**Project Title**: Women and Youth for Inclusive Local Development

**Project Number:** 00110246 – 00109273

**Implementing Partner:** RA Ministry of Territorial Administration and Infrastructure (MTAI)

**Start Date:** 15 July 2019 **End Date:** 15 July 2023 **PAC Meeting date:** August 1

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| **Brief Description** |
| Gender equality and women’s empowerment remain a critical development issue in Armenia: women comprise 52.2% of population in Armenia and 56% of those with higher education, still, leadership positions in government, in policy-making institutions or the private sector in Armenia are male-dominated. Due to their limited representation in leadership positions women have very little influence over policy decisions and development of solutions. While a 25% quota system is set to ensure women representation at the national level, they face distinct barriers to entering office both at the local and national levels. At the same time women have potential and appetite to engage in local development processes, and the local governance is a good entry point for women’s engagement in politics.  The local governance system is currently in major transition, with 52 enlarged municipalities. By its program introduced in February 2019, RA Government confirmed its commitment to territorial and administrative reform, as well as decentralization. Hence, it will continue and complete the Territorial and Administrative Reform in Armenia (TARA) along with supportive activities, including further decentralization of power to local self-government in a number of areas (e.g. primary healthcare, maintenance and use of intercommunity and inter-settlement roads, public schools, and delivery of integrated social services).  The “Women and Youth for Inclusive Local Development” project is part of “Improvement of the local self-governance system in Armenia” programme, which aims at strengthening accountability, effectiveness, efficiency and inclusiveness of the local self-government system in Armenia in a regionally and socially balanced manner. The project is aligned with Switzerland’s Federal Dispatch on International Cooperation 2017-2020 and the resulting Cooperation Strategy South Caucasus 2017-2020 with its overall goal, and will be linked, where appropriate, with programs to come in the new strategic period of 2021-25. The first phase of the programme (2014-2019) is completed and the implementing partners – GIZ, UNDP and CoE now enter the 2nd phase of the program (2019-2023).  UNDP’s project will: (i) continue to empower women at the local level through building on and upscaling the results achieved during the past years; (ii) further advance youth leadership; (iii) contribute to participatory democracy though innovative models; as well as (iii) pilot three innovative municipal services which will be co-designed and monitored by citizens, including vulnerable/marginalized groups.  The project will contribute to the following results: (i) Leadership potential and skills of women and youth in communities of Armenia are advanced for community development and transparent and accountable governance and (ii) Municipalities have delivered relevant services and incentives for citizens, the business environment and local economic actors.  The project will be implemented in 52 enlarged municipalities. |

The project contributes to:

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

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

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

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

**SDG 16:** “Promote peaceful and inclusive society for sustainable development, provide access to justice for all and build effective, accountable and inclusive institu­tions at all levels” with target **16.6.** of “Develop effective, accountable and transparent institutions at all levels.”

**Gender marker: 3**

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| **Total resources required:** | 1, 871, 822 USD | |
| **Total resources allocated:** | 1, 871, 822 USD | |
| **UNDP:** |  |
| **SDC:** | 1, 871, 822 USD |
| **Government:** |  |
| **Unfunded:** |  | |

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| --- | --- |
| RA Ministry of Territorial Administration and Infrastructure | UNDP |
| Deputy Minister of Territorial Administration and Infrastructure of the Republic of Armenia  Print Name: Vache Terteryan | UNDP Resident Representative  Print Name: Dmitry Mariyasin |
| Date: | Date: |

Agreed by (signatures):

# Development Challenge

**CONTEXT**

***Women Empowerment:*** Gender equality and women’s empowerment remains a critical development issue in Armenia. Women comprise 52.2% of population and 56% of those who have completed higher education. However, their representation in decision-making at all levels remains low: 24% of the parliament members (32 out of 132), 8% of the ministers (1 out of 12) and 20% of deputy ministers (8 out of 40). There is no female Governor among in total 10, and number of female Deputy Governors is 3 out of 13 which makes 23% of total. There is only one female mayor in 46 urban communities, one female head of community in 52 enlarged communities and six in 404 rural communities.

The global Inter-Parliamentary Union in its “Women in Politics: 2019” report, ranked Armenia in the 76th place out of 191 countries as per the seat women hold in the parliament. According to the Global Gender Gap Index 2018, Armenia is in the 115th place out of 149 countries in terms of political empowerment, which is a slight progress in comparison to 125th place of the year of 2016. These figures clearly indicate a need to improve women’s ability to engage in the political sphere in Armenia.

Thanks to continued capacity development support by UNDP (WiLD[[1]](#footnote-2), WiLD2) and other stakeholders in 2016, representation of women in the local community councils reached 12% which is improvement by 3% compared to 2012 and by 5% compared to 2008 statistics. With progress of the Territorial and Administrative Reform in Armenia[[2]](#footnote-3) (TARA) the numbers of both women and men in local governance reduced, and the competition for local offices significantly increased. Currently the representation of women at local level is 9.5% and in enlarged municipalities - 5.6%. Women’s potential remains widely underused and undervalued, thereby having an adverse impact on the country’s prospects for attaining sustainable development, gender equality and social justice.

The subgroup of UN Gender Thematic Group (GTG) on political participation advocated for increase of gender-neutral quota from 25% to 30% both at national and local levels (for Yerevan, Gyumri and Vanadzor cities). Though 30% is a must since 2022, still the average representation of women in Yerevan, Gyumri and Vanadzor community councillors is lower - 27%.

***Local Democracy and Inclusive Sectoral Services:*** TARA has been initiated in line with the European Charter of Local Self-Government[[3]](#footnote-4), which was ratified by Arme­nia in 2002. The Charter defines broad principles of the basic structure that local govern­­­ments shall have, such as demo­cratically elected local officials and sufficient reve­nues for their mandate. In 2014, the Council of Europe’s (CoE) Congress of Local and Regional Authorities had issued a monito­ring report on Armenia’s local governance sector, based on which a roadmap was signed between the Congress and the Ministry of Territorial Administration and Development (currently Ministry of Territorial Administration and Infrastructure) to implement respective recommendations[[4]](#footnote-5). The report compares the existing situa­tion with the European Charter on Local Self-Government requirements and points out seve­ral systemic shortcomings. In particular, it critically add­resses the limited own responsibilities and resources of municipalities and the existence of nu­me­rous small and weak municipalities that continues to be a structural problem and limits the service delivery capacity of muni­cipalities. The report subsequently mentions that “local autho­ri­ties play a very limited role and in practice do not have always full and exclusive powers, with local government bodies serving more as agents for the central government, than as autonomous actors of local pub­lic administration”*.* It further emphasizes the subsi­dia­rity principle stipulating that “local self-government should be given preference over centralized administration in all mat­ters of local interest and when local public affairs can be mana­ged and administered most effectively at local level”.

