UNITED NATIONS DEVELOPMENT PROGRAMME

Women in Local Development (working title)

Project Title: Women in Local Development
Project Number: 00110249-00109276
Implementing Partner: RA Ministry of Territorial Administration and Development
Start Date: 2018   **End Date: 2021**   **PAC Meeting date:**

Brief Description
Gender equality and women's empowerment remains a critical development issue in Armenia: women comprise 52.2% of population in Armenia and 56% of those with higher education, still, leadership positions in government, in policy-making institutions or the private sector in Armenia are male-dominated. Due to their limited representation in leadership positions women have very little influence over policy decisions. While a 25% quota system ensures women are represented in political parties, they face distinct barriers to entering office at the local and national levels.

The Women in Local Development is a joint project of UNDP Armenia and OxYGen Foundation, aiming at empowerment of women and youth in local governance. Aligned with the priority of the UK Good Governance Fund to "build resilience and reduce vulnerabilities by helping to enhance growth, improve governance and support the creation of open societies and open economies", the project also builds on the results achieved within UNDP's previous EU- and current SDC-supported Women in Local Democracy projects (2012-2018), as well as OxYGen advocacy work on women political empowerment.

The project will empower women at local level, through building on and upscaling the results achieved during the past years.

The project will contribute to the following results: (i) Strategies and recommendations on measures to improve women political participation developed based on evidence collected; (ii) Leadership potential and skills of women and youth in communities of Armenia are advanced for community development and transparent and accountable governance ; (iii) Role and capacities of political parties for advancing women in politics are enhanced; (iv) Policy dialogue on gender equality in the context of local development and ongoing reforms from local to subnational and national levels is facilitated; (v) Public discourse on issues of gender equality, women and youth participation at all levels is advanced through advocacy and public campaigns; (vi) Active young women and men in local communities are empowered: (i) as future local leaders; (ii) as enablers of local democracy.

Main project components (Activities 2,4,6) will be implemented in non-consolidated communities, while part of them (Activities 1,3,5) will be implemented countrywide.

The project contributes to:

2016-20 UNDAF Outcome 3: "By 2020, Armenia has achieved greater progressing reducing gender inequality and women are more empowered and less likely to suffer domestic violence";

2016-2020 UNDP Country Programme Action Plan Outcome 3 (12). "By 2020, Armenia has achieved greater progress in reducing gender inequality, and gender-based violence and in promoting women's empowerment"; **Output 3.1:** Measures in place to increased women's participation in decision-making.

2018-2021 UNDP Strategic Plan Output 1.6.1: Country-led measures accelerated to advance gender equality and women's empowerment

SDG 5: "Achieve gender equality and empower all women and girls"; with target **5.5** of "Ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life."

Gender marker: 3

Total resources required:	1,451,373 USD/ 1,108,849 GBP	
	UNDP 1,020,394 USD/ 779,581 GBP	**OxYGen** 430,979 USD/ 329,268 GBP
Total resources allocated:		
	UK GGF:	1,451,373 USD/ 1,108,849 GBP
	Government:	n/a
	In-Kind:	n/a
Unfunded:	n/a	

Agreed by (signatures):

RA Ministry of Territorial Administration and Development	UNDP
Print Name:	Print Name:
Date:	Date:

I. DEVELOPMENT CHALLENGE

CONTEXT

Gender equality and women's empowerment remains a critical development issue in Armenia. Women comprise 52.2% of population and 56% of those who have completed higher education. However, their representation in decision-making at all levels remains low: 18% of the parliament members (19 out of 105), 12% of the ministers (2 out of 17) and 13.5% of deputy ministers (8 out of 59). There is no female Governor among in total 10 and number of female Deputy Governors is 5 out of 30 which makes 17% of total. There are only 2 mayors in 48 urban communities, 1 in 52 consolidated communities and 7 in 450 rural communities. As of 2016, at the community level, representation of women in the local self-government is 12% which has increased by almost 3% since 2012. Women's potential remains widely underused and undervalued, thereby having an adverse impact on the country's prospects for attaining sustainable development, gender equality and social justice.

The global Inter-Parliamentary Union in its "Women in Politics: 2017" report, ranked Armenia in the 129th place out of 186 countries as per number of women in ministerial positions, and in the 160th as per the seats women hold in the parliament. According to the Gender Gap Index 2017, Armenia is in the 111th place out of 144 countries in terms of political empowerment, which is a slight progress in comparison to 125th place of the year of 2016. These figures clearly indicate a need to improve women's ability to engage in the political sphere in Armenia.

Certain improvements have been observed with increased numbers of women representatives at the local level. With support of UNDP's two projects (WiLD, WiLD2), OxYGen and other organizations' initiatives at local level, by end 2016 the country witnessed a 3% increase of females elected vis-a-vis 2012, thus totalling to 12%.

CHALLENGES

The local context presents several challenges to the goal of participation, empowerment and gender equality. Data from different researches (see "Reference Data" on page 4) point at a number of factors which limit opportunities for building a critical mass of female cadre in national and local governance:

- political: lack of sufficient mechanisms and regulations to advance gender equality at the national and local level; reluctance of political parties to appreciate and promote women leadership
- socio-economic: limited access to resources for economic empowerment; lack of female leadership culture and support networks
- cultural factors: narrow gender identities: lack of confidence and skills among women

In addition, implementation of the Territorial and Administrative Reform in Armenia[1] (TARA) negatively affected the representation of women: in the outcome of 2017 local elections in 52 consolidated communities which include 514 settlements, the number of female heads of community (mayors) decreased from 17 to 7, while the number of female councillors dropped from 345 to 32.

Overall, the legal framework for women political involvement is not fully conducive and additional mechanisms and affirmative action are needed for realization of women's rights.

---

[1] TARA is a major territorial administration reform in Armenia, implying community consolidation, which is expected to enhance the capacities and performance of local self-government bodies, improve the quality of local public services, encourage public participation, as well as transparency and accountability of local authorities. TARA commences in 2015, by 2017 514 former communities were consolidated into 52. TARA is put on hold after political shift in April 2018.

Evidence from the previous programs of UNDP and OxYGen Foundation, including surveys, post-electoral inquiries and other, points to the fact that women have interest and potential to engage in local development, and local governance is a **good entry point** for their leadership and political participation.

In parallel, youth in Armenia emerges as a strong force for democratization of decision-making process. The country has observed youth-driven civic movements in Armenia in response to a number of government decisions and actions perceived unfair. Examples of that are: "Dem em" ("I am Against") movement against the proposed pension reform, "Electric Yerevan" against the increase of electricity tariffs, and others. It is important to fully advance the potential of young men and women towards active participation in development processes.

The process of ongoing national reforms require long-lasting solutions at all levels to institutionalize women's participation, such as affirmative measures (quotas) and various incentive schemes (e.g., counting the service in LSG as work experience; partially subsidizing health insurance and child care; partial decrease of university fees for family members of community council members). Also, the new parliamentary system of governance in Armenia creates an important momentum for the political parties to become the main "gate opener" for enhanced role of women in politics.

On top of this, the broader citizenry of Armenia reaffirmed their voice during the recent 'velvet' revolution. The spring of 2018 brought major transition in the politics of Armenia. A deep apathy, long-lasting dissatisfaction with and low trust towards the ruling regime led to broad protests, where the citizens of Armenia rose to restore their agency, voice and power. The peaceful protests ultimately turned into a so-called 'velvet revolution', which seized the country in the spirit of freedom, dignity, courage, and justice. People from all classes, age, occupation, political and ideological views have united in their rejection of the regime. **Youth and women** were an apparent interface of the movement.

As the civil activism gains momentum, it is important to help citizens of Armenia turn participation into everyday practice and help better promote gender equality and civic engagement in Armenia today. Participatory approaches in politics and decision-making that involve women and young people in greater numbers will increase public trust in politics and governance and will have positive impact on policy-setting agenda, as well as contribute to social and economic development. The project is designed to support and resonate with the expectation and appetite of women and youth to engage in everyday democracy and contribute to the welfare of their communities.

EARLIER ACHIEVEMENTS

- <u>Introduction of quotas</u>: To address the issue of low representation of women, UN GTG subgroup on political participation of women (including OSCE, UNDP, OxYGen Foundation, AAWUE and others) successfully advocated for increase of gender quotas from current 25% to 30% for the next parliamentary elections in 2022. Similar increase from 25% to 30% applies for municipal elections in the cities of Yerevan, Gyumri and Vanadzor.

- <u>Increase in women representation at local level</u>: During 2012-2018 UNDP, within the framework of its two projects on Women in Local Democracy has supported more than 3500 women to advance their leadership. In 2016, 32% of women running for local elections (216 of 676 female candidates registered) were WiLD beneficiaries, out of which around 35% (170 of 491) were elected. Overall, the representation of women grew from 7 to 9 in 2012 cycle of local elections, and from 9 to 12% in 2016 elections.

- <u>Youth leadership</u>**:** UNDP's "I AM the Community" youth leadership model resulted in the network of 132 young women and men. The young graduates engage and lead various community initiatives varying from improvement of village/town infrastructure to engaging residents and raising awareness on aspects of local governance and gender equality. More specifically, young graduates engaged as pro-bono field workers in Citizen Satisfaction Baseline Assessment of capital investment projects in

five consolidated communities; they also implemented 44 self-driven zero-budget projects in 29 communities with participation of more than 500 volunteers, etc.

