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Project Document Format for CPAP countries

United Nations Development Programme

Country: Armenia

Project Document

Project Title: Promoting Equal Rights and Equal Opportunities in Armenia: Women in Local Democracy

UNDAF Outcome(s) 2: Democratic governance is strengthened by improving accountability, promoting institutional and capacity development and expanding people's participation.

Expected CP Outcome(s) 2.1: Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights.

Expected CPAP Output(s) 2.1.3: Increased national and local capacities to ensure gender equality and the empowerment of women.

Implementing partner: RoA Ministry of Foreign Affairs

Responsible Parties: RoA Ministry of Territorial Administration

Brief description

The overarching goal of the Project is to support the advancement of gender equality, building parity democracy, and improving social cohesion in the Republic of Armenia through enhanced knowledge and mechanisms for progressive realization of human rights and fostering democratic governance at the local level. In ten regions of Armenia, the Project will: i) strengthen the capacity of females for meaningful participation in decision making during the rounds of 2012-2013 local elections and during their term in the office; ii) strengthen knowledge and capacity of local authorities for participatory and gender-sensitive governance; iii) support gender advocacy campaigns at the local level and strengthen knowledge and capacity of civil society and the media to engage in constructive dialogue on gender and democratic governance related issues as well as promote non-stereotyped portrayal of females and males. To achieve broader impact, the Project will also explore piloting gender transformative programming mechanisms as one of the ways for attitude changing process. The Project will contribute to reaching a number of targets under the key strategic development documents, including CEDAW, ENP Action Plan, MDG 3, RA Gender Policy Concept Paper and the 2011-2015 Gender Policy Strategic Programme.

Programme Period: 2010-2015
 CPAP Programme Component: Democratic Governance
 Programme Component:
 (Strategic Plan 2008-2011
 Focus Area 2)

Project Title: **Promoting Equal Rights and Equal Opportunities in Armenia: Women in Local Democracy**

Atlas Award ID: 00065333- 00081881

Start date: 2 April 2012

End Date: 1 April 2015
 (36 months after the start day)

2012-2015 budgets: **\$800,000**
 Total resources required: **\$800,000**
 Total allocated resources:

- Regular* (75,000EUR) **\$100,000**
- EU* (525,000EUR) **\$700,000**
- Government **\$0**

Unfunded budget: \$0
 In-kind Contributions: 50% co-sharing of the Driver's post, UNDP Armenia CO

2012 budget: **\$295,141**

- Regular \$0
- EU \$295,141

2013 budget: **\$ 328,157**

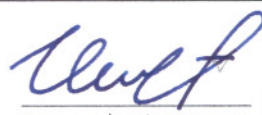
- Regular \$71,000
- EU \$257,157

2014-15 budgets: **\$ 176,702**

- Regular (2014 only) \$29,000
- EU \$147,702


Agreed by Implementing Partner:

Name: Mr. Ashot Hovakimyan
 Title: Deputy Minister of Foreign Affairs, RoA


 signature date 03.05.2012

Agreed by UNDP:

Name: Ms. Dafina Gercheva
 Title: UNRC/UNDP Resident Representative in Armenia


 signature date 03.05.2012

*Amount indicated in EUR prevails

I. ANNUAL WORK PLAN BUDGET SHEET

Year: 2012

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description		Amount	
								UNDP	EU	EUR	USD
<p>UNDP Country Programme Output 2.1.3</p> <p>Increased national and local capacities to ensure gender equality and the empowerment of women</p> <p>Baseline: Representation and meaningful participation of women in decision making is low. Women comprise 8.4% of PMs (11 out of 131), less than 10% of Deputy Ministers (5 out of 65), 11 % of the Ministers (2 out of 18). There are no female among 10 Governors (Marzpets) and there is 1 female Deputy Governor (Deputy Marzpets) among 21. There are no female among 48 City Mayors; in average, females constitute about 0.5% of the city council members (Avagani). 2.6% of the village community leaders</p>	<p>Activity 1. Result: Females' representation in decision making at local level increased through capacity building of potential candidates for rounds of 2012-2013 local elections and during their term in the office</p> <p><i>Action 1.1 Capacity building activities for potential female candidates interested in running for the LSG elections during 2012-2013.</i></p> <p>1.1.1 Series of trainings for local female leaders in selected regions of Armenia on leadership, facilitation, negotiations, etc. conducted. (2012, 2013)</p> <p>1.1.2 Cascade trainings and other capacitating events by pool of elected females for the potential female candidates conducted (linked to 1.2.3). (2012, 2013)</p> <p><i>Action 1.2. Series of training for elected females of local self-governance bodies and communities to equip them with knowledge and skills for effective functioning in the office.</i></p> <p>1.2.1 Trainings for elected females on inclusive and responsive governance, communications/networking, budget formulation, implementation, and monitoring, accountability and transparency, youth engagement and participatory practices provided. (2012, 2013, 2014)</p>	x	x	x	x	MTA 002184	EU FUND	71600 – Travel 71600 – Travel 71600 – Travel 72100 – Contractual Serv.-Comp. 74200 – AudioVisual Print. Prod. 74200 – AudioVisual Print. Prod. 74500 – Miscellaneous Expenses Activity 1 Net EU: 75100 – Facilities and Adm. Total Activity 1 EU:	EU 1.3.2 Per Diems Mission/Travel - Staff EU 1.3.3 Per Diem Seminar Participants EU 2.2 Local Transportation EU 5.7 Conferences/Seminars EU 5.5 Transl. EU 5.8 Visibility EU 6 Other Activity 1 Net EU: EU 10 Admin. Cost Total Activity 1 EU:	€500 €850 €900 €55,500 €900 €375 €225 €59,250 €4,148 €63,398	\$670 \$1,130 \$1,200 \$74,000 \$1,200 \$500 \$300 \$79,000 \$5,530 \$84,530

<p>are females; in average, females constitute less than 7% of the village council members.</p> <p>Indicators:</p> <p>1. Number of women who run for LSG elections and the number of women who passed through LSG elections.</p> <p>2. Number of representatives of local level duty-bearers, civil society and the media trained on gender, democratic governance and social cohesion topics.</p> <p>3. Number of instances and types of networking, partnerships and joint actions by beneficiaries, including in gender transformative initiatives.</p> <p>4. Number of advocacy materials and campaigns on gender issues and women's</p>	<p>1.2.2 Professional networking and partnering initiatives among the elected females including East-East partnership are supported. (2012, 2013, 2014)</p> <p>1.2.3 Pool of elected females to provide trainings for potential female candidates established and capacitated (linked to 1.1.2). (2012, 2013)</p> <p>1.2.4 Support for development of communications strategy to the elected local females provided. (2012)</p> <p>1.2.5 Gender transformative initiatives targeting at the change of attitude are researched for piloting. (2012, 2013, 2014)</p>																																										
	<p>Activity 2. Result: Knowledge and capacity of local authorities on participatory and gender-sensitive governance increased.</p> <p><i>Action 2.1 Series of workshops and events for relevant local authorities to address local development issues and formulate policies and programmes in inclusive and gender sensitive way.</i></p> <p>2.1.1 Series of workshops and meetings with participation of local authorities, civil society, and community representatives on gender-related issues, inclusive and responsive governance are held to promote improved social partnership and stimulate tolerant and constructive dialogue. (2012, 2013, 2014)</p> <p>2.1.2 Mechanisms for discussion and channelling recommendations from local to the national level are developed and applied.(2012)</p> <p>2.1.3 On-line thematic discussion fora on the basis of existing regional IT system are developed and applied. (2012, 2013, 2014)</p> <p>2.1.4 First-ever <i>Gender and Democratic</i></p>	x	x	x	x	MTA	EU	71600 – Travel	EU 1.3.2 Per Diems Mission/Travel - Staff	€500	\$670	71600 – Travel	EU 1.3.3 Per Diem Seminar Participants	€500	\$670	71600 – Travel	EU 2.2 Local Transportation	€500	\$660	72100 – Contractual Serv.-Com.	EU 5.7 Conferences/Seminars	€33,750	\$45,000	74200 – AudioVisualPrint.Prod.	EU 5.5 Transl.	€800	\$1,060	74200 – AudioVisualPrint.Prod.	EU 5.8 Visibility	€325	\$440	74500 – Miscellaneous Exp.	EU 6 Other	€750	\$1,000								
						002184	FUND	Activity 2 Net EU: 75100 – Facilities and Admin.	Activity 2 Net EU: EU 10 Admin. Cost	€37,125	\$49,500	Total Activity 2 EU:	Total Activity 2 EU:	€2,598	\$3,465																												

