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Gender Equality in Public Administration of Armenia

Project Title: Gender Equality in Public Administration of Armenia (GEPAA)

Project Number: 00117117-00114015

Implementing Partner: UNDP Armenia

Start Date: 20.01.2019

End Date: 20.06.2020

PAC Meeting date:

Brief Description

The Gender Equality in Public Administration of Armenia is initiated to support the gender dimension of the public administration system in Armenia.

In the wake of Armenia's Velvet Revolution of April 2018, the country's new government made enhancing the role of women in politics and government a priority. However, it lacks a clear understanding and tools to ensure gender equality and promote women's empowerment in public administration. The overall purpose of the present project is the achievement of gender equality and the empowerment of women in public service. The specific objective of the project is to address risks and vulnerabilities of the on-going Armenia's public-sector reform through a gender prism. Recommendations (2.6) of the GEPA Snapshots in EECA (October 2017 Report) will (among other) serve as basis for intervention.

Specifically, 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 project will achieve the following results:

- (i) Based on a comprehensive assessment, the risks and vulnerabilities in the public sector and their impact on men and women will be revealed, including legal and policy framework, institutional structures.
- (ii) Specific policy recommendations will be developed to tackle the identified gaps.
- (iii) New generation of policy solutions will be prototyped to fundamentally change the role of women in decision-making (public administration).
- (iv) Aspirations among students will be revealed and measured in regard of their potential joint the public service in Armenia.
- (v) Civil servants' curricula including gender module will be reviewed and modernized (reference to Complementarity section, point 2), based on the objectives of the Gender Policy Strategic Action Plan for 2017-2021.
- (vi) In collaboration with SDG Lab in Armenia key crosscutting SDG targets and indicators will be mapped with consideration of CEDAW general recommendations on the barriers for women in decision making.
- (vii) Piloting in Armenia "Gender Equality Seal Award in Public Institutions", as part of a global pilot.

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.

Project Reference source: Armenia Voluntary National Review Report on SDG Implementation 2018, 2017, MAPS SDG Acceleration Roadmap, GEPA Snapshots in EECA (October 2017 Report), Gender Policy Strategic Action Plan for 2017-2021.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

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

UNDP Country Program Output 3.1. Measures in place to increase women's participation in decision-making and support women's economic empowerment.

SDG 5 and SDG16: Achieve gender equality and empower all women and girls; 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. Add relevant SDG 16 target.

SP Output 3.3.2 Capacities strengthened to raise awareness on and undertake legal, policy and institutional reforms to fight structural barriers to women's empowerment. Gender-responsive and risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies

Indicative Output(s) with gender marker: GEN3

Total resources required:	300,000 USD	
Total resources allocated:	FW:	300,000 USD
	Government:	
	In-Kind:	
Unfunded:	n/a	

Agreed by (signature):

UNDP Armenia

Dmitry Mariyasin, UNDP Resident Representative

Date:

I. DEVELOPMENT CHALLENGE

CONTEXT

Women empowerment remains a critical development issue in Armenia. Women comprise 52.2% of population in Armenia and 56% of those with higher education. However, their representation in decision-making at all levels remains low: 24.2% in the parliament¹, less than 10% in the local governance. There are only 1 mayor in 48 urban communities, and only 6 female mayors in rural communities.

The global Inter-Parliamentary Union in its “Women in Politics: 2017” report, ranked Armenia in the 129th place out of 186 countries as per number of women in ministerial positions, and in the 160th as per the seats women hold in the parliament. According to the Gender Gap Index 2017, Armenia is in the 111th place out of 144 countries in terms of political empowerment, which is a slight progress in comparison to 125th place of the year of 2016. With these indicators, Armenia needs to apply extra efforts to improve the situation.

The local context also presents several challenges to the goal of participation, empowerment and gender equality. Various researches point at political, socio-economic and cultural factors, which limit women participation, such as: insufficient mechanisms and regulations to advance gender equality at the national and local level; reluctance of political parties to appreciate and promote women leadership; narrow gender identities; limited access to resources for economic empowerment; lack of female leadership culture and support networks; power distance; lack of confidence and skills among women; etc. All these factors limit opportunities for building a critical mass of female cadre in national and local governance.

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

In parallel, the context offers opportunities too. Youth in Armenia emerges as a strong voice for democratization of decision-making. The country has observed youth-driven civic movements in Armenia in response to several government decisions or actions, which society considered unfair. The recent Velvet Revolution also had an explicit youth face.

On top of all, the **new realities in Armenia** are promising in terms of democracy strengthening. The spring of 2018 brought major transition in the politics of Armenia. In the wake of Armenia’s Velvet Revolution of April 2018, the country’s new government made enhancing the role of women in politics and government a priority. However, it lacks a clear understanding and tools to ensure gender equality and promote women’s empowerment in public administration.

