

Reporting Agency: UNDP  
Country: Armenia

## STANDARD PROGRESS REPORT<sup>1</sup>

No. and title: 00117117-00114015 Gender Equality in Public Administration of Armenia  
Reporting period: 01 January – 31 March 2019

### I. PURPOSE

**Goal:** The Gender Equality in Public Administration of Armenia is initiated to support the gender dimension of the public administration system in Armenia. The project will focus on: revamping the recruitment procedures and practices in selected public bodies to promote women's role in higher levels of public administration; enhancing the training, staff development and coaching functions with focus on promoting young women cadre, based on the Gender Policy Strategic Action Plan for 2017-2021; developing the how-to guides for all levels of public administration, etc. This will be a direct contribution to Armenia's progress on SDG5 and SDG16.

The primary target of the project will be the RA Prime Minister's Office, 3-4 key Ministries (taken the planned optimization of the government structure) and Yerevan Municipality.

**Main directions:** Comprehensive review of different elements of the public administration system, coupled with evidence and data collected from citizens on the presence and role of women and men in the public service will inform the crucial PA reform process in Armenia and allow addressing the gender dimension right in parallel, and in due manner. Data on aspirations/ perspectives of nowadays students to potentially join public service in the future will provide the futuristic insight on desired PA system by 'generation next' and women's and men's roles therein. Knowledge products and solutions prototyped in multi-stakeholder approach will help to strengthen the gender equality culture and mechanisms in the public service of Armenia both at national and local levels and lay solid basis for further continuous work and replication of results.

**Project period:** 17 January 2019 – 30 June 2020.

### II. RESOURCES AND FINANCIAL PERFORMANCE

	Total Project Budget	Current Year (2019)			All Years Delivery as of SPR date (USD)	All Years Delivery rate as of SPR date (%)
		Annual Budget	Delivery as of SPR date (USD)	Delivery rate as of SPR date (%)		
UNDP Funding Window	300,000 \$	206,514 \$	19,585.59 \$	10%	19,585.59 \$	7%
<b>Total</b>	<b>300,000 \$</b>	<b>206,514 \$</b>	<b>19,585.59 \$</b>	<b>10%</b>	<b>19,585.59 \$</b>	<b>7%</b>

### III. RESULTS, PROGRESS

*Gender equality prism is ensured throughout implementation of the public administration reform in Armenia:*

<sup>1</sup> The report shall be evidence-based, short but informative. It shall be on the level of statements rather than providing a description of inputs and processes. Add up information through monitoring cycles. The final report will contain all years of the project. Use results language to indicate the change vis-à-vis the baselines and targets. Financial performance to be indicated CDR-based (i.e., actual) not commitment-based. *Monitoring actions through the year (i.e., SPR): Q1 planning - 20 January; Q2 - 15 April; Q3 - 15 July; Q4 provisional - 15 November; final 20 January.*

The core activities already initiated within the project, contribute to the overall stated outcomes. At the same time, at the current stage of implementation it appears to early to present more details; they will be reported on at the later stage. Since the project is in its inception phase there were no major progress on an outcome levels neither substantial changes at output level to report.

- The ToR for the research assessing and revealing the risks and vulnerabilities in the public sector and their impact on men and women, including legal and policy framework, institutional structures is generated and finalized.
- The ToR for the researcher measuring the aspirations among students in regard of their potential joining the public service in Armenia is generated and finalized
- Discussions with Civil Service Office and dedicated staff of the UNDP project to jointly implement modernization process are launched
- A competency based model in Human Resource Management under the “Comprehensive support to Civil Service Office in Armenia to introduce the modern Human Resource Management system” was developed by the international consultant contributing to the comprehensive research conducted to identify gender gaps and limitations.

