



**PROJECT DOCUMENT**  
**United Nations Development Programme**  
**Global Programme on Rule of Law and Human Rights**  
**Country: Republic of Armenia**

**Project Title** Support to Armenia’s Rule of Law and Justice Reform  
**(Bringing Justice Closer to People)**

**The Gender Marker:** Gen 2  
**UNDP Strategic Plan outcome:2**

**Implementing Partner:** United Nations Development Programme  
**Responsible Partner:** United Nations Development Programme

**Brief Description**

This project provides a solid basis for UNDP Armenia CO to support the Government in finding the most applicable solutions for the reform agenda in its transition process, to set-up platforms for policy dialogue on reforms, for social cohesion, establishing a solid basis for justice, trust and rule of law in Armenia. The project will also seek through measuring people’s perceptions the new solutions as basis for efficient A2J mechanisms for the most vulnerable in society in compliance with UN human rights standards. Finally, the project will support the Ministry of Justice to implement the reforms in judicial and anti-corruption sectors through providing comprehensive communication framework, design of electronic management system for the courts, as well as investing in improving the integrity, efficiency and independence of the judiciary.

Programme Period:	2019-2020
Atlas Project ID:	00117601
Output ID:	00121670
Estimated Start date:	01 March 2020
Estimated End date:	31 March 2021

Management arrangements:	DIM
Total resources required:	450,000 USD
Total allocated resources:	100,000 USD
GP	100,000 USD
To be mobilized:	350,000 USD

Agreed by (signatures)<sup>1</sup>:

UNDP	Implementing Partner
Dmitry Mariyasin UNDP Resident Representative	UNDP
Date: 13.02.2020	

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## I. DEVELOPMENT CHALLENGE

Rising inequality, governance and corruption issues are identified as the root causes of the 2018 “velvet revolution” in Armenia, resulting in a complete political transformation and start of an ambitious reform process<sup>2</sup>. Armenia’s new parliament and government set out on a path of reforms, which in a nutshell are described as turning the political revolution into a “social and economic revolution”, based on principles of transparency, accountability and the rule of law. The government has transformational aspirations with a strong anti-corruption focus, particularly aimed at comprehensive judiciary reforms and restoration of trust in the justice system.

In response to Government’s request for support on rule of law reforms, UNDP ensured comprehensive follow-up action, with a scoping mission organized by the Country Office with support of the HQ Rule of Law Team and Global Anti-Corruption Team. The mission included also the UNODC and the Bingham Institute of Rule of Law and took place on 22-26 July 2019. The report was prepared that identified areas for UNDP and UNODC’s support the Government in justice and rule of law reforms which are complementary to, and coordinated with, the work of other international partners.

The findings confirmed that the overall social dynamics in Armenia is still very much impressed by the recent revolution and that the related priority reforms have a strong transitional justice outlook. The public expectations on addressing the past grievances and quick reforms in the justice sector and strengthened the rule of law are still quite high. At the same time the nature and the span of anti-corruption and justice measures taken so far (including arrests, detentions of high-level officials, and disciplinary measures applied to judges) open room for emotional and sometimes heated debates within the society. Conventional and social media reflect debates and opposing views among the different groups of society, indicating risks of polarization and lack of social cohesion.

The proposed project is largely based on the findings and recommendations of the scoping mission and is building on UNDP CO small scale strategic interventions (such as testing of Emotional Intelligence (EQ) components in judicial recruitment, reflected now in the new judicial strategy; supporting experience exchange for national counterparts with Italian financial crimes investigation and asset recovery issues for the Ministry of Justice and Special Investigative Service, earlier assessment of the free legal aid system, SDG-izing the judicial strategy, etc.). **The project “Support to Armenia’s RoL and Justice Sector Reform” aims to strengthen judicial integrity and improve access to justice and justice service delivery to the citizens of Armenia with the ultimate goal of increasing public trust in the justice system (especially courts) and foster social cohesion and dialogue on transitional reforms.** The project will be catalytic in nature, aiming to create a ground for UNDP to mobilize donor funding and support the government with the broader and longer term reform agenda, but starting with short- and medium-term actions in two main areas: a) **integrity, independence and efficiency of the judiciary** and b) **Access to justice and improved service orientation of the judiciary**. Importantly, **judicial integrity and anti-corruption will be looked at as an integral part of reform of the justice system**<sup>3</sup>.

