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PROJECT DOCUMENT

Project Title: Electoral Support Project in Armenia 2 (ESPA) 2

Project Number:

Implementing Partner:

Start Date: 1 April 2019 **End Date:** 31 December 2020 **PAC Meeting date:**

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 on long-term capacity building of electoral management bodies. The project will focus on strengthening the institutional capacities of electoral management bodies, on sustaining those achievements and building solid foundations for credible, inclusive and transparent elections in the future, through modernization of structure and planning processes, reorganization of resources, internal procedures, improved information and communication technologies of the electoral management bodies.

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."

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*

Total resources required:	1,000,000.00 USD	
Total resources allocated:	1,000,000.00 USD	
	Donor	
	Japan	1,000,000.00 USD
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures):

Government of Armenia	UNDP
 Mher Grigoryan Deputy Prime Minister Government of the Republic of Armenia	 Dmitry Mariyasin Resident Representative United Nations Development Programme in Armenia
Date: 25/02/2019	Date: 25/02/2019

I. DEVELOPMENT CHALLENGE

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 institution building of the Electoral Management Body (EMB) and other authorities dealing with the election processes. 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 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. Both working groups are yet to work out the important issue of communication mechanisms between their efforts.

While the timing of the upcoming electoral reform and election preparation efforts will have a direct impact on the short-term perception regarding the current Government's ability to successfully organize a transparent and credible early elections, the long-term challenge remains the ability of the future government to reform the electoral administration which will also have direct impact on long-term political future of Armenia.

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 and the electoral administration 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 current government and the one that will be formed after the conduct of early elections. The challenges are both short-term (assuring inclusiveness, both in terms of the reform process as well

as the elections themselves) and long-term with building confidence in the electoral administration through the implementation of necessary reforms and institution building.

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.

This project will benefit from the experiences and lessons-learned of its predecessor, “Support to the Electoral Process in Armenia” (SEPA)², which supported 2017 electoral cycle. SEPA’s main achievement was support to a successful introduction of Voter Authentication Devices (VADs) in polling stations, including procurement, training and voter education explaining the new technology to the voters as well as newly established “Electoral Support Project in Armenia (ESPA) 2018-2019, which intends to support the long-term institution building of the national authorities, namely the CEC, including the sustainability of the new technology. The project will work closely with the Government and the CEC in implementing the electoral administration reform, capacity building of CEC officials, provide assistance to build the CEC institution capacity, including making the new electoral technology sustainable and support the long-term reform of the legal framework for elections.

The Project’s 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.

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 (PECs) 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.

² <https://armenia.ec-undp-electoralassistance.org>

IV. RESULTS AND PARTNERSHIPS

Expected Results

The project will be structured around one main output³. Building on the support provided by the UNDP to the 2017 Parliamentary elections and the support to the 2018 early Parliamentary elections, the project is aimed at providing a sustainable foundation for credible electoral processes in the long-term, through building the institutional capacity of the Central Election Commission (CEC). Considering this, 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 minorities, women and youth.

Output 1: Sustainability of the electoral administration is increased through targeted capacity building of the Central Electoral Commission (CEC)

The level of the electoral administration' professionalism, and the command of trust by stakeholders is indicative of the sustainability and credibility of the electoral process itself. The project will aim to support national authorities to firmly establish the principles of professionalism, credibility and inclusiveness as a permanent feature of elections in Armenia.

Activity 1.1: Lessons-learned and strategic planning

The Project will support the CEC in conceptualizing and implementing a post-Election Survey to assess the general perception of the electoral process. The Project will engage a specialized agency to conduct the survey, draft, analyse 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.

As part of the post-Election activities and long-term planning, in line with generally recognized good practices and the electoral cycle approach, 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 (Territorial Electoral Commissions) and other stakeholders.

Building on the workshop "Introduction to Strategic Planning' organized by the CEC in 2017, the Commission will develop its first strategic planning after the conduct of the early elections in 2018. The strategic planning will be a key instrument for the CEC to conduct a long-term, structured institutional strengthening. The ESPA 2 Project will provide technical and operational support to the CEC in planning and conducting the strategic planning exercise.

