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**PROJECT DOCUMENT**

Armenia

**Project Title:** Electoral Support Project in Armenia (ESPA) 2018-2019

**Project Number:** 00102091-00104274

**Implementing Partner:** UNDP

**Start Date:** 1 July 2018 **End Date:** 31 December 2019 **PAC Meeting date:** 11.10. 2018

**Brief Description**

In response to a formal request from the Government of the Republic of Armenia to provide electoral assistance and based on recommendations of the UN Needs Assessment Mission, UNDP has developed this project document to assist the Armenian stakeholders in holding of upcoming early elections. The project is envisaged to last 18 months and will consist of three components aiming to increase the credibility, inclusiveness and participation in the electoral process. The project's overall strategy will be to assist the Armenian authorities in, first of all, holding credible and inclusive early elections, and secondly, sustaining those achievements and building solid foundations for credible, inclusive and transparent elections in the future.

More specifically, the project will support introduction of new technology to increase credibility of electoral process, increase inclusiveness and participation in elections, voter education, as well as strengthen capacity of electoral management bodies in Armenia

**Contributing Outcome (UNDAF/CPD):**

**2016-2020 UNDAF Outcome 2** "By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights"

**2016-2020 UNDP Country Programme Action Plan Outcome 2 (11)** "By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance." **Output 2.5** "Mechanism introduced to increase credibility of electoral process, inclusiveness and participation in elections and capacity of EMB to ensure its sustainable institutional strengthening"

**UNDP Strategic Plan 2018-2021 Outcome 2** "Accelerated Structural Transformations for Sustainable Development" and its Output 2.2.2 "Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability"

**SDG Target 16.6** Develop effective, accountable and transparent institutions at all levels  
Gender Marker 2

<b>Total resources required:</b>	<b>\$ 4,201,281.80</b>	
<b>Total resources allocated:</b>	<b>Donors</b>	
	EU	<b>\$ 1,733,169.92</b>
	Germany:	<b>\$ 807,205.74</b>
	UK	<b>\$ 659,212.70</b>
	Sweden	<b>\$ 164,485.53</b>
	<b>Government:</b>	<b>\$ 683,415.91</b>
	In-Kind:	
<b>Unfunded:</b>	<b>\$ 153,792.00</b>	

**Agreed by:**

<b>Government</b>	<b>UNDP</b>
Ararat Mirzoyan Acting First Deputy Prime Minister Government of the Republic of Armenia	Shombi Sharp UNDP Resident Representative
Date: 23/10/2018	Date: 23/10/2018

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## I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

In response to a request for electoral assistance from the newly elected Prime Minister of Armenia, the United Nations (UN) deployed a Needs Assessment Mission (NAM), which concluded that the UN should reply positively and deliver electoral assistance via a dedicated UNDP project. The request came following Government's declared intention to call for early parliamentary elections in the wake of former Prime Minister Serzh Sargsyan's resignation following peaceful widespread anti-government demonstrations in April 2018. In his letter to the UN, the Prime Minister requested that the UN and the wider international community provide coherent and coordinated electoral assistance with a view to helping the Government of Armenia create an environment conducive to "free, fair and credible elections."

The government-initiated discussions of electoral reforms that would see the transition to a 100 per cent proportional electoral system with a closed list and potentially additional changes, such as the increase in women's political participation. In addition, while seeking to clean up the voter list, the government also indicated that it intends to crackdown on vote buying and misuse of administrative government resources. To spearhead its electoral reform efforts, the Prime Minister has authorized the formation of a government working group under the auspices of the First Deputy Prime Minister. The Working Group includes political and civic leaders and is charged with developing proposals for electoral reforms, including changes to the Electoral Code and other technical proposals that would ensure greater credibility, transparency and legitimacy of the planned early elections. The National Assembly elected under the new Constitution and the Electoral Code in the April 2017 elections, formed its own Working Group on electoral reform, comprising of the four Parliamentary factions. The National Assembly will review the package of the proposed amendments to the Electoral Code submitted by the Government at the extraordinary session scheduled for October 22, 2018.

This uncertainty, including the scope and timing of proposals for changes to the Electoral Code, has direct bearing on the timing and preparations of the early elections, as well as the activities proposed by the current project. Regardless of the timing, the upcoming electoral reform and election preparation efforts will have a direct impact on the perception regarding the Government's ability to successfully organize a credible, transparent and legitimate early elections. How the government pursues and carries out its electoral reform will also have direct impact on long-term political future of Armenia.

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## II. STRATEGY

The central assumption that underpins the UNDP Country Programme Document's Theory of Change is that credible, inclusive and participatory electoral processes lead to effective citizen engagement, equitable and representative voice, and effective governance institutions; in a long run also factoring in stability and economic development of the country.

Upcoming early parliamentary elections in Armenia present both an immense opportunity and challenge for the future of the country. On the one hand, the new government's avowed goal of raising the credibility of the electoral process gives the authorities a mandate to break with the past and raise the trust in the process among the population at large. On the other hand, the ambitious reform agenda in the way elections are run, as well as uncertainties regarding some of the key elements, including the date of elections, composition of the election management bodies and extent of the reforms, present an immense challenge to the new government. The challenge is

particularly acute when it comes to assuring inclusiveness, both in terms of the reform process (i.e., including all relevant political forces), as well as the elections themselves (increasing participation and assuring greater representation of women, youth, minorities and other underrepresented groups).

Against this backdrop, the Armenian stakeholders, including the government, election management bodies and civil society among others, will need assistance. For their part, the assistance providers such as UNDP will have to carefully assess the opportunities and challenges in order to set strategic, realistic goals of their interventions. Moreover, given the fact that multiple donors are likely to fund multiple projects in various, potentially overlapping areas, close coordination will be essential. This coordination at the highest (ambassadorial) level has already started and will be complemented with a regular coordination at the working (assistance providers) level.

UNDP's "Electoral Support Project in Armenia" is drafted based on the request by the Armenian authorities for electoral assistance and is framed by the findings of the NAM deployed in July 2018. The Project is structured in a manner to provide targeted, coordinated assistance broadly around four key areas: ensuring the continued use of the new technology introduced in 2017 elections; assisting authorities in implementing new aspects of the electoral laws and procedures, including improving voter registration; improving voter education, particularly regarding the novelties in the electoral procedures and laws; and increasing political participation of women and young voters.

These four areas will be grouped in two outputs aiming to improve the credibility and inclusiveness of the electoral process overall, with a third output focusing on the post-electoral period and capacity-building of the electoral authorities. While the bulk of the resources and efforts will be devoted to the support for preparation and conduct of elections, the third component is important given the likely change in mandate and possibly composition of the Central Election Commission after the elections. Nevertheless, this component will be reassessed based on the actual extent of the reforms and the performance of the election commissions at all levels. In light of the post-electoral assessment, which will include analysis of the observer reports, some components of this output may be amended.

This Project will benefit from the experiences and lessons-learned of its predecessor, "Support to the Electoral Process in Armenia" (SEPA)<sup>1</sup>, main achievement of which was support to a successful introduction at April 2, 2017 parliamentary elections of Voter Authentication Devices (VADs) in polling stations, including procurement, training and voter education explaining the new technology to the voters. To ensure sustainability of the new technology, one major component of the new project will be continued support to the national authorities, namely the CEC, in using the new technology again. Although significant steps were already taken by SEPA to ensure sustainability, it was impossible to predict that the new elections would be held in such rapid succession. The new Project will therefore work closely with the CEC in determining the exact status of the equipment (software and hardware) and providing assistance to ensure adequate supply is available, including contingencies. As with SEPA, the guiding principle will be assuring sustainability and leaving the legacy in terms of procedures and rules that will be applied by the Armenian authorities on their own.

At the same time, although essential, the technical component will form only a part of the overall project strategy. Equally, if not more, important will be to assist the Armenian authorities in their

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<sup>1</sup> <https://armenia.ec-undp-electoralassistance.org>

professed goal of increasing the credibility of the electoral process overall. The strategy to do so first and foremost rests on a firm political willingness by the new authorities to turn a new page in elections, both in terms of actual change in the way elections are run as well as regarding perceptions among the citizens of Armenia. The Project will therefore aim to simultaneously assist the authorities in implementing electoral legislation reform (for example, with the announced change of the electoral system), as well as support the efforts by the Armenian stakeholders to publicize and explain the change to the public at large.