human rights produced and broadcast by the media.	Governance Community of Practice (CoP) workshop to share knowledge and experience among the beneficiary LSG leaders and other local and national counterparts supported. (2012, 2013, 2014)											
5. Shift in presentation and coverage of gender issues in the media identified through Media Tolerance Monitoring Methodology.	Activity 3. Knowledge and capacity of civil society and the media are strengthened to engage in constructive dialogue on gender and democratic governance issues and to promote non-stereotyped portrayal of females and males.	x	x	x	x	MTA 002184	EU FUND	71600 – Travel 71600 – Travel 71600 – Travel 72100 – Contractual Serv.-Com. 74200 – Audio Visual Print Prod. 74200 – Audio Visual Print Prod	EU 1.3.2 Per Diems Mission/Travel - Staff EU 1.3.3 Per Diem Seminar Participants EU 2.2 Local Transportation EU 5.7 Conferences/Seminars EU 5.5 Transl. EU 5.8 Visibility	€25 €150 €200 €28,500 €450 €300	\$40 \$200 \$260 \$38,000 \$600 \$400	
6. Number of successful results from the outcomes of discussion fora, workshops and meetings including <i>Gender and Democratic Governance</i> Community of Practice.	<i>Action 3.1 Rounds of activities and events for civil society and the media to strengthen knowledge and professional capacity on gender, democratic governance, and inclusive societies.</i>							Activity 3 Net EU: 75100 – Facilities and Admin.	Activity 3 Net EU: EU 10 Admin. Cost	€29,625 €2,073	\$39,500 \$2,765	
7. Number of knowledge products (manuals, guidelines, training kits) prepared.	3.1.1 Number of capacity-building seminars and workshops for the print and electronic media (journalists, editors, producers) and the NGOs to equip them with adequate skills and knowledge for discourse on gender and social cohesion related subjects conducted. (2012, 2013, 2014)							Total Activity 3 EU:	Total Activity 3 EU:	€31,698	\$42,265	
Targets:	<i>Action 3.2 Broad advocacy activities at the local level to increase public awareness on gender equality, equal rights and opportunities, women's empowerment with the main emphasis on the youth engagement.</i>											
1. Representation of female community heads and members of local councils increased by 15%. Local level policies and decisions	3.2.1 Series of TV programmes, interviews, print and electronic newspaper articles, talk shows, PSAs, and media campaigns produced and broadcast through the local media (possibly also broadcast by national media channels), in line with the EU Visibility policy. (2012, 2013, 2014) 3.2.2 Facilitation of public discourse, including through the social media tools, on gender equality, women's rights, inclusive societies, political and											

<p>in the beneficiary communities are formulated with application of gender prism.</p> <p>2. National fora to discuss gender and inclusive governance related issues among respective duty-bearers, rights-holders and civil society established.</p>	<p>civic participation and females' representation in decision-making conducted. (2012, 2013, 2014)</p> <p>3.2.3 Rounds of events (in classical format as well as flash mobs, musical events, happenings, etc.) to raise public awareness conducted. (2012, 2013, 2014)</p> <p>3.2.4 Media monitoring with application of Tolerance Monitoring Methodology to measure the change in coverage of gender-related issues and use of stereotype language conducted (2012, 2014)</p>																																																																					
<p>3. Media coverage presents and discusses gender related issues in more professional way. Use of stereotyped language in coverage of gender related issues reduced.</p> <p>4. Public awareness activities including campaigns contributed to more favourable and enabling for women perceptions and norms.</p> <p>5. Knowledge of civil society, duty-bearers, and media representatives</p>	<p>Activity 4. Result: Programme Implementation, Monitoring and Evaluation <i>Action 4.1</i></p> <p>4.1.1 Conduct effective coordination, administration and monitoring of project activities.</p> <p>4.1.2 Ensure full achievement of the project outputs.</p> <p>4.1.3 Prepare and submit all necessary reports as well as the project-management related documents, maintain project's risk/issue logs and the results matrices.</p> <p>4.1.4 Conduct regular monitoring visits and inform respective stakeholders on observations.</p>	x	x	x	x	x	MTA	EU	002184	FUND	71400 – Contr. Serv.– Ind. – PC	71400 – Contr. Serv.– Ind. – Exp	71400 – Contr. Serv.– Ind. – PA	71400 – Contr. Serv.–Ind.–Dr50%	71200 – Int. Cons. Tech– Com	72200 – Equipment and Furniture	72400 – Com., Aud.&Vis. Equip.	72500 – Supplies	72700 - Hospitality	72800 – IT Equipment	73100 – Rent&Maint. – Premises	73400 – Rent& Maint–Other Eq.	Activity 4 Net EU:	75100 – Facilities and Admin	Total Activity 4 EU:	EU 1.1 Salaries Local Staff - PC	EU 1.1 Salaries Local Staff - Exp	EU 1.1 Salaries Local Staff - PA	EU 1.1 Salaries Loc. St. – Dr 50%	EU 1.2 Salaries Int. St. - Commun	EU 3.2 Furniture, Computer Equip.	EU 4.4 Other Services	EU 4.3 Consumables, Office supply	EU 5.9 Hospitality Services	EU 3.2 Furniture, Comp. Equipm.	EU 4.2 Office Rent	EU 4.1 Vehicle Costs	Activity 4 Net EU:	EU 10 Admin. Cost	Total Activity 4 EU:	€18,750	€13,500	€13,500	€6,750	€22,500	€375	€750	€375	€375	€1,500	€1000	€1,500	€80,875	€5,661	€86,536	\$25,000	\$18,000	\$18,000	\$9,000	\$30,000	\$500	\$1,000	\$500	\$500	\$2,000	\$1,333	\$2,000	\$107,833	\$7,548	\$115,381

<p>on gender, democratic governance, and inclusive societies increased.</p> <p>Related CP outcome: <i>Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights.</i></p>											
2012 EU TOTAL										€221,355	\$295,141
2012 UNDP TOTAL										€0	\$0
2012 TOTAL EU										€221,355	\$ 295,141