The Project will recruit International strategic planning expert to provide Strategic Planning expertise tailored for Election Management Bodies (EMB), prepare the Strategic Planning workshop, work with the CEC providing and introducing International best practices and engage relevant staff in preparation of the Strategic Planning process. Strategic Planning Expert will support

³ "Outputs" and "Activities" in this Project document shall be understood as "Activities" and Sub-Activities" in UNDP programming terminology

the CEC to formulate strategic goals and will help with development of the Strategic Plan with a comprehensive overall operational plan and implementation schedules.

In order to introduce the CEC of Armenia to up-to-date Electoral Technology across the region and beyond, the Project will support the CEC to organize the International Electoral Technology Conference. Such workshop organized for experience / knowledge sharing and exchange for the CEC staff will enable them to be introduced to the International and Regional best practices in up-to-date Election Technology. The CEC current special interest in east Asian experience will be fulfilled by inviting Japanese companies and Election Technology experience to be shared at the Conference.

Activity 1.2: Targeted capacity building of the CEC

Based on the Post-Election lessons-learned conference, the CEC, in partnership with the project, will identify key specific areas of capacity-building for permanent election officials. Based on identified needs, the project will support the development and the conduct of targeted trainings, possibly using BRIDGE training modules. 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 election's officials, engagement of women, youth and minorities, and other relevant topics.

Output 2: Institutional capacity of the CEC is enhanced through modernization of its structure, reorganization of resources, internal procedures and improved ICT

The Project will extend its support to the institution building of the CEC will through two aspects: restructuring of the CEC and support to the IT component. Institution building will go hand in hand with supporting any legal reform that may impact the structure and mandate of the electoral administration. With this in mind, the Project will assist not only the CEC but all other stakeholders involved in the electoral reform to support mainstreaming professionalism and sustainability of the electoral administration.

Activity 2.1: Institutional building: support to the restructuring of the CEC

For any Electoral Management Body (EMB) to be credible and effective, sufficient funding and human resources should be made available by the government and its administrative structure established by the legal framework to address the actual needs of the electoral processes in the country's context.

The CEC and its Secretariat are responsible for the overall organization of national and local elections as well as referenda in Armenia. The frequency of local elections is such that the CEC is handling electoral events, of different sizes, continuously. Though there is no international standard on how and EMB should be structured and what the size should be, both international and national observers have highlighted over the years that the current the CEC Secretariat has not been allocated adequate human resources to manage elections without resourcing to government resources during operational periods.

Additionally, regardless of the decision on legal reform of the electoral administration, the CEC should consider reviewing its overall internal operating procedures including reviewing terms of

references for the current staff and departments. It is expected that the strategic planning exercise that the CEC will be conducting following the early elections at the end of 2018, will highlight these requirements and will be the opportunity to have a constructive discussion with the government contributing to the potential legal reform of the CEC structure or, at the least, prompt discussion on the allocation of additional administrative resources within the current structure.

Whatever the decision on the way forward will be, the project will be supporting the CEC in its effort to modernize its structure and reorganize resources and internal procedures.

