i> • <i>Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills</i> <p><u><i>Development and Operational Effectiveness</i></u></p> <ul style="list-style-type: none"> • <i>Ability to lead strategic planning, results-based management and reporting;</i> • <i>Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources;</i> • <i>Strong IT skills;</i> • <i>Ability to lead implementation of new systems (business side), and affect staff behavioural/attitudinal change.</i> <p><u><i>Management and Leadership</i></u></p> <ul style="list-style-type: none"> • <i>Focuses on impact and result for the client and responds positively to feedback;</i> • <i>Leads teams effectively and shows conflict resolution skills;</i> • <i>Consistently approaches work with energy and a positive, constructive attitude;</i> • <i>Demonstrates strong oral and written communication skills;</i> • <i>Builds strong relationships with clients and external actors;</i> • <i>Remains calm, in control and good humoured even under pressure.</i> <p>Computer Skills:</p> <p><i>Experience in the usage of computers and office software packages (MS Word, Excel, etc); knowledge of spreadsheet and database packages, experience in handling of web-based management systems.</i></p>
Desired additional skills and competencies	<i>Attentiveness to details, self-organisation and motivation.</i>
Required Language(s) (at working level)	<i>Fluency in English and Armenian. Knowledge of Russian is an asset.</i>
Professional Certificates	N/A

5. Travel:

The incumbent may travel to regions and other countries as required for performance of his/her duties.

Police Task Lead

Agency:	UNDP
Type of Contract:	SC
Duty station:	Yerevan, Armenia
Duration:	One year, with possible extension
Reports to:	DG and IBM Programme Analyst

II. ORGANIZATIONAL CONTEXT:

Under the overall guidance and direct supervision of the Democratic Governance and IBM Programme Analyst, the incumbent will lead the support to Police, Security Sector and Public Administration Reform pillars within DG and IBM portfolio, with the specific tasks to (i) manage and implement the Pillar on the Police Reform of the “Accountable Institutions and Human Rights Protection in Armenia” Programme, in close coordination with the Project Manager of the “Accountable Institutions and Human Rights Protection in Armenia” Programme, and (ii) lead the process of the Functional Review of the National Assembly in close coordination with the Chief Technical Advisor of the “Modern Parliament for a Modern Armenia” Project.

She/he will be responsible for (i) designing and implementing dedicated projects in the sector(s); (ii) identifying new programme opportunities in police, security and public administration sector as well as in broader thematic areas of institution building, (iii) partnering with external donors and trust funds while ensuring consistency with UNDAF/CPD priorities; (iv) promoting organization’s capacity as a reliable partner with national and international counterparts; (v) coordinating sectoral activities with broader country programme as well as advocating on behalf of organization’s goals.

She/he will work in close collaboration with UNDP’s programme staff, the Operations team, key programme staff in other UN Agencies, UNDP HQs staff and Government officials, technical advisors and experts, civil society, as well as multi-lateral and bi-lateral donors.

% of Time	III. Summary of Key Functions
	<ol style="list-style-type: none"> 1. Strategic visioning for the assigned projects and project components and guidance to project staff 2. Project management, implementation, achieving results and impact in accordance with UNDP rules and regulations 3. Partnership building and resource mobilization 4. Knowledge management
1.	<p><i>Strategic visioning for the assigned projects and project components and guidance to project staff</i></p> <ul style="list-style-type: none"> • Throughout implementation of the activities of the Pillar, provide analysis of available policies, data, research and documentations on the Police and Security Sector reform in Armenia and/or any other assigned projects or project components. • Conduct regular review and analysis of strategic documents impacting the Public Administration reform progress and their alignment with the strategic objectives of UNDP. • Provide substantive research input, accurate analysis, data entry and presentation of information to ensure proper policy advice and programme implementation. • Conduct analytical work (e.g., institutional and risk analyses, capacity assessment, policy reviews and briefs) on the project key areas, highlighting UNDP support and strategy. • Identify and compile lessons learned; propose and apply agile management and/or other solutions for programmatic response. • Ensure that interventions and activities are implemented in a Human Rights Based Approach and respect principles of Gender Equality. Raise awareness of Programme partners on HRBA and GE.
2.	<p><i>Project management and implementation in accordance with UNDP rules and regulations</i></p> <ul style="list-style-type: none"> • Ensure efficient implementation of activities of the Pillar on the Police Reform of the