		Current Year (2019)						
		Planned				Actual		
Activity/Output	Expected Results	Amount (\$)	Q1	Q2	Q3	Q4	Status	Comments
1. Comprehensive research conducted to identify gender gaps and limitations	1.1. Availability of comprehensive assessment to reveal impact of risks and vulnerabilities of public sector and relevant legal and policy framework and institutional structures on men and women in Armenia	23,000\$	X \$7,800	X	X		Completed in Q1	ToR for local experts to be engaged in the research (desk review and the interviews) has been drafted  ToR for the country-wide survey to explore citizens' perception on engagement of women in the public service has been drafted
	1.2. Availability of comprehensive policy document presenting the recommendations and strategy to tackle the gaps identified in the assessment report.	15,000\$	X \$1,500		X		Completed in Q1	
	1.3. Number of policy solutions prototyped to fundamentally change the role of women in decision-making (public administration).	11,220\$				X		
2. “Appetite’ and aspirations of the students to join public service in future identified via survey in selected academic institutions	2.1. Availability of report presenting the aspirations and potential of students (women and men) to join the public service sector in Armenia.	27,820\$			X			The ToR for the local research company to conduct survey on students' perception has been drafted

Civil servants' curricula including gender module	Availability of updated civil servants' curricula with gender module incorporated	24,612\$			X			
Up to three solutions prototyped based on findings and recommendations	Conducted and introduced Gender Baseline Assessment Report aligning CEDAW and other key documents recommendations on advancement of women in decision making with national actions envisioned within the framework of SDG5, SDG16.	29,425\$				X		
Gender Equality Seal Award in Public Sector Institutions	Piloting in Armenia "Gender Equality Seal Award in Public Institutions", as part of ongoing global pilot.	10,700\$		X				
Implementation	Project coordination, monitoring, coverage of staff costs etc.	64,737\$	X \$16,236	X	X	X	Completed for Q1	

#### IV. GENDER MAINSTREAMING RESULTS

The project has GEN3 gender marker.

The overall project refers to the gender equality and gender mainstreaming into the public administration system in Armenia.

#### V. RISKS, CHALLENGES, LESSONS LEARNED

Considering the fact that the project as a pilot is mainly conceived around significant research component, it is safe to assume that once the planned research is initiated, the rest of the activities will be implemented in due course and the overall delivery will not be affected.

#### VI. PARTNERSHIPS, COMMUNICATION, KNOWLEDGE MATERIALS

##### Partnerships:

The stakeholders within the proposed projects are the Government counterparts at national, regional and local levels, community active groups and citizens, international organizations, civil society and public at large. Specifically, the project will closely collaborate with key stakeholders and outline a strategy to ensure stakeholders are engaged throughout, including:

- National Government, including Prime Minister's office and 3-4 key Ministries (to be selected after government optimization). The mentioned public bodies will become both project beneficiary and the partner within it programmatic actions.
- Yerevan Municipality, again both project beneficiary and the partner within it programmatic actions, will be the first and biggest local government tackled by the project.
- Civil Service Agency, as the main organization responsible for joint work and communications.
- Students in selected academic institutions, will be both beneficiaries, and contributors to the thought leadership within the project
- Citizens of Armenia, as opinion contributors during researches and surveys.

##### Knowledge materials:

By the end of the project it is planned to produce number of knowledge materials, such as:

- Report on comprehensive assessment of the risks and vulnerabilities in the public sector and their impact on men and women, accompanies with specific policy recommendations to tackle the identified gaps;
- Report on aspirations of students to join the public service in Armenia;
- New generation of policy solutions prototyped to fundamentally change the role of women in decision-making (public administration) and documented;
- Reviewed and modernized Civil Servants' curricula including gender module.

By the date the research on competency based model in Human Resource Management under the

“Comprehensive support to Civil Service Office in Armenia to introduce the modern Human Resource Management system” was developed by the international consultant contributing to the comprehensive research.

## **VII. EVALUATIONS**

The evaluation is planned to conduct in October 2020, as stipulated under the project document.

## **IX. DONOR REPORTS**

The project is implemented under the UNDP Funding Window without set tranches/installments. The quarterly progress reports will be considered as donor reporting. With corresponding agreed timeframe.

## **VIII. PRODOC CHANGES, HORIZON SCANNING**

The Risk log and mitigation initiatives in response to the occurrence of these risks identified within the project has been updated.

## **IX. VALIDATION OF RESULTS (FIELD VISIT) AND QUALITY ASSURANCE**

The updates required under this section is to be reflected once the project enters to its full implementation phase and has its significant contribution to the overarching strategic goal of gender equality and gender mainstreaming. Validation of results as well as the lessons learnt on strategic level will be provided with mid-year and year-end reports.