Importantly:

- a) **The project will have the UN Sustaining Peace agenda at heart**, making sure that key reforms that will have direct positive effect on building the trust in the integrity of the

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<sup>2</sup>According to Freedom House “Nations in Transit Report” for 2018, Armenia’s Democracy Score declines from 5.39 to 5.43, directly related to corruption rating decline from 5.25 to 5.50 due to the solidification of systemic corruption as a consequence of the Republican ruling party consolidation of executive, legislative, and judicial power, and due to accumulated evidence of government unwillingness to root out high-level abuse of office.

<sup>3</sup>Support to Armenia’s Justice Sector Reform in the Transition Period: Assessment Report based on UNDP Scoping Mission, 22-26 July 2019.

governing system help the country graduate from transitional to development-focused mode.<sup>4</sup>

- b) **The project will have a direct contribution to SDG 16** acknowledging the interconnection and interdependence between justice, rule of law, inclusion and peaceful societies and ensure that this approach makes part of the Government reform and programming. The project will directly contribute to achievement of a number of SDG 16 targets, such as 16.3, 16.4, 16.5, 16.6, 16.7 and 16.10, and implicitly to target 16.1, as the increase of the trust in the institutions will inevitably contribute to prevention of any potential for future social unrest and related risks of conflict. The project will demonstrate the “enabling” nature of SDG16, by contributing to a creation of an environment enabling focus on sustainable development, rather than on democratic consolidation and transitional justice and will be complementary to the ongoing GP funded “Rule of Law and Agenda 2030” project.
- c) **Gender considerations will be central in the project design and implementation.** The project will engage a team of gender experts to ensure legal and policy framework, as well as the respective curricula and other materials to be developed are gender responsive. Special focus will be on understanding the mechanisms and tools for supporting progress towards gender balance in the judiciary and ensuring that access to justice and legal aid activities are gender responsive.

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## II. STRATEGY

### **Goals and Objectives:**

*The proposed project will deliver immediate support and will create a foundation for long-term support package, in line with the Judicial Strategy 2019-23 and the short- and long-term Judicial Action Plans of the Government – both developed in July-August 2019, and the recommendations of the mission report. The project will be built on two interrelated outputs, which include the three building blocks identified in the Mission Report and as agreed with the Ministry of Justice and other key stakeholders. Under the suggested outputs the project will implement a set of catalytic activities that will ensure quick wins and enable UNDP to do medium- and long-term planning with the Ministry and other key stakeholders and attract resources for mid- and long-term reforms.*

To this end the project aims for the following objectives:

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<sup>4</sup> Evidence collected for the recently published UNDP and the World Bank report on “Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict” illustrates that security and justice institutions that operate fairly and in alignment with rule of law and human rights, are essential to preventing violence and sustaining peace including for in-country vertical span.

## **I. Integrity, independence and efficiency of the judiciary supported through national policies and new mechanisms in place**

Under Output 1, the project will provide support to: (i) The project will support putting in place **integrity mechanisms** in the judicial recruitment procedures and, strengthening integrity component of the judicial curricula based on the standards of judicial ethics and conduct as stipulated in UN Convention against Corruption, UN Basic Principles on the Independence of the Judiciary and the Bangalore Principles of Judicial Conduct. The project will also integrate strategies for increasing representation of women in the judiciary, particularly in positions of leadership. (ii) For efficient and independent administration of the judiciary the project will provide technical assistance for reviewing the existing Alternative Dispute Resolution measures and developing a strategy for improving them and promoting their use. (iii) Citizen awareness raising, and engagement will be an integral part of the planned activities. The project will facilitate diversity of communication and dialogue platforms to enhance trust between the different actors of the reform process, including from executive, legislative, judiciary and civil society.

## **II. Access to justice improved through increased service orientation of the judiciary**

Under Output 2, UNDP will support: (i) As an efficient tool for access to justice, the project will support the development of e-justice and efficient e-case-management solutions aiming to improve administration of justice and efficient functioning of the judiciary as described and cross-linked under Output 1. (ii) As the main pillar for access to justice, the project will look into strengthening and diversifying free legal aid system and improving access to free legal aid. For this purpose, legal aid needs and efficiency of the use of current state-guaranteed legal aid system will be assessed to prepare a dedicated project proposal for strengthening the legal aid system. (iii) The project will also incentivize implementation of justice innovations in the justice sector through engaging citizens and civic actors under possible small grant scheme to CSOs and civic groups.