II. ANNUAL WORK PLAN BUDGET SHEET

Year: 2013

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description		Amount	
								UNDP	EU	EUR	USD
<p>UNDP Country Programme Output 2.1.3</p> <p>Increased national and local capacities to ensure gender equality and the empowerment of women</p> <p>Baseline: Representation and meaningful participation of women in decision making is low. Women comprise 8.4% of PMs (11 out of 131), less than 10% of Deputy Ministers (5 out of 65), 11 % of the Ministers (2 out of 18). There are no female among 10 Governors (Marzpets) and there is 1 female Deputy Governor (Deputy Marzpets) among 21. There are no female among 48 City Mayors; in average, females constitute about 0.5% of the city council members (Avagani). 2.6% of the village community</p>	<p>Activity 1. Result: Females' representation in decision making at local level increased through capacity building of potential candidates during 2013 local elections and during their term in the office</p> <p><i>Action 1.1 Capacity building activities for potential local female candidates interested in running for the LSG elections in 2013.</i></p> <p>1.1.1 Series of trainings for local female leaders in selected regions of Armenia on leadership, facilitation, negotiations, etc. conducted. (Continued from 2012)</p> <p>1.1.2 Cascade trainings and other capacitating events by pool of elected females for the potential female candidates conducted (linked to 1.2.3). (Continued from 2012)</p> <p><i>Action 1.2. Series of training for elected females of local self-governance bodies and communities to equip them with knowledge and skills for effective functioning in the office.</i></p> <p>1.2.1 Trainings for elected females on inclusive and responsive governance, communications/networking, budget formulation, implementation, and monitoring, accountability and transparency, youth engagement and participatory practices provided. (Continued from 2012)</p> <p>1.2.2 Professional networking and partnering initiatives among elected females including East-East partnership are</p>	x	x	x	x	MTA 002184	EU FUND	71600 – Travel 71600 – Travel 71600 – Travel 72100 – Contractual Serv.-Comp. 74200 – AudioVisual Print. Prod. 74200 – AudioVisual Print. Prod. 74500 – Miscellaneous Expenses Activity 1 Net EU: 75100 – Facilities and Adm. Total Activity 1 EU:	EU 1.3.2 Per Diems Mission/Travel - Staff EU 1.3.3 Per Diem Seminar Participants EU 2.2 Local Transportation EU 5.7 Conferences/Seminars EU 5.5 Transl. EU 5.8 Visibility EU 6 Other Activity 1 Net EU: EU 10 Admin. Cost Total Activity 1 EU:	€500 €850 €900 €54,000 €900 €375 €225 €57,750 €4,043 €61,793	\$670 \$1,130 \$1,200 \$72,000 \$1,700 \$500 \$300 \$77,000 \$5,390 \$82,390

<p>leaders are females; .in average, females constitute less than 7% of the village council members.</p> <p>Indicators:</p> <p>1. Number of women who run for LSG elections and the number of women who passed through LSG elections.</p> <p>2. Number of representatives of local level duty-bearers, civil society and the media trained on gender, democratic governance and social cohesion topics.</p> <p>3. Number of instances and types of networking, partnerships and joint actions by beneficiaries, including in gender transformative initiatives.</p>	<p>supported. (Continued from 2012)</p> <p>1.2.3 Pool of elected females to provide training for potential future female candidates established and capacitated (linked to 1.1.2). (Continued from 2012)</p> <p>1.2.5 Gender transformative initiatives targeting at the change of attitude piloted. (Continued from 2012)</p>																																										
<p>4. Number of advocacy materials and campaigns on gender issues and women's human rights produced and</p>	<p>Activity 2. Result: Knowledge and capacity of local authorities on participatory and gender-sensitive governance increased.</p> <p><i>Action 2.1 Series of workshops and events for relevant local authorities to address local development issues and formulate policies and programmes in inclusive and gender</i></p>	x	x	x	x					MTA	EU	71600 – Travel	EU 1.3.2 Per Diems Mission/Travel - Staff	€500	\$670	71600 – Travel	EU 1.3.3 Per Diem Seminar Participants	€500	\$670	71600 – Travel	EU 2.2 Local Transportation	€500	\$660	72100 – Contractual Serv.-Com.	EU 5.7 Conferences/Seminars	€48,750	\$65,000	74200 – AudioVisualPrint.Prod.	EU 5.5 Transl.	€800	\$1,060	74200 – AudioVisualPrint.Prod.	EU 5.8 Visibility	€325	\$440	74500 – Miscellaneous Exp.	EU 6 Other	€1,125	\$1,500	Activity 2 Net EU:	Activity 2 Net EU:	€52,500	\$70,000

	broadcast by the media.	<i>sensitive way.</i>							75100 – Facilities and Admin.	EU 10 Admin. Cost	€3,675	\$4,900
5.	Shift in presentation and coverage of gender issues in the media identified through Media Tolerance Monitoring Methodology.	2.1.1 Series of workshops and meetings with participation of local authorities, civil society, and community representatives on gender-related issues, inclusive and responsive governance are held with purpose to promote better social partnership and stimulate tolerant and constructive dialogue. (Continued from 2012)							Total Activity 2 EU:	Total Activity 2 EU:	€56,175	\$74,900
6.	Number of successful results from the outcomes of discussion fora, workshops and meetings including Gender and Democratic Governance Community of Practice.	2.1.2 Periodic meetings to discuss local level issues with the national authorities are held. (Continued from 2012). 2.1.3 On-line thematic discussion fora on the basis of existing regional IT system are developed and applied. (Continued from 2012). 2.1.4 Gender and Democratic Governance Community of Practice (CoP) annual workshop to share knowledge and experience among the beneficiary LSG leaders and other local and national counterparts supported. (Continued from 2012).										
7.	Number of knowledge products (manuals, guidelines, training kits) prepared. Targets: 1. Representation of female community heads and members of local councils increased by 15%. Local level policies and decisions in the beneficiary communities are formulated	Activity 3. Knowledge and capacity of civil society and the media are strengthened to engage in constructive dialogue on gender and democratic governance related issues and to promote non-stereotyped portrayal of females and males. <i>Action 3.1 Rounds of activities and events for civil society and the media to strengthen knowledge and professional capacity on gender, democratic governance, and inclusive societies.</i> 3.1.1 Number of capacity-building training seminars and workshops for the print and electronic media (journalists, editors, producers) and the NGOs to equip them with adequate skills and knowledge for discourse on gender	x	x	x	x	MTA 002184	EU FUND	71600 – Travel 71600 – Travel 71600 – Travel 72100 – Contractual Serv.-Com 73400 – Rental, Maint.Other Eq. 74200 – AudioVis.Print.Prod. 74200 – AudioVis.Print.Prod. 74500 – Miscellaneous Exp	EU 1.3.2 Per Diems Mission/Travel - Staff EU 1.3.3 Per Diem Seminar Participants EU 2.2 Local Transportation EU 5.7 Conferences/Seminars EU 4.1 Vehicle Costs EU 5.5 Transl. EU 5.8 Visibility EU 6 Other	€50 €350 €350 €56,250 €375 €450 €300 €375	\$66 \$467 \$467 \$75,000 \$500 \$600 \$400 \$500
									Activity 3 Net EU: 75100 – Facilities and Admin.	Activity 3 Net EU: EU 10 Admin. Cost	€58,500 €4,095	\$78,000 \$5,460
									Total Activity 3 EU:	Total Activity 3 EU:	€62,595	\$83,460
								UNDP	UNDP 72100 – Contractual Serv.-Com	UNDP EU 5.7 Conferences/Seminars	€7,500	\$10,000
									Total Activity 3 UNDP:	Total Activity 3 UNDP:	€7,500	\$10,000
									Total Activity 3:	Total Activity 3:	€70,095	\$93,460