The overall purpose of the present project is the achievement of gender equality and the empowerment of women in public service. The specific objective of the project is to address risks and vulnerabilities of the ongoing Armenia’s public-sector reform through a gender prism.

In parallel, the project comes timely, since in early 2019 the SIGMA Baseline Measurement report on public administration system in Armenia will be released. Policy recommendations to be provided as key result of the GEPAA project will be aligned to the key findings of SIGMA report. The recommendations derived from the findings will inform the PA reform and make it more gender-sensitive, with focus on engagement of women in public roles and managerial/leadership positions. With that the project will lay a solid foundation for further interventions to support implementation of recommendations and develop new mechanisms, methodologies and tools. The project will also adopt platform approach to sensitize potential partners and supporters, coordinate efforts of different stakeholders and exchange data and knowledge among the stakeholders.

Earlier achievements

¹ According to the results of recent parliamentary elections in December 2018

Introduction of quotas: To address the issue of low representation of women, UN GTG subgroup on political participation of women (including OSCE, UNDP, OxyGen Foundation, AAWUE and others) successfully advocated for increase of gender quotas for parliamentary elections to 30% in 2016. Next, similar quota was introduced for municipal elections in the cities of Yerevan, Gyumri and Vanadzor.

Increase in women representation at the local level: During 2012-2018 UNDP, within the framework of its two Women in Local Democracy projects has supported more than 3500 women all over Armenia to advance in their leadership. In 2016 cycle of elections 30% of women running for local elections were WiLD beneficiaries. In average 70% of beneficiary women candidates were elected. As per data of 2016 local elections, 216 (32%) of 676 registered female candidates and 170 (35%) of 491 elected women from all regions were WiLD and WiLD 2 project beneficiaries. The representation of women grew from 7 to 9 in 2012 big cycle of elections, and from 9 to 12% in 2016 elections.

Social innovation: Throughout the WiLD project, as well as the EU-funded Kolba Lab work, UNDP has ensured user-centered approach and applies social innovation techniques. UNDP's Hacker's Toolkit, Nesta's DIY Toolkit have been broadly used to allow the project beneficiaries to be in driver's seat, come up with ideas and jointly co-design solutions.

Reference Data

This Project Document is developed with consideration of the recommendations issued for Armenia by the international Human Rights mechanisms, such as CEDAW² and the Universal Periodic Review, as well as number of research initiatives, as follows:

- The Gender Policy Concept Paper approved by the Government of Armenia in February 2010 highlights that gender equality is the first and foremost democratic value, one of the fundamental human rights, a precondition for achieving social justice, and a prerequisite for the formation of a democratic, social and rule of law state. It outlines the mechanisms to advance gender quality in decision making and in public administration.
- The Constitution of Armenia and the Law of Republic of Armenia on "Provision of Equal Rights and Equal Opportunities of women and men in Armenia" adopted in May 2013 enshrine the principles of equality of women and men in Armenia. Mechanisms now need to be developed and introduced to guarantee real gender equality and enjoyment of rights and opportunities by men and women in all walks of life.
- The recommendations of the Universal Periodic Review issued to the Republic of Armenia in 2015³ include strengthening the measures to ensure a larger number of women in political life.
- Observations on the combined fifth and sixth periodic reports of Armenia (2016) of the Committee on the Elimination of Discrimination against Women (CEDAW) include: (i) adoption of temporary special measures to accelerate women's full and equal participation in elected and appointed bodies, (ii) introduce a gender parity system for appointments and accelerated recruitment of women in senior positions in the public and private sectors, and (iii) implement national awareness raising campaigns about the importance of women's participation in public and political life, specifically in rural areas; (iv) Increase the availability of training and capacity-building programmes for women wishing to enter political life or hold public office and continue to encourage the media to ensure that female and male candidates and elected representatives receive equal visibility in the media, especially during election periods; ensure the safety of women in political life⁴;
- One of the recommendations in the evaluation of the results of the "RA Gender Policy Strategic Action Plan for 2011-2015" and the "2011-2015 National Programme against Gender-Based Violence" point at importance to introduce positive discrimination measures to ensure political participation of women as well as equal representation in the decision-making processes at different levels.
- Armenia Voluntary National Review Report on SDG Implementation 2018

² Committee on the Elimination of Discrimination against Women

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

⁴ <http://www.refworld.org/docid/583863b34.html>

- MAPS SDG Acceleration Roadmap
- GEPA Snapshots in EECA (October 2017 Report), Gender Policy Strategic Action Plan for 2017-2021.