## **X. FUTURE ACTIONS, WORK PLAN**

In the coming months, it is anticipated to finalize, conduct and complete key research, which will subsequently be used for further expanding the project: 1) the desk review of the open sources to evaluate the perceptions of women joining the public service; 2) the review of internal rules, regulations and organigrams through the gender prism in the selected key ministries; 3) students’ aspirations regarding the public administration as a desirable career destination and path; as well as 4) the country-wide survey to understand the perceptions of the public at large regarding the limitations and obstacles for women to join public service.

In parallel, the process of piloting Gender Equality Seal Awards in Public Institutions in Armenia, as part of a global pilot, will be conducted and finalized. It is envisaged to introduce it in the Prime Minister’s office and upon success, to extend to other public institutions as a means of establishing a more gender-sensitive and responsive public administration.

It is also anticipated to organize a “Think Equal” conversation tentatively on “Women in the Security Sector”, which will bring together women from the armed forces, justice and police to discuss acute topics in their respective areas of intervention.

## Results Framework<sup>2</sup>

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>											
Outcome 3 of UNDAF 2016-2020: “By 2020, Armenia has achieved greater progressing reducing gender inequality and women are more empowered and less likely to suffer domestic violence											
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>											
Outcome 3. 3.1.2. Number of women benefitting from private/public measures to support women’s preparedness for leadership and decision-making roles											
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> output: 1.6.1. Country-led measures accelerated to advance gender equality and women’s empowerment											
<b>Project title and Atlas Project Number: Gender Equality in Public Administration of Armenia</b>											
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		DATA COLLECTION METHODS & RISKS						
			Value	Year	2019		2020		FINAL		
					Planned	Actual	Planned	Actual	Planned	Actual	
1. Comprehensive research conducted to identify gender gaps and limitations	1.1. Availability of comprehensive assessment to reveal impact of risks and vulnerabilities of public sector and relevant legal and policy framework and institutional structures on men and women in Armenia.	Researcher’s report	No	2019	Yes	x (initiated)	Yes		Yes	x (initiated)	Risk of timely completion of research. Risk of data availability
	1.2. Availability of comprehensive policy document presenting the recommendations and strategy to tackle the gaps identified in the assessment report.	Policy recommendations document	No	2019	No	-	Yes		Yes	-	Risk of timely completion of the document. Risk of acceptance by the government.

<sup>2</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>3</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	1.3. Number of policy solutions prototyped to fundamentally change the role of women in decision-making (public administration).	Report on implementation of prototypes	0	2019	0	0	3		3	0	
2. “Appetite’ and aspirations of the students to join public service in future identified via survey in selected academic institutions	2.1. Availability of report presenting the aspirations and potential of students (women and men) to join the public service sector in Armenia.	Report	No	2019	Yes	x (initiated)			Yes	x (initiated)	Timely completion of analysis and report
3. Civil servants’ curricula including gender module	3.1. Availability of updated civil servants’ curricula with gender module incorporated	Updated Curricula	No	2019	Yes	Planned to start on 3 <sup>rd</sup> Q			Yes	Planned to start on 3 <sup>rd</sup> Q	Timely accomplishment and introduction of the curricula
4. Up to three solutions prototyped based on findings and recommendations	4.1. Conducted and introduced Gender Baseline Assessment Report aligning CEDAW and other key documents recommendations on advancement of women in decision making with national actions envisioned within the framework of SDG5, SDG16.	Report	No	2019	-	-	Yes		Yes	-	Data availability issues.
5. Gender Equality Seal Award in Public Sector Institutions	5.1. Piloting in Armenia “Gender Equality Seal Award in Public Institutions”, as part of ongoing global pilot.	Pilot report	No	2019	Yes	x initiated			Yes	x initiated	

## OFFLINE RISK LOG

#		Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
	<b>GUIDANCE:</b>	Enter a brief description of the risk. Risk description should include future event and cause.  Risks identified through HACT, SES, Private Sector Due Diligence, and other assessments should be included.	Social and Environmental Financial Operational Organizational Political Regulatory Strategic Other  Subcategories for each risk type should be consulted to understand each risk type (see Enterprise Risk Management Policy)	Describe the potential <b>effect</b> on the project if the future event were to occur.  Enter <b>probability</b> based on 1-5 scale (1 = Not likely; 5 = Expected)  Enter <b>impact</b> based on 1-5 scale (1 = Low; 5 = Critical)	What actions have been taken/will be taken to manage this risk.	The person or entity with the responsibility to manage the risk.
1		The Government of Armenia plans a major optimization of the Armenian Government. It can slow down the project activities, and reduce political will on promotion of gender equality at all level of PA.	Political	I = 2 P = 2	Close monitoring of the process of project activities, nudging and supporting effort ensured in the work with government.	Programme Manager
2		Low level of engagement and commitment from national and	Social and Environmental	I = 2 P = 2	Close monitoring of the process of project activities, nudging and supporting effort ensured in the work with government.	Programme Manager