with application of gender prism.	and social cohesion related subjects conducted. (Continued from 2012)										
2. National fora to discuss gender and inclusive governance related issues among respective duty-bearers, rights-holders and civil society established.	<i>Action 3.2 Broad advocacy activities at the local level to increase public awareness on gender equality, equal rights and opportunities, women's empowerment with the main emphasis on the youth engagement.</i>										
3. Media coverage presents and discusses gender related issues in more professional way. Use of stereotyped language in coverage of gender related issues reduced.	3.2.1 Series of TV programmes, interviews, print and electronic newspaper articles, talk shows, PSAs, and media campaigns produced and broadcast through the local media (possibly also broadcast by national media channels) in line with the EU visibility policy. (Continued from 2012). 3.2.2 Facilitation of public discourse, including also through the social media tools, on gender equality, women's rights, inclusive societies, political and civic participation and females' representation in decision-making conducted. (Continued from 2012) 3.2.3 Rounds of events (in classical format as well as flash mobs, musical events, happenings, etc.) to raise public awareness conducted. (Continued from 2012)										
4. Public awareness activities including campaigns contributed to more favourable and enabling for women perceptions and norms.	Activity 4. Result: Programme Implementation, Monitoring and Evaluation	x	x	x	x	MTA 002184	EU FUND	71400 – Contr. Serv–Ind– Dr50% 72400 – Com., Aud.&Vis. Equip. 72500 – Supplies 72700 - Hospitality 73100 – Rent&Maint. – Premises 73400 – Rent& Maint–Other Eq. 74500 – Miscellaneous Expenses	EU 1.1 Salaries Loc. St. – Dr 50% EU 4.4 Other Services EU 4.3 Consumables, Office supply EU 5.9 Hospitality Services EU 4.2 Office Rent EU 4.1 Vehicle Costs EU 6 Other	€6,750 €750 €600 €600 €1,000 €1,500 €300	\$9,000 \$1,000 \$800 \$800 \$1,334 \$2,000 \$400
5. Knowledge of civil society, duty-bearers, and media representatives on gender, democratic governance, and inclusive	6 Conduct effective coordination, administration and monitoring of project activities. 7 Ensure full achievement of the project outputs. 8 Prepare and submit all necessary reports as well as the project-management related documents, maintain project's risk/issue logs and the results matrices. 9 Conduct regular monitoring visits and inform respective stakeholders on						UNDP	Activity 4 Net EU: 75100 – Facilities and Admin. Total Activity 4 EU: UNDP 71400 – Contr. Serv.– Ind. – PC 71400 – Contr. Serv.– Ind. – Exp 71400 – Contr. Serv.– Ind. – PA Total Activity 4 UNDP:	Activity 4 Net EU: EU 10 Admin. Cost Total Activity 4 EU: UNDP EU 1.1 Salaries Local Staff - PC EU 1.1 Salaries Local Staff - Exp EU 1.1 Salaries Local Staff - PA Total Activity 4 UNDP:	€11,500 €805 €12,305 €18,750 €13,500 €13,500 €45,750	\$15,334 \$1,073 \$16,407 \$25,000 \$18,000 \$18,000 \$61,000

III. ANNUAL WORK PLAN BUDGET SHEET
Years: 2014 - 2015

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount		
<p>UNDP Country Programme Output 2.1.3</p> <p>Increased national and local capacities to ensure gender equality and the empowerment of women</p> <p>Baseline: Representation and meaningful participation of women in decision making is low. Women comprise 8.4% of PMs (11 out of 131), less than 10% of Deputy Ministers (5 out of 65), 11 % of the Ministers (2 out of 18). There are no female among 10 Governors (Marzpets) and there is 1 female Deputy Governor (Deputy Marzpets) among 21. There are no female among 48 City Mayors; in average, females constitute about 0.5% of the city council members (Avagani). 2.6% of the village community leaders</p>	<p>Activity 1. Result: Females' representation in decision making at local level increased through capacity building of elected females during their term in the office</p> <p><i>Action 1.2 Series of training for elected females of local self-governance bodies and communities to equip them with knowledge and skills for effective functioning in the office.</i></p> <p>1.2.1 Trainings for elected females on inclusive and responsive governance, communications, networking, budget formulation, implementation, and monitoring, accountability and transparency, youth engagement and participatory practices provided. (Continued from 2012-13)</p> <p>1.2.2 Professional networking and partnering initiatives among the elected females including East-East partnership are supported. (Continued from 2012-13)</p> <p>1.2.3 Gender transformative initiatives targeting at the change of attitude are implemented. (Continued from 2012-13)</p> <p>1.2.4 Project's exit strategy preparation process supported, discussed and agreed by stakeholders and implemented. Results are institutionalized.</p>	x	x	x	x	MTA 002184	EU FUND	71600 – Travel 71600 – Travel 71600 – Travel 72100 – Contractual Serv.-Comp. 74200 – AudioVisual Print. Prod. 74200 – AudioVisual Print. Prod. 74500 – Miscellaneous Expenses Activity 1 Net EU: 75100 – Facilities and Adm. Total Activity 1 EU:	EU 1.3.2 Per Diems Mission/Travel - Staff EU 1.3.3 Per Diem Seminar Participants EU 2.2 Local Transportation EU 5.7 Conferences/Seminars EU 5.5 Transl. EU 5.8 Visibility EU 6 Other Activity 1 Net EU: EU 10 Admin. Cost Total Activity 1 EU:	€200 €200 €350 €9,000 €800 €325 €375 €11,250 €788 €12,038	\$267 \$267 \$466 \$12,000 \$1,060 \$440 \$500 \$15,000 \$1,050 \$16,050

<p>are females; in average, females constitute less than 7% of the village council members.</p>	<p>Activity 2. Result: Knowledge and capacity of local authorities on participatory and gender-sensitive governance increased.</p>	x	x	x	x	MTA 002184	EU FUND	<p>71600 – Travel 71600 – Travel 71600 – Travel 72100 – Contractual Serv.-Com. 74200 – AudioVisualPrint.Prod. 74200 – AudioVisualPrint.Prod. 74500 – Miscellaneous Exp.</p>	<p>EU 1.3.2 Per Diems Mission/Travel - Staff EU 1.3.3 Per Diem Seminar Participants EU 2.2 Local Transportation EU 5.7 Conferences/Seminars EU 5.5 Transl. EU 5.8 Visibility EU 6 Other</p>	<p>€500 €500 €500 €33,750 €800 €325 €1,125</p>	<p>\$670 \$670 \$660 \$45,000 \$1,060 \$440 \$1,500</p>
<p>Indicators:</p>	<p><i>Action 2.1 Series of workshops and events for relevant local authorities to address local development issues and formulate policies and programmes in inclusive and gender sensitive way.</i></p>							<p>Activity 2 Net EU: 75100 – Facilities and Admin.</p>	<p>Activity 2 Net EU: EU 10 Admin. Cost</p>	<p>€37,500 €2,625</p>	<p>\$50,000 \$3,500</p>
<p>1. Number of women who run for LSG elections and the number of women who passed through LSG elections.</p>	<p>2.1.1 Series of workshops and meetings with participation of local authorities, civil society, and community representatives on gender-related issues, inclusive and responsive governance are held with purpose to promote better social partnership and stimulate tolerant and constructive dialogue. (Continued from 2012-13)</p>										
<p>2. Number of representatives of local level duty-bearers, civil society and the media trained on gender, democratic governance and social cohesion topics.</p>	<p>2.1.2 Periodic meetings to discuss local level issues with the national authorities are held. (Continued from 2012-13)</p>										
<p>3. Number of instances and types of networking, partnerships and joint actions by beneficiaries, including in gender transformative initiatives.</p>	<p>2.1.3 Interactive on-line thematic discussion fora on the basis of existing regional IT system are developed and applied. (Continued from 2012-13)</p>										
<p>4. Number of advocacy materials and campaigns on gender issues and women's human rights</p>	<p>2.1.4 <i>Gender and Democratic Governance</i> Community of Practice (CoP) annual workshop to share knowledge and experience among the beneficiary LSG leaders and other local and national counterparts supported. (Continued from 2012-13)</p>										
<p></p>	<p>Activity 3. Knowledge and capacity of civil society and the media are strengthened to engage in constructive dialogue on gender and democratic governance related issues and to promote non-stereotyped portrayal of females and males.</p>	x	x	x	x	MTA 002184	EU FUND	<p>71600 – Travel 71600 – Travel 71600 – Travel 72100 – Contractual Serv.Com. 73400 – Rent& Maint–Other Eq. 74200 – Audio Visual Print Prod. 74200 – Audio Visual Print Prod 74500 – Miscellaneous Exp</p>	<p>EU 1.3.2 Per Diems Mission/Travel - Staff EU 1.3.3 Per Diem Seminar Participants EU 2.2 Local Transportation EU 5.7 Conferences/Seminars EU 4.1 Vehicle Costs EU 5.5 Transl. EU 5.8 Visibility EU 6 Other</p>	<p>€50 €350 €350 €12,750 €375 €450 €300 €155</p>	<p>\$66 \$467 \$467 \$17,000 \$500 \$600 \$400 \$206</p>
	<p><i>Action 3.1 Rounds of activities and events for civil society and the media to strengthen knowledge and professional capacity on</i></p>							<p>Activity 3 Net EU: 75100 – Facilities and Admin.</p>	<p>Activity 3 Net EU: EU 10 Admin. Cost</p>	<p>€14,780 €1,034</p>	<p>\$19,706 \$1,379</p>
								<p>Total Activity 3 EU:</p>	<p>Total Activity 3 EU:</p>	<p>€15,8144</p>	<p>\$21,085</p>