The context also offers limited authority and resources to fulfill their own obligations among local self-governments (LSG) from one side, and from the other side lack of culture of demand among the citizenry to claim their rights, benefit from the overly conducive legal framework and exercise their right to participate in decision-making processes. Low awareness on local development processes among citizens is also observed.

The survey undertaken within CELoG[[5]](#footnote-6) project “On the Long Way of Reforms: The System of RA Local Government in the Eyes of Citizens” and conducted by CRRC revealed that 87% of residents participating in the survey were not familiar with the decisions taken by LSGs and 91% of residents were unaware of the community budget (2015). The numbers show that residents are not engaged in any important decision making and/or planning processes, and there is a real need to make direct democracy work at local level to contribute to the good governance in the communities and improve local democracy.

**CHALLENGES**

Despite substantial reforms initiated by the Government of Armenia to strengthen the local self-governance system, in 2018 Armenia is still facing a number of challenges that under­mine both the accountability, effectiveness and the efficiency of municipalities. Powers are to a large extent still concentrated at the central level, and the ability of most mu­ni­ci­palities to fulfil their functions effectively and to meet citizens’ needs for provision of muni­cipal services, maintenance of municipal infrastructure and support to local social and econo­mic development is limited, due to complexity of reform and system inefficiencies. The challenges in this field include the following factors:

* The government has not yet approved the roadmap or strategy for the continuation of the decentralization efforts and clear description of the role of TARA in this strategy. While the MTAI leading staff has a vision for the future decentralization, it is not clear to what extent this is shared by other ministries. Distinction between own ­and delegated functions as well as legal procedures for exercising own/man­da­tory and delegated functions are still underdeveloped and not well defined.
* The foreseen devolution of additional powers to municipalities is so far not framed into a consolidated fiscal decentralization strategy that would strengthen the own revenues of mu­ni­cipalities. Overall, approximately 70% of municipal budgets are subsidized by the cen­t­ral government, while only 30% of funds originate from the local revenues (mainly pro­per­ty and land taxes). Despite the process of municipal enlargement, self-funding of muni­cipalities is still far too small to absorb new powers and meet citizens’ needs.
* Strong kinship ties and favoritism combined with weak capacities of local councils and underdeveloped culture of civic participation has further led to concentration of power, diminished accountability and distorted processes of public decision-making. Systems of checks-and-balances at local level are still backward. Citizen participation mechanisms are foreseen in a number of planning methodologies. Their application is nevertheless limited.
* Though in Armenia the legislation is in place and different attempts were made by local and national governments, international and local organizations, as well as civic groups to introduce direct democracy tools in communities, there are number of challenges for their institutionalization. The “Citizen Engagement in Local Governance: Practices and Approaches” research conducted by UNDP (2018) revealed that the approaches and methodologies used by municipalities are mostly initiated by NGOs or international organizations. In many cases the tools/approaches used are effective, but they stop after the respective project closure. The reasons are several: lack of political will; tools/approaches are costly for municipalities to be applied at regular basis; limited competence among municipality staff to effectively and consistently apply the participatory tools; lack of courage and dedication among local authorities to make the direct democracy a practice.

Data from number of researches point to the fact that residents are not engaged in decision making processes at local level, despite the fact that LSGs have a responsibility to engage the residents in the consultations related to the five-year community development plan and budget. In addition to the earlier mentioned CRRC survey findings, the “Public Perceptions on Political, Social, and Economic issues in the South Caucasus Countries” 2017 research (from Caucasus Barometer), by CRRC revealed that only 13% of respondents attended public meeting in their community.

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

* **political**: lack of sufficient mechanisms and regulations to advance gender equality at the national and local level; reluctance of political parties to appreciate and promote women leadership
* **socio-economic**: limited access to resources for economic empowerment; lack of female leadership culture and support networks
* **cultural**: narrow gender identities, lack of confidence and skills among women to pursue public roles; widespread stereotypes on the society (especially rural communities) on the role of women and men.

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

**Opportunities**

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

In parallel, youth in Armenia emerges as a strong force for democratization of decision-making processes. The country has observed youth-driven civic movements in Armenia in response to a number of government decisions and actions perceived unfair. Examples of that are: “Dem em” (“I am Against”) movement against the proposed pension reform, “Electric Yerevan” against the increase of electricity tariffs, and others.

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

This is an important momentum to support the women and youth in further strengthening their voice and nudging their actions on local solutions to the best of their potential.

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

Within the frames of two projects (WiLD, WiLD 2), UNDP has worked with more than 4000 women from all regions of Armenia and capacitated a solid cadre of women and youth active in community development processes. It is crucial to provide additional opportunities to women and youth to contribute to the development of their communities in strategic way.

Overall, the country political landscape is conducive for strengthening citizenry and better collaboration between local governance and citizens. The new government at all levels manifest more open, responsive and accountable modus operandi, which sets positive stage for project activities. The rhetoric on gender equality and importance of women empowerment and their enhanced political and economic participation is voiced by the Government at all levels.

Connecting the previous achievements with the new opportunities, UNDP’s current expanded portfolio of initiatives on women empowerment and gender equality provides conducive environment for building synergies between the projects in political and economic empowerment domains, as well as for promoting gender equality in the public administration system. Many programmatic components are mutually reinforcing and enriching, setting positive stage for significant advancement of gender equality agenda in the country.

# Strategy

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

UNDP will continue to target its support to both citizens as ‘demand’ side and the local government as ‘supply’ side of the public services.

In terms of supporting women and youth, in the 2nd phase of the Local Governance Programme in Armenia, UNDP will:

* Capitalize on the already created resource and potential of women and youth, via forming them into institutional units for citizen voice (including women and youth, vulnerable and marginalized groups, other);
* Suggest more advanced level of capacity development to women and youth to bring them onto a new higher level as local democratizers;
* Provide space and knowledge for women and youth to engage in (re)design of public service in enlarged municipalities to make them as user-centric as possible.

In terms of supporting the local self-governments, UNDP will focus on enabling target municipalities to fulfil their mandate in more gender-responsive and gender-sensitive manner. Development and introduction of new innovative procedures for the delivery of municipal sectoral services will aim at standardisation and performance monitoring for the respective services. Thereby all (enlarged) muni­ci­palities would benefit from experience-based methods for sector service delivery and thus be able to better perform their tasks and meet the needs of citizens.

The strategy of the 2nd phase of the project is built on contextual necessity and is designed with consideration of recommendations from the final evaluation of the 1st phase.

**Program design**

The project is designed to allow (i) building on already existing strong cadre of women and youth, (ii) cultivating new leaders and availing them of opportunity to engage in local governance, policy dialogue and community development, (iii) strengthening gender competence among local governments, as well as (iv) pilot more inclusive municipal services and service monitoring approaches to increase citizen interest and engagement in community affairs.