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### **III. LEGAL AND INSTITUTIONAL FRAMEWORK FOR ELECTIONS**

The Constitution of Armenia defines the political system while the Electoral Code contains provisions for both political and administrative elections. Beside the Electoral Code, there are a number of other pieces of legislation that are part of the legal framework for elections, specifically Law on Passports and the Law on ID Cards.

The CEC is responsible for organizing and holding elections with the help of its Territorial Election Commissions and Precinct Election Commissions. The CEC is an independent body consisting of a Board of Commissioners, including seven Commissioners elected by the National Assembly and a small Secretariat at central level; the District Election Commissions for up to 41 districts in Armenia consist of seven members appointed by the CEC. Precinct Election Commissions consists of at least seven members, of which, two are appointed by the District Election Commission and the other five appointed by the political parties who have representation in the parliament.

The CEC works in close cooperation with the Police Passport and Visa Department, which is in charge of the State Public Register (SPR) and also maintains the voters' register. The voter lists are extracted from the SPR and handed over to the CEC at the time of elections. An independent state agency, the National Commission on Television and Radio, is responsible for the supervision of media outlets on complying with the legal requirements of election campaign broadcasting.

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### **IV. RESULTS AND PARTNERSHIPS**

#### ***Expected Results***

The Project will be structured around the three main outputs<sup>2</sup>, each with distinct but complementary goals and objectives. While the support to the elections (national and possibly local) will be the immediate priority, it is equally important to build a sustainable foundation for credible electoral process in the long-term. Hence, the Project's strategy will consider sustainability and long-term impact in all of its activities. While the CEC will be a key project partner, a number of other stakeholders will benefit directly or indirectly from the project support, including civil society organizations, the media, and groups representing the minorities, women and youth.

#### **Output 1: Credibility of the electoral process improved**

The credibility of an electoral process depends on the professionalism and impartiality of the electoral administration and the trust of the voters and other electoral stakeholders in the fairness of the electoral process. Considering the significant political changes in Armenia, it is essential that

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<sup>2</sup> "Outputs" and "Activities" in this Project document shall be understood as "Activities" and Sub-Activities" in UNDP programming terminology

the CEC delivers technically sound elections to complete the political transition. In this context, the Electoral Support Project in Armenia (ESPA) will provide technical support to the CEC to implement electoral operations in a professional and transparent fashion.

#### *Activity 1.1: Support to the IT components*

It is generally accepted that the introduction of electronic voter authentication process starting with the 2017 parliamentary elections has increased the general trust of electoral process at polling station in Armenia. Both national and international final election observation reports of the 2017 stated that the voter authentication devices (VADs) were operated efficiently and in a number of cases prevented double voting.

Considering that the VADs quickly became an accepted feature of the polling process in Armenia, it is essential that they continue to be a central element of the process in both national and local elections. In order to ensure an efficient full-fledged roll out of Voter Authentication Devices, the Project supported the CEC in conducting an assessment of the status of the equipment to verify its functionality. A full inventory of 4,000 units (both hardware and software) was conducted to determine the number of batteries, additional VADs and UPSs that need to be replaced and/or procured. The results revealed the need to procure additional 511 VADs: to replace 311 dysfunctional devices and 200 more as a reserve. Also, 2,000 UPSs should be procured. The Project has initiated procurement process. In addition, the project will procure two IT working stations at the CEC headquarters, to enhance CEC IT capacity overall.

The Project will support the update of the Central Verification Information System (CVIS), required to elaborate and upload the voters' list to the VADs. Moreover, after elections the system will be able to extract the information of authenticated documents and generate user-friendly reports to enhance the transparency of the process. The Project will extend its support to the Police department of Visa and Passports with regards to the formatting of the voter list data base, as well as other government authorities that may be involved in the process. In addition, the Government stated that it intends to post the list of all voters who have casted the ballot on line, in a searchable data-base format. This will enable any voter to verify the names of those who actually voted, adding to the transparency of the process and enabling voters and observers to identify any potential cases of fraud. To implement this feature, the authorities will require a number of high-quality printers (to print voter lists), high-volume scanners (at least one for each of 38 Territorial Election Commissions), a large server, as well as software to digitalize paper results and convert them into a searchable data-base.

To accomplish this, the Project will procure the services of an IT company and engage several national and one international IT experts, to both conduct those activities, as well as support the CEC and other stakeholders in the preparations for elections. National experts in the fields such as network security and software development will be supported by one international IT expert who will provide overall guidance for the period of approximately 8 months. The exact time framework of engagement of both national and international experts will be decided jointly with the CEC and other stakeholders. Upgraded CVIS will serve to further strengthen credibility and transparency of electoral processes and will be applied for the electoral processes and referenda planned for 2019 and beyond.

### *Activity 1.2: Operations, logistics and risk management support*

Considering the intention of the Government to conduct pre-term elections in early December 2018, and the uncertainty around the scope of the reform of the legal framework for elections, the CEC will be under enormous pressure to organize technically sound elections in a compressed timeframe. The CEC and the Territorial Election Commissions (TECs) will be confronted with the challenge of developing operational and logistics plan in a very short time. The Project will support the CEC in developing such plans including an internal communication plan to mainstream divulgation of instructions and the consistency of the implementation of such instructions.

In addition, given the importance of the upcoming early elections, the election authorities will develop, for the first time, a risk management plan. The plan will include contingency measures to address possible disruptions to the electoral process, from logistics and technical problems, to extreme weather, earthquakes, disruption to power supply, armed conflict and other similar events that could threaten electoral operations. Considering such possibilities well in advance allows election officials to develop plans to ensure elections stay on track or to give a realistic timeframe for organizing an election after a major disruption. The Project will provide technical assistance for the development of the risk assessment and contingency planning.

### *Activity 1.3: Ensuring transparency in the polling station on the Election Day*

In 2017 parliamentary elections, for the first time, web cameras were installed at the 1,499 largest polling stations, so that the Election Day procedures could be recorded and observed by anyone in or outside Armenia via the Internet. The Electoral Code (2016) provided for installation of web cameras at all polling stations; however, this requirement was not fully followed due to accessibility and financial considerations. The OSCE/ODIHR noted that regardless of the technical difficulties and operational hurdles, the web cameras were an important measure to enhance the transparency of elections.<sup>3</sup>

Considering that the Government is fully determined to organize the early parliamentary elections with the deployment of all technological novelties introduced in 2017, such as the use of VADs in polling stations as a measure to identify and deter multiple voting, and live streaming of the polling and counting proceedings on election day, the Project will support installation of web cameras to allow live streaming of voting and ballot counting at approximately 1,500 out of 2,000 electoral precincts.

To accomplish this, the Project will work together with the CEC and relevant Government authorities to procure the necessary equipment, servers, new software licence customized to the requirements of the polling process, a broadband connection package to live stream video recordings from polling stations on election day, etc. The Project will also procure relevant logistic and IT support services to install and configure cameras at the polling stations. As it was the case last year, a national company will be contracted to deploy the teams throughout the country, verify and, in case of interruption, re-establish Internet connection, and install the video cameras.

On the Election Day, the company will provide a number of mobile quick-reaction teams throughout the country, able to deploy on short notice and address any technical issues. Live feed from the polling stations will be centralized via the servers based in Yerevan. In addition to allowing for Internet broadcasting of the live stream, available to anyone in Armenia, the stream will be available

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<sup>3</sup> Armenia, Parliamentary Elections, 2 April 2017, OSCE ODIHR final report <https://www.osce.org/odihr/328226>

world-wide, enabling the diaspora community to observe election proceedings. This will likely require a separate contract with an international Internet-provider. Furthermore, servers will also record the proceedings from all polling stations in HD quality, enabling a much higher resolution video. From a technical perspective, streaming HD quality video is not possible; however, the recordings may be a valuable tool in case of investigating electoral complaints. In doing so, legal experts will be consulted in order to ensure compliance with the existing data protection laws and best practices.