produced and broadcast by the media.	<i>gender, democratic governance, and inclusive societies.</i>								UNDP	UNDP: 73400 - Rent.&Maint. – Other Eq Total Activity 3 UNDP:	UNDP: EU 4.1 Vehicle Costs Total Activity 3 UNDP:	€1500 €1500	\$2,000 \$2,000
5. Shift in presentation and coverage of gender issues in the media identified through Media Tolerance Monitoring Methodology.	3.1.1 Number of capacity-building training seminars and workshops for the print and electronic media representatives (journalists, editors, producers) and the NGOs to equip them with adequate skills and knowledge to discourse on gender and social cohesion related subjects and present non-stereotyped portrayal of females and males strengthened. (Continued from 2012-13)								UNDP	Total Activity 3:	Total Activity 3:	€17,314	\$23,085
6. Number of successful results from the outcomes of discussion fora, workshops and meetings including Gender and Democratic Governance Community of Practice.	<i>Action 3.2 Broad advocacy activities at the local level to increase public awareness on gender equality, equal rights and opportunities, women's empowerment with the main emphasis on the youth engagement.</i>												
7. Number of knowledge products (manuals, guidelines, training kits) prepared.	3.2.1 Series of TV programmes, interviews, print and electronic newspaper articles, talk shows, PSAs, and media campaigns produced and broadcast through the local media (possibly also broadcast by national media channels) in line with the EU visibility policy. (Continued from 2012-13)												
Targets:	3.2.2 Facilitation of public discourse, including also through the social media tools, on gender equality, women's rights, inclusive societies, political and civic participation and females' representation in decision-making conducted. (Continued from 2012-13)												
1. Representation of female community heads and members of local councils increased by 15%. Local level policies and decisions in the beneficiary	3.2.3 Rounds of events (in classical format as well as flash mobs, musical events, happenings, etc.) to raise public awareness conducted. (Continued from 2012-13)												
	3.2.4 Media monitoring with application of MTMM (tolerance monitoring methodology) to measure the change in coverage of gender-related issues and use of stereotype language												

		conducted (Continued from 2012)											
communities are formulated with application of gender prism.													
2. National fora to discuss gender and inclusive governance related issues among respective duty-bearers, rights-holders and civil society established.	11 Conduct effective coordination, administration and monitoring of project activities.	x	x	x	x	MTA 002184	EU FUND	71400 – Contr. Serv.– Ind. – PC 71400 – Contr. Serv.– Ind. – PA 72400 – Com., Aud.&Vis. Equip. 72500 – Supplies 72700 - Hospitality 73100 – Rent&Maint. – Premises 73400 – Rent& Maint–Other Eq. 74100 – Professional Services 74500 – Miscellaneous Expenses	EU 1.1 Salaries Local Staff - PC EU 1.1 Salaries Local Staff - PA EU 4.4 Other Services EU 4.3 Consumables, Office supply EU 5.9 Hospitality Services EU 4.2 Office Rent EU 4.1 Vehicle Costs EU 5.3 Expenditure Verification EU 6 Other	€18,750 €13,500 €750 €600 €600 €1,000 €1,500 €3,000 €300	\$25,000 \$18,000 \$1,000 \$800 \$800 \$1,334 \$2,000 \$4,000 \$400		
3. Media coverage presents and discusses gender related issues in more professional way. Use of stereotyped language in coverage of gender related issues reduced.	12 Ensure full achievement of the project outputs. 13 Prepare and submit all necessary reports as well as the project-management related documents, maintain project's risk/issue logs and the results matrices. 14 Conduct regular monitoring visits and inform respective stakeholders on observations.							Activity 4 Net EU: 75100 – Facilities and Admin. Total EU Activity 4: UNDP 71400 – Contr. Serv.– Ind. – Exp 71400 – Contr.Serv.–Ind.–Dr50%	Activity 4 Net EU: EU 10 Admin. Cost Total EU Activity 4: UNDP EU 1.1 Salaries Local Staff - Exp EU 1.1 Salaries Local Staff –Dr 50%	€40,000 €2,800 €42,800 €13,500 €6,750	\$53,334 \$3,733 \$57,067 \$18,000 \$9,000		
4. Public awareness activities including campaigns contributed to more favourable and enabling for women perceptions and norms.								Total Activity 4 UNDP: Total Activity 4:	Total Activity 4 UNDP: Total Activity 4:	€20,250 €63,050	\$27,000 \$84,067		
5. Knowledge of civil society, duty-bearers, and media representatives on gender, democratic													

<p>governance, and inclusive societies increased.</p> <p>Related CP outcome:</p> <p><i>Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights.</i></p>												
2014-15 EU TOTAL										€110,776	\$147,702	
2014 UNDP TOTAL										€21,750	\$29,000	
2014 TOTAL EU AND UNDP										€132,527	\$ 176,702	

IV. SITUATIONAL ANALYSIS

Twenty years after gaining its independence, Armenia is still a country in a post-Soviet transition beset with numerous problems and challenges. The country's efforts to embark on a sustainable development track and maintain high rates of economic growth are stymied by the frozen conflict with neighboring Azerbaijan, blockade, impact of the global economic crisis, widespread corruption, high level of social polarization and exclusion, and problems with democratic governance, human rights, and gender issues.

The Armenian Government has effected a number of important reforms in the public sector and, among them, has also specifically addressed women's and gender equality related issues. Since its independence in 1991, Armenia ratified over 50 Conventions and other international legal instruments that seek to eliminate discrimination, including also against women, and attain higher level of standards for democratic governance, gender equality, and human rights.

The country has made consistent efforts to harmonize its domestic legislation with the requirements and provisions of a number of international and European legal instruments. To name a few, by adopting unreservedly the CEDAW, the Beijing Declaration and Platform for Action (BDPfA), the Outcome Document of the 23rd Special Session of the UN General Assembly, the Millennium Development Goals (MDGs), the European Neighbourhood Policy and its Eastern Partnership Programme, the Armenian Government reaffirmed its commitment to promote equality between women and men, including equal representation of women in decision and policy making, and equal participation of women and men in all walks of public life.

This commitment translated, *inter alia*, into a number of important policy steps. In the first stage of the reforms, the Government of Armenia adopted and implemented the 2004-2010 National Action Plan (NAP) *on Improvement of Women's Status and Enhancement of their Role in the Society*, that outlined main directions of the national policies. Even though the NAP focused exclusively on women and on the improvement of their socio-economic situation (health care, education, social security, employment, motherhood, childcare, etc.), it reflected the Government's determination to take a pro-active stance. The issues of political participation and representation of women did not figure prominently in that policy document, instead, they were given a more balanced treatment in the MDGs-related documents. In line with the policy of nationalizing the MDGs, the Government of Armenia formulated the target of increasing women's participation in political decision-making as getting 25% of female representation by 2015 in the National Assembly as well as at the level of Ministers, Deputy Ministers and Regional Governors. It sets also for 10% female representation in the positions of the Community Heads.