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

**Goal, objectives and theory of change**

The ***overarching goal*** of the project is to improve the accountability, effectiveness and inclusiveness of local self-government in Armenia in regionally and socially balanced manner.

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

1. Pilot municipal sectoral services, co-designed with and monitored by the residents, including vulnerable/marginalized groups.
2. Empower active young women and men in the communities through empathy-building leadership models as enablers of local democracy and women political participation, as well as policy contributors;
3. Advance leadership potential and skills of women vis-a-vis community development processes and support institutionalization of their participation modalities;

UNDP works under the paradigm that participation of women and youth in governance and development processes of the community **increases the level of accountability and efficiency of local governments.**

**Theory of Change**

# Outputs, Activities and Partnerships

**Project OUTPUTS:**

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

1. Municipal sectoral services are co-designed, implemented with and monitored by citizens;
2. Youth advanced as future leaders, change-makers and enablers of local democracy;
3. Women advanced in political participation, local democracy and leadership.

The outputs will be achieved via the following Activities:

**Activity 1: Inclusive municipal sectoral services designed, implemented and monitored improving the quality of lives of community residents.**

In terms of service design or project development for the community LSGs rarely initiate meaningful consultations with the citizens as users of the services. The approaches used to collect the residents’ opinions lack inclusiveness and engagement (including women or vulnerable and marginalized groups). As most recent example: UNDP, within the frames of WiLD 2/2 Project, conducted the baseline (2017) and end-line (2019) assessment of citizen satisfaction with public services and infrastructure in five enlarged municipalities of Armenia. The results displayed difference in prioritization of the community services and issues among the local self-government and citizens. E.g. the major services that the municipalities were highlighting as priority for the residents were waste management, inter-settlement transportation, inter-settlement roads and agriculture machinery while the residents highlighted road condition, water condition, lack of drinking and irrigation water, lack of sewerage system in communities, lack of playgrounds for children, cultural events, socializing spaces and activities for youth.

Within this programmatic component UNDP is offering a new innovative approach to municipal sectoral services design and implementation. Via participatory research, opinions of residents in targeted enlarged municipality on preferred priority services will be revealed (based on mandatory issues[[6]](#footnote-7) to be addressed by LSG, Article 12, The Law of the RA on Local Self-Government). UNDP will then provide platform for residents to engage in co-design of the services, its delivery plans and scenarios, as well as monitoring and evaluation schemes together with local self-governments and subject matter experts. The whole cycle of the service provision will be ensured with citizen engagement in all phases.

Based on mandatory issues chosen by residents the experts’ groups will undertake cost-benefit analysis and advise the community on modality of service delivery from below options:

* through the intercommunity union (the legislation is in place, 2017)
* based on New Public Management principle of outsourcing the service to the private company or NGO
* totally new service (choosing from voluntarily obligations, newly decentralized services)
* reorganization and delivery of mandatory or delegated obligations.

This activity will be implemented in close collaboration with local self-government representatives, MTAI, subject-matter experts, UN SDG Lab, UNDP other projects, and - when applicable - private companies, NGOs, academia, etc.). **Advisory Board** will be formed for this component. It will include representatives of UNDP Gender Equality programme, Sustainable Growth and Resilience Portfolio, SDG Lab, MTAI, SDC and GIZ. It will provide advisory function, participate in co-design events, when and as needed, contribute to the evaluation of the proposals submitted by municipalities for introduction of new service(s).

The overall process will imply the following steps:

Step 1: **Participatory research** with residents for identification of the municipal sectoral service needs and mapping of the community resources and capacities (in six municipalities) by experts;

Step 2: **Co-design Labs** will be organized with residents and experts in target enlarged municipalities to prototype at least three community services (in six municipalities). In prior, best practices on designing and delivering public services will be assessed;

Step 3: **Cost-benefit analysis** of the top three options will be conducted by the experts and presented to the Advisory Board (comprised from the project, SDG Lab, MTAI, GIZ, SDC and UNDP Sustainable Growth and Resilience Portfolio representatives) and the municipalities.

Step 4: The **voting of residents** for the options (via SMS poll where applicable, social media voting, or alternative offline vote) will be ensured.

Step 5: Each of **six municipalities will submit from one to three projects** on municipal sectoral services in response to respective call for proposals.

Step 6: **Behavior experiments** will be undertaken to inform the service design and help to identify the most beneficial and workable approach for the community.

Step 7: After the selection of the projects the modalities of the **funding and technical support** will be decided. For each service it may be different and will depend on the modality chosen for the service delivery.

Step 8: The **new service will be tested**, citizen insights will be collected throughout.

Step 9: **Capacity development** of the municipality staff on user-centered design and behavioral approaches as well as on more effectively and efficiently municipal services.

Step 10: **Service monitoring and evaluation system will be co-designed** by and for citizens. UNDP service dashboard, as well as other platforms developed during WiLD 2 project (e.g. Irate) will be used too for further consistent engagement of citizen in service monitoring and evaluation. Where possible the data analytics tools will be applied, possibly with Artificial Intelligence approaches in the service delivery. Capacity development trainings and workshops will be conducted for youth and other citizen groups to design and implement inclusive solutions for adapted and innovative service delivery and monitoring

The types of services to be addressed by UNDP will be discussed with SDC and GIZ, so that the areas are shared and coordinated, and overlaps are avoided.

**Activity 2: Active youth in the communities empowered as enablers of local democracy and women support groups through empathy-building leadership models**

With this component UNDP will continue and upscale the ‘I AM the Community” youth community leadership model, successfully applied within past WiLD projects. This component will be shared with UNDP “Women in Politics” project, which will allow to upscale this activity countrywide, double the annual target and hence multiply the effect of the initiative. Through this model, the project will continue to cultivate a vibrant and capable force of knowledge- and empathy-driven young people in communities, ready to constructively respond to ongoing development processes and reforms, multiply the knowledge, and appear in leadership roles in public offices or otherwise. This component will develop capacities of young people on gender equality, local governance and participatory democracy, and help them implement self-driven initiatives in communities. Moreover, “I AM the Community” club was established in 2018 as a platform for the model graduates for bottom-up dialogue on ongoing local, regional and national policy reforms. Specifically, the following activities are envisaged:

* 1. **Youth leadership:** Running “I AM the Community” Youth Leadership Model (two times per year, six in total) to involve youth from all regions of Armenia, develop their knowledge and skill on community leadership, LSG and gender equality topics as well as backstop them in self-driven post camp community initiatives.
  2. **Advance level capacity building:** For the graduates of the “I AM the Community” Youth Leadership Model advanced capacity development will be undertaken on project development and management, gender analysis, public policy making and other relevant topics. The graduates of the trainings will invest the gained knowledge in supporting the enlarged municipalities on spectrum of issues.
  3. **Club:** “I AM the Community” Club (the members of the club are graduates of the leadership model) will allow the members to jointly engage in and contribute to policy dialogue. Inspirational and learning discussions with invited speakers from different spheres will be a key part of the Club activity. Potential speakers are Ministers or Deputy Ministers, local and regional governments, representative of international organizations, members of parliament, overseas guests, other.