- <u>Social innovation:</u> Throughout the WiLD project, as well as the EU-funded Kolba Lab work, UNDP has tested and applied a user-centred approach and social innovation techniques. UNDP's Hacker's Toolkit, Nesta's DIY Development Impact and You Toolkit have been broadly used to allow the project beneficiaries to come up with ideas and jointly co-design solutions.

- <u>Public awareness and advocacy:</u> OxYGen has developed replicable and successful models for civic engagement and promotion of gender justice from local to national levels. The interventions include awareness raising campaigns for women's inclusion in decision-making and public debates over gender-based discrimination, limited involvement of women in decision making at all levels.

REFERENCE DATA

This Project Document is developed with consideration of the recommendations issued for Armenia by the international Human Rights mechanisms, such as CEDAW[2] and the Universal Periodic Review, as well as number of other resources and research initiatives:

- The recommendations of the Universal Periodic Review issued to the Republic of Armenia in 2015[3] include measures to ensure an increased number of women in political life.
- [Observations](#) and recommendations on the combined fifth and sixth periodic reports of Armenia (2016) of the Committee on the Elimination of Discrimination against Women (CEDAW) include: (i) adoption of temporary special measures to accelerate women's full and equal participation in elected and appointed bodies, (ii) introduce a gender parity system for appointments and accelerated recruitment of women in senior positions in the public and private sectors, and (iii) implement national awareness raising campaigns about the importance of women's participation in public and political life, specifically in rural areas; (iv) increase the availability of training and capacity-building programmes for women wishing to enter political life or hold public office and continue to encourage the media to ensure that female and male candidates and elected representatives receive equal visibility in the media, especially during election periods; (v) ensure the safety of women in political life[4];
- One of the recommendations in the evaluation of the results of the "RA Gender Policy Strategic Action Plan for 2011-2015" and the "2011-2015 National Programme against Gender-Based Violence" points at the need to introduce positive discrimination measures to ensure political participation of women as well as equal representation in the decision-making processes at all levels.
- Number of **researches**[5] published in Armenia by different institutions and researchers highlight the obstacles and challenges which women face as both candidates and elected officials.
- WiLD project has used online databases of the RA Central Electoral Commission (http://www.elections.am/) to analyse women representation at local level. The project also has developed and maintained a Database and Content Management System (DBCMS) with data on running and elected women from 10 marzes, their engagement in capacity development activities of the project, and respective ratio of the project beneficiaries of those running and elected.

---

[2] Committee on the Elimination of Discrimination against Women

[3] https://www.uprinfo.org/database/index.php?limit=0&f_SUR=8&f_SMR=All&order=&orderDir=ASC&orderP=true&f_Issue=All&searchReco=&resultMax=300&response=&action_type=&session=&SuRRgrp=&SuROrg=&SMRRgrp=&SMROrg=&pledges=RecoOnly

[4] http://www.refworld.org/docid/583863b34.html

[5] (i) Women in Local Administration in Armenia (2011, Caucasus Institute); (ii) Women's Political Participation in 2012 Armenian Parliamentary Elections (2012, Gender Studies Center of the Association of Women with University Education, with support from the OSCE Office in Yerevan and with financial contribution of the Embassy of the Kingdom of the Netherlands in Tbilisi); (iii) Strengthening Women's Political Participation in the Republic of Armenia: Existing Efforts, Challenges and Opportunities (2015, Yerevan State University Center for Gender and Leadership Studies, Irina Ghaplanyan and Anna Melikyan).

- The project team prepared two documents based on the DBCMS information and secondary data analysis from the RA Central Electoral Commission website: (i) UNDP "Women in Local Elections" (2017) and (ii) UNDP analysis on "Women Representation before and after TARA" (2018)
- OxYGen Foundation produced analytical brief on "The Effect of Gender Quota on the Elections of 2017" within the framework of "Promoting Women's Political Participation in Armenia".
- RA National Statistic Service annually produces data on "Women and Men in Armenia" which includes a section on "Governance and Influence" with sex-disaggregated data on representation of women and men in national and local governments. Information from these sources is used by UNDP and OxYGen to analyse the trends.

In this context and with consideration of the enabling trends and previous substantial experience in the sector, UNDP and OxYGen partner for joint implementation of the project aimed to empower women and youth leadership and participation.

II. STRATEGY

The project's core strategy is to focus on women's empowerment and engagement of youth as the key to more inclusive participation. To maintain and expand a critical mass of female leaders as potential local change makers, the project will work in the areas of political empowerment of women; youth leadership; inclusive local governance; and public awareness and advocacy. Youth engagement is also key for gender sensitization and change, as well as for citizen-driven processes in local decision-making. Potential of youth is viewed in three dimensions: (i) future leaders; (ii) enablers of local democracy and gender equality in the communities; (iii) digital 'evangelists' and enthusiastic 'experts' in innovative solutions.

More specifically, the project will apply a twin-track approach: (i) address structural barriers, challenge the political environment and power relations to promote more gender-inclusive political and decision-making processes – via advocacy, affirmative measures, tackling stereotypes, raising awareness on gender equality; and (ii) at individual level, by creating leadership cadre of women and youth. Capacity-building innovative approaches will not only focus on involvement of different groups but also trigger articulation of common interests, challenging of power relations and current decision-making mechanism and norms. Activities focusing on youth will engage elements of social learning, and design of collective solutions to pressing issues of gender inequality and social exclusion in society. The project will also include elements of work with male representatives of local governments. Last but not least, public at large, including men, women, youth – of all ages and social groups - will be targeted by the broad public awareness campaign.

To achieve this, UNDP and OxYGen offer the combined competence and expertise of the two organizations.

- *UNDP* offers successfully applied support models for empowering women and youth including: pre- and post-electoral support to women, leadership advancement, innovative citizen engagement models, youth leadership; gender mainstreaming in local governance, instilling integrity and accountability in the communities.

- *OxYGen* contributes with a track record of monitoring, research and reporting on women's political participation, as well as solid corporate experience in advocacy, public awareness raising and campaigns on gender equality and women's participation (For more details please see Annex 5 "Briefly about UNDP and OxYGen).

Geographical coverage and synergies

Part of the planned activities will be implemented countrywide with focus on *non-consolidated communities*. More specifically, the project will engage women and youth groups from 450 communities in all nine regions (marzes) of Armenia except Syunik, where all communities are consolidated.

UNDP will also ensure synergy with other ongoing and pipeline initiative including possible continuation of the ongoing SDC-funded WiLD project which will address women post-electoral support in the consolidated communities. For example, the public awareness campaigns on gender equality and importance of women

participation will be implemented countrywide; also, the network of female leaders to be established will engage women from all regions of Armenia with no differentiation between consolidated/non-consolidated communities.

Program design

The project is designed to allow (i) build on already existing strong cadre of women and youth, (ii) cultivate new leaders and avail them of opportunity to engage in local governance, policy dialogue and community development, (iii) strengthen gender competence among **national and local governments**, as well as the **political parties** and the Parliament.

The programmatic components are designed with consideration of current political situation in the country, achievements and lessons learnt of UNDP's and OxYGen's previous programmes in the sector and practices already proven effective.

Given the political momentum and the narrative of the 'post-revolutionary' new government, it is promising that women and youth in decision-making will contribute to better understanding and promotion of gender equality and civic engagement in Armenia. To overcome the existing political, social and cultural barriers, the project will work with all main actors having influence on the women participation, including the National Assembly, Government/Ministries, regional authorities, local governments, women and youth, men in local governments, public at large. The project will influence decisions to adopt sustainable affirmative measures for women equal political participation. Stereotypes on gender roles in the society will be tackled by broad public awareness campaign and advocacy. Local and regional governments will be supported to integrate specific mechanism for increased participation of women in decision making at local level; policy channels led by 'women and youth' champions will become a sustainable format for influencing public decisions.

Priority areas

UNDP and OxYGen will also jointly contribute to the **nationalization of Sustainable Development Goals** (SDG) and their integration into the national policies focusing on SDG 5. The project will partner with the newly-established SDG National Innovation Lab for data exchange, research and evidence collection, etc. UNDP Global Strategic Plan, through its signature solution on strengthening gender equality and the empowerment of women and girls, focuses on promoting equal political and economic participation enabled by supportive policies towards transformative livelihoods and strengthen women's resilience. UNDP Armenia will tap into the global and regional networks and knowledge base throughout implementation of the project. OxYGen will contribute to SDG 5 implementation in the country through nationwide media/ information campaign.

The project will support several national priority areas of: a) full transition to parliamentary governance system; b) ongoing reforms; c) upcoming rounds of elections; d) nationalization of SDGs; e) finalization and implementation of the RA strategic framework (policy and action plan) on equal rights and opportunities for women and men.

The project is in line with the UK Good Governance Fund's priority focus to "build resilience and reduce vulnerabilities by helping to enhance growth, improve governance and support the creation of open societies and open economies".