Activity 2.2: Institutional building: support to the IT component

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

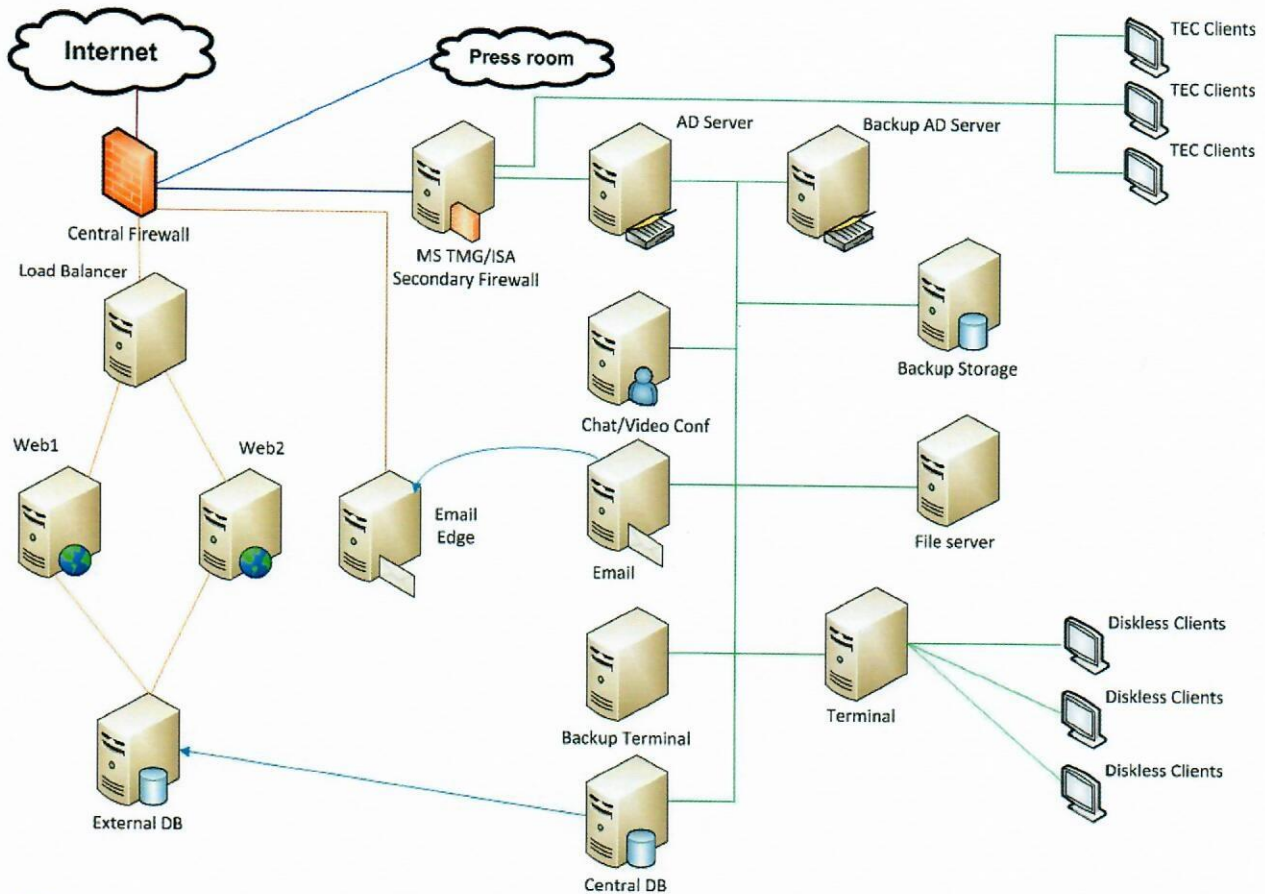
Considering that the voter authentication process remains a key feature of the electoral process in Armenia, it is essential that CEC receives the necessary support to make the system fully sustainable. In this context, the project will provide technical and operational support for the CEC to upgrade the Central Verification Information System (CVIS) required to elaborate and upload the voters' list to the VADs. The update will enable the system to extract the information of authenticated documents and generate user-friendly reports to enhance the transparency of the process.

Additionally, to consolidate the management of the voter authentication equipment the CEC will require to develop a software for equipment's inventory link to the helpdesk softer that would allow to manage the equipment in a systematic and sustainable manner. The project, will support the CEC in developing the required software and ensure that internal Quality Assurance Processes are established.

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 and other stakeholders. The e-learning platform would allow the CEC to develop modules targeting specific stakeholders with a variety of content modernizing and strengthening the long-term capacity of the institution to manage large trainings.

The Project will also procure necessary IT equipment for the CEC and TECs to ensure better functioning of the IT and related operations.

The CEC maintains a Data Centre for the electoral and internal management activities. The CEC HQ hosts the Data Centre. Data Centre connects the central office with 38 territorial electoral commission (TEC). The Data Centre includes necessary hardware components for running the all required IT services including web, email, file share services, etc. Beside the common IT services, CEC hosts the specific electoral software applications including result management system, central voter information system, voter's registry databases, etc. TEC's uses think clients which offload the computation resources in the regional offices and the Data Centres take care on the computation activities. The high-level diagram of the CEC Data Centre and the network is provided in the picture below.