Expected Outcome

The expected outcome of the project is that gender equality prism will be ensured throughout implementation of the public administration reform in Armenia. It will also lay a solid basis for further continued work and replication of successes and results for stronger gender equality dimension in the public administration system, including policy and legal framework, organizational structure, incentive and enabling measures for better women engagement in public administration. In addition, findings from the survey among students on their aspirations and needs in their potential joining the public office, will inform the overall reforming process from human resource management perspective and make it more conducive for women and men, potential leaders of next generation.

II. STRATEGY

The implementation strategy of the present project will embrace as the constituents of the public administration system and decision-makers in it, as well as the users of the public services. It will also tap into 'generation next'.

Specifically, the project will focus on:

- revamping the recruitment, promotion and remuneration 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.

At the user side, the project will explore:

- citizen perspectives on women and men engagement in public administration system and their respective roles in it;
- measure the level of aspiration and interest among current students to join the public service in future.

Facts and data from both sides will inform the process of reforming the PA in Armenia and help to timely diagnose and tackle gender-related problems and perceptions.

Flexibility: Taken the fact that the Government of Armenia, as well as public administration system is currently in transition, with the precise contours of the reform agenda still to be clarified, the project will ***maintain certain degree of flexibility*** in the activities to be fully responsive to the emerging priorities.

Primary Target: Within the scope of the given time and financial resources, UNDP will primarily target the following public institutions:

- RA Prime Minister's Office
- 3-4 key Ministries, to be selected after the Government optimization reform
- Yerevan Municipality, as the biggest segment of local government.

Mixed approach: The project will apply ***a combination of conventional approaches with innovative user-centric processes***, to allow not only professionals' but also citizens' perspectives on the subject areas of the project to initiate contextual solutions. Thus, the program will foster the engagement of citizens via surveys, as well as by applying co-design models, based on successfully tested UNDP models (Demo Co-design Lab, etc.) and new creative formats to tap into citizens' expertise and jointly seek solutions.

The project will also contribute to ***nationalization of Sustainable Development Goals*** (SDG) and their integration into the national policies focusing on SDG 5 and SDC 16. The project will partner with the newly-established SDG National Innovation Lab for data exchange, research and evidence collection, etc. UNDP Global Strategic Plan, through its signature solution on strengthening gender equality and the empowerment of women and girls, focuses on promoting equal political and economic participation enabled by supportive policies towards transformative livelihoods and strengthen women's resilience. UNDP Armenia will tap into the global and regional networks and knowledge base throughout implementation of the project.

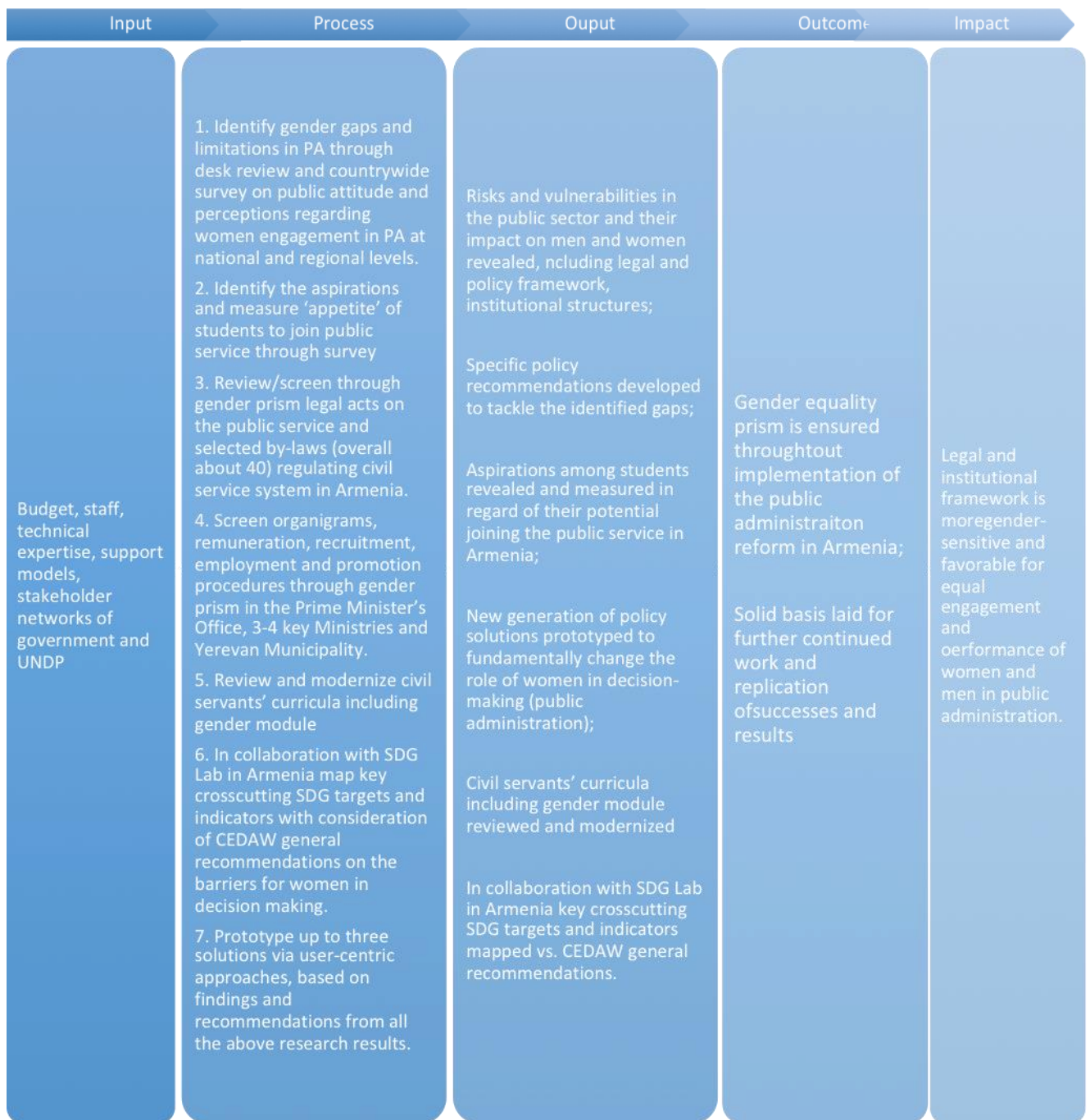
The ***overarching goal*** of the project is to contribute to achievement of gender equality and the empowerment of women in public service, through addressing risks and vulnerabilities of the on-going Armenia's public-sector reform through a gender prism.