		<p>“Accountable Institutions and Human Rights Protection in Armenia” Programme, timely delivery of the expected outputs and results in compliance with performance indicators, success criteria, targets and milestones.</p> <ul style="list-style-type: none"> • Ensure efficient operation of the Pillar/Project Unit, including supervision of the project experts and consultants. • Ensure full synergies and coordination with the Human Rights and Constitutional Reform Pillars of the Programme; coordinate implementation with the partners and agencies, including OSCE. • Throughout implementation of the Functional Review of the National Assembly, ensure full coordination with the other components of the “Modern Parliament for a Modern Armenia” programme. • Prepare annual workplans and related sub-plans (procurement plan, quarterly plans if required, and others as necessary) and ensure timely and good-quality implementation and delivery of workplan activities. • Continuously monitor progress against the approved workplan; identify changes in the external environment and promptly agree necessary solutions/actions (related to the planning and implementation of activities, need for new activities) with UNDP Office and Project Board. • Ensure financial and substantive monitoring and evaluation of the activities of the Pillar in line with UNDP Programme/Financial policies, identify operational and financial problems, identify and propose remedial actions. • Develop reports, knowledge products and other documents to be submitted to the Project Board’s approval and according to the procedures reflected in cost-sharing agreements with the partners. • Represent UNDP in events and activities at national, regional and international levels. <p>3. Partnership and resource mobilization:</p> <ul style="list-style-type: none"> • Establish/maintain strategic partnership and support partnership activities at programme/pillar level with national and international partners, private sector, NGOs, etc. in target areas, in seeking to coordinate and cooperate on initiatives and identify new opportunities for UNDP related but not limited to police, security sector and public administration reform. • Be familiar with the activities of other development projects in the sector/area, establish contact and keep up-to date with their work. • Provide technical assistance to the partners throughout implementation of the activities of the Pillar. • Support UNDP in providing guidance and technical expertise on the formulation of programmatic strategies and proposals in the related field and activities. • Support the CO and Portfolio Analyst in initiation and development of the pipeline projects, and networking with financial mechanisms, partners and donors.
	<p>4.</p>	<p>Knowledge management</p> <ul style="list-style-type: none"> • Promote information sharing within the CO team, with national and local stakeholders and the relevant donor community by initiating and/or participating in consultative meetings and preparing briefs on developments and activities in Police and Security Sector, parliamentary development, public administration and other related areas; • Codify the results achieved in the frame of the component on the Police Reform of the “Accountable Institutions and Human Rights Protection in Armenia” Programme and throughout the process of the Functional Review of the National Assembly; • Ensure quality of Project’s communication and visibility products and their wide dissemination; • Contribute to synergy-building among different programmes and initiatives for UNDP and beyond;

		<ul style="list-style-type: none"> • Participate in national and international fora, making substantive contributions as appropriate; • Facilitate and organise trainings for Project staff to enable them to perform at the required level.
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IV. Qualifications & Skills Required

Education:	Master's Degree or equivalent in law, human rights, public administration political and social science or related areas.
Experience:	<ul style="list-style-type: none"> • Solid knowledge of governance and development framework of Armenia and the region, understanding of sustainable development agenda in the country and globally. • At least 5 (five) years of progressive experience in the design, management and implementation of development projects in law enforcement, justice of human rights sector and/or working in a position relevant to this post. • Experience in working with law-enforcement institutions (judiciary, prosecution, police, legal aid, etc.) is a strong advantage. • Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web-based management systems. • Experience in establishing inter-relationships among international organization and national governments is an asset.
Language requirements:	Fluency in English and Armenian; knowledge of Russian is an asset
IT skills	Proficiency in standard computer software (word-processing, excel, presentations, databases and internet)

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Exerts strict adherence to corporate rules, regulations and procedures. Familiarity with the internal control framework and results-based management tools is a must;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Promotes ethics and integrity
- Builds and promotes effective and competent teams, promotes an enabling environment for creativity, innovation and open communication
- Ensures that programmes and projects are consistent with UN/UNDP values; leverages conflict in the interests of UNDP & setting standards
- Treats peers fairly by maintaining consistent values inspiring trust and confidence through personal credibility;
- Accepts responsibility and accountability for the quality of the outcome of his/her decisions.