CEC uses the virtualization for maintaining server capacity. The environment is set up to function as a cluster, and each server units has a second one as a cluster.

The data center was last time updated in 2011, and there were no major investment afterwards. At the same time the implementation of new information systems (CVIS - central unit of voter authentication system, Result tabulation system, Voter Authentication devices inventory and management systems) revealed the need for an upgrade of the data center equipment to meet the increased requirements toward the hardware and software equipment. The main requirements include

1. Increased needs for the CPU capacity
2. Increased needs for the Storage
3. Needs for enhancing the network capacity of the data center
4. User computers, printers, and scanners

Based on the preliminary assessment there is a need for the hardware equipment, installation, and maintenance services listed below.

N	Item (description)	Quantity
1	Server (HP Gen 10 or compatible)	5
2	Laptop (2018 TOSHIBA Tecra A50-E 15.6 or compatible)	10
3	Storage (HPE MSA 2050 SAN compatible or compatible)	1
4	Virtual Connect devices (HPE BLc VC Flex-10/10D or compatible)	2
5	Firewall (Palo Alto 3020 or compatible)	5
6	Switch (EX2300-48MP or compatible)	4

7	Printer (Kyocera ECOSYS M2030 in or compatible)	3
8	Printer (Kyocera Taskalfa 1800 monochrome Multi Function Laser Printer or compatible)	3

The priority for Japanese products will be taken into consideration. The Project is confident that many of the Japanese suppliers will be interested and engaged in the procurement process, in line with the respective rules and regulations of UNDP, and as per common practice in Japan-funded UNDP projects around the world.

Resources Required to Achieve the Expected Results

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.

Campaigns will include following components/instruments:

- Organizing media appearances by the UN Resident Coordinator/UNDP Resident Representative, Japanese Ambassador and other official representatives, designated representative on Governance from the Government;
- Issuing joint press statements and releases in conjunction with events and other key opportunities;
- Producing and disseminating special reports and advocacy materials targeting media on joint initiatives with the Government;
- Organizing regular, periodic press conferences and briefings for the media;
- Visibility materials, publications, social media campaigns, etc.

Sustainability and Scaling Up

According to the UN good practices in providing technical assistance to national electoral authorities⁴, 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 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

⁴ <http://www.undp.org/governance/docs/Elections-Pub-EAGuide.pdf>

facilitate this approach. 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 table below:

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 the post-electoral activities and manage possible electoral operations in preparation of a possible referendum in a compressed timeline by anticipating necessary adjustments to the realities of the electoral calendar.</p>

Internal political developments which may disrupt the conduct of post – elections activities.	Political	Medium	Medium to High	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.
New technical assistance needs arise during the implementation of the project.	Technical	Medium	Medium	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. 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.

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

All knowledge products produced by the Project (databases, media products, etc.) will be shared with the project stakeholders and the donors to create visibility for knowledge and lessons learned generated.