* 1. **Design thinking**: The project will provide space for ideation and experimentation of youth (including those schoolchildren in high schools) for creative local democratization or development initiatives. UNDP will facilitate the engagement of local government in this activity (through seed funds, etc.) UNDP will explore the overseas experience to base this activity on (e.g. Dutch experience of Technasiums[[7]](#footnote-8)).
  2. **“Demo” Co-Design Labs**, which is a social innovation format for engaging multiple stakeholders in facilitated co-design and prototyping of new solutions on local democracy, LSG, gender equality at local level, as well as monitoring of municipal sectoral services (10 new solutions).
  3. **Awareness raising on TARA:** Youth and women will be engaged in raising public awareness on the aspects of Territorial and Administrative Reform. Via co-design workshops the groups will create region-specific awareness raising strategy. With the consultation of communication experts, MTAI representatives and the partners of LoGoPro2, the messages will be developed, standardized and visibility materials will be produced and disseminated accordingly.

**Activity 3: Leadership potential and skills of women in enlarged municipalities are advanced vis-a-vis community development processes and ongoing reforms**

This component of the project will be implemented in 52 enlarged municipalities.

* 1. In consultation with GIZ and CoE, UNDP will initiate Citizen Satisfaction baseline assessment, which will advise and guide the implementers and partners of the “Improvement of the local self-governance system in Armenia” project on relevance and usefulness of interventions related the citizen participation in decision making, budget planning and community development processes in enlarged municipalities. The information will be useful both by the projects’ teams and by the municipalities, and serve as basis for their planning, budgeting, monitoring and evaluation activities. The findings of the baseline research will also inform the projects’ awareness raising activities on TARA in enlarged municipalities. Baseline assessment will be initiated in 2019, same type endline assessment will be undertaken in the final stage of the project in 2023. While the baseline will allow assigning the target- and result-oriented strategies for intervention, the end line research will assess the progress of the project vis-à-vis set objectives and results.
  2. **Pre-electoral support:** The project will work with around 500 females, potential candidates to local elections, through three-tier approach, to help them in pre-electoral phase with knowledge and skills on local self-government system, on how to run the pre-electoral campaign, build support networks, mobilize resources and work with the constituency. Currently the MTAI is working on new amendments and additions to the RA Law on LSG and there are chances that for the next LSG elections in enlarged municipalities the proportional electoral system will be used. This may allow gender quota for political parties. This reform agenda may influence the project activities. UNDP, in addition to its tested methodologies of the identification and support of potential women candidates, will also work with local branches of political parties to engage their female cadres in the offered trainings. In parallel, UNDP will continue to advocate for 30% gender quota at the local level, as well as will sensitize women on the role and function of political parties, so that their potential choice of/membership in political party is value- and knowledge-based.
  3. **Post-electoral support:** The project will also support women elected or appointed to LSG in enlarged municipalities. The number of mentioned females currently stands for about 100 women. They will be invited to advance their knowledge and skills on broad spectrum of governance-related aspects via leadership schools and networking activities. Topics will include: Leadership, Negotiation and Communication, Community Development, Municipal Sectoral Services, Gender Analysis, etc. At the end of each leadership school the participants will be provided opportunity to initiate and lead local mini-project via mini grant. (up to 15 grants will be disbursed). This group will also benefit from continuous learning modalities such as mentoring, job shadowing, coaching, etc. UNDP’s “Women in Politics” project (funded by UK Good Governance Fund) implemented in parallel, has a similar programmatic component for elected females in non-enlarged municipalities. The projects’ teams will unite the efforts to ensuring broader networking and experience exchange among elected female leaders, as well as will offer a policy dialogue platform to discuss the legislative changes and reforms, develop and present their collective position on the issues to Government and National Assembly.
  4. **Female-led Advisory Committees:** One of the formal participation mechanisms for citizens is formation of advisory bodies by the head of community. In the enlarged municipalities, where there is no elected female official, advisory committees will be formed (up to 15), so that they lead women-related advocacy- and policy-related activity and influence the decisions, especially those relating to women, youth, and venerable/marginalized groups. The groups can be of generic mandate or around specific issues (e.g. good quality pre-school education, high hygiene standards in kindergartens, schools, and other public institution, etc.). The project team will facilitate co-designing of the committee/group and support them in developing their by-laws, strategies and actions plans, as well as backstop them when needed with revision of the prepared reports and recommendation packages. This groups will be offered small grant schemes to contribute to local democracy in their enlarged municipalities (up to 15 grants will be disbursed). This component will be closely synergized with another SDC-funded UN Women – UNDP joint “Women Economic Empowerment in South Caucasus”, one of the major components of which is to socially mobilize female groups in 11 enlarged municipalities of Shirak and Gegharkunik. The projects’ teams will work closely to learn from each other’s’ experiences, build upon each other’s achievements and capacitated cadre for better effectiveness and efficiency of invested resources. Another possible amendment to the RA Law on LSG is possibility for civic groups to run for elections in equal terms with political parties. If this materializes, the female-committees will qualify as civic group and have good chances to be represented in the local self-government.
  5. **Development of local resource cadres for capacity development work:** based on the accumulated expertise and experience of the WILD projects’ beneficiaries, as well as newcomer talent, a group of 20 local experts/community mobilizers will be formed and strengthened to replicate UNDP successful models (pre-electoral support, SMS polling, etc.), including self-driven initiatives of women and youth, supported within previous projects. Step-by-step guides of all models (in total 6) will be developed and specially tailored Training of Trainers will be organized for the mentioned group for proper transfer of knowledge and skill-building. After the training the mobilizers will be entrusted to lead/facilitate the work in the communities of Armenia.
  6. **Gender mainstreaming in local governance:** The project will work with local government representatives (predominantly male) in enlarged municipalities to develop their capacity on gender aspects of local government and equip them with necessary tools and techniques for sex- and age-disaggregated data collection, development of more gender-sensitive annual work plans and five-year community development plans. The ‘seeds were planted’ for that already in previous WiLD 2/2 project, when a task force of municipality staff and graduates of UNDP “I Am the Community” youth model were trained on gender analysis and gender mainstreaming. Areni is one of the champion enlarged municipalities that managed to collect all necessary data for gender analysis. Based on Areni experience a step by step guide will be developed for other municipalities. In total in 20 communities will benefit from this activity.
  7. **Thematic research:** The project areas are interconnected and are at the intersection of local governance, participatory democracy and gender equality. During the project implementation the project will need information and data in the mentioned areas. Hence several researches and desk reviews will be undertaken to inform the work of then teams, with respective knowledge products and tool kits developed as needed (in total 10).
  8. **Creative campaigns:** Women- and youth-led creative campaign will be supported by the project to promote gender equality at local level.