The ***objectives*** of the project are:

1. 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.
2. Identify the aspirations and measure 'appetite' of students to join public service through survey
3. Review/screen through gender prism legal acts on the public service and selected by-laws (overall about 40) regulating civil service system in Armenia.
4. Screen 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.
5. Review and modernize civil servants' curricula including gender module (reference to Complementarity section, point 2), based on the objectives of the Gender Policy Strategic Action Plan for 2017-2021.
6. In collaboration with SDG Lab in Armenia map key crosscutting SDG targets and indicators with consideration of CEDAW general recommendations on the barriers for women in decision making.
7. Prototype up to three solutions via user-centric approaches, based on findings and recommendations from all the above research results.
8. Introducing Gender Equality Seal Award in Public Institutions, as part of a global pilot.

Theory of change

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 address the gender dimension right in parallel, and in due manner. Data on aspirations/ perspectives of nowadays students to potentially join public service in future will provide the futuristic insight on desired PA system by 'generation next' and women's and men's roles in it. Knowledge products and solutions prototyped in multistakeholder 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 continues work and replication of results.



III. OUTPUTS, RESULTS AND PARTNERSHIPS

Project OUTPUTS:

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

1. Based on a comprehensive assessment, the risks and vulnerabilities in the public sector and their impact on men and women will be revealed, including legal and policy framework, institutional structures;
2. Specific policy recommendations developed to tackle the identified gaps;
3. Aspirations among students will be revealed and measured in regard of their potential joint the public service in Armenia;
4. New generation of policy solutions will be prototyped to fundamentally change the role of women in decision-making (public administration);

5. Civil servants' curricula including gender module will be reviewed and modernized (reference to Complementarity section, point 2), based on the objectives of the Gender Policy Strategic Action Plan for 2017-2021;
6. In collaboration with SDG Lab in Armenia conduct Gender Baseline Assessment on SDG in key crosscutting SDG targets and indicators with consideration of CEDAW general recommendations on the barriers for women in decision making.
7. Piloting Gender Equality Seal Award in Public Sector Institutions, as part of global pilot.

The outputs will be achieved and measured via the following results and activities:

Result 1. 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.

- 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. This is crucial for revelation of deep root causes of gender gaps not only in public administration but also in many areas of socio-economic life in Armenia.
- 1.2. Exploring the citizens' perspectives on inclusive and gender-sensitive governance through countrywide representative survey in all regions and in capital Yerevan. This effort in parallel to 1.1. action will help to collect and further analyse information from the ground source. Special training for the group of interviewers will be organized to improve their skills and to contribute to the overall success of the survey. Information gathered will be further thoroughly analysed to depict the situation from different angles and to uncover the key problems and concerns. Based on the results of the survey a report will be prepared, which apart from key findings will offer policy recommendations as well. The report will be presented, discussed and validated by key counterparts and beneficiaries through different events and focus groups.
- 1.3. Reviewing legal acts regulating the public service overall, and selected by-laws regulating civil service system in Armenia through the gender prism.