V. PROJECT MANAGEMENT

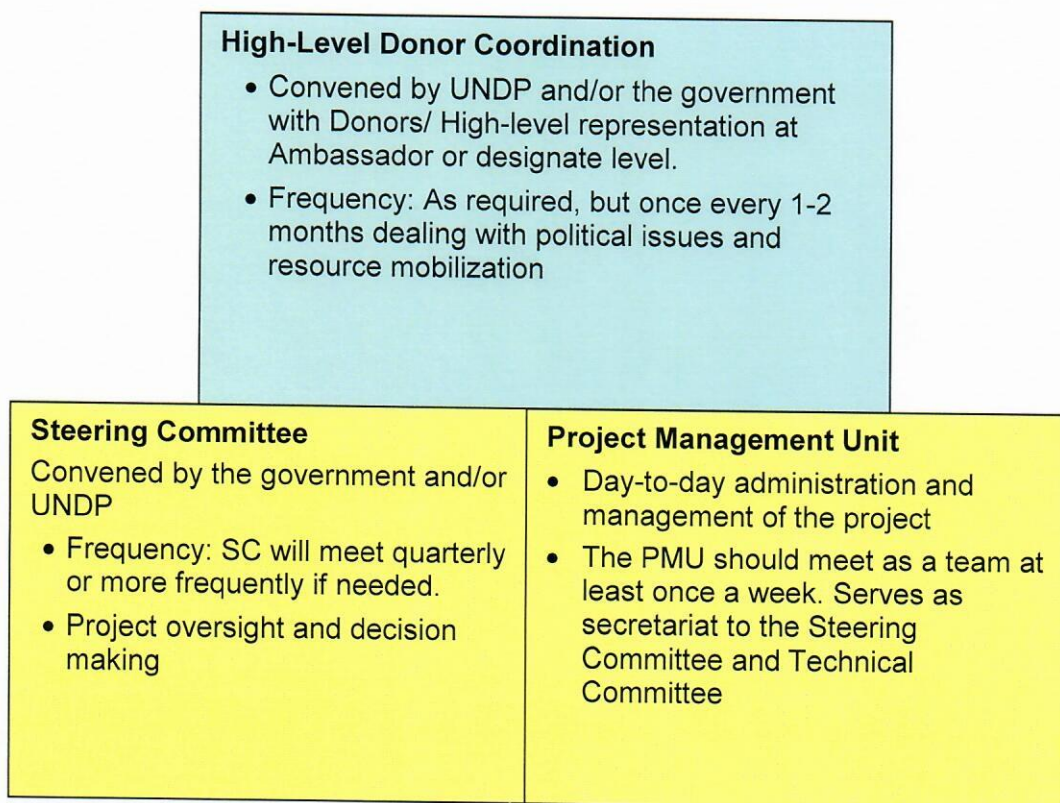
The project will be managed through the management structure of Electoral Support Project in Armenia (ESPA), a large multi-donor project providing comprehensive support to the entire electoral process in Armenia (please see below for details).

During the year 2019, Project Management Unit costs will be supported through ESPA funded by European Union Delegation to Armenia, German Embassy, Government of Armenia, and UK Foreign Commonwealth Office. Thus, this budget only includes 12 months of PMU costs (December 31 2019 to December 31 2020).

The Project Management Unit will hire National Task Leader for dedicated support to the ESPA 2,, while CTA and National Project Manager will provide overall leadership to both ESPA and ESPA 2.

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.

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 Guide⁵. 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:



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

⁵ ibid

assessment. EAD may also conduct a mission to review progress of the programme, assess the political situation, or to offer support to the programme.

Project office

The implementation of the Action will be managed by the Project Management Unit (PMU) based in the **project office** located in Yerevan and will include staff carrying out various forms of tasks including technical assistance, administration and management that are directly attributable to the implementation of the Action. It will comprise full-time dedicated and part time specialized project staff. The latter will be charged through direct project costs for the time spent directly attributable to the implementation of the Action.

In implementing this project, there are several categories of costs envisaged for the functioning of the Project Office, including:

- **General Expenses:** To support all project activities, this proposed action includes expenses related to office rent in Yerevan, furniture and IT equipment, office rental, office security, communication and internet, stationary and other office supplies, and office equipment maintenance.
- **Materials Expenses:** For this action's main activities will relate to supporting the Central Electoral Commission in meeting its responsibilities as foreseen in the new Electoral Code, supporting provision, installation and operation of technical equipment, technical advisory, and capacity building activities. The primary means required include the procurement of IT equipment (software).
- **Transportation and Vehicle-Related Expenses:** Support to this activity requires maintenance and fuel costs to ensure safe, reliable transportation for Project Staff.

Other resources include:

- publications
- evaluation
- translation and interpretation
- visibility actions (including visibility items, media sensitisation, printing, audio-visual, website, etc.)

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:

- **Chief Technical Advisor:** is the project manager and the most senior advisor supervising the team of international and national experts.
- **National Project Manager:** supports the CTA in efficient implementation and timely delivery of the expected outputs in compliance with projects' criteria and requirements.
- **Project Task Leader:** provides dedicated support for the reporting and budgetary aspects of ESPA 2.
- **Administrative and Finance Assistant:** Provides program-related administrative and financial support to the daily implementation of the Project.
- **Translator/Interpreter:** provides regular interpreting services during meetings, presentation meetings, as well as translation of project-related documentation.