Furthermore, the project will support public awareness campaigns to inform Armenia's citizens of their rights to justice and the mechanisms and tools ensuring access to justice.

### **Intervention Strategy:**

The logic of the Project is structured through two interconnected objectives aiming to provide support to the Government in its transitional reform process and creating an enabling environment for evidence-based, transparent and cohesive reform agenda. While supporting enhancing the integrity, independence and efficiency of the judiciary through national policies and new mechanisms in place, the project will also target to some extent the anti-corruption related reforms with communication and outreach, as well as access to justice improved through increased service orientation of the judiciary.

In parallel, new and innovative methods will be introduced in setting-up **new culture of communication to the profession and citizenry** to re-inaugurate the image and position of the judge and bring the justice closer to people.

To ensure sustainability of the judicial integrity interventions, the project will support related anti-corruption measures, through the prism of UNCAC and its instruments, in order to assist the government to ensure coherence of its multi-faceted efforts in the judiciary reform. From the initially identified short-term priorities, UNDP in collaboration with UNODC will provide

normative inputs, comparative experiences and technical support to operationalization of the preventive and investigative mechanisms and inputs on specific technical issues related to judicial integrity, asset declaration and recovery. The support to the preventive mechanisms will be strongly focused on citizen engagement.

Taking into consideration that the 2019-2023 RA Strategy on Judicial and Legal Reforms highlights ***the constitutional reforms and reconciliation mechanisms, the project activities*** might tap into UNDP's technical expertise on constitutional reforms and facilitation of dialogues and reconciliation on various levels.

In addition, in search for new and innovative methods and aiming to raise visibility and invite due attention of donor and development partners, ***the project will seek partnerships to support organization of a first-ever justice innovations forum in Armenia***, which will help to bring together the justice innovation leaders and create space for new and forward looking justice solutions, being a great supplement to the already planned reforms.

In a medium- and long-term context, the engagement will be tailored together with the MoJ and other key national partners, such as the Supreme Judicial Council, based on the adopted Judicial and Legal Reforms, as well as Anti-corruption strategies.

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### III. RESULTS AND PARTNERSHIPS

#### ***Expected Results***

##### **Rationale and Actions:**

***Objective 1:*** Integrity, independence and efficiency of the judiciary supported through national policies and new mechanisms in place

**Activity 1:** Put in place integrity mechanisms in the judicial recruitment procedures and, strengthen integrity component of the judicial curricula based on the standards of judicial ethics and conduct as stipulated in UN Convention against Corruption, UN Basic Principles on the Independence of the Judiciary and the Bangalore Principles of Judicial Conduct.

**Activity 2:** Facilitate diversity of communication and dialogue platforms to enhance trust between the different actors of the reform process, including from executive, legislative, judiciary and civil society. Apply new and innovative methods to set-up new culture of communication to the profession and citizenry to re-inaugurate the image and position of the judge and bring the justice closer to people.

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**Activity 3:** Technical assistance for a methodology for increased efficiency of case management including costing; identifying and assessing other options for reducing court workload, such as through moving certain types of cases out of the general courts, and establishing fast-track procedures for others - reviewing the existing Alternative Dispute Resolution measures and developing a strategy for improving them and promoting their use.

**Objective 2: Access to justice improved through increased service orientation of the judiciary**

**Activity 1: Support the development of e-justice and efficient e-case-management solutions aiming to improve administration of justice and efficient functioning of the judiciary**

**Activity 2: Assess legal aid needs and efficiency of the use of current state-guaranteed legal aid system to prepare a dedicated project proposal for strengthening the legal aid system.**

**Activity 3: Incentivize implementation of justice innovations in the justice sector through engaging citizens and civic actors under possible small grant scheme to CSOs and civic groups. Support organization of a first-ever justice innovations forum in Armenia.**

### **Resources Required to Achieve the Expected Results**

The Project will have the following human resources:

1. 60% Task Lead and 20% Programme Manager, both with vast experience in implementing justice, rule of law projects. TL will be responsible for project implementation, development, monitoring of project activities, managing financial delivery and ensure planned outputs as per Project work plan. TL under overall guidance of the Programme Manager will ensure project liaison with the government, parliament, civil society organizations, ongoing UNDP initiatives and international partners to ensure information exchange, coordination and synergy.
2. 20% Project Assistant (PA) to provide assistance for project administration and operational issues.