Public administration reforms are among key priorities for the Government of Armenia as a fundamental prerequisite for boosting economic growth. Stemming from the Constitutional changes of 2015, per which Armenia has become a parliamentary republic, the Government of Armenia has launched a wide range of reforms in public administration. As a result, a package of legal acts has been developed and adopted in March 2018 which are related to the public service, civil service, government structure, administrative relations, salary policy etc. Fundamental changes have been done in the civil service institute that has been functioning since 2002. There was a crucial transformation from centralized system to decentralization, the scope of civil service in Armenia widened too. The Civil Service Council was reorganized to Civil Service Office (hereafter the CSO) under the Prime Minister's Office with new institutional tasks and responsibilities. The new civil service system will be officially operational starting January 2019. The new bylaws and institutional set up will respectively need to be established and adopted by that time. Since there is completely new legal background regulating public service in Armenia, it is reasonable to conduct in-depth peer review of the main legal acts, as well as of the relevant by-laws regulating civil service. It will help to understand to what extent these documents are reflecting gender equality principles and to provide necessary recommendations from this point of view. This exercise will be complementary to the preconditions of EU PAR budgetary support project for 2017-2020, which entails that all by-laws regulating civil service need to be screened against SIGMA Baseline Measurement main findings.

- 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.

One of the key tasks stem from the project objective is to have a clear picture on gender gaps in public administration bodies. This brings to necessity in conducting detailed screening of organigrams and structure of functional units, all aspects of human resource management meaning recruitment, remuneration, promotion, rewarding, staff turnover and etc in the staff of Prime Minister Office as well as in the selected ministries. This exercise will be done in the ministries which have been reorganized because of global changes occurred in the government structure due to which the number of ministries has decreased from 17 to 12. This will be the right time intervention since reorganization usually entails redundancy and it will be interesting to understand whether discrimination from gender point of view has taken place. The same activity will be conducted in Yerevan municipality taking into consideration its status and importance in socio-economic life of Armenia even though the municipality is under community service regulation. The main findings of the research will be summarised, and relevant package of recommendations will be developed and presented to the key stakeholder responsible for public administration reform in Armenia.

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.

In 2017 the Government of Armenia has started the process of “nationalization” of UN SDG targets stemming from its commitments, four inter-agency groups created by thematic topics of the SDG. However, the process has been suspended due to political changes in 2018. Once the new government is formed in the beginning of 2019 there is a high probability that the process will be revitalized and finally the national action plan for the SDG implementation will be developed. From this point of view, it will be reasonable to conduct mapping of the SDG targets against CEDAW general recommendations to ensure their correct reflection in SDG national implementation agenda. This activity will be done in close collaboration of the SDG Innovation Lab which is the joint initiative of the Government of Armenia and UN aimed at supporting the Government of Armenia in effective implementation of UN SDG.

1.6. Discussing and validating the findings and recommendations through broad series of consultations and public discussions countrywide.

After completion of the above-mentioned activities a final report will be developed reflecting the key findings and policy recommendations. To ensure visibility of the project and awareness raising, as well as to have general and professional feedback from key stakeholders and beneficiaries a series of public discussions will be organized countrywide in the form of conferences, workshops etc.

Result 2. “Appetite’ and aspirations of the students to join public service in future identified via survey in selected academic institutions.

In the job market public and private sectors are competing for qualified human resources. Despite private sector has competitive advantage in terms of remuneration and career promotion in the long-term perspective, public sector attracts potential employees via provision of stability and social guarantees. The main human resource “supplier” for public sector is higher education institutions where nowadays students are in position to think about their future occupation. Stemming from the main objective of the project it would be reasonable to conduct a 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. The results of the survey will be analysed against the findings of nationwide survey (1.2.) to find logical sequences and correlations. Implementation of the survey will be important not only from the perspective of current project, it will provide valuable input for the Civil Service Office within the overall framework of elaboration and implementation of human resource management in public sector.

Result 3. Civil servants’ curricula including gender module (reference to Complementarity section, point 2), revised and modernized based on the objectives of the Gender Policy Strategic Action Plan for 2017-2021.

Decentralized civil service model implies that mandatory trainings for civil servants on improvement of professional skills will be under responsibility of relevant state bodies, while trainings on general competencies are under area of responsibility of CSO. Competency based training system is currently under development and it 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. This will be done in cooperation with UNDP's dedicated project on human rights promotion and protection, which is due to develop human rights course for the CSO and consequently gender module will be included in the mentioned course.

Result 4. Up to three solutions prototyped based on findings and recommendations from all the above research results and via user-centric approaches.