		local counterparts due to lack of interest and capacity, and/or other reasons				
3		Part of the projects activities do not lead to the change envisaged;	Social and Environmental	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 beneficiary groups and mitigate respectively with amending the programmatic component, modifying them, or coming up with new ones.	Programme Manager
4		Major natural disaster (e.g. earthquake), or escalation of conflict over Nagorno-Karabakh conflict escalation may disrupt the process too.	Social and Environmental Political	I = 4 P = 4	Development/update of contingency plan	Programme Manager



ANNUAL/MULTIYEAR WORK PLAN AND BUDGET FROM PRODOC <sup>45</sup>

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET		
		2019	2020		Funding Source	Budget Description	Amount USD
<b>Result 1: UNDP</b>  <i>Gender marker: GEN3</i> <b>Comprehensive research conducted to identify gender gaps and limitations in PA through desk review and countrywide survey on public attitude and perceptions regarding women engagement in PA at national and regional levels</b>	1.1. In-depth review of statistical data as well as existing research and publications to understanding public attitudes and perceptions on women involvement in public service.	4,000	2,000.00	UNDP	FW	64300 DPC Staff	6,000.00
	1.2. Exploring the citizens' perspectives on inclusive and gender-sensitive governance through countrywide representative survey in all regions and in capital Yerevan.	2,000	1,000.00			71300 Local Consultant	3,000.00
	1.3. Reviewing legal acts regulating the public service on the whole, and selected by-laws regulating civil service system in Armenia through the gender prism	8,000	3,000.00			71600 Travel	11,000.00
	1.4. Screening organigrams, remuneration, recruitment, employment and promotion procedures through gender prism in the Prime Minister's Office, 3-4 key Ministries (taken the planned optimization of the government structure) and Yerevan Municipality.	10,000	1,000.00			72100 Contractual Services-Companies	11,000.00
	1.5. In collaboration with SDG Lab in Armenia mapping key crosscutting SDG targets and indicators with consideration of CEDAW general recommendations on the barriers for women in decision making.	2,000	1,000.00			72300 Materials and Goods	3,000.00
	1.6. Discussing and validating the findings and recommendations through broad series of consultations and public discussions countrywide.	2,000	1,000.00			72500 Supplies	3,000.00
		5,000	2,000.00			74200 - Audio Visual Printing Production	7,000.00
		5,000	3,000.00			74500 - DPC General Operational Expenditure	8,000.00
		8,000	4,000.00			75700 - Trainings, Workshops, Conferences	12,000.00
		3,680	1,600			75100 Facilities and Administration 8%	6,000.00

<sup>4</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>5</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	<b>Sub-Total for Activity 1</b>							<b>69,120</b>
<b>Result 2: UNDP</b> <i>Gender marker: GEN3</i> <b>“Appetite” and aspirations of the students to join public service in future identified via survey in selected academic institutions</b>	2.1. Survey in selected institutions to understand to what extent public service is attractive for future jobs perspective and what are the challenges in this regard	2,000	1,000.00	UNDP	FW	71300 Local Consultant	3,000.00	
		2,000	-			71400 Contractual Serv.-Ind	2,000.00	
	2.2. Analysis of the results of the survey against the findings of nationwide survey to find logical sequences and correlations	5,000	4,000.00			71600 Travel	9,000.00	
		5,000	1,000.00			72100 Contractual Services-Companies	6,000.00	
		1,000	1,000.00			72300 Materials and Goods	2,000.00	
		1,000	-			72500 Supplies	1,000.00	
		3,000	1,500.00			74200 - Audio Visual Printing Production	4,500.00	
		2,000	1,000.00			74500 - DPC General Operational Expenditure	3,000.00	
		3,000	3,000.00			75700 - Trainings, Workshops, Conferences	6,000.00	
		1920	1000			75100 - Facilities and Administration 8%	2,920	
		<b>Sub-Total for Activity 2</b>						
<b>Result 3: UNDP</b> <i>Gender marker: GEN3</i> <b>Civil servants’ curricula including gender module (reference to Complementarity section, point 2), revised and modernized based on the objectives of the Gender Policy Strategic</b>	3.1. Development of Competency based training system which will be viable support to the CSO to elaborate special gender module that further will be included in the mandatory training courses for all civil servants	2,000	1,000.00	UNDP	FW	71300 Local Consultant	3,000.00	
		1,000	-			71400 Contractual Serv.-Ind	1,000.00	
		4,000	5,000.00			71600 Travel	9,000.00	
		8,000	500.00			72100 Contractual Services-Companies	8,500.00	
		500	500.00			72300 Materials and Goods	1,000.00	
		500	-			72500 Supplies	500.00	