The government has already confirmed that it has located the vast majority of the 1,500 cameras procured last year; they will be tested prior to their redeployment and reinstallation in the field. However, as not all cameras have been recovered approximately additional 375 units will have to be procured. Moreover, during the previous elections the internet provider ensured that there is a physical or radio connection to each of the 1,500 polling stations. This connection now has to be tested and repaired where needed, but no new connections will have to be established, further reducing the overall cost compared to the last year. However, additional equipment such as servers has already been distributed for use by other government bodies and ministries and is not likely to be recovered. Therefore, the Project will procure additional servers, in addition to renewing licences for software required to collect and stream live video feed from all cameras simultaneously.

#### *Activity 1.4: Training*

The CEC does not have a dedicated training centre and trainings of some 20,000 election officials has proven to be very challenging for the Commission in the past. The lack of resources required the CEC during previous electoral cycles to even deploy headquarters senior official to ensure the delivery of trainings to members of the Precinct Election Commissions (PECs). During the 2017 elections, the CEC received limited assistance by the Council of Europe (CoE) for the organization of a country-wide one-half day training for election officials. An additional challenge is posed by the current legal framework that makes the training for polling agents not compulsory. International observers<sup>4</sup> have noted shortcomings in the capacity of several PECs members to execute their duties in 2017, e.g., the ODIHR indicated problems mostly at the counting level and filing of results protocols.

Currently, PECs are formed by political party nominees with the chairpersons and secretaries assigned to political parties proportionally to their representation in the parliament. Political parties in the past have complemented the CEC trainings, in an informal set up, by training directly their appointed members to the PECs. This informal support for training might not be available for the upcoming early elections. Additionally, the ongoing reform of the legal framework for elections may impact provisions determining the composition of the PECs. This, in addition to the fact that the reform of the electoral code is likely to introduce changes in polling procedures poses a real challenge to the CEC to train in an effective and timely manner up to 20,000 PEC members.

The Project will assist the CEC in developing modern, effective training modules and update the existing training materials, such as manuals and polling forms. In close cooperation with the CEC's focal point on training, the Project will assist with the development and implementation of the training plan, including organizing Training of Trainers in cooperation with IFES. In post-electoral period, the Project will also support the CEC in developing an e-learning platform that will, among others, be used to provide on-line access to the polling and counting procedures for polling agents

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<sup>4</sup> Ibid.

and other stakeholders. The e-learning platform would allow the CEC to develop modules targeting specific stakeholders with a variety of content.

In doing so, the Project will coordinate closely with other electoral assistance providers (IFES, Council of Europe, Venice Commission, etc.) to ensure that the activities are complementary and to avoid overlap. In effect, this coordination has already started at the project design phase and it ensured that there will be no overlap when it comes to implementation.

Along with voter registration, training of election officials is one of the most resource- and time-demanding components of any election. Although other organizations are likely to be providing training assistance, no organization on its own has adequate resources to cover the entire process. Therefore, a division of labour will be established, whereby different organizations will assume different tasks, such as developing materials, organizing Training of Trainers, focusing on PECs and/or TECs, etc. Current plans, subject to change depending on available resources and time, are for IFES and UNDP to jointly develop materials for the training, with IFES assisting the CEC with materials for Precinct Election Commissions (PECs) and UNDP providing assistance for the development of materials for Territorial Elections Commissions. Upon availability of funds, UNDP will support the CEC in deploying the training teams throughout the country to conduct the trainings of TECs, in coordination with IFES. This will include, as the first step, Training of Trainers (ToT) in selected locations throughout the country.

**Table 1. Proposed implementation plan for training component**

N	Activity	Duration	Start Date	End Date	Notes
1.	Training of Trainers (ToT)	3 full days	12 Nov 2018	21 Nov 2018	TOT will be done for 60 people in total, in 2 shifts
2.	Training sessions for TEC members, pending available funding	One-day sessions; to be conducted during 12 days	24 Nov 2018	6 Dec 2018	Given that the TEC membership is fixed for a 6-year period, training sessions can start right afterwards. During 12 days training sessions will be held for 226 TEC members in total

In addition, UNDP will support the training of all VAD operators, in line with the support provided for previous elections. This will include recruitment of up to 120 VAD trainers, their training and deployment to conduct trainings in the field for all VAD operators.

**Table 2. Proposed implementation plan for VAD trainings**

Recruitment and Training Plan for Data Entry Clerks 2018	Duration	Start Date	End Date	Remarks
Editing training manuals and pre-printed flipcharts in	7 days	1/11/2018	7/11/2018	Currently the EC changes do not concern data entry clerks, however, some CEC regulatory



line with the amended EC and CEC regulations				changes are envisaged that would need to be reflected in the manuals. Same applies to the flipcharts (printed A3 size screenshots from the manual to be used during trainings)
Production of training materials (5000 manuals, 50 training flipcharts)	12 days	8/11/2018	20/11/2018	Manuals as per the number of cascade training participants, flipcharts – 1 per 2 core trainers
Identifying 1200 candidates for Data Entry Clerks to take part in trainings (identification, selection, invitation to trainings)	15 days	5/11/2018	20/11/2018	According to a recent “inventory” of available data entry clerks, out of 4000 that worked on E-day in 2017, 300 rejected the offer to work again and 800 were unreachable. That leaves a steady base of 3000 clerks available to work on E-day. In addition, 1200 new candidates will need to be trained to cover for the difference (of which 1100 are expected to exit the training with satisfactory test results)
<b>Training - Level 0</b> TOT Refresher (10 Master Trainers - 5 from CEC and 5 from the technical team)	1 day	21/11/2018	21/11/2018	Since half of the Master trainers will be from the CEC and the other half from the technical team, there will only be need for a one-day refresher to account for any regulatory changes.
<b>Training - Level 1</b> TOT (60 Core Trainers - 48 new for CEC and 12 from Ministry of Emergency Situations)	2 days	22/11/2018	23/11/2018	132 core trainers are needed for the training cascade overall, out of which 120 from the CEC side and 12 from the Ministry of Emergency (MoE operators make themselves available to replace data entry clerks throughout the country on E-day in case of emergency).
<b>Training - Level 1</b> TOT Refresher (72 existing and experienced Core Trainers)	1 day	23/11/2018	23/11/2018	As per the estimations of the CEC, 60% of the core trainers from last elections are available (72 trainers) and willing to work again (only refresher needed), 40% (48 trainers) will need to be trained anew.
Delivery of training materials to the central warehouse	1 day	24/11/2018	24/11/2018	Packages of training materials will need to be made according to the numbers required for each

Sorting training materials according to the districts	1 day	25/11/2018	25/11/2018	district and delivered before the start of the second level of the cascade.
Delivery of training materials to the district offices	1 day	26/11/2018	26/11/2018	
<b>Training - Level 2</b> Training and testing for 1500 new candidates (out of which 300 from the Ministry of Emergency)	2 days	27/11/2018	28/11/2018	As mentioned above, from the pool of 4000 data entry clerks which worked for the last elections, only 3000 are available for the upcoming elections. This means that about 1200 newcomers needs to be trained and tested. Also note, that 300 representatives of Ministry of Emergency will need to be trained as well (for the purpose of replacing data entry clerks throughout the country if need be on E-day). Therefore, a refresher should be organized for 3000 experienced clerks, and a full training for 1200+300=1500 candidates. After testing, we estimate to have a pool of 1400 newly trained data entry clerks.
<b>Training - Level 2</b> Refresher for 3000 tested and experienced operators	1 day	28/11/2018	28/11/2018	

## Output 2: Inclusiveness and participation in the elections enhanced

The level of inclusiveness of an electoral process is indicative of the fairness and credibility of the process itself. In case of Armenian early elections 2018, this is particularly important as significant reform to the Electoral Code is taking place within election year and because of the political changes occurred in spring 2018 that led to the formation of a transitional Government. Within this context inclusivity does not only refer to the electoral process, but also to the electoral reform. With this in mind, the Project will extend its assistance not only to the CEC, but all other stakeholders involved in the electoral reform to support mainstreaming inclusivity.

### *Activity 2.1: Voter education activities and products*

Considering both the importance of the upcoming early elections and the ongoing reform of the Electoral Code, which will likely result in the introduction of procedural novelties affecting voters, candidates, observers, media and other stakeholders, the CEC will have to develop and coordinate a robust voter education campaign to ensure that all stakeholders are well informed and embrace the changes ahead of next elections. The Project will support the process by deploying experts to assist the CEC in developing a public awareness strategy and campaign that can reach out to the largest possible number voters countrywide and that mainstreams the inclusiveness of women,

youth, first-time voters and minorities. It should be noted that OSCE-ODIHR election observation report from 2017 noted shortcomings in voter education products and dissemination, namely that materials did not reach voters in remote areas sufficiently<sup>5</sup>. Every effort will be made to address those and other concerns.