To ensure viability of policy recommendations and feasibility of their implementation the prototyping approach for policy making will be applied through user-centric techniques. In fact, prototyping is a preliminary test of the policy recommendations which can reveal their strength and weaknesses. For this purpose, up to three policy recommendations will be "tested" in selected state bodies with involvement of relevant stakeholders and the key experts. Based on the results different scenarios will be developed with detailed "SWOT" analysis to be submitted to policy makers.

Result 5. Piloting Gender Equality Seal Awards in Public Institutions in Armenia, as part of a global pilot.

UNDP is supporting government partners to pilot Gender Equality Seal assessment and certification methodology. The piloting countries are DRC, Moldova, Egypt, Panama, and Dominican Republic. Tunisia and Iraq joined this global pilot in 2018. The pilots reported that this methodology and its tools was found to be a comprehensive framework relevant to public institutions context, an effective accountability mechanism; a change process to accelerate transformation for gender equality in public institutions. UNDP Armenia is a certified Gender Equality Silver Seal Country Office. UNDP Armenia finds important extending its experience to a broader number of counterparts and presenting the methodology as a proven approach towards transformational changes on the ground towards equal rights and opportunities of women and men.

Resources Required to Achieve the Expected Results

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

Human resources will include expertise on aspects of public administration, gender equality, local and national governance, legal framework, research techniques – both conventional and innovative. The project will be informed and will benefit from UNDP's broader portfolio of ongoing projects on gender equality and women empowerment.

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

Also, UNDP will seek advisory services on corporate methodologies or those already tested by UNDP in the region for:

- (i) research on gender dimension of public administration
- (ii) innovative and user-centric research methods applicable for this project
- (iii) South–South exchange on best practices in advancing women leadership in PA.

Partnerships and Synergies

Throughout implementation of the project UNDP will build partnership and collaboration schemes with the RA Prime Minister's Office, several key Ministries (to be identified after government appointment, national and local governments, as well as other international actors involved in the sphere of public administration.

Coordination and synergy with other ongoing initiatives at the intersection of public administration, civil service and gender equality, including joint activities.

This project will be implemented in close synergy with four other ongoing projects on political and economic empowerment of women and youth leadership, as well as promotion of human rights in Armenia.

Specifically:

1. Gender Audit of one key Ministry, planned within the frames of the “Women’s Economic Empowerment in South Caucasus (Armenian part)” will supplement the scope of work undertaken within the current project.
 2. Integration of the Human Rights Based Approach (including gender dimension) in the curriculum of the Civil Service Office competency-based training modules within the frames of the “Promotion and Protection of Human Rights in Armenia”.
 3. Data collected at sub-national level within the frames of “Women in Politics” and 2nd phase of Local Governance Programme in Armenia will inform and contribute to wholistic picture on the context and realities regarding the local self-government system in Armenia, in terms women political participation.
- UNDP will ensure cross-learning from all initiatives. The research will, among other, be informed from findings of the previous and ongoing projects and will, in parallel, feed in the public awareness and advocacy components of the mentioned projects.

Visibility

Visibility of implementers and partners will be ensured in line with the UNDP corporate requirements and government guidance. The project will have its own communication and outreach strategy and will adhere to it in ensuring the project visibility on any possible occasion, as well as sharing the same messaging with stakeholders and beneficiaries.

Risks and Assumptions

Major risks (detailed in the Risk Matrix):

The Government of Armenia plans a major optimization of the Armenian Government. This from one side can slow down the components directly linked with the Ministries. At the same time, reorganization and the complexity and workload it brings may push back the prioritization and responsiveness by the government to tackle issues of gender equality in the public administration system. It also brings uncertainty on the whole political system in Armenia.

Recommendations developed on the basis of findings from the research initiatives might not be readily accepted by the government for immediate action.

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

Major natural disaster (e.g. earthquake) can affect/slow down project implementation.

Assumptions:

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

Risk Analysis/Risk Log

Description	Date Identified	Type	Impact & Probability (scale 1 min. - 5 max.)	Countermeasures /Mngt response	Owner	Submitted, updated by	Last Update	Status update
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.	17.01.2019	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 Project Task Leader	Programme Manager	8.01.2019	In process
2.Low level of engagement and commitment from national and local counterparts due to lack of interest and capacity, and/or other reasons	17.01.2019	Social, cultural	I = 2 P = 2	Close monitoring of the process of project activities, nudging and supporting effort ensured in the work with government.	Programme Manager Project Task Leader	Programme Manager		In process
3.Part of the projects activities do not lead to the change envisaged;	17.01.2019	Social, cultural	I = 2 P = 2	The project will be implemented in flexible and adaptive approach. Data will be collected regularly to diagnose complexities, discuss them with representatives of beneficiary groups and mitigate respectively with amending the programmatic component, modifying them, or coming up with new ones.	Programme Manager Project Task Leader	Programme Manager		In process
4.Major natural disaster (e.g. earthquake), or escalation of conflict over Nagorno-Karabakh conflict escalation may disrupt the process too.	17.01.2019	Environmental, political	I = 4 P = 4	Development/update of contingency plan	Programme Manager Project Task Leader	Programme Manager		In process

Target Groups and Stakeholder Engagement

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 key stakeholders and outline a strategy to ensure stakeholders are engaged throughout, including:

Target Groups

- ✓ **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 organisation 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.