Country Office support

UNDP Democratic Governance Portfolio Analyst at the UNDP Country Office will provide overall quality assurance, including support in fundraising and broadening partnership and adherence to monitoring and reporting requirements and standards; ensure that high quality periodic progress reports are prepared and submitted well in advance; perform oversight activities; ensure that decisions of the Project Steering Committee are followed and changes are managed in line with the required procedures; and refer major executive project decisions to the Project Steering Committee.

VI. RESULTS FRAMEWORK⁶

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

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

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

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."

Indicator: 2.4 Voice and accountability indicator on the World Bank Governance Index improved.

Baseline (2016) 31. Target 64 (2020)

Applicable Output from UNDP Strategic Plan 2018-2021:

2.2.2 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability

Project title and Atlas Project Number: Electoral Support Project in Armenia 2

EXPECTED COUNTRY PROGRAMME OUTPUT	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1 2018	Year 2 2019	Year 3 2020	Year 4	Year ...		FINAL
Capacity building of the EMB provided for increased long-term credibility of electoral processes and sustainability of the electoral administration	1 Availability of stronger CEC capacity to deliver technically sound elections on the long-term through:										
	1.1 CEC conduct a lesson learn exercise, strategic planning exercise and post-election survey.	CEC regulation, observer reports	No	2018	Yes	Yes	Yes			Yes	
	1.2 Training of CEC conducted.	CEC reports	No	2018	Yes	Yes	Yes				
	1.3 Organigram, ToRs and internal communication plan for the CEC developed.	CEC reports/decisions	No	2018	Yes	Yes	Yes			Yes	
	1.4 Software procured and customized, systems developed.	CEC website and decisions	No	2018	Yes	Yes	Yes			Yes	

⁶ 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.

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)
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.	Annually, unless project board requires more frequently	Slower than expected progress will be addressed by project management.		
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, 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.		
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.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		
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.		
Review and Make Course Corrections	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.		
Project Report	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>Project Review (Project Board)</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 Plan⁷

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
<p>e.g., Mid-Term Evaluation</p>						

⁷ Optional, if needed

VIII. MULTI-YEAR WORK PLAN ⁸⁹

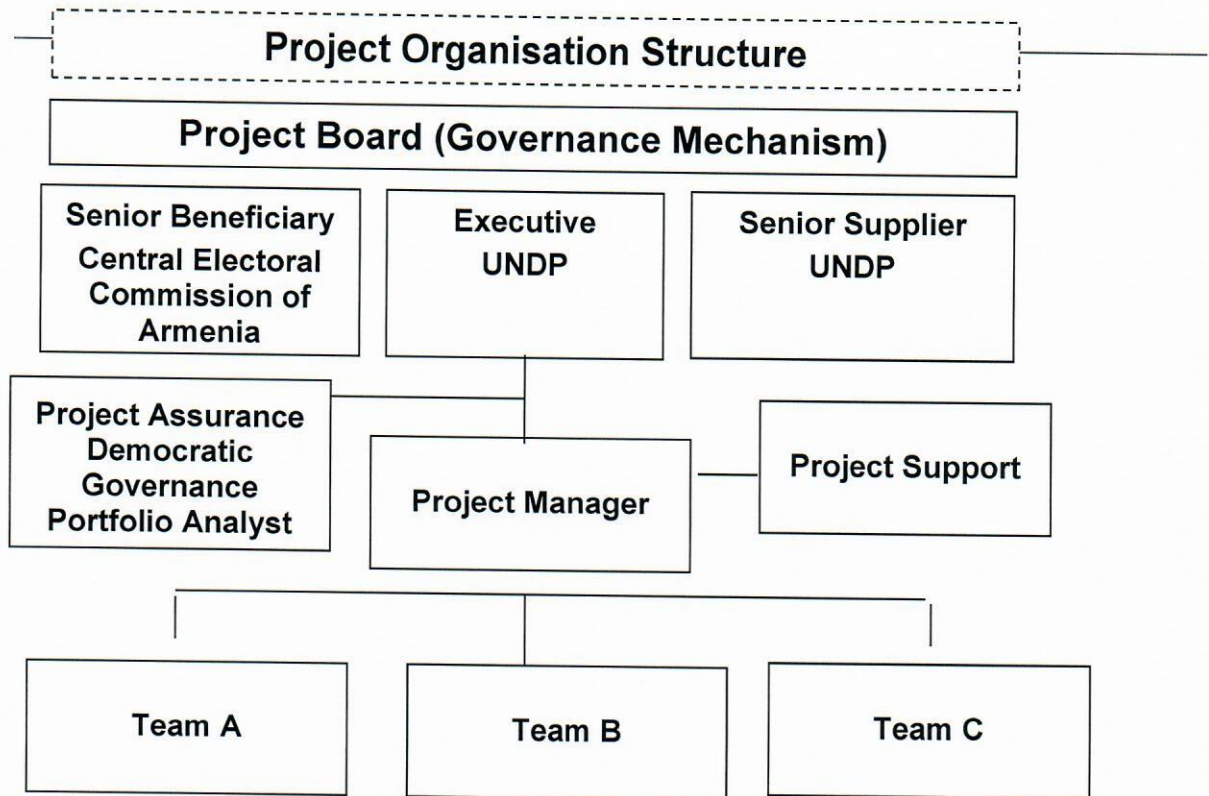
All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support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