Functional Competencies:

- Knowledge Management and Learning; shares knowledge and experience;

- Focuses on tasks/activities which have a strategic impact on programme and capacity development activities;
- Promotes a supportive environment to enhance partnerships, leverages resources and build support for UNDP's strategic initiatives;
- Collaborates with regional, national and local partners to create and apply knowledge and concepts that will help partners achieve UNDP's development objectives within the country and regional context;
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills.

Job Knowledge/Technical Expertise:

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines;
- Serves as internal consultant in the area of expertise and shares knowledge with staff;
- Continues to seek new and improved methods and systems for accomplishing the work;
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop her/himself professionally;
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments;
- Strong analytical, drafting and communication skills.

Development and Operational Effectiveness:

- Ability to perform a variety of specialized tasks related to Results-Based Management, including support to design, planning and implementation of Project, managing data, reporting;
- Ability to provide input to business processes, re-engineering, implementation of new system, including new IT based systems;
- Ability to engage with various partners and stakeholders at different levels, to establish and maintain contacts with senior-level officials of the host government and represent UNDP in national and regional for a;
- Ability to communicate effectively, both orally and in writing, is required to obtain, evaluate and interpret factual data and to prepare accurate and complete reports and other documents;
- Capacity to implement the strategic vision and programmatic goals as laid down in the Project Document;
- Proven performance in organizing and coordinating major initiatives, events or inter-organizational activities;
- Adapts flexibly to changing situations, overcomes obstacles and recovers quickly from set-backs.

Leadership and Self-Management:

- Focuses on result for the client and responds positively to feedback;
- Proactive in developing strategies to accomplish objectives;
- Ability to achieve results and meet strict deadlines in an effective manner, maintaining a high quality standard throughout;
- Consistently approaches work with energy and a positive, constructive attitude;
- Tolerates conditions of stress, uncertainty or ambiguity and continues to maintain a positive outlook and to work productively;
- Demonstrated ability to manage a team and to foster team spirit and synergy.

Constitutional Reform Task Lead

Office/Unit/Project	Accountable Institutions and Human Rights Protection in Armenia
Functional Title	Constitutional Reform Task Lead
Classified Level	SB-4
Duty station (City and Country)	Yerevan, Armenia
Type (Regular or Short term)	Regular
Office- or Home-based	Office-based

1. Office/Unit/Project Description

Through the EU funded “Accountable Institutions and Human Rights Protection in Armenia” Project, UNDP, UNICEF, UNFPA and OSCE support the Government of Armenia (GoA) efforts towards inclusive, accountable and effective service delivery in the field of rule of law, security, enhanced human rights protection and Constitutional reform. The Project aims to strengthen rights-based approach in public service to safeguard protection, equality and inclusiveness, in line with the EU-GoA Financing Agreement “Comprehensive and Enhanced Partnership Agreement (CEPA) Reform Facility”. This engagement contributes to implementation of CEPA provisions and implementation of the roadmap, adopted by the GoA in the areas of rule of law and respect for human rights and fundamental freedoms. The focus is placed on good governance, non-discrimination and gender equality, rights of persons belonging to minorities, justice and security reform. The Project equally contributes to implementation of the Agenda 2030, focusing on Sustainable Development Goal (SDG) 16 (peace and strong institutions), SDG 10 (reduced inequalities) and SDG 5 (gender equality).

The Project objectives are implemented through the following three components: Human Rights, Police Reform and Constitutional Reform.

Under the Constitutional Reform Component the activities will focus on:

- Supporting MoJ and other stakeholders in advancing constitutional reform;
- Strengthening organisational capacities of the specialised bodies, responsible for constitutional reform processes;
- Designing and implementing public outreach, including civic education and public consultations;
- Advising on international practice regarding constitutional reform in thematic areas;
- Supporting civil society to participate in the constitution making process, including groups representing women, youth and those marginalized.