**Resources Required to Achieve the Expected Results**

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

Human resources will include expertise on aspects of gender equality, local governance and participatory democracy, communication, participatory research, social innovation and municipal sectoral services. UNDP will contribute with project management and subject-matter expertise. The program will also benefit from the knowledge of other projects implemented in parallel with the project within Gender Equality and Women Empowerment portfolio (Women in Politics, Women’s Economic Empowerment in South Caucasus, Gender Equality in Public Administration, as well as parallel initiatives on local development in the Sustainable and Resilient Growth Portfolio).

The program will build on the existing human resource cadre, formed within previous UNDP Women in Local Democracy projects. The ‘how-to’ s of the program will be handed over to the locally and regionally formed active groups, who will be able to continue and replicate the knowledge.

UNDP will also tap into its country office (UNDP Sustainable Growth and Resilience Portfolio projects, Kolba Lab, and ImpactAim Venture Accelerator), regional and global knowledge on subject matter. The Project team will explore opportunities to combine financial, technical and human resources of partners or parallel initiatives for joint actions and better efficiency.

**Partnerships and Synergies**

The project will continue its main established partnership pathway, including national counterparts, such as the MTAI and local governments.

This project has a unique set up and requires good planning and synergies both with partners outside UNDP and inside UNDP.

***Outside UNDP***

For program implementation and the discussion of general topics of Armenia’s decentralization agenda, a *Strategic Coordination Committee* will be established. GIZ and MTAI, in coordination with the SDC, will convene this Committee to create better synergies and complementarities with other donors-supported projects and initiatives.

Coordination and synergy with the Improvement of the Local Self-Governance System in Armenia programme partners will continue to evolve and include joint initiatives e.g. GIZ-UNDP, COE-UNDP and other.

New partnership schemes will be explored with private companies (e.g. mobile connection providers), impact investment stakeholders, businesses for development of municipal sectoral services, which women, youth and vulnerable/marginalized groups can be a part of.

Subject-matter linkages and synergies will be developed with the regional authorities, civil society organizations and academic institutions.

Throughout implementation of the project UNDP will proactively raise public awareness on gender equality, importance of empowerment of women, youth, different vulnerable and marginalized groups as well as democratization of the local governance processes through traditional and online media (including WiLD webspace), initiation and participation in special campaigns, actions and events. “I AM the Community” graduates will be engaged in special thematic advocacy events for promotion of gender equality in communities and regions of Armenia.

***Inside UNDP***

Within Gender Equality and Women Empowerment Programme team the project will have regular planning meetings with other projects’ teams for cross-enriching of the project components, joint actions and strategic synergies in thematic areas covered.

As mentioned above Advisory Board will be formed for the component on municipal sectoral services.

**Risks and Assumptions**

**Major risks**

The government has not yet approved the roadmap or strategy for the continuation of the decentralization efforts and clear description of the role of TARA in this strategy. While the MTAI leading staff has a vision for the future decentralization, it is not clear to what extent this is shared by other ministries. Distinction between own ­and delegated functions as well as legal procedures for exercising own/man­da­tory and delegated functions are still underdeveloped and not well defined. To mitigate this risk, the project will maintain certain degree of flexibility in all programmatic components.

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

The process of community enlargement brings in many instances, the frustration and discomfort among citizens. The project shall be implemented with due consideration of all conflict sensitivity. The communication on TARA shall be agreed on and conducted in joint voice among all the partners. Also, support models shall include elements reinforcing social cohesion in the newly enlarged communities and target residents from all settlements.

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

Please, see more details in the Risk matrix below.

**Assumptions**

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

**Risk Analysis/Risk Log**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Description** | **Date Identified** | **Type** | **Impact &**  **Probability**  **(scale 1 min. - 5 max.)** | **Countermeasures /Mngt response** | **Owner** | **Submitted, updated by** | **Last Update** | **Status update**  **Note to GGF** |
| 1. Amendments in regulatory framework on local self-government, local elections, decentralization are made without due consideration of gender perspective | 15.07.2019 | Political | I = 4  P = 3 | Close monitoring of the process of drafting of electoral amendments; contribution of expert opinion during the discussions; package of recommendations from the project to the relevant parties; advocacy. | Programme Manager | Women Empowerment and Gender Equality Programme Manager |  | In process |
| 1. Adoption of the new iteration of the national framework on gender equality (Strategy and Action Plan) delayed | 15.07.2019 | Political | I = 4  P = 3 | Proactive approach, including joint Gender Thematic Group efforts in promoting and supporting the development of the mentioned frameworks.  Advocacy efforts based on the lessons learnt from evaluation of the previous action plan. | Programme Manager | Women Empowerment and Gender Equality Programme Manager |  | In process |
| 1. Low level of engagement and commitment from local counterparts (especially mayors) for citizen participation and engagement in local governance as well as co-design of municipal innovative services due to lack of interest and capacity, and/or other reasons | 15.07.2019 | Social, cultural | I = 3  P =3 | Based on the previous experience, UNDP will mitigate by reach out and “marketing” of the incentives, by careful selection of the potential “champion” communities as well as by engaging networks established under various programs (GIZ, CoE, OSCE, etc.) | Programme Manager | Women Empowerment and Gender Equality Programme Manager |  | In process |
| 1. Part of the project’s activities do not lead to the change envisaged. | 15.07.2019 | 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 | Women Empowerment and Gender Equality Programme Manager |  | In process |
| 1. Project activities face limited response from newcomer female beneficiaries | 15.07.2019 | 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 | Women Empowerment and Gender Equality Programme Manager |  | In process |
| 1. Major natural disaster (e.g. earthquake), or escalation of conflict over Nagorno-Karabakh conflict escalation may disrupt the process too. | 15.07.2019 | Environmental, political | I = 4  P = 4 | Development of contingency plan | Programme Manager | Women Empowerment and Gender Equality Programme Manager |  | In process |