EXPECTED COUNTRY PROGRAMME OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY
		Y1 2019	Y2 2020		
Capacity building of the EMB provided for increased long-term credibility of electoral processes and sustainability of the electoral administration	1. Long-term capacity of the CEC improved				UNDP
	1.1 Support the conduct of CEC post-election activities	X			UNDP
	1.2 Enhance capacity of CEC staff	X	X		UNDP
	1.3 Support the strengthening of the institutional structure of the CEC	X	X		UNDP
	1.4 Enhance the institutional capacity of the CEC	X	X		UNDP

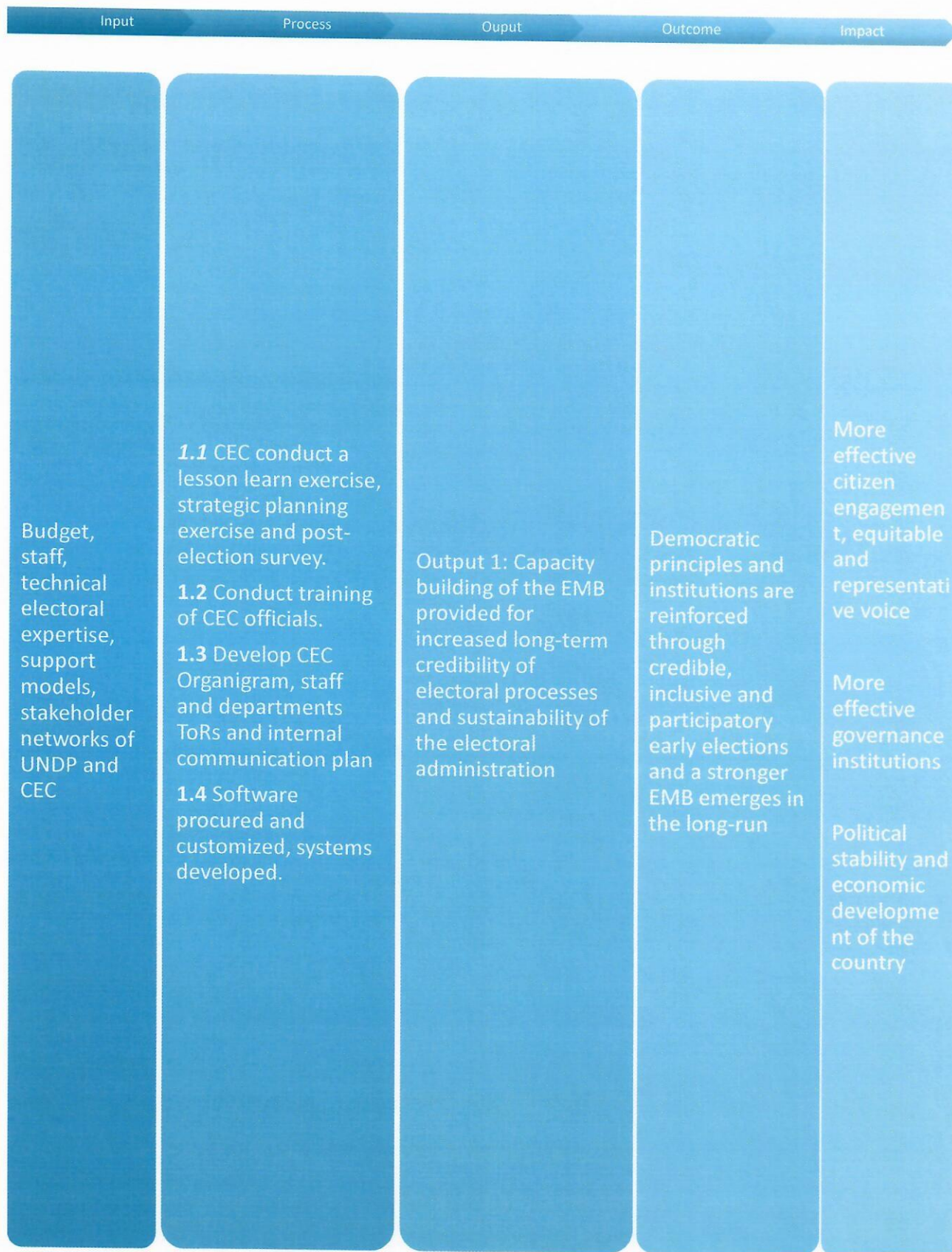
⁸ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁹ 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.