2. Scope of Work

Summary of Key Functions:

- Supports the Project with quality expertise in the assigned areas of responsibility;
- Provides advisory and expert services to the national partner agencies, local and international organizations and facilitate knowledge building and management;
- Contributes to planning, implementation, monitoring and reporting of the Project activities;
- Supports establishing a professional platform for networking and partnership building with the MoJ and key stakeholders in the field of constitutional reform, including the government agencies, international organisations, civil society, and other relevant partners;
- Collects, analyzes and consolidates general and issue-specific materials, documentation, information and reports, as well as prepares background materials required/or useful for the implementation of Constitutional Reform Component of the Project;
- Supports the Project Manager in reviews and quality assurance of the Project outputs and products with a special focus on constitutional reform component;
- Links experience from workshops, trainings, meetings, seminars with the Project activities;
- Advocates with partners about specific constitutional issues, such as balance of powers, decentralization, judiciary, human rights and public accountability;

- Contributes to developing ideas for creative advocacy and communication campaigns on constitutional reform;
- Participates in meetings with the key stakeholders, partners, national and international experts and working groups as required;
- Works closely with the Project's team members, donors, government agencies, NGOs and other professionals on issues of common concern;
- Responds to requests/queries addressed to the Project regarding the constitutional reform component;
- Participates and contributes to the process of writing progress reports, concept papers, project proposals and strategy documents;
- Undertake any other responsibilities as may be assigned in relation to this position as well as perform other tasks as assigned by the Project Manager.

3. Institutional Arrangement

Under guidance and direct supervision of the Project Manager/Human Rights Lead, the incumbent will be responsible for planning, implementation and coordination of the activities under the Constitutional Reform component.

4. Minimum Qualifications of the Successful NPSA

Min. Academic Education	<i>Advanced university degree in law, public administration, human rights, public policy, social sciences or a related field.</i>
Min. years of relevant Work experience	<ul style="list-style-type: none"> • <i>At least 5 years of relevant experience at national or international level in public service delivery, democratisation and rule of law;</i> • <i>Technical expertise and experience in constitutional reform mechanisms;</i> • <i>Experience managing policy development and legal reform interventions;</i> • <i>Familiarity with the key stakeholders in Armenia, including at the governmental level, international organizations and civil society;</i> • <i>Working experience with UN/UNDP is an asset;</i> • <i>Experience of working in projects focusing on democratization and rule of law is a strong asset;</i> • <i>Experience in the usage of computers and office software packages, experience in handling of web-based management systems.</i>
Required skills and competencies	<p><i>Functional Competencies:</i></p> <p><i>Advocacy/Advancing Police-Oriented Agenda</i></p> <ul style="list-style-type: none"> • <i>Creates effective advocacy strategies,</i> • <i>Performs analysis of scenarios, and contributes to the formulation of institutional responses.</i> <p><i>Support in Results-Based Programme Development and Management</i></p> <ul style="list-style-type: none"> • <i>Provides information for linkages across programme activities to help identify critical points of integration,</i> • <i>Provides information and documentation on specific stages of projects/programme implementation.</i> <p><i>Support in Building Strategic Partnerships</i></p> <ul style="list-style-type: none"> • <i>Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's/UN's mandate and strategic agenda,</i> • <i>Identifies needs and interventions for capacity building of counterparts, clients and potential partners.</i> <p><i>Developing New Approaches</i></p> <ul style="list-style-type: none"> • <i>Identifies new and innovative approaches and promotes their use in project activities,</i> • <i>Creates an environment that fosters innovation and innovative thinking.</i> <p><i>Core Competencies:</i></p> <ul style="list-style-type: none"> • <i>Promoting ethics and integrity, creating organizational precedents,</i> • <i>Building support and political acumen,</i> • <i>Building staff competence, creating an environment of creativity and</i>

	<i>innovation,</i> <ul style="list-style-type: none"> • <i>Creating and promoting enabling environment for open communication,</i> • <i>Creating an emotionally intelligent organization,</i> • <i>Leveraging conflict in the interests of UNDP/UN & setting standards,</i> • <i>Sharing knowledge across the organization and building a culture of knowledge sharing and learning.</i>
Desired additional skills and competencies	<i>Good knowledge of political and legislative developments in the field.</i>
Required Language(s) (at working level)	<i>Fluency in English and Armenian, knowledge of Russian is an asset.</i>
Professional Certificates	<i>N/A</i>

5. Travel:

The incumbent may travel to regions and other countries as required for performance of his/her duties.