The project will hire additional subject matter experts for concrete activities as necessary.

### **Partnerships**

Following UNODC's inputs during and after the scoping mission, the project will be implemented in close coordination and partnership with UNODC. Through this partnership, the UN will ensure access of national partners to global expertise and best practices aligned with the international standards set out in the United Nations Convention against Corruption, UN Basic Principles on the Independence of the Judiciary, the Bangalore Principles of Judicial Conduct and The UN Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems. This platform should also assist the government to consolidate its reform efforts and monitor them accordingly. Other agencies engaged in justice sector and/or rule of projects in the country will be taken under consideration as well.

With an aim to explore possible innovative justice solutions and possible scale up, UNDP will reach out to innovation partners in the field who are actively involved in SDGs, Governance, and A2J innovative projects, such as Stanford University, UK's NESTA, Hiil for Measuring Justice, Data Justice Lab, Inequality Data Lab, RIWI, Innovation Radicals and others, as well as will learn from the experiences of other COs in the region under the South-South cooperation scheme.

## **Risks:**

The Risk Log is attached as Annex 2.

### ***Stakeholder Engagement***

#### **- Target groups:**

While, the Project will work with wide range of stakeholders, it will target the broader population of Armenia as an end user of the outcomes and results.

#### **- Stakeholders:**

The Project primary contact points will be the Ministry of Justice as the lead institution of policy making and reforms both in the judicial and anti-corruption sectors. In addition, the Project will include wide range of national actors, as Supreme Judicial Council, Parliament, Judiciary, General prosecutor's office, Public Defender, Bar Association, legal aid providers and CSOs.

### ***Knowledge***

The Project comes in a transition and reforming process when much is about new approaches and learning. The attempt to apply new methodologies for reforming the judiciary, applying new tools to integrity and digitisation of the case management systems will bring in new knowledge and expertise. At the same time, it will be more about learning through doing.

### ***Sustainability and Scaling Up***

The **sustainability plan** of the project will be based on three main pillars: **(i) ensuring government ownership, (ii) ensuring linkages and complementarity** with the current projects; and **(iii) partnerships, resource mobilization and expansion of the project cycle**, including in partnerships with other UN agencies and other development entities.

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## **IV. PROJECT MANAGEMENT**

### ***Project Management***

The project will be implemented by UNDP through "Direct Implementation Modality (DIM).

Financial oversight, including approval of expenditures and independent audits, monitoring and mid-term and final evaluation of progress and results will be also ensured by the country office, as required.

UNDP, as responsible partner, will establish a project team, which will ensure that the envisaged activities are carried out and the outputs are reached. The project team will be managed by the dedicated Task Leader, who will coordinate project activities and National Programme Manager (NPM) on part-time basis and as the financial authorizing officer.

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## V. RESULTS FRAMEWORK<sup>5</sup>

<b>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</b>								
<b>OUTCOME UNDAF Outcome(s) 2:</b> By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.								
<b>CPD/CPAP Outcome 2:</b> By 2020, people’s expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance.								
<b>CPAP Output 2.2:</b> Institutions and systems strengthened to improve protection of human rights.								
<b>Support to Armenia’s Rule of Law and Justice Reform (Bringing Justice Closer to People)</b>								
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> Output 2.2.3 Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalized groups.								
<b>Project title and Atlas Project Number:</b> 00121670-00117601								
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>6</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	First half	Second half	FINAL	
<b>Output 1</b> Integrity, independence and efficiency of the judiciary supported through national policies and	1.1 Integrity mechanisms in the judicial recruitment proceduresthrough merit-based and psychological testing developed		0	2020	0	1	1	<i>Package of merit-based judicial recruitment procedures in place</i> <i>Risks- unpredictable factors that can change the approach and need for a merit-based recruitment process</i>
	1.2 Strengthened integrity component of the judicial curricula in the Academy of Justice		0	2020	0	1	1	<i>Modules with integrity and ethics components added to JA curricula</i>

<sup>5</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>6</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