In doing so, the Project will coordinate closely with IFES and other assistance providers. Activities will be clearly delineated among providers, with UNDP assisting the CEC directly in designing the overall strategy and coordinating all voter education providers, national and international. Moreover, in cooperation with IFES, the Project will assist the CEC in identifying several targeted campaigns that will include issues such as explaining the new electoral system, vote buying, bribery, secrecy of the vote, women’s participation, first-time voters and others. Once the strategies have been identified and developed, the Project will implement individual campaigns with support from professional companies and experts who will develop actual products (PSAs, posters, billboards, social media campaigns, etc.)

While exact delineation of activities will depend on the availability of resources and time, IFES and UNDP will closely coordinate the product development, while UNDP will ensure that all of the products reach maximum audience, via television, print and social media. Moreover, the Project will support the CEC in reviewing products produced for previous voter education campaigns, and wherever possible, adapt them for use in these elections. To do so, the Project will engage services of one or more voter education experts who will work closely with the CEC in reviewing and updating relevant materials.

**Table 3: Proposed implementation plan for voter education activities**

Voter Education Activities and Plans	Duration	Start Date	End Date	Remarks
Editing of the existing materials	10 days	Nov 1/2018	Nov 10/2018	Voting Procedures; Vote Buying; Inside the Voting Booth, Voters Authentication, etc. In coordination/cooperation with IFES
PSA on Voters with expired IDs	25 days	Nov 1/2018	Nov 25/2018	Back in 2017, those voters whose passport validity date had expired were still allowed to participate in the elections. A regulation is in pipeline not to allow these passport holders to vote in 2018 and beyond. These citizens may need to apply for new passports, otherwise they will not be able to vote.  In coordination/cooperation with IFES

<sup>5</sup> OSCE/ODIHR Election Observation Mission Final Report, Republic of Armenia, Parliamentary Elections 2 April 2017, p. 7 (<https://www.osce.org/odihr/328226?download=true>)

PSA on importance of voting and participation in elections	25 days	Nov 1/2018	Nov 25/2018	To address the potential issue of low voter turnout.  In coordination/cooperation with IFES
PSA on the new design of a ballot paper	25 days	Nov 1/2018	Nov 25/2018	Upcoming reform of legislation includes change in the electoral system and ballot design.  In coordination/cooperation with IFES
PSA explaining the newly introduced electoral system of full proportional representation with closed lists	25 days	Nov 1/2018	Nov 25/2018	Draft legislation indicates a change to a fully proportional electoral system.  In coordination/cooperation with IFES
Flyers, A4 size, two-sided, 150,000 copies	10 Days	Nov 15 /2018	Nov 25/2018	To be distributed across the country (streets, metro and bus stations, supermarkets, etc.)
1 poster on "5 polling STEPS" – 2500 copies	10 Days	Nov 15/2018	Nov 25/2018	To be posted at the entrance of each polling station

In addition, other assistance providers will also be consulted, if and when their projects become active, and all the activities will be coordinated via the CEC, to eliminate overlap and maximise synergies. To that effect, the Project will support the CEC in establishing a coordination mechanism on voter education, including dedicated in-house expertise. Given the fact that voter education activities are likely to be conducted by a wide variety of actors, including NGOs and media, the CEC will have to play a coordination role, to ensure both a coherent approach and accuracy of the messages.

#### *Activity 2.2: External relations*

It is generally recognized that effective communication is key to building confidence in electoral administrations and the electoral processes in general. The credibility of the electoral administration and the acceptance of its actions and policies depends on the degree to it is open with the media, civil society, political parties and the voters. A relationship that stresses an open and timely flow of information between the electoral management body and the media is necessary during each key step of the electoral process. It is in this context that the Project will support the CEC in reviewing the existing external relation policy and work in strengthening its credibility as a fair and transparent institution.

This will be particularly significant for the upcoming elections, given the intention to demonstrate a break with the past practices and increase trust in the elections overall. Considering that most of the institutions administering elections (i.e., election commissions) will remain unchanged, the onus will be on the institutions to increase their transparency and accessibility in order to improve public trust in the electoral process overall.

An expert on external relations will assist the CEC in reviewing and developing its external relations strategy and plan, identifying tools to be used and mainstreaming digital communication through its website and the social media. As part of strengthening its capacity to communicate effectively and in a transparent fashion, the CEC will organize trainings on external communication for the TEC key officials and will conduct a series of trainings for the CEC and TEC staff. The training will focus on issues such as transparency, use of social media and dealing with the media. The Project will also support the CEC with the procurement of goods and services to implement its external relation strategy, as needed. While no other assistance provider will be providing similar assistance to CEC, UNDP will coordinate closely with other providers to ensure all key issues and messages are included.

### **Output 3: Capacity of the CEC strengthened**

While the immediate priority is providing support to the preparation and conduct of early elections, the ESPA Project will also incorporate a dedicated component on sustainability. This component will aim to support the national authorities to firmly establish the principles of professionalism, credibility and inclusiveness as a permanent feature of elections in Armenia. This Output is post-electoral, i.e. it will be implemented only after the completion of the elections and based on the successful Georgian model. As such, it is a distinctly different to Output 2, which will be implemented before the upcoming elections.

#### *Activity 3.1: Lessons-learned and strategic planning*

As part of the post-elections activities and long-term planning, in line with generally recognized good practices, the CEC will conduct a thorough lessons-learned exercise to allow the organization to assess its performance, identify its strengths but also work towards improving identified weaknesses. The Project will support the CEC in developing and implementing its lessons-learned exercise including the participation of the TECs and other stakeholders.

The Project will also support the CEC in conceptualizing and implementing a post-elections survey to assess the general perception of the electoral process. The Project will engage a specialized agency to conduct the survey, draft and publish the survey report for the CEC. The findings of the survey will be used by the CEC in future planning specifically for its communication strategy and voter education campaigns.

Building on the workshop “Introduction to Strategic Planning” organized by the CEC in 2017 (the workshop focused on introducing the pillars of strategic planning in electoral administration and its added value in terms of increased effectiveness and efficiency of the EMB), after the conduct of the early elections in 2019, the Commission will develop its first strategic planning. The strategic planning will be a key instrument for the CEC to conduct a long-term, structured institutional strengthening. The ESPA project will provide technical and operational support to the CEC in planning and conducting the strategic planning exercise.

#### *Activity 3.2: Institution Building*

Since its establishment in 1990, the CEC has been operating with a minimal structure (see organigramme) with resources mobilized for the conduct of election and little consideration for the building of the institution. As it is often the case, the acceptance of the *status quo* frequently is the main obstacle in advancing new approaches to yet evolving realities. The CEC is now looking at

modernizing its structure and establishing a secretariat that would enable the institution to administer elections in a more professional and efficient manner. The ESPA project will support the CEC efforts by providing technical advice for the development of a new organigramme, internal regulation, term of references for the different departments, as identified in the new organigramme and internal communication plan.

Also, based on the lessons-learned conference and the survey, the ESPA project will assist the CEC in identifying specific areas of capacity-building for permanent election officials and staff. Based on the identified needs, the Project will support development and conduct of targeted trainings. These trainings – up to 10 are foreseen – will cover issues not necessarily operation-specific and may include issues such as international best practices in electoral matters, various models regarding the composition and recruitment of the elections officials, engagement of women, youth and minorities, and other topics.

*Activity 3.3: Support the capacity of CEC to increase political participation of women and first-time voters*

Women constitute approximately 52% of the active electorate in Armenia, yet only approximately 17% of the members of the Parliament are female. Despite the incorporation of temporary special measures (quotas) in the electoral legislation mandating that up to 25% of candidates should be women, the situation has not changed. Indications from the electoral reform process are that this will be increased in the new legislation to up to 30% or even 33%. However, in order to implement these legal provisions CEC will have to establish actionable rules and procedures. The Project will therefore seek to deploy, as soon as possible, a gender expert to work with the authorities and ensure that the elements of gender equality are incorporated in the new legislation and procedures. Moreover, the gender expert will assist the CEC to develop, for the first time, its gender-responsive strategy. This activity will be implemented in close coordination with the programme on “Women’s Political Empowerment” financed by the UK Good Governance Fund.