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

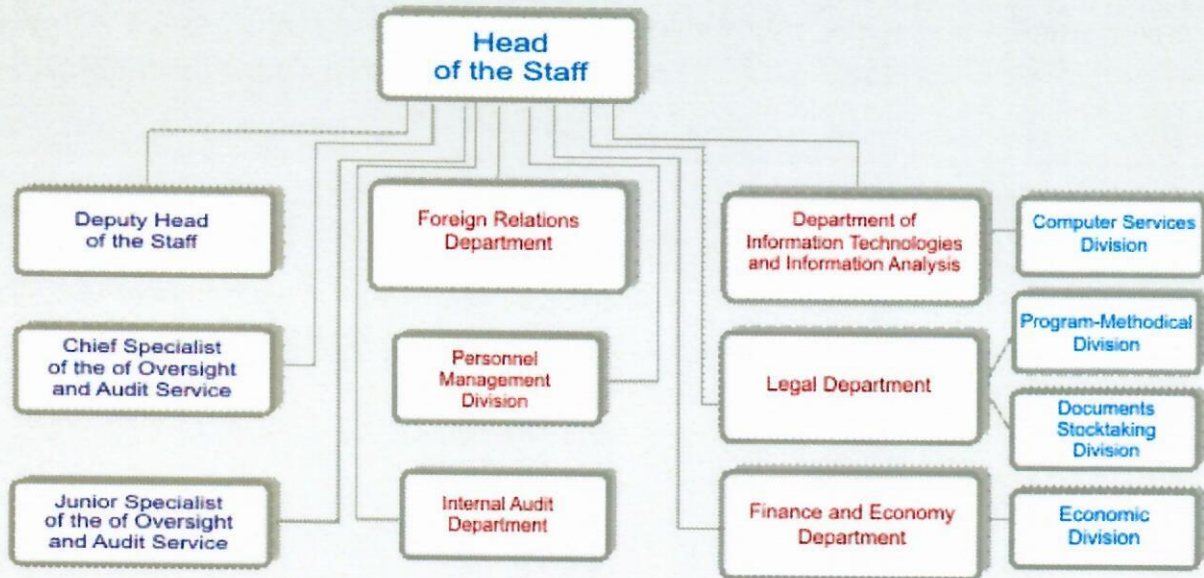


Theory of Change



CEC organigramme

The Structure



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

The CEC employs 74 people (including 8 commission members). Please note that 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.