Parallel to that, in 2006, the Government's commitment to ensure the equality of men and women in the society was included into the EU-Armenia Action Plan. Moreover, in 2008, the Government formally recognized the promotion of gender equality as a priority in the Government Program of the Republic of Armenia for 2008-2012. To that end, the Government requested support from UNDP for development of the comprehensive Gender Policy Concept Paper and its implementation strategy and the Draft Law "On State Guarantees of Equal Rights and Equal Opportunities for Men and Women". The Concept was adopted by the cabinet in February 2010, while the Draft Law was approved by the Government of Armenia in October 2011 and submitted to the the National Assembly of the Republic of Armenia for approval.

Policy changes, however, are translating into the real life slowly. Women comprise about 52 per cent of the population of the country and around 58 per cent of those with higher education; however, as of today the level of women's representation and meaningful participation in governance and decision-making continues to stay low. At present, women comprise 8.4 per cent of the Parliament Members (11 out of 131), 11 per cent of the Ministers (2 out of 18), and less than 10 per cent of Deputy Ministers (5 out of 65). There are no female Governors among 10 Governors (marzpets) and there is 1 female Deputy Governor among 21 Deputy Governors (deputy marzpets). In average, women constitute 11% of higher level of public administration. In contrary, "feminization" takes place at lower levels of public administration, where women occupy more than 50% of the positions, if not the majority. Gender imbalance persists also at the management level of the City Mayors' Offices and the Local Self Governance bodies. There were no female among 48 City Mayors, and there is one female among 51 Deputy City Mayors. In average, females constitute about 0.5 % of the city council members (Avagani), and 2.6% of the village community leaders. None of the 12 communities of Yerevan have female leaders or deputies. Should the current development pace persist, the MDG 3 "*Promote Gender Equality and Empower Women*" would hardly be achievable by 2015.

In regard to economic reforms, women have for the most part been sidelined in terms of entrepreneurship, ownership, access to economic resources and leverage in economic decision-making. Women and women-headed households constitute a disproportionately large majority among the poor and are in the most socially disadvantaged groups.

Gender situation is further aggravated by low public awareness, widespread gender stereotypes and the confusion of gender equality concept with feminism. Widespread gender-related stereotypes on the role and the position of women and men in the society and the general shift of the societal values towards more conservative ones seriously impede women's engagement and prevent many of them from taking more proactive position especially in rural areas. Overall, women's potential remains widely

underused and undervalued, thereby having an adverse impact on the country's prospects for attaining sustainable development and social justice. It would not be an overstatement to contend that, on the whole, women have so far been marginalized in decision-making and power at all levels and that they have very little political clout, if at all. This alienation of women from power leads to a democratic deficit and it is not in line with the country's commitments.

V. JUSTIFICATION

Despite the number of successful changes that took place in the country for the last decade, still it did not create a reality on the ground. There is an obvious need to continue building on the results and to work towards achieving gender equality through broad spectrum of means. Long years of UNDP's in-country presence, close collaboration with the Government and civil society, and field work brought to conclusion that our interventions prove to be most effective at the local level. This is particularly important for activities aimed to promote gender equality: UNDP's previous experience proved to be very successful and helped to increase the number of elected women in five regions of Armenia by 21,7% in the outcome of 2008 round of local elections. In contrast, in the regions which were not parts of the UNDP program, the number of elected women dropped by almost 25%.

Thus, the Project suggests broader interventions to promote gender equality on the local level, to build capacity and knowledge of potential local female leaders, and to accelerate on women's progress in realization of their own underutilized capacities.

There is an expressly felt need to promote gender equality as both a component and a tool for fostering democratic governance and political culture. Towards this end, the importance of the role of civil society, the media, duty-bearers, and rights-holders as well as the level of knowledge, professional skills of the indicated counterparts should not be underestimated. Much needs to be done in work with the media and civil society, which, among all, are effective tools of public advocacy and awareness raising. At present, the media reporting containing misrepresentations and patriarchal stereotypes that support conservative perception of the gender roles and norms are widespread.

The Project will support meaningful participation of women in decision making during the round of 2011-2013 local elections, and after the elections, at the time of their term in the office. The Project will suggest a broad spectrum of capacity building and advocacy activities. The project will work with male counterparts/heads of non-beneficiary communities and the national authorities to bridge the gap of professional collaboration and networking. The Project will apply a number of innovative methods and techniques such as use of social media, flash mobs and gender transformative programming targeting eventually an the attitude and behaviour shifts. Last but not least, the Project will ensure capitalization and institutionalization of the results.

The Project will build on the results of all previous interventions by the United Nations in Armenia that were aimed to promote gender equality in a number of sectors including institutional reforms, education, decision making, combating gender-based violence, increased role of youth and women in community life.

VI. GOALS AND OBJECTIVES

The **overarching goal** of the Project is to support the advancement of gender equality, building parity democracy and improving social cohesion in the Republic of Armenia, which will contribute to the achievement of country's commitments under national and international documents. The Project seeks to support efforts aimed at elimination of de facto social exclusion and discrimination practices against women, increasing women's representation in policy and decision making primarily at local level, thus supporting implementation of gender policies, namely the Gender Policy Strategic Programme and the Action Plan 2011-2015. It aims to create conducive environment for women to more actively and meaningfully engage in public policy and administration, fully utilize their potential which in its turn will contribute to improved level of social cohesion and dialogue within the society.

More specifically, the Project will support formulation and implementation of inclusive policies, thereby contributing to long-term positive changes and reducing gender-specific constraints that women face in accessing higher positions in power and decision-making as well as in other spheres like economic decision-making and entrepreneurship. On the whole, the Project will promote the concept of equal participation of women and men in development and in building democracy on local level.

To reach that goal, the following **objectives** will be met:

- Increase the level of women's representation in decision and policy making on the local level, thus, contributing to the achievement of respective targets under CEDAW, MDG 3, ENP Action Plan, 2011-2015 Gender Policy Strategic Programme and the respective Action Plans.
- Enhance the capacities and skills of local female leaders for running for LSG elections in 2012-2013.
- Capacitate the elected local females for effective functioning in the office.

- Strengthen knowledge and the capacity of local authorities, CBOs, NGOs and the media on gender equality, democratic governance, inclusive societies, participation, and social cohesion concepts.
- Promote social partnership and stimulate tolerant and constructive gender dialogue among the authorities, civil society and community representatives for gender-related issues and undertake possible gender transformative actions.
- Contribute to the transfer of knowledge and experience mainly locally, but also nationally, among duty-bearers working in the area of democratic governance and policy making.
- Convene first-ever national community of practice workshop in the area of gender and democratic governance. Explore the opportunities and invite also regional counterparts to the event (i.e. from Russia, Georgia, Ukraine, and other).
- Support locally-originated partnership initiatives within the framework of East-East;
- Support youth engagement and application of innovative methods and tools in the Project, such as flash mobs, cultural events, use of social media, etc.
- Strengthen knowledge and the capacity of the media to report on gender related issues in non-stereotyped language. Capacitate media, civil society and duty-bearers to be able to turn the discourse on gender issues into the direction of requirement of modern nation/state, and effective mainstreaming of it into the European and global integration processes.
- Conduct media monitoring to measure the progress towards more favourable for women and stereotype-free coverage of media topics.
- Increase public awareness and promote advocacy of gender, equal opportunities, women empowerment, and democratic governance and social cohesion topics through TV programmes, interviews, talk shows, PSAs and campaigns targeting primarily on the activities at the local level.