Flexibility

Taken the fact that the Government of Armenia is currently in transition, with the precise contours of the national reform agenda still to be decided, the project will **maintain certain degree of flexibility** in the activities to be fully responsive to the emerging priorities. E.g., pre-electoral support will be dependent on the (dis)continuation of the TARA reform by the new government and its pace (please see more details in 2.2.) The training modules and target audiences may be adjusted in line with the findings and recommendations from the OxYGen research as the project progresses. The project will also look out for ongoing trends in women political participation and be open to embrace new elements which may lead to better effect, in consultation with the Good Governance Fund and the UK Embassy in Armenia,

To that end, the project will apply *a combination of conventional approaches with innovative user-centric processes* to allow community residents to initiate and implement contextual solutions via co-design models and leadership schemes (e.g. Demo Co-design Lab, 'I AM the Community' youth leadership model, etc.) New creative formats will be offered to tap into citizens' expertise with a "fail fast, fail cheap" approach. As cross-cutting, an informed dialogue will be supported among women and youth leaders, beneficiaries, policy-makers, local and national authorities, communities, media representatives, etc. OxYGen will build on its youth YOU Network and "Equal" campaign.

UNDP and OxYGen, apart from the regular reporting, will informally communicate to UK GGF all emerging trends, interesting lessons learnt, unusual practices and cases observed throughout the project implementation.
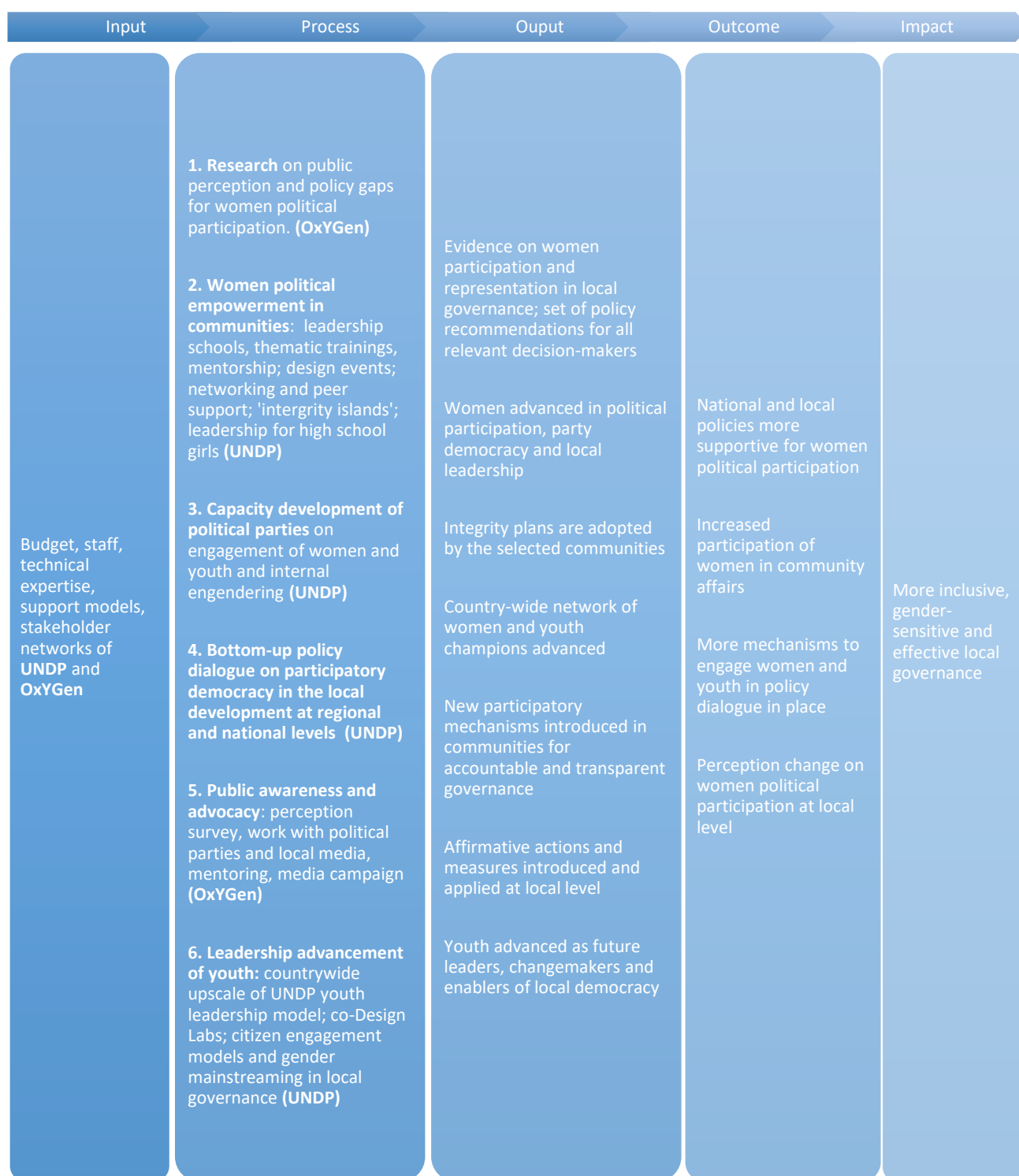
Goal, objectives and theory of change

The *overarching goal* of the project is to contribute to enhanced political participation of women, with specific focus on enhanced representation and participation of females, including young generation, in community development processes.

The *objectives* of the project are to:
1) Diagnose policy gaps and perceptions for women political participation from grassroots to the national level (research);
2) Empower women to advance their leadership potential and skills vis-a-vis community development processes; set up female-led 'integrity islands';
3) Strengthen the role of political parties as the main "gate opener" for entry of women in politics;
4) Facilitate policy dialogue on gender equality in the context of ongoing reforms;
5) Advance public discourse on issues of gender equality and women participation at all levels;
6) Empower active young women and men in the communities through empathy-building leadership models as enablers of local democracy and women support groups;

Theory of change

The findings of the research on perceptions and policy gaps for women political participation will inform the work on women empowerment and policy reform and make it more focused. Strengthened enabling environment and youth support groups will effectively contribute to women local leadership. If emerging of capacitated and skilled female and youth cadre contributes to the policy development process, the decision-making and governance processes will become more democratic. If political parties and the legal framework are more gender sensitive and responsive, more women and young people will engage in politics. Parallel sensitization, awareness raising and advocacy on topics of gender equality will enhance positive public attitude on women presence in the politics. The participatory approaches in politics and decision-making that involve women and young people in greater numbers will increase public trust in politics and governance, have positive impacts on policy-setting agenda and contribute to better socio-economic development and advancement of gender equality.

Input	Process	Ouput	Outcome	Impact
Budget, staff, technical expertise, support models, stakeholder networks of **UNDP** and **OxYGen**	**1. Research** on public perception and policy gaps for women political participation. **(OxYGen)** **2. Women political empowerment in communities**: leadership schools, thematic trainings, mentorship; design events; networking and peer support; 'intergrity islands'; leadership for high school girls **(UNDP)** **3. Capacity development of political parties** on engagement of women and youth and internal engendering **(UNDP)** **4. Bottom-up policy dialogue on participatory democracy in the local development at regional and national levels** **(UNDP)** **5. Public awareness and advocacy**: perception survey, work with political parties and local media, mentoring, media campaign **(OxYGen)** **6. Leadership advancement of youth:** countrywide upscale of UNDP youth leadership model; co-Design Labs; citizen engagement models and gender mainstreaming in local governance **(UNDP)**	Evidence on women participation and representation in local governance; set of policy recommendations for all relevant decision-makers Women advanced in political participation, party democracy and local leadership Integrity plans are adopted by the selected communities Country-wide network of women and youth champions advanced New participatory mechanisms introduced in communities for accountable and transparent governance Affirmative actions and measures introduced and applied at local level Youth advanced as future leaders, changemakers and enablers of local democracy	National and local policies more supportive for women political participation Increased participation of women in community affairs More mechanisms to engage women and youth in policy dialogue in place Perception change on women political participation at local level	More inclusive, gender-sensitive and effective local governance

III. OUTPUTS, ACTIVITIES AND PARTNERSHIPS

Project OUTPUTS:

The project will work towards achievement of the following broader outputs:

1. Evidence on women participation and representation in local governance is in place; set of policy recommendations for all relevant decision-makers are developed;
2. Women advanced in political participation, party democracy and local leadership;

3. Integrity plans are adopted by the selected communities;
4. Country-wide network of women and youth champions advanced;
5. New participatory mechanisms introduced in communities for accountable and transparent governance;
6. Affirmative actions and measures for women enhanced political participation at local level introduced and applied;
7. Youth advanced as future leaders, change-makers and enablers of local democracy.

The outputs will be achieved via the following Activities:

Activity 1: Substantial evidence is accumulated on public perception and policy gaps for women political participation from grassroots to national level (OxYGen)

1.1. Two-phase comprehensive and multi-dimension research on women participation in local politics will be implemented to create solid evidence for a) need-based capacity building activities, b) result-oriented policy advocacy and c) public awareness-raising campaigns. While the baseline will allow assigning the target- and result-oriented strategies for intervention, the end line research will assess the progress of the project vis-à-vis objectives and results.