South-South and Triangular Cooperation (SSC/TrC)

The project will exchange and practices with other UNDP offices implementing similar initiatives. Opportunities for joint regional issue-specific events and activities will be explored.

Knowledge

The project will produce number of knowledge products, 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.

Sustainability and Scaling Up

Policy recommendations to be provided as key result of the project will be aligned to the key findings of SIGMA Baseline Measurement report. The recommendations derived from the findings will inform the PA reform and make it more gender-sensitive, with focus on engagement of women in public roles and managerial/leadership positions.

With that the project will lay a solid foundation for further interventions to support implementation of recommendations and develop new mechanisms, methodologies and tools. The project will also adopt platform approach to sensitize potential partners and supporters, coordinate efforts of different stakeholders and exchange data and knowledge among the stakeholders.

The next generation of civil servants will be better informed and prepared for gender-sensitive government and public administration.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness/Value for Money

- The project will employ the programmatic intervention schemes that have been applied and tested before. The new initiatives will be built on the successful schemes and on available human and technical resource.
- Procurement of goods and services will be ensured in compliance with UNDP Standard Operational Procedures, which envisage acquisition of appropriate quality goods and services at the most competitive/lowest price in the market.
- The Project will form partnerships and build synergies with other projects and stakeholders working in the fields of public administration, gender equality, women and youth empowerment, as well as intersections of those. One of the strategies that the project will seek is merging of financial and technical resources with partners to achieve the objectives in the most cost-effective way.

Project Management

Main component of the project will be implemented in Yerevan, However, the parts requiring representative research will be implemented countrywide. The project team will be based in Yerevan with outreach to

regions/communities for specific programmatic activities. The Project management will be ensured via supervision from the UNDP Armenia Democratic Governance Portfolio, including quality assurance and technical support. The Project will be implemented in partnership with the RA Government including consultations and joint implementation of activities. The project will also build synergies in women- and youth-related components of other UNDP projects, e.g. UK/GGF-funded “Women in Politics”, “Women’s Economic Empowerment in South Caucasus” project and Local Governance Programme in Armenia (Phase 2).

The project budget includes compensation of the Direct Project Cost (DPC) of the Democratic Governance Portfolio quality assurance, technical support and oversight function.

V. RESULTS FRAMEWORK⁵

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:								
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"								
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:								
Outcome 3. 3.1.2. Number of women benefitting from private/public measures to support women's preparedness for leadership and decision-making roles								
Applicable Output(s) from the UNDP Strategic Plan:								
Output: 1.6.1. Country-led measures accelerated to advance gender equality and women's empowerment								
Project title and Atlas Project Number: Gender Equality in Public Administration of Armenia								
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁶	DATA SOURCE	BASELINE		DATA COLLECTION METHODS & RISKS			
			Value	Year	Year 1	Year 2	FINAL	
Output 1 Gender Equality in Public Administration of Armenia 00117117-00114015	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		Yes	Risk of timely completion of research. Risk of data availability
	Availability of comprehensive policy document presenting the recommendations and strategy to tackle the gaps identified in the assessment report.	Policy recommendations document	No	2019		Yes	Yes	Risk of timely completion of the document. Risk of acceptance by the government.

⁵ 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.

⁶ 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.

	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	3	3	
	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		Yes	Timely completion of analysis and report
	Availability of updated civil servants' curricula with gender module incorporated	Updated Curricula	No	2019	Yes		Yes	Timely accomplishment and introduction of the curricula
	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.
	Piloting in Armenia "Gender Equality Seal Award in Public Institutions", as part of ongoing global pilot.	Pilot report	No	2019	Yes		Yes	

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP, RA Government	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, RA Government	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP, RA Government	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP, RA Government	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP, RA Government	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP, RA Government	

Project Review	The project's team will hold regular project reviews (retreats) to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP, RA Government	
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Evaluation Plan: In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Project will be monitored through the following:

- On a semi-annual basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change, when necessary during the Project implementation period.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the Project implementation.
- Based on the above information recorded in Atlas, annual Progress Reports as well as regular (e.g. quarterly) written updates on Project progress shall be submitted by the Project Manager, using the format agreed upon with the partners.
- A Lesson-learned log shall be filled in when necessary to ensure learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the Project, if necessary
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
- On-going site visits will be conducted by both Project Team and Project Assurance to monitor implementation and address current issues.