VII. STRATEGY

- ◆ The Project will build upon the platform of the 2010-2015 United Nations Development Assistance Framework for Armenia and will use series of principles aimed at ensuring national ownership, achieving maximum development impact, transparency, cost-efficiency, coordination and consultancy with the Government of Armenia, civil society, UN Agencies, EU, and donor community to avoid duplication and enhance synergies. The Project will be implemented utilizing the strategies of capacity development, transparency, partnership, community mobilization, participation, awareness raising. More specifically:
 1. The strategy of partnership and capacity building will be utilized through engagement of all respective stakeholders in joint events like workshops, trainings, round-table discussions, campaigns, etc. Along with target beneficiaries, the Project will also involve counterparts from non-beneficiary communities and the national authorities to enable for inter-linkages and synergies, i.e. alignment of Project's activities with country priorities, ongoing policy formulation processes, coordination with donors and UN sister agencies.
 2. Community mobilization strategy will mostly focus on promoting participation of community members, including the youth, in the project activities and gender transformative interventions that are aimed eventually at attitude and behavioural change. To that end, the project will utilize catalytic and innovative approaches to engage women, youth and other community groups.
 3. Awareness raising strategy is expected to be two-fold: capacity building of the media will be paralleled with opportunities to utilise their knowledge through "regular" media formats: talk-shows, PSA, interviews and documentaries, as well as innovative ways to promote ideas of 'zero tolerance'.
 4. All related publicity materials, official notices, report and publications will comply with the EU Visibility Policy and standards.
- ◆ The Project document draws on several needs assessments and a number of surveys on gender issues, women's status and women's rights, including the expertise existing within the UN Agencies, national and international, regional and bilateral organizations including the EU, the WB, OSCE, the British Council, and the Armenian Association of Women with University Education. In particular, the Project builds on the results of different projects and surveys by the OSCE, AAWUE, UNDP and UNFPA on women's civil and political participation, Armenia's Gender Profile and other studies on economic opportunities by WB, as well as initiatives by EU in Gender Based Violence and Empowering of Young Women, as well as Wo/Men in Politics and Na/Ne Media Award Projects implemented by British Council, British Embassy in Yerevan in partnership with the OSCE. Also, the Project will draw on the results of legislation analysis through gender lens and the study of gender-based violence at work places conducted within the framework of UNDP Gender and Politics in Southern Caucasus Programme, on the Assessment of Implementation of CEDAW, BDPfA and MDGs in Armenia conducted within the framework of the UNIFEM Project, and the results of other projects conducted by UNFPA and UNICEF. It does so to capitalize on and up-scale the results obtained during earlier interventions as well as to ensure longer-term impact and sustainability of the efforts. The latter are particularly significant since gender-related institutional change requires time.

- ◆ This Project applies the human rights-based approach that links gender equality with societal democratization and human development. It further proceeds from the assumption that policy frameworks can and should be made gender responsive, inclusive, and participatory. Therefore, it advocates and promotes a pro-active policy approach. At the same time, it emphasizes the growing need to strengthen the technical expertise and the capacity of public and civil society institutions to formulate and scrutinize policy options and decisions, to bracket problems with gender and democratic governance lens and to factor the recognition of cross-cutting nature of gender equality issues into their deliberations.
- ◆ The Project will reach out to several target groups:

Direct beneficiaries:

1. Female leaders, women, community members
2. Local self-governance bodies
3. Municipal servants and community heads
4. Media and civil society institutions
5. Local communities

Indirect beneficiaries:

6. Youth
7. Government of Armenia
9. Public at large

To achieve the stated goals and objectives, below project management structure will be applied.

VIII. MANAGEMENT ARRANGEMENTS

The project will be implemented under the UNDP Support to National Implementation Modality. The Ministry of Foreign Affairs of the Republic of Armenia, as the implementing agency will assume the overall management of the project and will be responsible for the attainment of project objectives, including activity planning; supervision of the project implementation and financial accountability; the assessment of progress and technical quality; reporting to the Executing and Funding Agencies; and participation in monitoring and evaluation. The UNDP Results Based Management Guide (RMG) will be used as a guide for the project implementation. The Ministry of Territorial Administration of the Republic of Armenia will be a Responsible Party of the Project and will support Project implementation at local level and institutionalization of results.

Project Board: The management decisions for the project will be provided by the Project Board when general guidance is required. It will consist of the Senior Beneficiary (Government agencies, CSOs), the Executive (Project National Director/MFA) and the Senior Supplier (UNDP Armenia CO). In order to ensure UNDP's accountability, the final decision making rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. Project reviews by this group shall be made at designated decision points during the running of the project, or as necessary when raised by the Project Coordinator. The Project Board contains three roles:

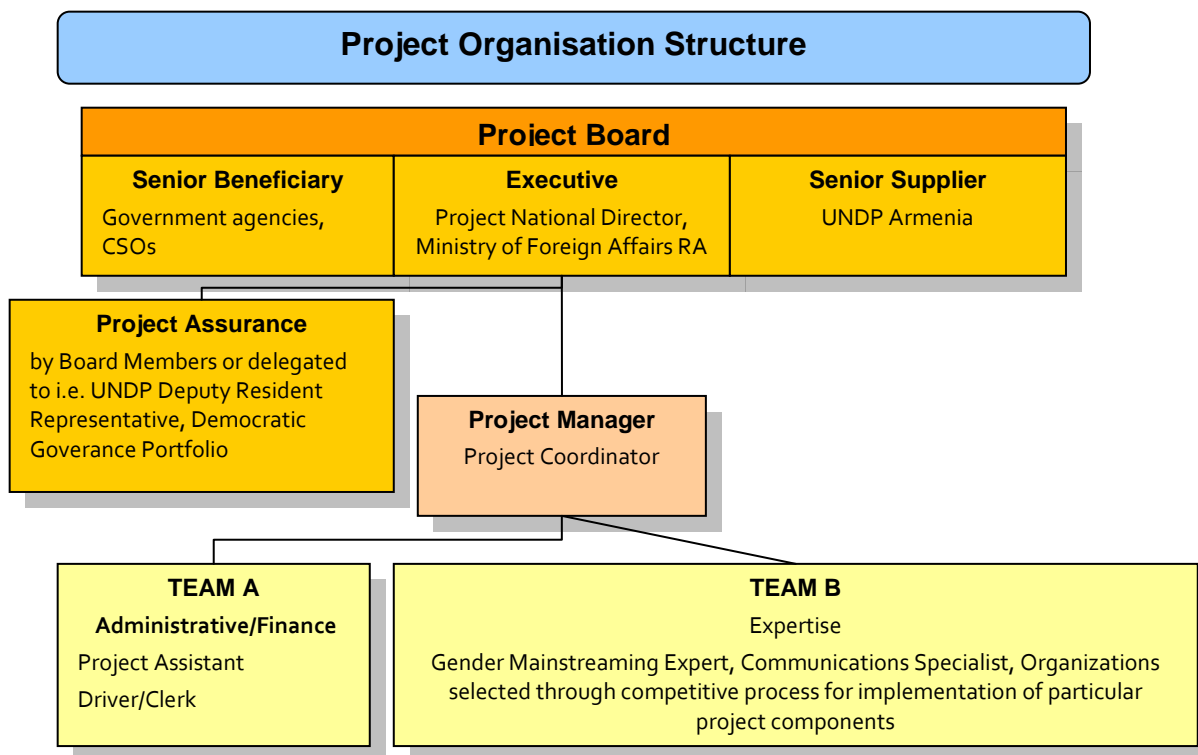
- Executive representing the project ownership to chair the group,
- Senior Supplier role to provide guidance on the technical feasibility of the project, and
- Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.

Project Assurance: is the responsibility of each Project Board member. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. It can be delegated. For this project, the UNDP Deputy Resident Representative and/or UNDP Democratic Governance Programme Officer will hold the Project Assurance role.

Project Coordinator: The Project Coordinator has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Coordinator's prime responsibility is to ensure that the Project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Project Assistant (Administrative/Finance) (TEAM A) will provide administrative and financial support to the Project and reports directly to the Project Coordinator. Specific responsibilities include setting up financial accounting and reporting systems for the project in accordance with UNDP financial rules and procedures; assist in the preparation of financial/budgeting components of the work plans and other required reports; supports in overall implementation of the Project.