<b>new mechanisms in place</b>	1.3 Design of interoperable e-recruitment system developed		0	2020	0	1	1	<i>Design package available. Risks- given the changing environment of e-justice arrangements, development of e-recruitment system becomes impossible</i>
	1.4 Existing Alternative Dispute Resolutions methods reviewed and proposal for improvement developed		0	2020	0	1	1	<i>Package of findings and recommendations Risks- N/A</i>
	1.5 New and innovative methods to set-up new culture of communication to the profession and citizenry and re-inaugurate the image and position of the judge developed.		0	2020	0	1	1	<i>Communication Strategy and short roadmap in place Risks- unpredictable political developments related to the current judicial reform that can influence the judicial functioning and related activities</i>
	1.6 Public awareness campaigns on rights to justice and the mechanisms and tools ensuring access to justice.		0	2020	2	2	4	<i>Reporting on campaigns Risks – N/A</i>
<b>Output 2</b> Access to justice improved through increased service orientation of the judiciary	2.1 Package of design of efficient e-court/e-case-management system proposed		0	2020	0	1	1	<i>Package of design in place Risks- given the changing environment of e-justice arrangements, development of e-court/e-case management system becomes impossible</i>
	2.2 Free legal aid system assessed and package of proposals for improvement provided		1	2020	0	1	2	<i>Assessment report and package of recommendations, project concept Risks- unpredictable reprioritization of issues that can impact the assessment</i>
	2.3 Implementation of justice innovations promoted and incentivized		0	2020	0	1	1	<i>Innovative Justice Forum conducted, and small grant schemes started, project reports, records. Risks- match of available funds and proposed scheme of innovative justice solutions</i>

## VI. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	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.	Annually	Slower than expected progress will be addressed by project management.	Ministry of Justice; Supreme Judicial Council	
<b>Monitor and Manage Risk</b>	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.	Ministry of Justice; Supreme Judicial Council	
<b>Learn</b>	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.	Ministry of Justice; Supreme Judicial Council	
<b>Annual Project Quality Assurance</b>	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.	Ministry of Justice; Supreme Judicial Council	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Mid-term	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Ministry of Justice; Supreme Judicial Council	
<b>Project Report</b>	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.	Mid-term, and at the end of the project (final report)		Ministry of Justice; Supreme Judicial Council	
<b>Project Review (Project</b>	The project's governance mechanism (i.e., project	Annually	Any quality concerns or slower than	Ministry of	

<b>Board)</b>	board) will hold regular project reviews 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.		expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Justice; Supreme Judicial Council	
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**VII. MULTI-YEAR WORK PLAN <sup>78</sup>**

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<sup>7</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>8</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

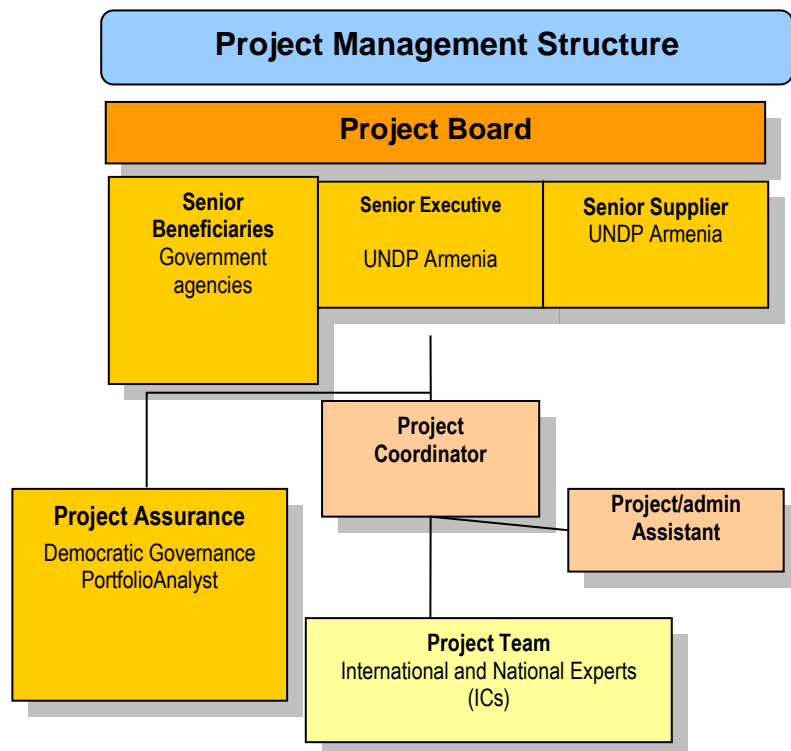
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year	RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1		Funding Source	Budget Description	Amount
<b>Output 1:</b> <i>Integrity, independence and efficiency of the judiciary supported through national policies and new mechanisms in place</i>	<b>Activity 1.1: Put in place integrity mechanisms in the judicial recruitment procedures and, strengthening integrity component of the judicial curricula.</b>		UNDP		71200 Int Consultants	14,000
	1.1.1 Develop merit-based and psychological tests for recruitment of judges.				71300 Local Consultants	2,000
	1.1.2 Develop the design of interoperable e-recruitment system.					3,000
	1.1.3 Look into linkages of integrity check package for acting judges connected to merit-based recruitment.				71600 Travel	
	1.1.4 Develop integrity and ethics modules for JA curricula.				74200 Audio Visual&Print Prod Costs	2,000
	<b>Activity 1.2: Apply new and innovative methods to set-up new culture of communication to the profession and citizenry to re-inaugurate the image and position of the judge.</b>		UNDP		75700 Trainings, Workshops & Conferences	2,000
					74200 Audio Visual&Print Prod Costs	2,500
					74500 Miscellaneous Expenses	500
	1.2.1 Develop communication strategy with a roadmap and toolkit.					
	1.2.2 Implement communication campaign activities.					