The Project will also support the CEC in developing an outreach strategy for youth, with a particular emphasis on the first-time voters. This will be done in cooperation with national universities and student groups.

**Table: Summary of outputs and activities**

Outcome: Democratic principles and institutions are reinforced through credible, inclusive and participatory elections and a stronger electoral management
<b>Output 1: Credibility of the electoral process is improved</b>
Indicative Activities:
1.1. Support to the IT components
1.2. Operations, logistics and risk management
1.3. Ensuring transparency in the polling station on election day
1.4. Training
<b>Output 2: Inclusiveness and participation in the elections is increased</b>
Indicative Activities:
2.1. Voter education activities and products
2.2. External relations and strategic communication
<b>Output 3. Capacity of the CEC strengthened</b>

Indicative Activities:

- 3.1. Strategic planning and lessons-learned
- 3.2. Targeted capacity building of the election management body
- 3.3. Support the capacity of CEC to increase political participation of women and first-time voters

## **Resources Required to Achieve the Expected Results**

### **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, and disposal/sale of equipment (3) Organization of training activities, conferences, and workshops, including fellowships (4) Travel authorizations, visa requests, ticketing, travel arrangements and ICT common services; (5) Shipment, custom clearance, vehicle registration and accreditation; and, (6) the costs of maintaining and operating a Project Office.

### **Joint Task Force (JTF) Support**

In addition, the UN Electoral Support Programme will benefit from an ongoing support by the electoral experts serving in the European Commission (EC)-UNDP Joint Task Force on Electoral Assistance (JTF). In line with the EC-UNDP Guidelines on Electoral Assistance (signed by UNDP Administrator and EC Commissioner and available here: <https://www.ec-undp-electoralassistance.org/wp-content/uploads/2017/02/Electoral-Assistance-Guidelines-EC-UNDP-2016-2nd-Review.pdf>), JTF is mandated to assist all UN Electoral Support Programmes with EU funding in terms of implementation, reporting, visibility and any other issues. The JTF will, among other activities, organize a kick-off training for the UNDP CO and EU Delegation staff to familiarize them with the rules and regulations of the two organizations, establish and maintain a dedicated project website, and deploy periodic monitoring and support missions in the country. The website in case of a multi donor basket fund will provide visibility to all donors. In addition, the Project will also deliver monthly contributions to the JTF global monthly reports on a regular basis. For more on JTF please see: <https://www.ec-undp-electoralassistance.org/>.

### **Communication and visibility plan**

The main objective of the Project's visibility actions is to communicate the "positive results of the partnership", focusing on outputs and the impact of results. These will evolve throughout the Project's implementation and could include joint press releases, joint presentations, photo opportunities and policy-type publications in specialist press. UNDP will ensure that any internally required political clearance regarding public statements related to election matters is sought. In addition to action-based communication activities, whenever possible and practical, communication and visibility should be strategic, and build on broader sets of activities or programmes, focusing on activities which better lend themselves to attract the target audiences.

### **Sustainability and Scaling Up**

According to the UN good practices in providing technical assistance to national electoral authorities<sup>6</sup>, 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 not only to conduct credible, inclusive and participatory early elections, but also by acquiring capacities and knowledge for the long-term period. The Project will work to achieve its results by transferring capacities to national counterparts and building the capacity of institutions to administer future elections with adequate means.

The day-to-day cooperation has demonstrated over the years to be most effective capacity building strategy and the Project intends embedding its advisors at the electoral commission in order to facilitate this approach. The Project will do institutional building of the CEC by (i) updating hardware

<sup>6</sup> <http://www.undp.org/governance/docs/Elections-Pub-EAGuide.pdf>



and software for voter authentication at the polling stations and plans to secure the storage and upgrade of equipment for future use, (ii) preparing strategic plan for institutional development. UNDP will maintain low profile while providing electoral assistance for full-fledged national ownership of the electoral process.

## ***Partnership and Coordination***

### ***Coordination***

While implementing electoral assistance project, the role of coordination is highly important to ensure the harmonization of electoral efforts in the country and enable a more conducive electoral environment. The UNDP in this regard will assume a position of a convener of donor meetings, providing a platform for discussion and coordination of relevant actions and activities aimed at electoral support in Armenia, as well as presenting an opportunity for greater dialogue between the donors, implementing agencies and relevant stakeholders. Currently, the development partners implementing electoral support activities in the country include the International Foundation for Electoral Systems (IFES), National Democratic Institute (NDI), International Republican Institute (IRI), Council of Europe (CoE), which provide advisory and consultative assistance through supporting electoral legal framework reforms, working with CSOs, conducting public opinion polls etc., with the donor support of the United Kingdom, US Agency for International Development (USAID) and others.

### ***Assumptions and Risks***

Through the pathway to expected results described above, the Project assumption is that the introduction of new technology in the electoral process will increase the credibility of the electoral process and the acceptance of elections' results. The Project also envisions a number of political, financial and operational risks as described in the Risk log in Annex 1.

### ***Stakeholder Engagement***

While the main beneficiary of the Project is the CEC, the Project will also partner with other national stakeholders involved with the elections, including the Passport and Visa Department of the RA Police, media, CSOs, women and youth groups, and the public at large.

### ***South-South and Triangular Cooperation (SSC/TrC)***

In case the model of the Project proves to be successful, UNDP will codify this knowledge aiming at presenting the model to other countries in the region and beyond.

### ***Knowledge***

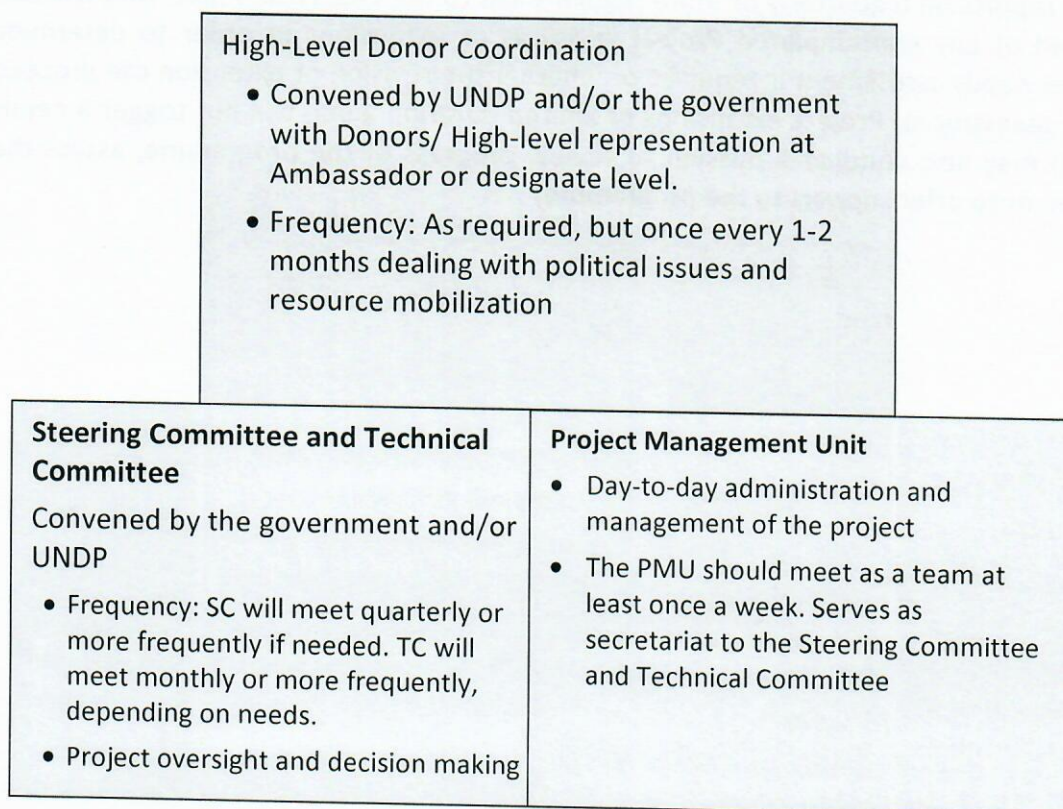
The Project will conduct a post-election lessons learned exercise to review the activities and outcomes achieved and reflect on potential future UN electoral assistance in Armenia. Also, all knowledge products produced by the Project (databases, media products, etc.) will be shared with the stakeholders and the donors to create visibility for knowledge and lessons learned generated.