Team of Experts (TEAM B) will support Project with the facilitation of participatory discussions in the pilot regions/provinces, analyzing the results, and developing recommendations. The team will be led by Project Coordinator. The Team also includes the Communications Specialist.



IX. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- 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 (see annex 1), 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, bi-annual Progress Reports shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project 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 project implementation and address current issues.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the bi-annual progress reports as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: UNDP Country Programme Output 2.1.3 Increased national and local capacities to ensure gender equality and the empowerment of women		
Activity Result 1 (Atlas Activity ID)	Females' representation in decision making at local level increased through capacity building for both potential future candidates on the eve of 2012-2013 local elections and for the elected local females during governance in the office.	Start Date: 01.01.2012 End Date: 31.12.2014
Purpose	<i>Action 1.1 Capacity building activities for potential local female candidates interested in running for the LSG elections during 2012-2013.</i> <i>Action 1.2. Series of training for elected females of local self-governance bodies and communities to equip them with knowledge and skills for effective functioning in the office.</i>	
Description	1.1.1 Series of trainings for local female leaders in selected regions of Armenia on i.e. leadership, facilitation, negotiations conducted. (2012, 2013) 1.1.2 Cascade trainings and other capacitating events by pool of elected females for the potential future female candidates conducted. (2012, 2013) 1.2.1 Trainings for elected females on i.e. inclusive and responsive governance, communications, networking, budget formulation, implementation, and monitoring, accountability and transparency, youth engagement and participatory practices provided. (2012, 2013, 2014) 1.2.2 Professional networking and partnering initiatives among the elected females including within the framework of East-East partnership are supported. (2012, 2013, 2014) 1.2.3 Pool of elected females to share their experience and provide training for potential future female candidates established and capacitated. (2012, 2013) 1.2.4 Support in development of communications strategy to the elected local females provided. (2012, 2013) 1.2.5 Gender transformative initiatives targeting at the change of attitude are explored for piloting. (2012, 2013, 2014)	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>After each elections, quarterly</i>
Review number (%) of women who run for LSG elections and the number (%) of women who passed through LSG elections.	Review of respective official documentations/statistics	By end of 2012 By end 2013
<hr/>		
Activity Result 2 (Atlas Activity ID)	Knowledge and capacity of local authorities on participatory and gender-sensitive governance increased.	Start Date: 01.01.2012 End Date: 31.12.2014
Purpose	<i>Action 2.1 Series of workshops and events for relevant local authorities to address local development issues and formulate policies and programmes in inclusive and gender sensitive way</i>	
Description	2.1.1 Series of workshops and meetings with participation of local authorities, civil society, and community representatives on gender-related issues, inclusive and responsive governance are held to promote social partnership and stimulate tolerant and constructive dialogue. (2012, 2013, 2014) 2.1.2 Periodic meetings to discuss local level issues with the national authorities are held. (2013, 2014). 2.1.3 Interactive on-line thematic discussion fora on the basis of existing regional IT system are developed and applied. (2012, 2013, 2014) 2.1.4 <i>Gender and Democratic Governance</i> Community of Practice (CoP) annual workshop to share knowledge and experience among the beneficiary LSG leaders and other local and national counterparts supported. (2012, 2013, 2014)	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of instances and types of networking, partnerships and joint actions by beneficiaries, including in the area of gender transformative initiatives.	Review reference documents, interviews	By end of 2012 By end of 2013 By end of 2014
Number of successful results from the outcomes of	Review of reference documentation, minutes,	By end of 2014

discussion fora, workshops and meetings including <i>Gender and Democratic Governance</i> Community of Practice.	protocols, media reports	
Activity Result 3 (Atlas Activity ID)	Knowledge and capacity of civil society and the media are strengthened to engage in constructive dialogue on gender and democratic governance related issues and to promote non-stereotyped portrayal of females and males.	Start Date: 01.01.2012 End Date: 31.12.2014
Purpose	<i>Action 3.1 Rounds of activities and events for civil society and the media to strengthen knowledge and professional capacity on gender, democratic governance, and inclusive societies.</i> <i>Action 3.2 Broad advocacy activities at the local level to increase public awareness on gender equality, equal rights and opportunities, women's empowerment with the main emphasis on the youth engagement.</i>	
Description	<p>14.1.1 Number of capacity-building training seminars and workshops for the print and electronic media (journalists, editors, producers) and the NGOs to equip them with adequate skills and knowledge to discourse on gender and social cohesion related subjects and present non-stereotyped portrayal of females and males conducted. (2012, 2013, 2014)</p> <p>3.2.5 Series of TV programmes, interviews, print and electronic newspaper articles, talk shows, PSAs, and media campaigns produced and broadcast through the local media (possibly also broadcast by national media channels), in line with the EU visibility policy. (2012, 2013, 2014)</p> <p>3.2.6 Facilitation of public discourse, including through the social media tools, on gender equality, women's rights, inclusive societies, political and civic participation and females' representation in decision-making conducted. (2012, 2013, 2014)</p> <p>3.2.7 Rounds of events (in classical format as well as flash mobs, musical events, happenings, etc.) to raise public awareness conducted. (2012, 2013, 2014)</p> <p>14.1.2 Media monitoring with application of Tolerance Monitoring Methodology to measure the change in coverage of gender-related issues and use of stereotype language conducted (2012, 2014)</p>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of advocacy materials and campaigns on gender issues and women's human rights produced and broadcast by the media.	Media products, review reference documents, interviews	By end of 2012 By end of 2013 By end of 2014
National fora to discuss gender and inclusive governance related issues among respective duty-bearers, rights-holders and civil society established and applied	Website address, usage	By end of 2012 By end of 2013 By end of 2014
Activity Result 4 (Atlas Activity ID)	Programme Implementation, Monitoring and Evaluation	Start Date: 01.01.2012 End Date: 31.12.2014
Purpose	Programme Implementation, Monitoring and Evaluation	
Description	<p>15 Conduct effective coordination, administration and monitoring of project activities.</p> <p>16 Ensure full achievement of the project outputs.</p> <p>17 Prepare and submit all necessary reports as well as the project-management related documents, maintain project's risk/issue logs and the results matrices.</p> <p>18 Conduct regular monitoring visits and inform respective stakeholders on observations.</p>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Annual works plans are delivered and the reports submitted	Outcome Board Meeting, Standard Progress Reports, UNDP web site	By end of 2012 By end of 2013 By end of 2014

X. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document*.

ANNEX 1: 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
1.	Increased social tension in the outcome of national parliamentary (2012) and presidential (2013) elections	02/11/2011	Political	I = 2 P = 2,5	Close monitoring of election-related developments; proper planning of project activities around the electoral cycle	Project Coordinator	DG Portfolio Analyst	10/10/2011	
2.	Lack of commitment at the political level	02/11/2011	Political	I = 2 P = 1	This project aims to generate political support for public participation. UNDP senior management continuously advocates to underline the importance of promotion of gender equality for Armenia and highlights the opportunities when meeting with senior government officials	Project Coordinator	DG Portfolio Analyst	10/10/2011	
3.	Low level of participation and commitment from local counterparts due to the low level of trust, apathy and/or other reasons	02/11/2011	Political	I = 2 P = 3	Reach out to the local partners. Lobby with them to participate, possibly through high profile events, spend more time, efforts and targeted advocacy campaigns at local level	Project Coordinator	DG Portfolio Analyst	10/10/2011	
4.	Major natural disaster, e.g. earthquake may disrupt the process	8-10-2010	Environmental	I = 5 P=1	Potential need for deviation from the original plan for the project implementation due to possible transfer of attention (human and financial resources) to the emergency response and early recovery efforts The ongoing DRR programme in UNDP Armenia can provide expertise.	Project Coordinator	DG Portfolio Analyst	10/10/2011	