<b>Action Plan for 2017-2021.</b>		3,000	1,500.00			74200 - Audio Visual Printing Production	4,500.00				
		1,000	500.00			74500 – DPC General Operational Expenditure	1,500.00				
		3,000	2,000.00			75700 - Trainings, Workshops, Conferences	5,000.00				
		1,840	880			75100 - Facilities and Administration 8%	2,720				
	<b>Sub-Total for Activity 3</b>							<b>36,720</b>			
<b>Result 4: UNDP</b> <i>Gender marker: GEN3</i>  <b>Up to three solutions prototyped based on findings and recommendations from all the above research results and via user-centric approaches</b>	4.1. Testing of 3 recommendations in selected state bodies with involvement of relevant stakeholders and the key experts to ensure viability of policy recommendations and feasibility of their implementation the prototyping approach for policy making will be applied through user-centric techniques. 4.2. Development of different scenarios based on the results of 4.1. with detailed “SWOT” analysis which is to be submitted to policy makers.	3,000	2,000.00	UNDP	FW	71300 Local Consultant	5,000.00				
		2,000	1,000.00			71400 Contractual Serv.-Ind	3,000.00				
		5,000	5,000.00			71600 Travel	10,000.00				
		7,000	500.00			72100 Contractual Services-Companies	7,500.00				
		1,000	777.78			72300 Materials and Goods	1,777.78				
		1,000	500.00			72500 Supplies	1,500.00				
		3,000	1,500.00			74200 - Audio Visual Printing Production	4,500.00				
		2,000	1,000.00			74500 – DPC General Operational Expenditure	3,000.00				
		3,500	2,000.00			75700 - Trainings, Workshops, Conferences	5,500.00				
		2,200	1,142.22			75100 - Facilities and Administration 8%	3,342.22				
		<b>Sub-Total for Activity 4</b>							<b>45,120</b>		
		<b>Result 5: UNDP</b> <b>Gender Equality Seal Award in Public Sector</b>	5.1. Presentation of already established tools and methodology as a proven approach towards transformational changes on the ground towards equal rights and opportunities of women and men			5,000	-	UNDP	FW	72100 Contractual Services-Companies	5,000
						2,000	-			74200 - Audio Visual Printing Production	2,000

<b>Institutions, as part of global pilot is piloted</b>		3,000	-			75700 - Trainings, Workshops, Conferences	3,000	
		800	-			75100 - Facilities and Administration 8%	800	
<b>Sub-Total for Activity 5</b>							<b>10,800</b>	
<b>Result 6: UNDP</b> <i>Gender marker: GEN3</i>  <b>Implementing</b>	Implementation of the project, Monitoring and Evaluation		2,000	1,000	UNDP	FW	Contractual Serv.-Ind. / Program manager	3,000
			1,000	500			Contractual Serv.-Ind./ Program associate	1,500
			24,000	12,000			Contractual Serv.- Ind./Technical task leader	36,000
			5,000	2,000			Contractual Serv.-Ind.	7,000
			3,000	2,000			Materials and Goods	5,000
			4,000	2,000			Communications and Audio-Visual Eq.	6,000
			2,500	1,000			Supplies	3,500
			2,000	1,000			IT Equipment (BA007)	3,000
			2,000	1,000			Rental and Maint. of Information Technology Eq.	3,000
			1,000	500			Rental and mnt. of other equipment	1,500
			3,000	3,000			Professional Services	6,000
			5,000	2,000			DPC General Operational Expenditure	7,000
			6,000	3,000			Trainings, Workshops & Conferences	9,000
			4,840	2,480			Facilities and Administration (8%)	7,320
		<b>Sub-Total for Activity 6</b>						