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## **V. PROJECT MANAGEMENT**

The Project will be executed with the direct implementation modality (DIM) and the country office needs to define responsibilities for: a) planning and supervising project activities and taking decisions; b) technical and operational implementation of activities; c) monitoring progress and evaluation. In addition to these functions, the administrative support services are required, as well as other items such as additional office space, supplies and equipment.

Therefore, the Project will follow the best management model for an electoral assistance project receiving pooled funding from several donors which is the two-tiered management structure as indicated in the UNDP Electoral Assistance Implementation Guide<sup>7</sup>. This model foresees a two-tiered management structure that will provide for a policy oversight committee to ensure the Project remains on track and on budget, and a day-to-day Project Management Unit that can implement the Project and report to the Steering Committee. To supplement these project-specific management tools, it is necessary to make sure that the donor and stakeholder coordination forum functions well. The shape of the coordination mechanisms and two-tiered management structure suggested is as follows:



### **Project Management Unit (PMU)**

The UNDP PMU will be the dedicated unit that administers and manages the funds. The PMU will be responsible for the day-to-day running of the Project and will serve as a Secretariat to the Steering Committee. The PMU will be headed by the Chief Technical Advisor (CTA), the most senior electoral expert in the team who will be supported by a number of national and international experts. They will be recruited in conformity with the requirements of competitive review and diverse applicant tools following UNDP rules and regulations. UNDP agrees that clearance for the selection of experts shall be provided in an expeditious manner and the selection of the entire set of experts required may be completed at different stages in order to allow the immediate implementation of the Project. In order to speed up the recruitment process, the single roster of electoral experts will be used wherever possible.

All advisors working to implement the Project should be coordinated by the CTA. The PMU is expected to consist of the following staff members depending on the availability of the budget:

<sup>7</sup> ibid

- Chief Technical Advisor
- Project Manager (national)
- Administrative/Finance officer (national)
- Translator

In addition, a number of national and international advisors (consultants) will be recruited on a short-term and as-needed basis.

During the delivery of the assistance, the Project will keep the UN Electoral Affairs Division (EAD) of the Department of Political Affairs updated on the implementation status. This will include providing status reports on a quarterly or more regular basis to the EAD Focal Point, who will also be kept informed of any contemplated Project revisions or extensions in order to determine whether a further needs assessment is required or whether the revision or extension can proceed without such an assessment. Project extensions of limited duration alone will not trigger a needs assessment. EAD may also conduct a mission to review progress of the programme, assess the political situation, or to offer support to the programme.

**VI. RESULTS FRAMEWORK**

<b>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</b> <i>Outcome 2 "By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights"</i>									
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> <i>Outcome 2 (11) "By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance."</i>									
<i>Indicator: 2.4 Voice and accountability indicator on the World Bank Governance Index improved.</i> <i>Baseline (2016) 31. Target 64 (2020)</i>									
<b>Applicable Output from UNDP Strategic Plan 2018-2021:</b> <i>2.2.2 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability</i>									
<b>Project title and Atlas Project Number:</b> 00102091-00104274, <i>Electoral Support Project in Armenia (ESPA) 2018-2019</i>									
COUNTRY PROGRAMME OUTPUT	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTED ON METHODS & RISKS	
			Value	Year	Year 1	Year 2	FINAL		
New technology introduced for increased credibility of electoral process, increased inclusiveness and participation in elections, and strengthened	<b>1 Availability of stronger CEC capacity to deliver technically sound elections through:</b>		No	2018		Yes		Yes	
	<b>1.1</b> VADs in place for efficient operation in polling station; updated Central Verification Information System (CVIS) to upload voters' list to VADs; generated user-friendly reports to enhance transparency; formatted voter's list data base in Police.	CEC regulation, observer reports	No	2018		Yes		Yes	
	<b>1.2</b> CEC and TEC developed operational, logistics, internal communication and risk	CEC website and decisions,	No	2018		Yes		Yes	

capacity of EMB	management and contingency plans.	observer reports						
	<b>1.3</b> Servers procured, software procured and customized, web cameras installed and configured, broadband connection procured.	CEC website and decisions, observer reports	No	2018	Yes			Yes
	<b>1.4</b> Training plan and e-learning platform developed; existing training materials updated.	CEC website, observer reports	No	2018	Yes			Yes
	<b>2 Availability of tools and strategies to enhanced inclusiveness and participation</b>		<b>No</b>	<b>2018</b>				<b>Yes</b>
	2.1 Developed and implemented voter and civic education tools and activities	CEC VE strategy and plan, observer reports	No	2018	Yes			Yes
	2.2 Reviewed existing external relations strategy policy and developed comprehensive external relations plan	CEC communication strategy, media reports	No	2018	Yes			Yes
	<b>3 Enhanced capacity of EMB to ensure sustainable institutional strengthening</b>		<b>Low</b>	<b>2018</b>				<b>Medium to high</b>
	3.1 Lessons learned generated, internalized and strategic planning introduced	Lessons-learned exercise, annual CEC report to the	No	2018		Yes		Yes

					Parliament, audit report					
				0	CEC website, observer reports, annual CEC report to the Parliament, audit report	2018	5	5	10	Yes
				No	Electoral Code, CEC decisions	2018	Yes			Yes
					3.2 Number of trainings introduced for EMB capacity building, including international best practices, composition and recruitment of election officials, engagement of women, youth, minorities					
					3.3 Availability of legislation and procedures for increased political participation of women					

## VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:  
**Monitoring Plan**

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	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.	Annually, unless project board requires more frequently	Slower than expected progress will be addressed by project management.		
<b>Monitor and Manage Risk</b>	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, unless project board requires more frequently	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.		
<b>Learn</b>	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.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	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.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders,	Annually, and at the end of the			

	<p>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, and any evaluation or review reports prepared over the period.</p>	<p>project (final report)</p>			
<p><b>Project Review (Project Board)</b></p>	<p>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.</p>	<p>Annually, unless project board requires more frequently</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		

**Evaluation Plan<sup>8</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation		SP2.2.2	2 DG	31.12.2019		\$10,000

<sup>8</sup> Optional, if needed



**VIII. MULTI-YEAR WORK PLAN <sup>910</sup> (PENDING ADJUSTMENTS VIS-A-VIS GOVERNMENT COST-SHARING)**

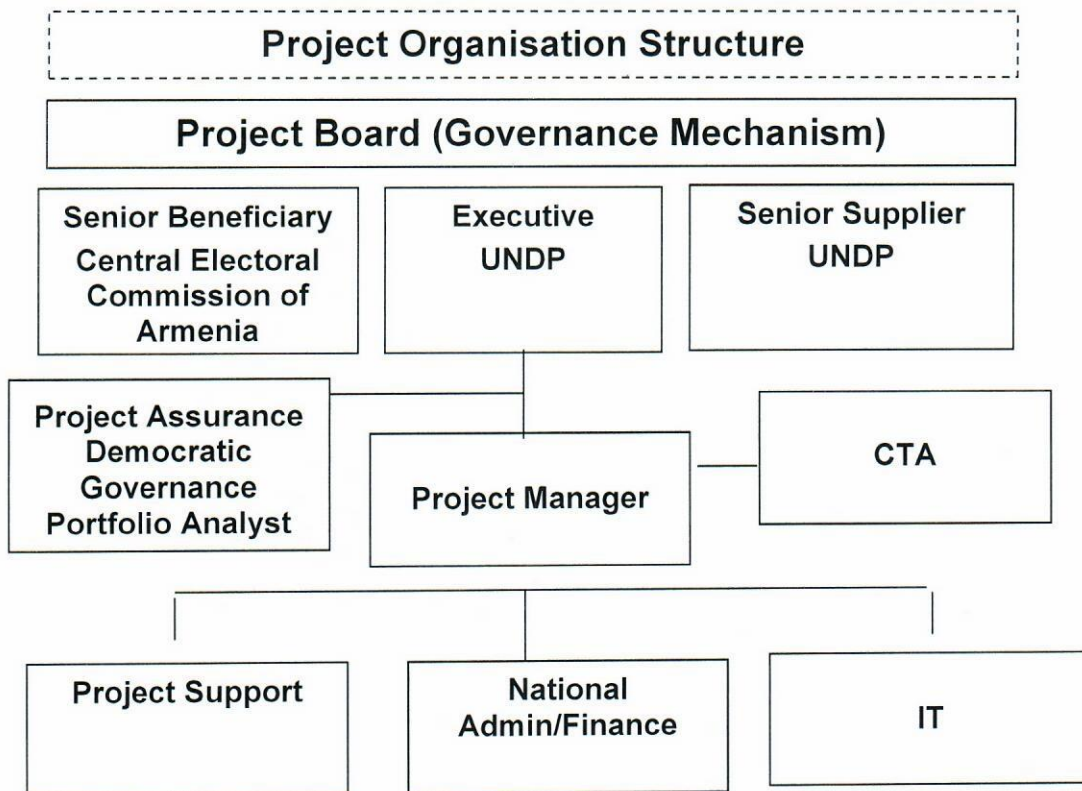
All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support 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.