**Target Groups and Stakeholder Engagement**

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

* **Women in communities** of Armenia are the main target group for the project to be engaged through tested and innovative methods. Government at all levels, civil society organization, academic institutions, online and offline networks of beneficiary groups will also be engaged in identification of new cadre of potential female leaders. This groups will become multipliers of the outreach activities in the communities of Armenia.
* **Youth in communities** is another target group, which is viewed as a standalone force as future leader and enablers of women engagement in local politics. Digital space is the best platform for engaging the tech-savvy youth in project activities both as beneficiaries and as contributors. The project will also engage female students of high schools to advance their knowledge base, leadership potential and skills.
* **Vulnerable/marginalized group** (displaced people, ethnic minorities (if any), people with disabilities, elderly, single mothers and poor large families (six and more family members) representatives will be in special focus of the project. UNDP will engage them in both capacity development and co-design activities to ensure their voice in local democratization processes.
* **National and local governments** are important target groups to support (i) various participatory schemes to be led by female and youth project beneficiaries, and (ii) advocacy work for gender sensitive public policies and affirmative actions. Financial contribution from national and local budgets will be highly encouraged. It is also important that the national government sets the agenda for local democratization, inspires and motivates the local self-government to follow the participatory governance path.
* **Mass media**, as main agents for promoting gender equality in the society of Armenia.
* **Private sector** has significant potential to engage in the project local activities, specifically relating to public services part. Corporate social responsibility principles will be broadly promoted in the social partnership schemes with the business companies.
* **NGOs** as potential agencies interested to work with LSG in case the municipalities decide to follow New Public Management logic and outsource some of the services; they are also a significant advocacy support force for policy changes at local and national levels.
* **Public at large (with focus on enlarged municipalities)**: The public awareness campaigns will target the Armenian society to raise awareness and knowledge on gender equality fundamentals and reduce stereotypes on women and men roles. Traditional and social media channels will be employed for effective communication.

**Sustainability and Scaling Up**

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

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

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

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

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

# Project Management

**Cost Efficiency and Effectiveness/Value for Money**

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

**Project Management**

The Project will be implemented in enlarged municipalities within framework of “Improvement of the local self-governance system in Armenia”. The project teams will be based in Yerevan with outreach to regions/communities for programmatic activities. The Project management will be ensured via supervision from the UNDP Women Empowerment and Gender Equality Programme. The Democratic Governance and IBM Unit will contribute to quality assurance, oversight and technical support, with elements of Direct Project Cost (DPC) reflected in the budget. The Project will be implemented in partnership with the RA Ministry of Territorial Administration and Infrastructure, which includes, among other, coordination, regular reporting, consultations and joint implementation of activities.

The project will build synergies in women- and youth-related components of UNDP Women Empowerment and Gender Equality Program initiatives, as well as with the Sustainable Growth and Resilience Portfolio projects.

# Results Framework

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:**  Outcome 3 of UNDAF 2016-2020: “By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence | | | | | | | | | | | | |
| **Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**  “By 2020, Armenia has achieved greater progress in reducing gender inequality, and gender-based violence and in promoting women’s empowerment  ***Output indicator 3.2:*** Percentage of decision-making positions (executive, legislative) occupied by women at national and local levels increased.  **Baseline**: Women represented by 24% at RA National Assembly; by 18% in the Government (including Ministers, Deputy Ministers, Governors, Deputy Governors); and by 9.5% of women representation in local governments.  **Target (2021):** increase by 10% | | | | | | | | | | | | |
| **Applicable Output(s) from the UNDP Strategic Plan:**  output: 1.6.1. Country-led measures accelerated to advance gender equality and women’s empowerment | | | | | | | | | | | | |
| **Project title and Atlas Project Number:** 00110246 – 00109273 | | | | | | | | | | | | |
| **EXPECTED OUTPUT** | **PROJECT EXPECTED OUTPUTS** | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | | DATA COLLECTION METHODS & RISKS | | | | | | |
| **Value** | **Year** | **Year 1**  **2019** | **Year 2**  **2020** | **Year 3**  **2021** | **Year 4**  **2022** | **Year5**  **2023** | FINAL |  |
| **Output 1**  Strengthening local democracy in enlarged municipalities of Armenia | 1. Municipal sectoral services co-designed, implemented with and monitored by citizens | 1.1. Number of innovative models for selected sectoral municipal services designed and piloted in target municipalities | Documentation of LSGs,  Assessments, Minutes and reports from the meetings,  Decision of the Advisory Board | 0 | 2019 | 0 | 1 | 2 | 0 | 0 | 3 | Reports,  Monitoring visit records,  RISK: The weak capacity of LSG to deliver the services in planned period and with the planned quality |
|  | 1.2. Number of citizen-driven monitoring mechanisms with direct feedback on provided services designed and piloted | Community council deci­sions, platform statistics, citizen engagement statistics | 0 | 2019 | 0 | 1 | 2 | 0 | 0 | 3 | Reports,  Monitoring visit records  Feedback of beneficiaries |
|  | 1.3 Number of vulnerable/ marginalized group[[8]](#footnote-9) representatives engaged in capacity development and co-design activities | Project  Database  (DBCMS),  Registration  forms | 0 | 2019 | 20 | 100 | 40 | 40 | 0 | 200 | Monitoring inquiries, interviews, visits |
| 2. Youth advanced as future leaders, changemakers and enablers of local democracy | 2.1. Number of youth-lead community initiatives in support to local democratization/development | Descriptions of micro-projects, Event documentation: agenda, lists of participants, project database,  Applications form small grants and idea calls,  Reports  After camp individual plans, mid-term evaluation report, final report | 0  (65 by 2019, result of WiLD, WILD 2/2) | 2019 | 10 | 20 | 20 | 40 | 10 | 100 | Survey among camp graduates  Monitoring visits/observations  Interviews with local government representatives  Feedback collection from beneficiaries of micro-projects  RISK: lack of support networks in the communities |
|  | 2.2. Number of policy recommendations prepared by project-supported youth and ratio of consideration by the National Assembly | Copies of  Packages  shared with the  Government and  National  Assembly | 0 | 2019 | 15/15% | 30/ 15% | 30/3 15% | 25/15% | 0 | 100/15% | Official responses from the Government and National assembly  RISK: lack of political will |
|  | 2.3. Number of solutions co-designed by multi-stakeholder groups for public services or participatory and cohesive governance | Description of solutions  Co-design events documentation: agenda, lists of participants, hand-out materials  Reports from the event with description of solutions | 0  (5 by 2018, result of WiLD, WILD 2) | 2019 | 0 | 3 | 4 | 3 | 0 | 10 | Feedback from stakeholders on the solutions  Feedback from local governments on the applicability of the solutions |
| 3. Women advanced in political participation, party democracy and local leadership | 3.1 Share of the population in target munici­palities that sees decision-making as inclusive and responsive. | Baseline and  End-line  reports | 0 (the baseline will be set as soon as the baseline assessment report is finalized | 2019 | - | - | - | At least 20% increase | - | At least 20% increase | Review of the research documentation and recommendation packages.  RISK: Lack of prioritization of the direct democracy aspects among beneficiary groups and/or LSGs. |
|  | 3.2. Number of women running for/ being elected to local self-government. | The project  database,  RA Central  Electoral  Committee  (CEC) website | 0  (32 women community councillors in enlarged municipalities) | 2019 | - | - | - | - | - | 100/60 | Regular update of project database of beneficiaries  CEC website data  RISK: High competition in cluster communities, women getting insufficient number of votes. |
|  | 3.3. Percentage of women representation in community councils (Note: If proportional electoral system is introduced during 2021-2022 elections women representation will reach 30%) | The project database,  RA Central Electoral Committee (CEC) website | 0  (5.6% in enlarged municipalities) | 2019 | - | - | - | - | - | 10% | Regular update of project database of beneficiaries  CEC website data  RISK: High competition in cluster communities, women getting insufficient number of votes |
|  | 3.4. Number of target municipalities where women actively contribute to local decision-making (e.g. through participation in local decision-making processes and implemen­tation of women-led initiatives) | Event documentation: agenda, lists of participants, the project database,  Applications form small grants and idea calls,  Reports | 4 | 2019 | 0 | 10 | 10 | 10 | 0 | 30 | Survey among beneficiary women, Monitoring visits/observations  Interviews with local government representatives  RISK: lack of support networks in the communities |
|  | 3.5. Number of target municipalities in which female local advisory committees are formed | Decision on formation of Advisory Committee by LSG, Charter of Commit­tees, Meeting Minutes | 0 | 2019 | 2 | 7 | 8 | 3 | 0 | 20 | Monitoring visits/observations  Interviews with local government representatives  Meeting minutes  RISK: resistance of the LSG in creating and/or supporting these committees |
|  | 3.6. Number of gender sensitive Annual Workplans developed based on the gender analysis data | The gender analysis reports, The copies of AWP | 0 | 2019 | 2 | 4 | 7 | 7 | 0 | 20 | Consultation reports from the team  Interviews with local government representatives  RISK: challenges with sex- and age-disaggregated data to be able to conduct gender analysis |