The research will aim to collect evidence in the following directions:

- Assess impact of local policies and reforms, with focus on TARA on women political participation and empowerment and provide recommendations to relevant policy and decision-making institutions (e.g., the Parliament, the Government, the Ministry of Territorial Administration and Development). Respective recommendations will be provided to mitigate negative effects in non-consolidated communities in case the TARA continues.
- Assess public perception of women's political participation at local level. The findings will inform the project activities (UNDP-implemented Activities 2, 3, 6), the identified challenges will be addressed in respective programmatic sections. This part of the research will include a segment on possible links between the level of corruption and women political participation for which the RA Government emphasis on combatting corruption provides a conducive environment. Findings will inform public campaign actions and messages (OxYGen-implemented Activity 5).
- Assess level of gender sensitivity of key political parties in the country. This area is prioritized due to the current political context of pre-term parliamentary elections, strengthened parliamentary system and growing role of political parties. The findings will inform UNDP-implemented Activity 3, and the strategy will be developed for advocacy and building capacity of political parties to mainstream gender justice in respective programmes and policies.

The findings of the baseline research will be used for designing of public awareness and advocacy campaign; the endline survey will serve to assess the progress of the project. The research methodology will combine desk review, quantitative survey for broad voice at grass root level, in-depth expert interviews, and collection of human stories.

1.2. Publicizing of the research findings: All research findings will be assembled into a publication and presented to a broad group of stakeholders and decision-makers. The research will be made public via user-friendly infographics (up to 4) with "killer facts", social networks and online media channels. Animated PSAs (up to 2) will be developed to showcase the "killer facts", recommendations and key messages.

1.3. Advocacy on the research findings and recommendations: The multi-stakeholder advocacy campaign will be launched to translate recommendations into the gender-sensitive state policies for increased political participation and empowerment of women from local to national levels. To monitor implementation of the adopted policies at national, regional and local levels, grassroots monitoring group(s) from community women and young leaders will be created from beneficiaries of UNDP-led activities 2 and 6; these groups will also engage in the annual public campaigns, such as 16 days of activism, International Women's Day, mobilization on local issues, etc.

1.4. Networking events with the female and male representatives of political parties to sensitize and raise awareness on women political participation at local to national levels, as well as on SDG 5 will be organized on at least quarterly basis jointly with UNDP. OxYGen will use its network of political parties comprising both

women and male representatives, established within the frame of "Equal" gender justice campaign, to advance women roles as champions for change (linked with UNDP's Activity 4.)

Activity 2: Leadership potential and skills of women in communities of Armenia are advanced vis-a-vis community development processes and ongoing reforms (UNDP)

This project component will be largely informed by OxYGen planned research (Activity 1) in terms of: refinement of modules per identified needs; selection of target audiences, sensitization on the topical issues on women political rights, etc.

2.1. Training of Trainers will be organized for women and men already experienced in local politics (2019). This trained group will be turned into local resource cadre for multiplication of the capacity development effort of the project. In total, 100 women and men will be trained, out of which the roster of minimum 30 trainers/community mobilizers will be formed with the most active and skillful trainees from all regions of Armenia.

2.2. Pre-electoral support to female potential candidates (2019-2021) will be provided in advance of local elections in non-consolidated or to-be-consolidated communities through tested and innovative capacity development schemes, including: orientation sessions, trainings, consultations on how to run pre-electoral campaign, build support networks, mobilize resources and work with the constituency. UNDP will apply a successfully tested three-tier approach to women pre-electoral support. Training will reach up to 2000 females interested in local politics from nine regions of Armenia. UNDP will be flexible in implementation of this component in view of the two potential scenarios: (i) if TARA continues, the pre-electoral support will be provided in the communities where elections are planned; (ii) If TARA is delayed, the project will work in all 450 non-consolidated communities of Armenia to prepare interested women for 2021-2022 cycle of elections.

Females with disabilities interested in local politics will be encouraged to benefit from this support and engage in capacity development events. UNDP will collaborate with the RA Ministry of Social and Labour Affairs, as well as the "National Disability Advocacy Coalition" and its brunch offices to identify the most effective outreach mechanisms, information dissemination among these target groups. The project will consider accessibility of the planned events in both programmatic and logistical issues. Number of joint events will be organized with the Coalition on raising the awareness of people with disabilities on inclusive and participatory governance, as well political leadership.

2.3. Leadership schools will be offered to about 100 women from **450 non-consolidated communities** on competitive basis (one in 2019 and two in 2020). This component will aim to develop capacity of active women with different backgrounds - journalists, lawyers, economists, civic activists, entrepreneurs, academia, artists, doctors, scientists and others - to stimulate interest towards local politics. As a result, a broad network of women capacitated on aspects of local governance, participatory democracy, and gender equality will turn into influential cadre, ready and able to contribute to the community and country development processes.

In parallel, UNDP will also apply alternative support schemes: mentoring, coaching, and job shadowing, as well as provide opportunities to exercise leadership through action by mini-grant schemes for community initiatives. Respective online platform will be created to make the 'matching' of mentors and mentees open and effective, ensure peer-exchange between more experienced female leaders and the newcomers. The project will also celebrate the achievements of female leaders, such as Women Innovator Prize and Rising Innovator Award for young females. The project will prioritize engaging women with disabilities and identify the target groups in collaboration with UNDP/UNICEF "Improving access to services and participation of persons with disabilities in line with the conceptual framework of UNCRPD and ICF – Armenia" joint project.

2.4. Pilot female-led 'integrity islands' in five selected communities (2019, 2020). To instill values of transparency and integrity in community governance, UNDP will support selected municipalities to adopt Community Integrity Action Plans, which will focus on reducing corruption in the municipalities, increasing efficiency, responsiveness and fairness of municipal service delivery, and ultimately increasing population trust towards local government. This action is based on the successful collaborative model applied by UNDP

in more than ten countries, including Albania, BiH, Croatia (female-led), Moldova, Georgia, Ukraine, Kosovo and Poland, which has gained international recognition through a UN Public Service Awards[6]. Based on the results, UNDP will prepare a knowledge product for possible country-wide upscale of the model.

2.5. <u>Capacity development on leadership skills for high school girls (2019, 2020)</u> through creative, innovative and "learning-by-doing" methodology (linked with Activity 4). Interactive and gamified approaches will be used to convey the knowledge on gender equality, importance of women participation in politics, voter's rights and other. Online course will be developed for youth on local governance, gender equality, roles and responsibilities of active citizen and other topics of democracy and participatory governance. About 1000 school children from all regions of Armenia will benefit from this capacity development schemes.

Activity 2.2 will be implemented in close coordination with the Electoral Support Project in Armenia (ESPA), submitted by UNDP to the UK Good Governance Fund for consideration.

Activity 3: The role and capacities of political parties for advancing women in politics enhanced. (UNDP)

This component will be implemented in coordination with UK-funded and ICHD-implemented project on parliamentary support and to-be-established Women All-Party Group. The purpose of the activity is to strengthen gender dimension of political parties in Armenia. This component will also build on earlier respective efforts of AAWUE[7] and other organizations. The project will engage about 250 representatives of political parties, of which 25 women/men (including young) will emerge as trainers/consultants on engendering the political parties. The present component will also be informed by OxYGen-planned research (Activity 1), in terms of identified priorities and gaps to be addressed.

3.1. <u>Create across-party resource cadre from active male/female members of political parties'</u> (2019) regional and youth branches through ToTs on: local governance, bottom-up and gender sensitive policy-making. The groups/regional trained political party force (maximum three in each region) will further facilitate self-assessment workshops with local branches of political parties to review the existing strategies, by-laws, procedures from gender prism and channel the recommendations to the leadership of the political parties at the national level, to develop a networking strategy to promote inclusion of women from different parties, etc.

3.2. <u>Run series of round tables to: compile gender advocacy strategies (2018 -2021)</u> related to party building, elections and campaigning; assessing strong and weak points of their parties in terms of gender; develop arguments for advancement of women and youth leadership in parties, etc. This activity will mainly aim at collecting data and ideas on how to engender the party policies and procedures based on the voices from political party regional brunches. The expected input can include (but not limited to):

- Mainstreaming gender into the party policies;[8]
- Specific rules (manifesto) on gender equality in the party's founding documents;
- Internal quotas for women's participation and candidature
- Allocation of funds for training female members of the parties and other active Providing women a forum for discussion and the exchange of ideas on political agendas and creating intra-party alliances to advance women in politics. [9]

Minimum 10 recommendation packages from at least 5 political parties (regional brunches) will be developed and presented by the core group to the board of the political parties for potential adoption. We expect that five leading/active political parties to integrate at least 10% of the suggestions in policies and procedures for more gender sensitive governance.

3.3. <u>Run national and regional events to support the political parties (2019-2021)</u> in finalization and/or updates of strategies for advancing leadership of women and youth.

---

[6] In 2011, Craiova/Romania and Martin Slovakia applying this methodology, received UN Public Service Awards under the anti-corruption category: http://www.unpan.org/DPADM/UNPSDayAwards/UNPublicServiceAwards/tabid/1522/language/en-US/Default.aspx
[7] Armenian Association of Women with University Education
[8] Empowering Women for Stronger Political Parties, NDI and UNDP
[9] IKnow Politics: International Knowledge Network of Women in Politics, IDEA, IPU, NDI, UNDP and UN Women

i)   create the group of national champions of male/female parliamentarians and government representatives (up to 30) and conduct trainings on gender sensitive policy-making (possibly in partnership with DFID experts, UK-based NGOs, as well as ICHD);

ii)   link this group with the resource cadre of female and youth leaders (formed under 3.1), via job shadowing and other experience exchange opportunities.