					72100 Contractual services-Companies	3,000
	<p><b>Activity 1.3: Identify and assess options for reducing court workload, including through assessment of the ADR measures and develop a strategy for improvement.</b></p> <p>1.3.1 Assess the current ADR measures and produce report with package of recommendations for improvement.</p> <p>1.3.2 Validate with national partners and develop proposal for strengthening of the system.</p>		UNDP		71300 Local Consultants	3,000
	<b>Sub-Total for Output 1</b>	<b>32,000</b>				32,000
<p><b>Output 2</b> <i>Access to justice improved through increased service orientation of the judiciary</i></p>	<p><b>Activity 2.1: Support development of efficient e-court/e-case management system</b></p> <p>2.1.1 Conduct assessment of current status of e-court/e-case management system and interoperability with overall e-justice system.</p> <p>2.1.2 Develop the design of interoperable e-court/case management system.</p>		UNDP		71200 Int Consultants	14,000
					71300 Local Consultants	3,000
	<p><b>Activity 2.2: Assess free legal aid needs and the use of current state-guaranteed legal aid system and suggest areas for strengthening.</b></p> <p>2.2.1 Conduct assessment of the legal aid needs and the current state of free legal aid system.</p> <p>2.2.2 Validate with national counterparts and suggest proposal for comprehensive support scheme.</p>				71200 Int Consultants	5,593
					74500 Miscellaneous Expenses	500
					75700 Trainings, Workshops & Conferences	1,000

	<b>Activity 2.3: Incentivize implementation of justice innovative solutions</b>				71600 Travel	5,000
					75700 Trainings, Workshops & Conferences	7,500
	<b>Sub-Total for Output 2</b>	<b>36,593</b>				<b>36,593</b>
<b>Project Management:</b>	Staff /part-time Programme Manager, Task Leader & 20% project assistant		20,000		74200 Audio Visual&Print Prod Costs	20,000
	DPC		2,000		64300 Direct Project Cost Staff	2,000
	Supplies		500		72500 Supplies	500
	Office rent		1,000		73100 Rent&Maint. – Premises	1,000
	Comms facilities		500		74200 Audio Visual & Print Prod Costs	500
	<b>Sub-Total for Output 3:</b>	<b>24,000</b>				<b>24,000</b>
	<b>Total Project costs:</b>	<b>92,593</b>				
<b>General Management Support, 8%:</b>	<b>7,407</b>					
<b>Total Budget:</b>						<b>100,000</b>

**Programme Coordination and Steering:** This Project will be managed by a part-time Task Lead. S/he will be supported by a Project Assistant 20%, Experts and Programme Manager.

Below is the Management structure of the project as per UNDP guidelines.



In addition to the Project Board a Working Group including representatives of key stakeholders: DPM Office, MoJ, SJC. The WG will meet on by-monthly basis to report on the activities, to find joint solutions to programmatic, operational and management issues, and identify issues to be directed to a higher-level decision-making at Project Board. The Project Board will meet twice per annum to learn on progress and provide guidance. The Project Board may invite an ad-hoc meeting given the necessity and urgency of the Project implementation related issues.