COUNTRY PROGRAMME OUTPUT	PLANNED OUTPUTS AND ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET (unfunded not included)	
		Y1 2018	Y2 2019		Funding Source	Budget Description
New technology introduced for increased credibility of electoral process, increased inclusiveness and participation in elections, and strengthened capacity of EMB  Gender marker: 2	<b>1. Credibility of the electoral process improved</b>	<b>\$ 2,772,178.15</b>	<b>\$ 327,575.45</b>	UNDP		<b>\$ 3,099,753.60</b>
	1.1 Support to the IT components	\$ 965,412.72	\$ 172,397.27	UNDP	EU Sweden	\$ 1,137,809.99
	1.2 Operations, logistics and risk management support	-	-	UNDP	Germany UK	-
	1.3 Ensuring transparency in the polling station on election day	\$ 1,617,543.61	-	UNDP	GoA	\$ 1,617,543.61
	1.4 Training	\$ 344,400.00	-	UNDP		\$ 344,400.00
<b>2. Inclusiveness and participation in the elections enhanced</b>		<b>\$ 54,100.00</b>	<b>\$ 52,900.00</b>	UNDP		<b>\$ 107,000.00</b>
2.1 Voter education activities and products		\$ 77,000.00	-	UNDP	UK	\$ 77,000.00

<sup>9</sup> 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

<sup>10</sup> 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.

	2.2 External relations and strategic communication	-		\$ 30,000.00	UNDP		\$ 30,000.00
	<b>3. Capacity of CEC strengthened</b>	-		<b>\$ 315,500.00</b>	UNDP		<b>\$ 315,500.00</b>
	3.1 Strategic planning and lessons-learned	-		\$ 95,000.00	UNDP	Germany UK	\$ 95,000.00
	3.2 Targeted capacity building of the election management body	-		\$ 165,000.00	UNDP		\$ 165,000.00
	3.3 Support the capacity of CEC to increase political participation of women and first-time voters	-		\$ 55,500.00	UNDP		\$ 55,500.00
	<b>4. Project implementation, monitoring, evaluation</b>	<b>\$ 100,000.00</b>		<b>\$ 300,899.94</b>	UNDP	EU Sweden Germany UK GoA	<b>\$ 400,899.94</b>
<b>General Management Service 8% (EU 7%)</b>							\$ 278,128.26
<b>TOTAL</b>							<b>\$ 4,201,281.80</b> (including unfunded \$153,792.00)



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## X. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Armenia and UNDP, signed on 8 March 1995. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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## XI. RISK MANAGEMENT

### UNDP (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]<sup>11</sup> [UNDP funds received pursuant to the Project Document]<sup>12</sup> 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](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. 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.
6. 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 [*or the Supplemental Provisions to the Project Document*], 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, 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.

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<sup>11</sup> To be used where UNDP is the Implementing Partner

<sup>12</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- 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. 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.
- d. 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](http://www.undp.org).
- e. 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.
- f. 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.

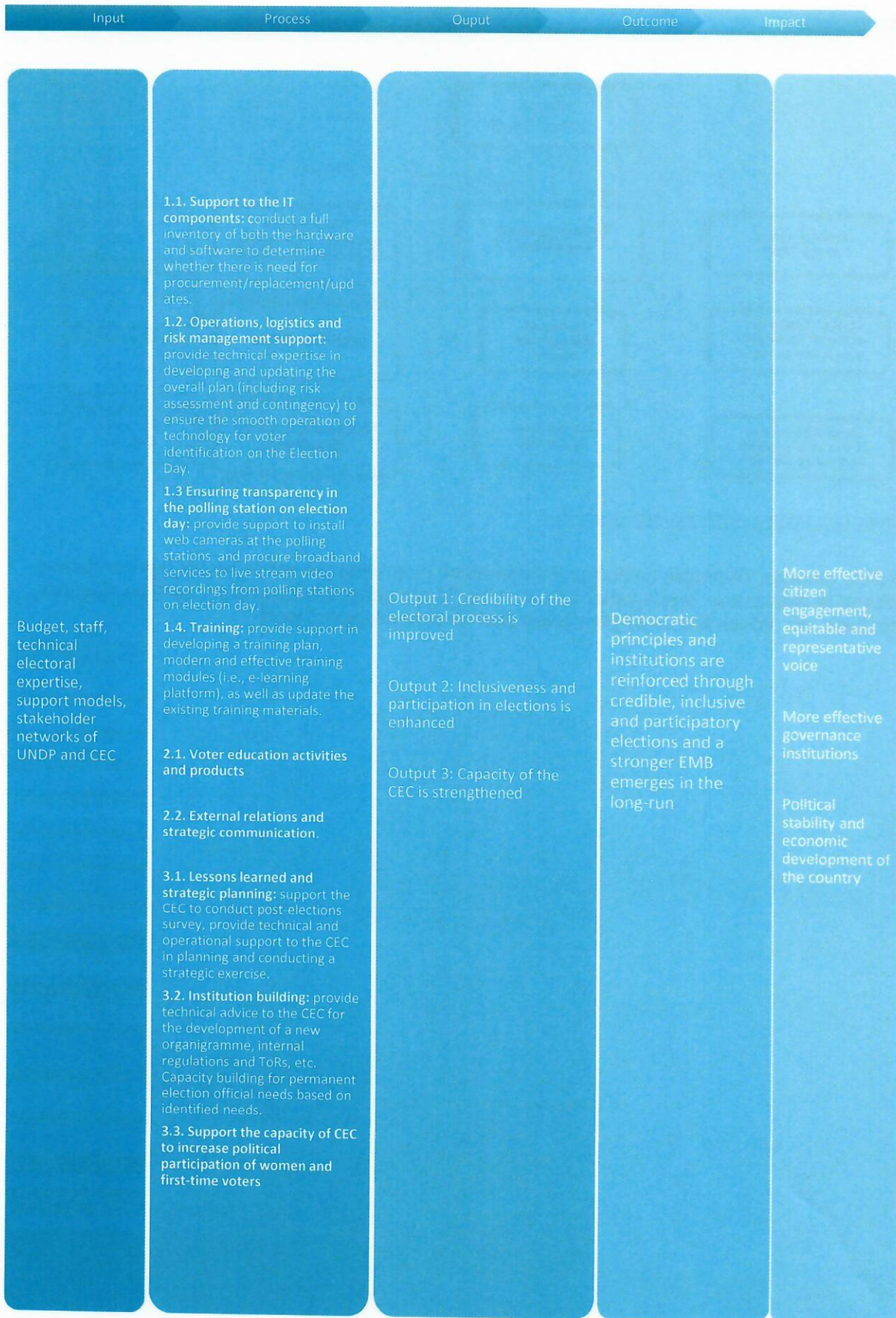
## XII. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Risk Analysis