3.4. Initiate number of high level conferences and events on gender equality (2019, 2020) topics targeting MPs, to-be-established Women All-Party Group and with participation of invited parliamentarians from the UK and other countries to allow exchange and peer learning, and to stimulate partnership between the parliaments and political forces of different countries.

Activity 4: Policy dialogue on gender equality and participatory democracy in the context of local development and ongoing reforms from local to subnational and national levels (UNDP)

The project will provide platforms for bottom-up policy dialogue to institutionalize the successful approaches and models at the local and regional levels. In parallel, the networks of beneficiaries will be capacitated and involved in the advocacy on affirmative actions to support women participation at local level. About 20 forums (twice in each region) of active/successful women leaders, political party representatives, youth and governments, will be organized in all regions to develop a regional network of policy contributors. UNDP will benefit from the Nesta's DIY (Development Impact and You) Toolkit to facilitate co-development of solutions/policy recommendations. In total 1000 representatives (50 participants in each forum) of regions will engage. This component will benefit from the findings of the OxYGen research in terms of identification of policy influencers and champions, most topical issues, etc.

4.1. Support development of models for engaging citizens (2018-2020) in policy dialogue and channeling inputs to decision-makers. The models shall be co-designed by multiple stakeholders and will 'own' specific scope, regularity, formats and/or tools. A co-design workshop with the participation of the cross-party resource cadre as well as the active project beneficiaries from the regions will be conducted to design solutions for policy dialogue with political parties, local and national governments as well as for advocating and lobbying for the suggestions to be adapted. Next steps are in activity 4.4.

4.2. Support trained local female and young leaders in channeling inputs on draft legislation (electoral code, law on local self-governance, decentralization, etc.) (2018-2021) to national level and advocating for them. In cooperation with RA MTAD 30 target communities will be selected and the "menu" of co-designed solutions of bottom up policy making will be introduces to LSGs. The LSG with residents will decide on the solution they will be interested to use/test. Afterwards bottom-up policy making team in each community will be formed that will intensively collect, formulate and present the joint recommendations from the municipality. Capacity development workshops for the bottom-up policy making teams on evidence-based policy making will be organized and the backstopping from UNDP team will be provided.

4.3. Support local and national governments (2018-2021) to introduce and employ affirmative actions (quotas, other), and temporary (local) incentives schemes to increase motivation of women to run for local office via consultations, resource materials, expertise, other.

Activity 5: Discourse on issues of gender equality and women participation at all levels is advanced through advocacy and public campaigns (OxYGen)

5.1. Nationwide public awareness campaign on women political participation at local level.

The results of research[10] regarding women participation in local elections in Armenia 2016 stated that stereotypes were among the hindering factors of women's political participation. The social-cultural norms and values regarding gender roles are being displayed in a variety of forms: starting with negative notions towards women leadership and ending with a number of duties expected of them, which for their turn objectively restrain women's political activities. Hence, to building a positive public image of women leaders and overcome gender stereotypes among larger population, is essential for women political empowerment. The project will launch a joint OxYGen-UNDP media campaign aimed at supporting nation-wide debate on women's political participation, to challenge existing stereotypes and bring the change in public perception on women leadership and role in society. The campaign strategy will be tailored to the findings of the public perception research; As a result of a joint UNDP-OxYGen public awareness campaign, it is envisaged to reach overall 25 % of the general population using wide spectrum of public campaign methods, technics and tools described further. Campaign will include - but not limited to - development of articles (at least twice per month), infographics (up to 10), TV programs/ interviews/ press conferences (at least twice per year), citizen journalism activities (at least 10 multi-media products), human stories/ success stories of female leaders , capacity building activities (at least 30), flash-mobs (twice per year, including at local communities), public lectures (at least twice per year) and stand up performance with involvement of young artists/ students (at least twice per year), will be built around international spikes (16 days of activism, IWD) and local moments (municipal elections), comics/ cartoons exhibition. The campaign will use, among other, the existing platforms: OxYGen "Equal" campaign; "Women and Politics" web and print newspaper; OxYGen website/face-book page, UNDP's relevant Facebook pages and groups. It is anticipated that by the end of project as a result of a strong public campaign there will be a positive change in public perception on women political participation by 15 %.

In addition, advocacy events to lobby for policy reform with participation of MPs, Ministries, regional and local authorities will be organized.

5.2. Increased visibility of women candidates during local elections.

While UNDP will ensure the pre-electoral capacity development of women candidates, OxYGen, based on the lessons learnt from its "Equal: from economic empowerment to political participation" project, will complement this support to woman candidates across the political spectrum by: visibility in media and public domains (publications of up to 10 success stories, flyers, interviews in local television and press, and online media platforms and social media); a real-time monitoring of local elections with respect to women's representation (publication of report).

5.3. Capacity development of national and local media.

In Armenia, media are one of the key actors to shape public perception and fight/create stereotypes. Hence, the project will work with local and national media to sensitize them on gender equality. It will also capacitate the media to become watchdogs for monitoring and revealing discriminatory practices and fight the gender rights violations and corruption as well as to act as active and responsible players during elections. To this end, OxYGen will carry out annual workshops for journalists and bloggers on gender sensitive reporting focusing on reporting around election period. Media annual award "Equal" will be launched to sensitize and encourage media representative to report on gender issues.

5.4. Awareness raising on SDG 5.

Armenia was among the 191 countries that pledged to attain the SDG 5, to promote gender equality and the empowerment of women. OxYGen and UNDP will launch the media/ information campaign to build the public agenda on SDG 5 nationalization and proper implementation as an imperative condition for development and poverty reduction in Armenia. The campaign will involve celebrities on volunteer basis, political party representatives and well-known journalists, who will act as champions and spokespersons for the campaign.

---

[10] Economic Progress, Social Capital and Political Participation: Defining Policy Priorities of Promoting Women's Social-Political Involvement in Local Self-governance. http://www.ysu.am/files/Policy%20Paper-Eng.pdf

To this end, the photo stunt in FB pages will be organized with involvement of up to 7 celebrities, who will bring up key messages and calls for action to end gender discrimination media events will be organized to mark the public spikes and local key moments related to SDG 5.

Project awareness component will also imply certain level of flexibility to respond to local demands with grassroots campaign initiatives, as well as to support important initiatives at national level.

Activity 5 will be implemented in close coordination with the Electoral Support Project in Armenia (ESPA), submitted by UNDP to the UK Good Governance Fund for consideration.

Activity 6: Active youth in the communities empowered as enablers of local democracy and women support groups through empathy-building leadership models (UNDP)

As mentioned in the introductory part, youth emerges as a capable and determined force striving towards justice and the rule of law. With this component UNDP will continue and upscale the 'I AM the Community" youth community leadership model, successfully applied previously in Syunik and Vayots Dzor marzes. Through this model, the project will cultivate a vibrant and capable force of knowledge- and empathy-driven young people in communities, ready to constructively respond to ongoing development processes and reforms, multiply the knowledge, and appear in leadership roles in public offices or otherwise. This component will develop capacities of young people on gender equality, local governance and participatory democracy, and help them implement self-driven initiatives in communities. Moreover, "I AM the Community" club will be established to serve as a platform for bottom-up dialogue on the ongoing local, regional and national policy reforms. This activity will be cost-shared by two projects – the present one and the on-going/continued SDC-funded WiLD 2.

6.1. Run "I AM the Community" Youth Leadership Model (2019, 2020, three per year) to involve youth from **all regions** of Armenia, backstop them in self-driven post camp community initiatives and engage in policy dialogue through club meetings. The model will be employed twice per year to double the number of the young people engaged (linked to 2.5, 3.1 and 4.3).

6.2. Replicate tested women- and youth-led innovative citizen engagement models[11] (e.g., Micro-referendum Tool) (2018-2021), as well as develop and pilot new ones in collaboration with the UK-based organizations recognized as thought leaders in social innovation and user-centered schemes (e.g., Nesta, FutureGov.) This process will include testing of the models of citizen engagement from the "Citizen-centric approach in local democracy: citizen engagement models and tools" research conducted by the WiLD 2 projects. All in all, various citizen engagement tools will be tested and applied in 30 selected consolidated communities; successful model will be integrated in community strategies and replicated.

6.3. Identify 'new generation' of female community leaders (2018-2021) through various civic engagements schemes, including UNDP's Demo Co-Design Labs, which is a social innovation format for engaging multiple stakeholders in facilitated co-design and prototyping of new solutions on local democracy. Examples of models designed within the current WiLD project are: B'comm mobile application connecting youth and local council in Yeghegnadzor community; 'Public Dialogue Park" in Sisian community; iRate webspace for rating and awarding citizens actively participating in the monitoring of local services; FLY- internship programme for young people interested in local politics.

6.4. Support formats for collaboration of youth and local governments (2019-2021) to improve the gender dimension of local planning and development processes. Examples may include, but are not limited to: data collection by young people in support for gender-disaggregated and evidence-based local policy; youth force supporting the local government with information dissemination on important community processes, outreach work with women, people with disabilities, minorities to better engage them in identifying community problems and seeking solutions.

---

[11] In line with RA Legislation which obliges each community in Armenia to have a strategy on "Citizens participation in local self-government". It mainly refers to actions for information dissemination.

Resources Required to Achieve the Expected Results

Main resources required for the achievement of targets and results are categorized in three groups: financial, human and technical.