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

# 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 MTAI, SDC |  |
| Monitor and Manage Risks | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | UNDP |  |
| 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 MTAI |  |
| 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 MTAI, SDC |  |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | UNDP, RA MTAI, SDC |  |
| Project Progress and Financial Report | A progress and financial reports will be presented to the Project Board[[9]](#footnote-10) 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 long with mitigation measures, and any evaluation or review reports prepared over the period. To be accompanied with Finance Report | Annually and at the end of the project (final report) |  | UNDP, RA MTAI |  |
| 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 MTAI, SDC |  |

**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 Task Leader 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 Task Leader, 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.

A mid-term review will be conducted in 2021 to assess the level of progress and inform the project on relevance and effectiveness of the programmatic intervention. The end review will be conducted in 2023 to assess the achievements of the entire Swiss contribution. At this time, rational and modalities for a possible continuation or a completion/exit will be considered.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Evaluation Title** | **Partners (if joint)** | **Related Strategic Plan Output** | **UNDAF/CPD Outcome** | **Planned Completion Date** | **Key Evaluation Stakeholders** | **Cost and Source of Funding** |
| Final Audit |  | Country-led measures accelerated to advance gender equality and women’s empowerment | By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence | November 2023 | N/A | 10,000 USD |
| Final Evaluation |  | Country-led measures accelerated to advance gender equality and women’s empowerment | By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence | November 2023 | N/A | 10,000 USD |

# Multi-Year Work Plan [[10]](#footnote-11)[[11]](#footnote-12)

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **Planned Budget by Year (USD)** | | | | | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| 2019 | 2020 | 2021 | | 2022 | 2023 | Funding Source | Budget Description | Amount USD |
| **Result 1:**  Municipal sectoral services co-designed, implemented with and monitored by citizens | 1.Develop the capacity of youth and other citizen groups to design and implement inclusive solutions for adapted and innovative service delivery and monitoring  2.Design innovative models adapted for selected service delivery, including incentive schemes for collaboration of citizens and key stakeholders  3.Pilot selected innovative service delivery models, including through establishment of management systems and respective infrastructure  4.Develop and pilot new mechanisms for community monitoring of service delivery and quality, as well as citizen feedback loops on satisfaction with public services. | 30,240.00 | 343,440.00 | 384,573.00 | | 89,100.00 | 23,406.00 | MTAI | SDC | DPC Staff | 38,000.00 |
| International Consultant | 80,000.00 |
| Local Cons. Tec | 35,000.00 |
| Travel | 43,086.00 |
| Contractual Serv.-Comp | 51,000.00 |
| Equipment | 327,000.00 |
| Materials and Goods | 44,000.00 |
| Supplies | 45,500.00 |
| Audio Visual Printing Production | 32,000.00 |
| DPC General Operational Expenditure | 36,000.00 |
| Trainings, Workshops & Conferences | 74,672.00 |
| Facilities and Administration (8%) | 64,501.00 |
|  | | | | | | | | | | |
| ***Sub-Total for Activity 1*** | | | | | | | | | | ***870,759.00*** |
| **Result 2:**  Youth advanced as future leaders, changemakers and enablers of local democracy | 1.Cultivate new type of local leaders through upscale of the “I AM the Community” youth leadership model and the respective club activity  2.Support policy dialogue between the youth and the national/regional/local decision-makers  3.Support youth participation in local democratic processes, incl. monitoring of community service/programmes, transparency and accountability of local governments, crowdsourcing of ideas for local solutions, etc.  4.Increase awareness of citizens about political developments/ increase interest of citizens on local affairs in the context of TARA, other reforms. | 25,346.00 | 71,279.00 | 102,599.00 | 49,679.00 | | 16,200.00 | MTAI | SDC | Local Cons. Tec | 36,000.00 |
| Travel | 29,000.00 |
| Contractual Serv.-Comp | 44,469.00 |
| Materials and Goods | 30,000.00 |
| Supplies | 22,000.00 |
| Audio Visual Printing Production | 31,000.00 |
| DPC General Operational Expenditure | 16,000.00 |
| Trainings, Workshops & Conferences | 37,000.00 |
| Facilities and Administration (8%) | 19,634.00 |
|  | | | | | | | | | | |
| ***Sub-Total for Activity 2*** | | | | | | | | | | ***265,103.00*** |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Result 3:**  Women advanced in political participation, party democracy and local leadership | 1. Capacity development of female members of the political parties in the enlarged municipalities.  2.Policy support to national and local governments at the intersection of local governance, participatory democracy and gender equality, development of knowledge products and toolkits  3. Pre-electoral capacity development of community active women interested to run for local office in the enlarged municipalities (in case of extra-ordinary elections)  4. Capacity development of enlarged municipalities on gender mainstreaming and gender sensitive planning  5. Baseline and end line citizen perception survey in enlarged municipalities on the level of inclusiveness and responsiveness of local decision-making.  6. Subject-matter research undertaken on various aspects of local governance, gender equality, women leadership and other.  7. Public awareness and advocacy on importance of balanced participation in local governance. | 23,220.00 | 76,140.00 | 98,280.00 | 51,840.00 | 21,600.00 | MTAI | SDC | Local Consultant | | 38,000.00 |
| Travel | | 25,000.00 |
| Contractual Serv.-Comp | | 66,000.00 |
| Materials and Goods | | 24,000.00 |
| Supplies | | 22,000.00 |
| Audio Visual Printing Production | | 29,000.00 |
| DPC General Operational Expenditure | | 20,000.00 |
| Trainings, Workshops & Conferences | | 27,000.00 |
| Facilities and Administration (8%) | | 20,080.00 |
| ***Sub-Total for Activity 3*** | | | | | | | | | | ***271,080.00*** |
| **Result 4:**  Implementing | Implementation of the project, Monitoring and Evaluation | 68, 170.00 | 114, 605.00 | 138,392.00 | 105,061.00 | 38,652.00 | MTAI | SDC | Contractual Serv.-Ind. Services | | 236,360.00 |
| Travel | | 21,100.00 |
| Materials and Goods | | 21,500.00 |
| Communications and Audio Visual Eq. | | 7,500.00 |
| Supplies | | 17,938.00 |
| IT Equipment | | 7,300.00 |
| Professional Services | | 3,000.00 |
| Audio Visual Printing Production | | 19,500.00 |
| DPC General Operational Expenditure | | 37,469.00 |
| Trainings, Workshops & Conferences | | 58,775.00 |
| Facilities and Administration (8%) | | 34,438.00 |
|  | | | | | | | | | | |
| ***Sub-Total for Activity 4*** | | | | | | | | | | ***464,880.00*** |
| **GRAND TOTAL** | | | | | | | | | | **1,871,822.00** | |