**UNDP Project Time Frame:**The Project duration is 12 months: March 2020 – March 2021

## VIII. LEGAL CONTEXT AND RISK MANAGEMENT

The Project will operate under: Government Entity (**Support to DIM**) 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](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. 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.



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## IX. 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]<sup>9</sup> [UNDP funds received pursuant to the Project Document]<sup>10</sup> 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](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.

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<sup>9</sup> To be used where UNDP is the Implementing Partner

<sup>10</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- 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](http://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. *Choose one of the three following options:*

*Option 1:*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.

*Option 2:* Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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.

*Option 3:* 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 the 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.

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.

X.

### Annex 1: Social and Environmental Screening Template

<b>Project Information</b>	
<b>1. Project Title</b>	<b>Support to Armenia's Rule of Law and Justice Reform (Bringing Justice Closer to People)</b>
<b>2. Project Number</b>	00121670-00117601
<b>3. Location (Global/Region/Country)</b>	<b>Armenia</b>

#### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

**QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

***Briefly describe in the space below how the Project mainstreams the human-rights based approach***

The centrality of human rights is underlined in the Project goal and objectives. The human rights-based approach is mainstreamed throughout the Project activities, outputs and results by applying diversity of HRBA principles. The Project was developed in close consultation with all parties involved and will be implemented through a joint decision-making Board. Project progress will be reported, and further actions agreed through a quarterly meeting of the multi-party task force to ensure transparency and accountability of all measures.

***Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment***

To the extent possible, gender balance will be kept during the expert team formation. In order to eliminate social injustice and to ensure equal opportunities for all, the project approach looks at the development targets through a gender perspective too. Gender will be in the heart of the program implementation by ensuring balanced participation of women in capacity building trainings **(at least 40%)**

**Gender empowerment:** The Project will ensure gender parity in Project team, Project Board and Working Groups. The activities and objectives will be designed to open space for equal representation of women and men in expert teams. Gender mainstreaming and gender responsive policy formulation and processes will be part of all activities, need assessments and development of recommendations packages in the recruitment system of judges, the judicial curricula and the e-court management system.

**Equal access to resources:** The Project team will be able to assess the equality of access to program resources, by men and women, through regular monitoring activities and reports.

**Briefly describe in the space below how the Project mainstreams environmental sustainability**

Environmental sustainability is a core value embedded in the design of the project. All activities will be planned and implemented in line with principles of environment sustainability, avoiding negative effect to natural resources and physical environment.

UNDP is a recognized leader in Armenia in sustainable development solutions and corporate practices. This culture will be mainstreamed across the Project implementation process, the activities and to partners involved.

**Part B. Identifying and Managing Social and Environmental Risks**

<b>Risk Description</b>	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments</b>	<b>Description of assessment and management measures as reflected in the Project design. If FSIA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	I = 2 P = 1	Low	referred to SESP Attachment 1: Standard 1, Question 1.2	N/A. There are no project activities, which may have impact on the environment.
Select one (see <a href="#">SESP</a> for guidance)				Comments NA
Low Risk			X	
Moderate Risk				
High Risk				
<b>Check all that apply</b>			<b>Comments</b>	
<b>Principle 1: Human Rights</b>			X	
<b>Principle 2: Gender Equality and Women's Empowerment</b>			X	
<b>1. Biodiversity Conservation and Natural Resource Management</b>				
<b>2. Climate Change Mitigation and Adaptation</b>				
<b>3. Community Health, Safety and Working Conditions</b>				
<b>4. Cultural Heritage</b>				
<b>5. Displacement and Resettlement</b>				
<b>6. Indigenous Peoples</b>				
<b>7. Pollution Prevention and Resource Efficiency</b>				

**Final Sign Off**

<b><i>Signature</i></b>	<b><i>Date</i></b>	<b><i>Description</i></b>
QA Assessor	7.02.2020	Alla Bakunts, DG Porfolio Analyst
QA Approver/PAC Chair	12.02.2020	Dmitry Mariyasin, UNDP RR