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation				October 2020		

VII. MULTI-YEAR WORK PLAN ⁷⁸

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
Result 1: UNDP <i>Gender marker:</i> 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	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. 1.2. Exploring the citizens' perspectives on inclusive and gender-sensitive governance through countrywide representative survey in all regions and in capital Yerevan. 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 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. 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. 1.6. Discussing and validating the findings and recommendations through broad series of consultations and public discussions countrywide.	4,000	2,000.00	UNDP	FW	64300 DPC Staff	6,000.00
		2,000	1,000.00			71300 Local Consultant	3,000.00
		8,000	3,000.00			71600 Travel	11,000.00
		10,000	1,000.00			72100 Contractual Services-Companies	11,000.00
		2,000	1,000.00			72300 Materials and Goods	3,000.00
		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

⁷ 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

⁸ 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.

	Sub-Total for Activity 1							69,120
Result 2: UNDP <i>Gender marker:</i> “Appetite” and aspirations of the students to join public service in future identified via survey in selected academic institutions	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	
Sub-Total for Activity 2							39,420	
Result 3: UNDP <i>Gender marker:</i> Civil servants’ curricula including gender module (reference to Complementarity section, point 2), revised and modernized based on the objectives of the Gender Policy Strategic Action Plan for 2017-2021.	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	
		3,000	1,500.00			74200 - Audio Visual Printing Production	4,500.00	

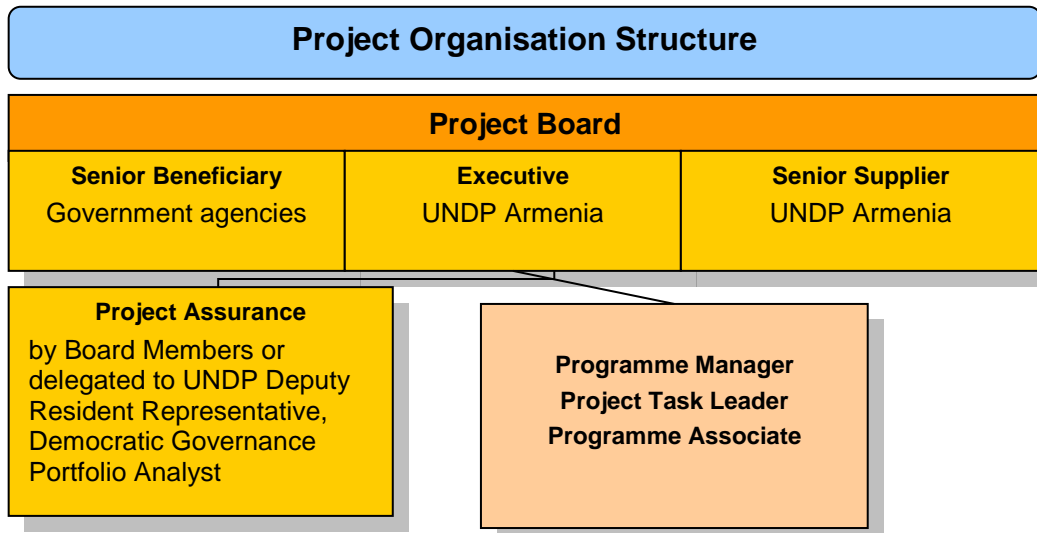
		1,000	500.00			74500 – DPC General Operational Expenditure	1,500.00	
		3,000	2,000.00			75700 - Trainings, Workshops, Conferences	5,000.00	
		1,840	880			75100 - Facilities and Administration 8%	2,720	
	Sub-Total for Activity 3							36,720
Result 4: UNDP <i>Gender marker:</i> Up to three solutions prototyped based on findings and recommendations from all the above research results and via user-centric approaches	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	
	Sub-Total for Activity 4							45,120
Result 5: UNDP Gender Equality Seal Award in Public Sector Institutions, as part of global pilot is piloted	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	
		3,000	-			75700 - Trainings, Workshops, Conferences	3,000	
		800	-			75100 - Facilities and Administration 8%	800	

	Sub-Total for Activity 5						10,800
Result 6: UNDP <i>Gender marker:</i> Implementing	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
		Sub-Total for Activity 6					

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

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



IX. LEGAL CONTEXT

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

This project will be implemented by UNDP Armenia (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds] [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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.

- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. Project Board Terms of Reference and TORs of key management positions