# Governance and Management Arrangements

**Programme Coordination**: Taken similarity of several programmatic components with UNDP’s “Women in Politics” (WiP) Project, the “Women and Youth for Inclusive Local Development” project’s efforts on women and youth empowerment will be implemented in close coordination and synergy the with the WiP project. Synergies will be built also with the UN Women/UNDP joint project on “Economic Empowerment of Women in South Caucasus”.

**Programme Coordination and Steering**: Given the complexity of the context and the built-in interlinks between the different components (outcomes) of the SDC Programme, all implementers (GIZ, CoE, UNDP) and the MTAI will continue to work within the established coordination structures. In particular, UNDP will continue to contribute to the quarterly coordination meetings of implementers (incl. MTAI), and to the Programme Steering Committee established.

**UNDP Project Time Frame:** UNDP Women and Youth for Inclusive Local Development Project, will be implemented during the period of July 2019 – July 2023.

**DG/IBM Portfolio (quality assurance)**

Analyst & Associate (5%)

Programme Manager & Programme Associate (40%)

**Project Board**

**Senior Beneficiary**

Government agencies

**Executive**

Project National Director, RA MTAI

**Senior Supplier**

UNDP Armenia

**Project Assurance**

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

**Project Organisation Structure**

**Project Team**

Project Expert on Municipal Sectoral Services (100%)

Project Expert on Youth Leadership (50%)

Project Driver (40%)

Short-term Experts (delivery-based)

**Project Management**

Technical Task Leader (100%)

# Legal Context

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

1. Consistent with Part VI on Programme Management of the Country Programme Action Plan (CPAP) 2016-2020 between the Government of Armenia. UNDP as the Responsible Party shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml>. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Responsible Party Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

# ANNEXES

1. **Social and Environmental Screening Template (including Conflict Sensitivity)**
2. **Project Budget**
3. **Budget Description**

1. Women in Local Democracy, Women in Local Democracy 2 – two projects previously implemented by UNDP in the area of women empowerment and local self-governance. [↑](#footnote-ref-2)
2. TARA is a major territorial administration reform in Armenia, implying community consolidation, which is expected to enhance the capacities and performance of local self-government bodies, improve the quality of local public services, encourage public participation, as well as transparency and accountability of local authorities. TARA commenced in 2015, 514 former communities were consolidated into 52 by 2017. TARA was put on hold after political shift in April 2018. [↑](#footnote-ref-3)
3. European Charter of Local Self-Government, European Treaty Series - No. 122, Strasbourg, 15.X.1985. Available at: <https://rm.coe.int/168007a088>, last accessed: 20.03.2019. [↑](#footnote-ref-4)
4. Local Democracy in Armenia: Recommendation 351 (2014): <http://www.mtad.am/files/docs/1500.pdf>, last accessed: 20.03.2019. [↑](#footnote-ref-5)
5. Civic Engagement in Local Governance is a project funded by USAID and implemented by a Consortium, which includes: the Communities Finance Officers’ Association (CFOA), the Information Systems Development and Training Center (ISDTC), the Yerevan Press Club (YPC), the Journalists’ Club Asparez (AJC), the Eurasia Partnership Foundation (EPF), and the Caucasus Research Resource Center-Armenia (CRRC). [↑](#footnote-ref-6)
6. 1) sustainable community development; 2) business environment improvement and entrepreneurship promotion; 3) community property management; 4) organization of pre-school education and extracurricular education; 5) organization of cultural life of the community; 6) social protection of residents; 7) organizing sports life in the community, encouraging healthy lifestyle; 8) promoting housing construction in the community; 9) community development, improvement and greening, community waste management and sanitation, maintenance of communal services, as well as maintenance of community cemeteries.10) organization of community public transport activities, maintenance and exploitation of community road infrastructures; 11) support the State's in defense activities; 12) organization and implementation of disaster risk reduction and protection and civil defense measures in emergency situations; 13) promoting agricultural development in communities; 14) environmental protection in the community; 15) promotion of tourism development in communities; 16) organizing programs and events aimed at addressing community youth issues; 17) promoting birth and having many children in the community; 18) promotion and improvement of public health programs in the community, creation of effective and affordable primary health care facilities; 19) promoting the participation of disabled people in community life; 20) promoting charity for the establishment, financing, and financial independence of cultural, educational, scientific, health, sports, social and other institutions/initiatives in the community. [↑](#footnote-ref-7)
7. Technasium is a stream in the secondary educational system of the Netherlands. Technasium includes the examination subject “Research and Design” (Dutch: "Onderzoeken en Ontwerpen"). Students can start this course from the first year to the fourth year of high school. Schools are recommended to schedule about 4–6 hours of Research and Design class a week, but this may vary among different high schools. In the first three years, the course is optional and is an addition to the standard curriculum. The Technasium education course mostly works with practical assignments, commissioned by real companies. These companies ask the students to design something, to do research on a certain topic or to think of solutions for problems they are struggling with. The students present their findings at the end of the project. [↑](#footnote-ref-8)
8. Displaced people, ethnic minorities (if any), people with disabilities, elderly, single mothers and poor large families (six and more family members) [↑](#footnote-ref-9)
9. Project Board is the group responsible for making by consensus, management decisions for a project when fuidance Project Board is the groups responsible for making the consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. Project Board decisions should be made in accordance with standards that ensure management for development results, best value money, fairness, integrity, and transparency. [↑](#footnote-ref-10)
10. 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 [↑](#footnote-ref-11)
11. 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. [↑](#footnote-ref-12)