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
<b>Principles 1: Human Rights</b>		Answer (Yes/No)
1.	<i>Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?</i>	No
2.	<i>Is there a likelihood that the Project would have inevitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?</i>	No
3.	<i>Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?</i>	No
4.	<i>Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?</i>	No
5.	<i>Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?</i>	No
6.	<i>Is there a risk that rights-holders do not have the capacity to claim their rights?</i>	No
7.	<i>Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?</i>	No
8.	<i>Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?</i>	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	<i>Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?</i>	No
2.	<i>Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?</i>	No
3.	<i>Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?</i>	No
4.	<i>Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?</i>	No
	<i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	



<b>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
<b>1.1</b>	<b>Would the Project potentially cause adverse impacts to habitats (e.a. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?  For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</b>	<b>No</b>
<b>1.2</b>	<b>Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.a. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</b>	<b>No</b>
<b>1.3</b>	<b>Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)</b>	<b>No</b>
<b>1.4</b>	<b>Would Project activities pose risks to endangered species?</b>	<b>No</b>
<b>1.5</b>	<b>Would the Project pose a risk of introducing invasive alien species?</b>	<b>No</b>
<b>1.6</b>	<b>Does the Project involve harvesting of natural forests, plantation development, or reforestation?</b>	<b>No</b>
<b>1.7</b>	<b>Does the Project involve the production and/or harvesting of fish populations or other aquatic species?</b>	<b>No</b>
<b>1.8</b>	<b>Does the Project involve significant extraction, diversion or containment of surface or ground water?  For example, construction of dams, reservoirs, river basin developments, groundwater extraction</b>	<b>No</b>
<b>1.9</b>	<b>Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)</b>	<b>No</b>
<b>1.10</b>	<b>Would the Project generate potential adverse transboundary or global environmental concerns?</b>	<b>No</b>
<b>1.11</b>	<b>Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?  For example, a new road through forested lands will generate direct environmental and social impacts (e.a. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</b>	<b>No</b>
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
<b>2.1</b>	<b>Will the proposed Project result in significant greenhouse gas emissions or may exacerbate climate change?</b>	<b>No</b>
<b>2.2</b>	<b>Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?</b>	<b>No</b>
<b>2.3</b>	<b>Is the proposed Project likely to directly or indirectly increase social and</b>	<b>No</b>

<p><i>environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?</i></p> <p><i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i></p>	
<b>Standard 3: Community Health, Safety and Working Conditions</b>	
<b>3.1</b> <i>Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?</i>	No
<b>3.2</b> <i>Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?</i>	No
<b>3.3</b> <i>Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?</i>	No
<b>3.4</b> <i>Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)</i>	No
<b>3.5</b> <i>Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?</i>	No
<b>3.6</b> <i>Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?</i>	No
<b>3.7</b> <i>Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?</i>	No
<b>3.8</b> <i>Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?</i>	No
<b>3.9</b> <i>Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?</i>	No
<b>Standard 4: Cultural Heritage</b>	
<b>4.1</b> <i>Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)</i>	No
<b>4.2</b> <i>Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?</i>	No
<b>Standard 5: Displacement and Resettlement</b>	
<b>5.1</b> <i>Would the Project potentially involve temporary or permanent and full or partial physical displacement?</i>	No
<b>5.2</b> <i>Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions - even in the absence of physical relocation)?</i>	No
<b>5.3</b> <i>Is there a risk that the Project would lead to forced evictions?</i>	No

5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?  If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.	No
6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8 Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>7: Standard Pollution Prevention and Resource Efficiency</b>	
7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or nonroutine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and nonhazardous)?	No
7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?  For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol	No
7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

## Annex 2: Risk Analysis

#	Description	Date identified	Type	Impact and probability	Countermeasures / Management response
1	With changing environment of e-justice arrangements, development of e-recruitment system is delayed.	11.02.20	Political	I = 4 P = 1	This risk is minimal; however, the Project team and UNDP CO will work closely with the MoJ and SJC to minimize the possibility of delay in the work plan.
2	Given the scarcity of resources in the e-justice sector and in this particular initiation project development of e-court/e-case management system becomes impossible.	11.02.20	Technical	I = 4 P = 1	The Project team and CO are working on possibilities to extend the projects support scheme and resource mobilization.
3	Unpredictable reprioritization of issues that can impact the assessment of free legal aid system as the key guarantor for access to justice of people.	11.02.20	Technical	I = 4 P = 1	This issue stays on priority list for quite some time already and will be discussed and prioritized with the MoJ again, as one of priority areas on UN access to justice agenda and one of the weakest areas in Armenian justice system that requires urgent attention.