Human resources will include expertise on aspects of gender equality, local governance and participatory democracy, public relations and advocacy. UNDP and OxYGen will jointly contribute with project management and subject-matter expertise. The program will also benefit from the knowledge from other program in this sector, such as Local Governance Programme in Armenia, jointly implemented by the GIZ, CoE and UNDP. The program will build on the existing human resource cadre, formed within previous UNDP Women in Local Democracy projects. The 'how-to's of the program will be handed over to the locally and regionally formed active groups, who will be able to continue and replicate the knowledge.

UNDP will also tap into its regional and global knowledge on subject matter. The Project team will explore opportunities to combine financial, technical and human resources of partners or parallel initiatives for joint actions and better efficiency.

Partnerships and Synergies

UNDP and OxYGen will continue their established partnership pathway in gender equality, women and youth empowerment and local democracy, as well as engage other counterparts and stakeholder to increase the impact of the program. The stakeholders include, but are not limited to:

- RA Ministry of Territorial Administration and Development, national and regional governments. The Ministry will be the main responsible partner within the program. Regional and local governments will engage in the program implementation, participate in planning and implementation of the programmatic activities, as well as contribute local resources for specific actions. The buy-in of the local government will be a main prerequisite for adoption of local policies and mechanism, institutionalization of participatory models.

- Coordination and synergy with the Local Governance Program partners will continue and evolve to include also joint initiatives.

- New partnership schemes will be explored with private companies (e.g. mobile connection providers), impact investment stakeholders for development of social entrepreneurship schemes, which women and youth can be a part of.

- Subject-matter linkages and synergies will be developed with the Youth Studies Center and the RA Ministry of Sports and Youth Affairs, Yerevan State University Center for Gender and Leadership Studies, and other organizations.

The project builds on the achievements and lessons learnt of the UNDP's ongoing "Women in Local Democracy" project. UNDP will also ensure synergies with the new initiatives in the area of women empowerment including the upcoming and UN Women/UNDP joint program on "Economic Empowerment of Women in South Caucasus". Both initiatives are funded by the Swiss Development and Cooperation Agency.

It will also build on the achievements of the OxYGen "Equal" public campaign that promotes gender justice in Armenia and create synergy with "Equal: from Economic Empowerment to Political Participation" and "Promoting Women's Political Participation". supported by Swedish Government Offices, as well as OxYGen "EU4Youth: Better Skills for Better Future" 2-year regional project in Armenia, implemented by the Save the Children Armenia Office in cooperation with OxYGen Foundation, which includes also Georgia and Ukraine and is financed by the European Union.

UNDP will facilitate regular meetings between donors and project implementing organizations for coordination of efforts and building synergies with other ongoing initiatives. The donor matrix (please see in Annex 1) will be updated quarterly.

Visibility

Visibility guidelines will be developed to ensure that the project funded by the UK Good Governance Fund incorporates information and communication activities designed to raise public awareness of the reasons for and impact of the UK cooperation with UNDP and the OxYGen Foundation.

Risks and Assumptions

Major risks

While the newly formed Government in Armenia presented the Government Program to the National Assembly on 7th June 2018, at this stage it is still uncertain whether the new Government will continue the Territorial and Administrative Reform at full speed or will take a "time-out" to analyse the results and lessons learned from community consolidation process. To mitigate this risk, the project will maintain certain degree of flexibility in all programmatic components.

Regulatory framework on local elections might be changed or amended without due consideration of the gender perspective. To mitigate, the project will pitch recommendations on legal amendments from gender perspective and advocate for changes. In this process, UNDP and OxYGen will join effort with the Gender Thematic Group, MPs and other stakeholders.

Regional tensions, e.g. possible escalation of Nagorno-Karabakh conflict, may disrupt/slow down the overall landscape of development work.

Please, see more details in the Risk matrix below.

Assumptions

In view of recent political changes and the increased sense of ownership in the Armenian society, it is assumed that the project activities come timely and are responsive to the rising demand. The major assumption that the programmatic components will resonate with all stakeholders: citizens to learn and engage pro-actively, local governments to open for further democratization, the national government to set up channels for citizen feedback and voices.

As the risk probability and impact escalates to 4 or 5, the project will inform UK GGF and agree on the mitigation.

Risk Analysis/Risk Log

	Description	Date Identified	Type	Impact & Probability (scale 1 min. - 5 max.)	Countermeasures /Mngt response	Owner	Submitted, updated by	Last Update	Status update Note to GGF
	Amendments in regulatory framework on local elections are made without due consideration of gender perspective	23.07.2018	Political	I = 4 P = 3	Close monitoring of the process of drafting of electoral amendments; contribution of expert opinion during the discussions; package of recommendations from the project to the relevant parties; advocacy.	Programme Manager	DG Portfolio Analyst		In process
1.	Belated adoption of the new iteration of the national framework on gender equality (Strategy and Action Plan)	23.07.2018	Political	I = 4 P = 3	Proactive approach, including joint Gender Thematic Group efforts in promoting and supporting the development of the mentioned frameworks. Advocacy efforts based on the lessons learnt from evaluation of the previous action plan.	Programme Manager	DG Portfolio Analyst		In process

#	Risk Description	Date	Category	I/P	Mitigation Measure	Submitted by	Owner		Status
2.	Low level of engagement and commitment from local counterparts due to lack of interest and capacity, and/or other reasons	23.07.2018	Social, cultural	I = 3 P = 3	Based on the previous experience, UNDP will mitigate by reach out and "marketing" of the incentives, by careful selection of the potential "champion" communities as well as by engaging networks established under various programs (GIZ, CoE, OSCE, etc.)	Programme Manager	DG Portfolio Analyst		In process
3.	Change in the continuation of the Territorial and Administrative Reform from that anticipated	12.09.2018	Political	I = 2 P = 2	The project is designed to allow two scenarios: continued reform and discontinued reform. The project has response actions both cases, hence the impact of the Reform on this project is low.	Programme Manager	DG Portfolio Analyst		In process
4.	Part of the projects activities do not lead to the change envisaged;	12.09.2018	Social, cultural	I = 2 P = 2	The project will be implemented in flexible and adaptive approach. Data will be collected regularly to diagnose complexities, discuss them with representatives of fbeenciriary groups and mitigate respectively with amending the programmatic component, modifying them, or coming up with new ones.	Programme Manager	DG Portfolio Analyst		In process
5.	Project activities fail to encourage women who have not previously participated in such activities from joining	12.09.2018	Social, cultural	I = 2 P = 2	The project will be implemented in flexible and adaptive approach. Data will be collected regularly to diagnose complexities, discuss them with representatives of fbeenciriary groups and mitigate respectively with amending the programmatic component, modifying them, or coming up with new ones.	Programme Manager	DG Portfolio Analyst		In process
6.	Political parties do not manifest commitment in participatory and inclusive processes	23.07.2018	Political	I = 3 P = 3	Meetings with the management/influential representative of the political parties to define and agree on the scope and nature of the intervention and get their 'buy-in', advocacy.	Programme Manager	DG Portfolio Analyst		In process
7.	Pre-term parliamentary elections and formation of a new government can slow down implementation of the activities	01.04.2019	Political	I = 3 P = 4	Advance planning of project activities around electoral period	Programme Manager	DG Portfolio Analyst		In process
8.	Major natural disaster (e.g. earthquake), or escalation of conflict over Nagorno-Karabakh conflict escalation may disrupt the process too.	23.07.2018	Environmental, political	I = 4 P = 4	Development of contingency plan	Programme Manager	DG Portfolio Analyst		In process

Target Groups and Stakeholder Engagement

The stakeholders and target groups of the project are the Government counterparts at national, regional and local levels, women and youth groups, community active groups and citizens, international organizations, civil society and public at large. The project will develop a strategy to ensure engagement of key counterparts including:

- ✓ **Women in communities** of Armenia are the main target group for the project to be engaged through tested and innovative methods. Government at all levels, civil society organization, academic institutions, online and offline networks of beneficiary groups will also be engaged in identification of new cadre of potential female leaders. This groups will become multipliers of the outreach activities in the communities of Armenia.
- ✓ **Youth in communities** is another target group, which is viewed as a standalone force as future leader and enablers of women engagement in local politics. Digital space is the best platform for engaging the tech-savvy youth in project activities both as beneficiaries and as contributors. The project will also engage female students of high schools to advance their knowledge base, leadership potential and skills.
- ✓ **National and local governments,** including RA Ministries of Territorial Administration and Development, Labour and Social Affairs (gender lead)
- ✓ are important target groups to support (i) various participatory schemes to be led by female and youth project beneficiaries, and (ii) advocacy work for gender sensitive public policies and affirmative actions. Financial contribution from national and local budgets will be highly encouraged.
- ✓ **Political parties are another target group of the project to be engaged** as "gate opener" for enhanced role of women in politics at all levels. The project will contribute to enhanced will, role and capacities of political parties for advancing women involvement in politics and decision making at local level. The project will exchange practices with other UNDP offices implementing similar initiatives (e.g. Georgia, Moldova, Ukraine, Albania.) Opportunities for joint regional issue-specific events and activities will be explored.
- ✓ **Successful/recognized and active females from professional groups**, e.g. lawyers, journalists, scientists, artists are also considered as target group. The project will engage them in leadership advancement activities to nudge interest and motivation in local governance processes and take leadership roles.
- ✓ **Mass media**, as main agents for promoting gender equality in the society of Armenia.
- ✓ **Public at large**: the public awareness campaigns will target the Armenian society to raise awareness and knowledge on gender equality fundamentals and reduce stereotypes on women and men roles. Print, broadcast, social media channels will be employed for effective communication.