Description	Type	Probability	Impact	Mitigation
Electoral legislation reform process lasts longer than foreseen, resulting in a compressed timeline and risking the effectiveness and timely implementation of the project.	Political and technical	Medium to High	High to very high	<p>Monitor closely and stay in regular communication with the entities working on the reform package and provide targeted support if/when necessary.</p> <p>Continue engaging with the government at the highest levels to ensure reform process does not stall. If needed and requested by the government, deploy other experts to provide expertise to the working group.</p> <p>Continue to advise the CEC on how to implement electoral operations in a compressed timeline by anticipating necessary adjustments to the realities of the electoral calendar.</p>
Internal political developments which may disrupt the preparations and/or elections itself.	Political	Medium	Medium to High	<p>Permanent monitoring of the political situation to envisage possible developments and their impact on the project. Prepare well in advance by developing alternative ways of delivery in case critical changes occur during the project cycle.</p>
Lack of media awareness on the project activities and technical specifications of VADs.	Technical	Medium	High	<p>Viable and sensible communication strategy developed in close consultation with national counterparts to ensure regular and comprehensive work with the media.</p> <p>Close, regular and extensive monitoring of media coverage of the project to allow rapid prevention of misinformation.</p>

Varying budget cycles of donors affect synchronized flow of respective financial contributions	Financial/Operational	Medium	High	<p>Ensure regular and calendar fixed steering committee / donor coordination meetings at the highest level to address the emerging issues at early stage.</p> <p>Ensure that the project budget and financial needs are regularly monitored and reported about to the Project Management Board</p>
Escalation of conflict in the region disrupts electoral preparations by diverting both the attention and resources away from the elections.	Security	Medium to High	High	<p>Immediate consultations with the national counterparts and donors to agree the next steps on either adjusting, postponing or suspending the project activities. Develop and apply contingency plan.</p>
Delays in decision-making on key technical specifications and needs (i.e. new software, number of VADs) causes delays in procurement and delivery	Technical/Operational	Medium	Medium	<p>Provide technical assistance (expertise) to the CEC and other stakeholders as soon as possible, to ensure specifications are developed in time.</p>
New technical assistance needs arise during the implementation of the project.	Technical	Medium	Medium	<p>The experience and the lessons learned from 2017 SEPA project will help to develop a more comprehensive technical document with concrete needs and requirements. The technical team will be reviewing possible risks and plan solutions for emergencies.</p> <p>The UN Focal Point on Electoral Assistance Activities will be notified timely in case project revisions and/or extension fall outside the parameters of the original needs assessment for prompt feedback and action.</p>

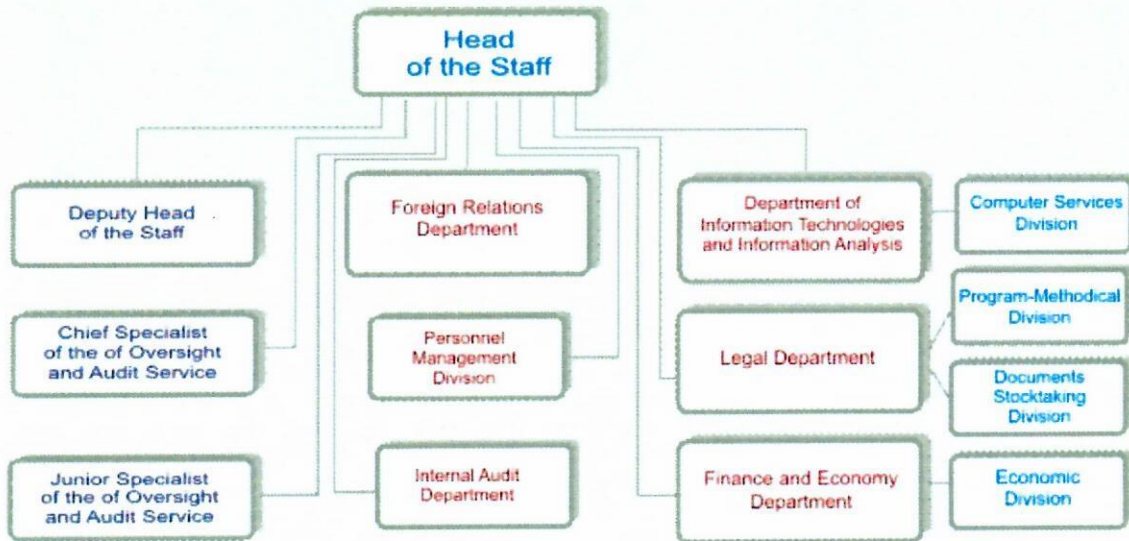
# Theory of Change





## CEC organigramme

### The Structure



Source: <http://www.elections.am/structure/>

The CEC employs 74 people (including 8 commission members). 24 out of 74 are representatives employed at district level and another 11 out of the 74 are general support staff, such as cleaners, electricians, etc. Which leaves 27 permanent staff for content related work.

**Electoral Support Project in Armenia (ESPA)**  
**1 July 2018 - 31 December 2019**  
 Budget DRAFT  
 -- 19 Oct 2018 --

Output 1: Credibility of the electoral process improved	Quantity	Units (months)	Cost/Unit	Total	EU	Sweden	UK	Germany	GOA	unfunded
<b>Activity 1.1: Support to the IT components</b>										
IT expert (International)	1	0.5	\$ 13,000.00	\$ 6,500.00	\$ 6,500.00					
IT expert (National)	1	14	\$ 3,000.00	\$ 42,000.00	\$ 30,000.00					
IT Android developer (National)	1	6	\$ 1,500.00	\$ 9,000.00	\$ 9,000.00					\$ 12,000.00
IT network and security (National)	1	3	\$ 1,500.00	\$ 4,500.00	\$ 4,500.00					
Temporary support to CEC IT Department (National)	3	3	\$ 1,000.00	\$ 9,000.00	\$ 9,000.00					
Head of VAD Operations (National)	1	3	\$ 1,500.00	\$ 4,500.00	\$ 4,500.00					
VAD Specialists (National)	4	3	\$ 1,000.00	\$ 12,000.00	\$ 12,000.00					
Inventory of the hardware and software	1	1	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00					
Procurement of VADs for parliamentary elections	511	1	\$ 1,002.00	\$ 512,022.00	\$ 396,792.00			\$ 88,176.00	\$ 27,054.00	
Procurement of batteries (large)	300	1	\$ 70.00	\$ 21,000.00	\$ 21,000.00					
Procurement of batteries (small)	100	1	\$ 12.00	\$ 1,200.00	\$ 1,200.00					
Service support to change batteries	1	1	\$ 25,000.00	\$ 25,000.00						
Procurement of UPS	2000	1	\$ 96.00	\$ 192,000.00	\$ 55,680.00	\$ 17,280.00		\$ 80,640.00	\$ 38,400.00	\$ 25,000.00
Development of Searchable voter list	1	1	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00					
CVS Software customization	1	1	\$ 108,000.00	\$ 108,000.00						\$ 108,000.00
Server for Police	1	1	\$ 6,000.00	\$ 6,000.00						\$ 6,000.00
Server for CEC	1	1	\$ 6,000.00	\$ 6,000.00						\$ 6,000.00
MS SQL 2017 Standard Edition	2	1	\$ 3,500.00	\$ 7,000.00						\$ 7,000.00
Visual Studio Enterprise subscription	1	1	\$ 400.00	\$ 400.00						\$ 400.00
Server 2016 Standard 15 CAL (license)	2	1	\$ 1,500.00	\$ 3,000.00						\$ 3,000.00
Shipping VADs, batteries, UPS)	1	1	\$ 120,000.00	\$ 120,000.00						\$ 120,000.00
Cost of service provider for IT contract			\$ 748,622.00	\$ 33,687.99				\$ 53,500.00	\$ 66,500.00	\$ 3,000.00
				<b>Total 1.1</b>	\$ 1,137,809.99			\$ 33,687.99		
<b>Activity 1.2: Logistics, operations, risk management</b>										
Logistics expert (International)	1	3								
Logistics expert (National)	1	3								
Risk Management expert (International)	1	1								
				<b>Total 1.2</b>	\$ -					
<b>Activity 1.3: Ensuring transparency in the polling station on election day</b>										
Procurement of servers	13	1	\$ 30,000.00	\$ 390,000.00	\$ 270,000.00	\$ 30,000.00		\$ 90,000.00		
UPS	1	1	\$ 5,000.00	\$ 5,000.00				\$ 5,000.00		
Switch, misc: items	2	1	\$ 10,000.00	\$ 20,000.00				\$ 20,000.00		
Patch cord	30	1	\$ 6.00	\$ 180.00				\$ 180.00		
Memory cards for cameras	1550	1	\$ 6.50	\$ 10,075.00				\$ 10,075.00		