Knowledge

The project will produce number of knowledge products, such as:
- Two Reports (pre- and post-) on "Women's Political Participation at Local Level", to include findings on public perception on women political participation at local level, assessment of impact of local policies and reforms on women empowerment, as well as recommendations to policy and decision-making institutions. These knowledge products will inform the methodologies of the project programmatic components (2, 3, 6), as well as serve as a basis for broad advocacy on gender equality by the project partners.
- Toolkit for municipalities on how to apply "Integrity Islands" methodology. This product will be promoted among communities of Armenia for possible application beyond the pilot communities. Step-by-step guide on "Bottom up and Inclusive Policy Making" to be shared with the local and national governments.
- Online module on citizen participation to make this knowledge more accessible for all interested parties and youth in particular.
- ToT modules for trainers/community mobilizers, political party task force.
- Training modules for all capacity development activities.

Sustainability and Scaling Up

The project will initiate and test new, contemporary participatory mechanisms, including offline modalities and online platforms to enable active women and youth, as well as local governments to act in a new, more inclusive and democratic way. In synergy with other development initiatives, this project will give a massive countrywide nudge to women and youth to exercise their rights, establish and monitor systems of checks and balances.

With introduction of affirmative and support measures (e.g. quotas, motivational schemes) the local politics will become more enabling and conducive for women to enter local office.

Women and youth motivated and capacitated through the project will, down the road, emerge in leadership roles and be able to effectively contribute and influence the democratic processes from local to national levels.

Institutionalized channels for citizen feedback and inputs will raise the level of trust between the government and citizens; in the long run, participatory approaches in decision-making that involve women and young people in greater numbers will increase public trust in politics and governance and will have positive impact on policy-setting agenda, as well as contribute to better socio-economic development.

With enhanced capacities of political parties on gender sensitive policies and practices, women will be empowered – and have more opportunities - to exercise leadership from local to national levels.

The knowledge base, tools and mechanisms created during the project will have a long-lasting effect by contributing to improved quality of local and national decision-making process towards inclusive, gender-sensitive, participatory, and evidence-based local governance. The skilled cadre created by the project will serve as local resource for more efficient and accountable local governance and improved cohesion, especially in cluster communities.

Public debate about gender equality and public roles of women and men will contribute to shift of perceptions and create more enabling environment for parity democracy at local level.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness/Value for Money

- The project will employ the programmatic intervention schemes that have been applied and tested before. The new initiatives will be built on the successful schemes and on available human and technical resource. The project will continue no- or low-cost empathy building initiatives (e.g. the post-camp community youth initiatives) at local level.
- Procurement of goods and services will be conducted in compliance with UNDP Standard Operational Procedures, which envisage acquisition of appropriate quality goods and services at the most competitive/lowest price in the market.
- The Project will form partnerships and build synergies with other projects and stakeholders working in the fields of gender equality, local governance and women and youth empowerment. One of the strategies that the project will seek is merging of financial and technical resources with partners to achieve the objectives in the most cost-effective way.

Project Management

The Project will be implemented countrywide jointly by UNDP and OxYGen as responsible partner. The project teams will be based in Yerevan with outreach to regions/communities for programmatic activities. The Project management will be ensured via supervision from the UNDP Armenia Democratic Governance Portfolio, which will include quality assurance, oversight and technical support, with elements of Direct Project Cost (DPC) reflected in the budget. The Project will be implemented in partnership with the RA Ministry of Territorial Administration and Development, which includes, among other, coordination, regular reporting, consultations and joint implementation of activities. The project will build synergies in women- and youth-related components of other UNDP projects, UNDP upcoming "Support to Electoral Processes" project, GGF-funded ICHD's Project, such as "Development of Rural Tourism in Armenia", "Integrated Support to Rural Development: Building Resilient Communities" and other.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:
Outcome 3 of UNDAF 2016-2020: "By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
"By 2020, Armenia has achieved greater progress in reducing gender inequality, and gender-based violence and in promoting women's empowerment
Output indicator 3.2: Percentage of decision-making positions (executive, legislative) occupied by women at national and local levels increased.
Baseline: Women represented by 18% at RA National Assembly; by 13% in the Government (including Ministers, Deputy Ministers, Governors, Deputy Governors[12]); and by 9.5% of women representation in local government.
Target (2021): Women representation at local level increased by 10%

Applicable Output(s) from the UNDP Strategic Plan:
Output: 1.6.1. Country-led measures accelerated to advance gender equality and women's empowerment

Project title and Atlas Project Number: Women in Local Development

EXPECTED OUTPUT	PROJECT EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		DATA COLLECTION METHODS & RISKS					
				Value	Year	Year 1 2018	Year 2 2019	Year 3 2020	Year 4 2021	FINAL	
Output 1 Women in Local Development	1. Evidence on women participation and representation in local governance; set of policy recommendations for all relevant decision-makers	**1.1. (OxYGen)** Ratio of policy recommendations suggested by the project research, beneficiary groups (women, youth, representatives of political party regional branches) which are agreed with/ committed by national and local governments	Recommendation packages developed and submitted, review of newly introduced laws and regulation, public statements, media interviews, public speeches, meeting notes. Respective laws, by-laws and other regulations	0		-	-	At least 30% of the submitted recommendations	-	At least 30% of the submitted recommendations	Review of the research documentation and recommendation packages. RISK: Lack of prioritization of the gender equality aspects among beneficiary groups and/or policy makers.

---

[12] Data of July 2018

		Ratio of policy recommendations yet to be agreed but being discussed	Meeting protocols								
2.	Women advanced in political participation, party democracy and local leadership	**2.1. (UNDP)** Number of women running for/ being elected to local self-government. (Note: the uncertain status of the community consolidation process would not allow for annual planning of beneficiaries; such a planning with targets will be added at a later stage. End note)	WiLD project database, RA Central Electoral Committee (CEC) website	0 (330 women community councillors in non-consolidated communities)	2018	-	-	-	-	400/150	Regular update of project database of beneficiaries CEC website data RISK: High competition in cluster communities, women getting insufficient number of votes. Big cycle of local elections is expected in autumn of 2021 and 2022.
		2.2. (UNDP) Percentage of women representation in community councils	WiLD project database, RA Central Electoral Committee (CEC) website	0 (as of 2016 12%)	2018	—	—	—	—	17%	Regular update of project database of beneficiaries CEC website data RISK: High competition in cluster communities, women getting insufficient number of votes
		2.3. (UNDP) Number of local democratization activities led by women (such as participatory research to substantiate recommendations to local government on	Event documentation: agenda, lists of participants, WiLD project database, Applications form small grants and idea calls, Reports	0	2018	0	20	20	10	50	Survey among beneficiary women, high school girls, Monitoring visits/observations Interviews with local government representatives RISK: lack of support networks in the communities

		community issues, participatory decision-making processes on budget allocations, etc..)									
		2.4. (UNDP) Number of engendered strategies, policies and procedures of leading/active political parties	Recommendation packages submitted by the regional brunches, Minutes of the political party meetings	With the help of AAWUE and ODIHR 4 strategies were engendered (Republican Party of Armenia, Armenian Revolutionary Federation, Prosperous Armenia, Heritage).	2018	0	2	2	1	5	The strategies are in place and accompanied with the action plans.
3.	Integrity plans are adopted by the selected communities	**3.1. (UNDP)** Number of communities which adopted women-led integrity plans	LSG decisions Media reports Monitoring visits Review of the municipality decisions, integrity plans, reports on implementation and progress	0	2018	-	2	3	-	5	RISK: Lower than expected level of interest and response from municipalities might require longer period of prep work and sensitization. Low level of community engagement in monitoring of and supporting implementation of integrity plan
4.	Country-wide network of women and youth champions advanced	**4.1. (UNDP)** Number of women and youth in all ten regions who lead	Event documentation: lists of participants,	0	2018	0	50	50	30	130	Project staff monitoring reports; progress tracking matrix

				Baseline	Year						
		and/or facilitate women participation and bottom up policy making processes	WiLD project database, Contracts, Reports								
		4.2. (UNDP) Increase in the level of gained capacities and competence of women and youth on local democracy and leadership	Pre-and post-training evaluation report	0	2018	0	50% increase in average	50% increase in average	0	50% increase in average	Analysis of pre-and post-training evaluation forms
		4.3. (UNDP) Share of women and youth/ beneficiaries of leadership advancement component who applied the gained capacities and competence in any public role	Monitoring reports	0	2018	0	25-30%	25-30%		25-30%	Monitoring inquiries, interviews, visits
5.	New participatory mechanisms introduced in communities for accountable and transparent governance	**5.1. (UNDP)** Number of solutions that are co-designed by multi-stakeholder groups for participatory planning and decision making and those solutions are undertaken	Co-design events documentation: agenda, lists of participants, hand-out materials Reports from the event with description of solutions	0 (3 by 2016, result of WiLD, WILD 2)	2018	0	4	4	2	10/4	Feedback from stakeholders on the solutions Feedback from local governments on the applicability of the solutions Monitoring the progress of the initiatives
6.	Affirmative actions and measures introduced and applied at local level	**6.1. (OxYGen)** Positive change in public perception on women political participation	Pre-and -post survey reports	Not Available	2018	To be establi shed by a	---	---	By 15%	By 15%	

Outcome	Indicator	Means of verification	Baseline	Baseline year	Y1	Y2	Y3	Y4	Total	Remarks / Risk
	(Perceptions, activities, skills, attitude, motivation, beliefs)				pre-survey					
	6.2. (OxYGen) Reach of the public awareness products about women political participation in print, social, broadcast media, public meetings, conferences, other online and off-line platforms.	Social media viewership reports, TV station reports, number of publications, event registration lists	Not Available	2018	0 0	15% of population	20% of population	25%	25%	Monitoring the social media and national TV stations views RISK: Tracking the local TV stations reach will be challenging as there is no systems in place. Survey reports
	6.3. OxYGen) Share of target audience with increased positive perception/exposure to issues related to gender equality.	Pre-and post-survey reports		2018					15%	
	6. 4. (OxYGen, UNDP) Number of affirmative measures that taken up by respective governmental bodies to increase women political participation	Government records, meeting minutes, public statements, interviews and meeting notes, revisions in the policies, in state action plans.	0	2018	-	-	3	-	3	Research, stakeholder feedback on the proposed affirmative measures, reporting RISK: Significant timeframe required for possible redesign of the TARA/community consolidation process
7. Youth advanced as future leaders, changemakers and enablers of local democracy	**7.1. (UNDP)** Number of local democratization activities led by youth (awareness raising initiatives on women	Event documentation: agenda, lists of participants, WiLD project database,	0 (44 by 2016, result of WiLD, WILD 2)	2018	0	30	40	30	100	Survey among camp graduates Monitoring visits/observations Interviews with local government representatives RISK: lack of support networks in the communities

| | | political participations, participatory research, community service evaluation and improvement) | Applications form small grants and idea calls, Reports | | | | | | | |

Results framework will be revised bi-annually, the reporting will include data disaggregation by gender and disability.

VI. 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.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP, OxYGen, RA MTAD, GGF	
Monitor and Manage Risks	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.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, OxYGen	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP, OxYGen, RA MTAD,	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP, RA MTAD, GIZ, SDC	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP, OxYGen, RA MTAD, GGF	
Project Progress and Financial Report	A progress and financial reports will be presented to the Project Board[13] and key stakeholders, consisting	Quarterly		UNDP, OxYGen, RA MTAD	

---

[13] Project Board is the group responsible for making by consensus, management decisions for a project when fuidance Project Board is the groups responsible for making the consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. Project Board decisions should be made in accordance with standards that ensure management for development results, best value money, fairness, integrity, and transparency.

	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. TO be accompanied with Finance Report				
Project Review	The project's team will hold regular project reviews (retreats) to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP, OxYGen, RA MTAD, GGF	

Evaluation Plan:

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

➢ On a semi-annual basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change, when necessary during the Project implementation period.

➢ Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the Project implementation.

➢ Based on the above information recorded in Atlas, annual Progress Reports as well as regular (e.g. quarterly) written updates on Project progress shall be submitted by the Project Manager, using the format agreed upon with the partners.

➢ A Lesson-learned log shall be filled in when necessary to ensure learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the Project, if necessary

➢ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

➢ On-going site visits will be conducted by both Project Team and Project Assurance to monitor implementation and address current issues.
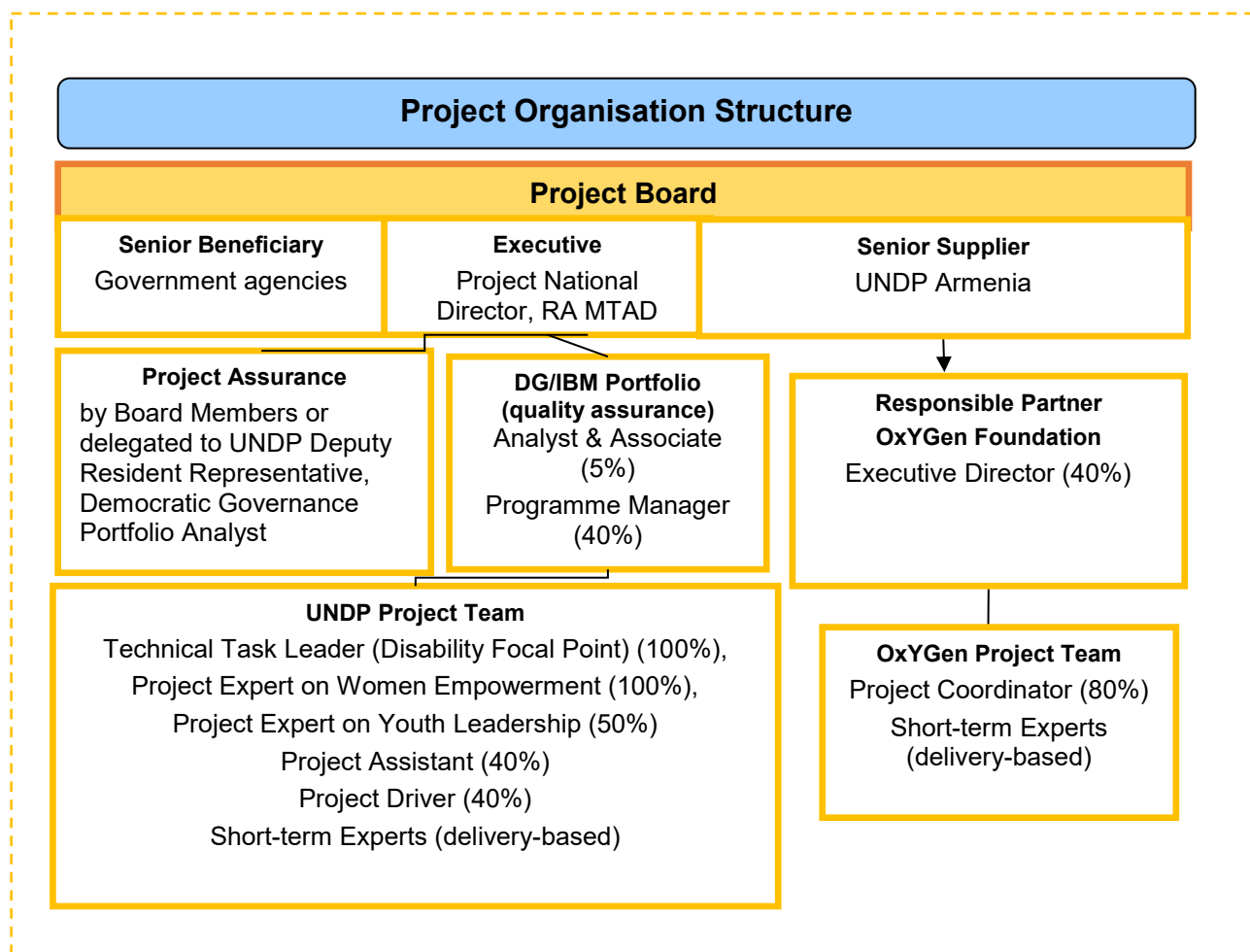
Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding

Mid-Term Review	OxYGen Foundation	Country-led measures accelerated to advance gender equality and women's empowerment	By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence	November 2019	N/A	10,000 GBP
Final Evaluation	OxYGen Foundation	Country-led measures accelerated to advance gender equality and women's empowerment	By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence	April 2021	N/A	15,000 GBP

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Programme Coordination: The project will be closely coordinated and synergized with ongoing SDC-funded "Women in Local Democracy 2" initiative, which is a part of broader "Local Governance Programme in Armenia", implemented by GIZ, CoE, UNDP and Territorial Development Fund.; as well as upcoming UN Women/UNDP project on "Economic Empowerment of Women in South Caucasus".

The project will report to the Programme Board, to be established for the GGF-supported project, as well as contribute to regular coordination meetings.

Project Organisation Structure

Project Board

Senior Beneficiary	Executive	Senior Supplier
Government agencies	Project National Director, RA MTAD	UNDP Armenia

Project Assurance
by Board Members or delegated to UNDP Deputy Resident Representative, Democratic Governance Portfolio Analyst

DG/IBM Portfolio (quality assurance)
Analyst & Associate (5%)
Programme Manager (40%)

Responsible Partner OxYGen Foundation
Executive Director (40%)

UNDP Project Team
Technical Task Leader (Disability Focal Point) (100%),
Project Expert on Women Empowerment (100%),
Project Expert on Youth Leadership (50%)
Project Assistant (40%)
Project Driver (40%)
Short-term Experts (delivery-based)

OxYGen Project Team
Project Coordinator (80%)
Short-term Experts (delivery-based)

VIII. LEGAL CONTEXT

The Project will operate under: Government Entity (Support to NIM) modality, which implies:

1. Consistent with Part VI on Programme Management of the Country Programme Action Plan (CPAP) 2016-2020 between the Government of Armenia. UNDP as the Responsible Party shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).

2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, 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. The Responsible Party Partner shall: (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.

IX. ANNEXES

1. **Donor Mapping: Women Political Empowerment**

2. **Social and Environmental Screening Template (including Conflict Sensitivity)**

3. **Project Budget**

4. **Budget Description**

5. **Briefing about UNDP and OxYGen**