Reporting Agency:	UNDP
Country:	Armenia

MONITORING ACTION AND STANDARD PROGRESS REPORT[1]

No. and title:	**00122148 Accountable Institutions and Human Rights Protection in Armenia**
	Output IDs: 00117855 Initiation Plan (in closure process)
	00128989 Accountable institutions_Human Rights
	00129003 Police Reform
	00129004 Constitutional Reform

Reporting period: 01 January 2021 – 31 December 2021

I. PURPOSE

- *Present project's goal, objectives, duration, theory of change (if available), implementing partner and responsible parties.*

Initiation Plan duration: 01 January 2021 – 31 December 2021
Implementing partner: United Nations Development Programme

Project document was approved on 20 January 2021 and extended on 1 April 2021.

Project goal and objectives: The Project is designed to support the Government of Armenia (GoA) efforts towards inclusive, accountable and effective service delivery in the field of rule of law, security, enhanced human rights protection and Constitutional reform. It is aimed to strengthen rights-based approach in public service to safeguard protection, equality and inclusiveness, and also contributes to implementation of CEPA provisions and implementation of the roadmap, adopted by the GoA in the areas of rule of law, human rights and fundamental freedoms. The focus is placed on good governance, non-discrimination and gender equality, rights of persons belonging to minorities, justice and security reform. The Project equally contributes to implementation of the Agenda 2030, focusing on Sustainable Development Goal (SDG) 16 (peace and strong institutions), SDG 10 (reduced inequalities) and SDG 5 (gender equality).

The Project objectives are implemented through three components, based on the most imminent national reform priorities in these fields.

Human Rights Component implemented by UNDP, UNICEF and UNFPA focuses on (i) capacity building of the Office of the Human Rights Defender (HRDO) and Office of the Representative of RA on International Legal Matters, (ii) promotion of human rights awareness and education, (iii) improved Human Rights Action Plan monitoring and evaluation mechanisms.

Police Reform Component implemented by UNDP and OSCE, in close cooperation with the Ministry of Justice (MoJ) and the Police, supports implementation of the ongoing Police Reforms, with a special emphasis on the reform of the educational system.

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[1] GUIDELINES: The report shall be **evidence-based, short, and informative.** Please do not delete descriptions. The report is cumulative. This means that information is added through the monitoring cycles, and by the end of the project the final report will contain key information for all years of the project. Please use the **results language i.e., changes vis-à-vis the baselines and targets highlighting value added by the project.** Financial data is indicated based on Combined Delivery Report i.e., *actual* expenditure). *__Monitoring action timeline: Planning – by 20 January; Q1 report – 30 March; Q2 – 30 June; Q3 – 30 September; Q4 with provisional results – 30 November; final copy – by 20 December.__* Cleared by Portfolio reports shall be maintained in project filed and uploaded in Atlas. **Project Board shall receive and endorse the project reporting and Work plan in line with the schedule indicated in ProDoc, but not less than annually.**

Constitutional Reform Component implemented by UNDP contributes to advancement of Constitutional Reform through empowerment of key national stakeholders, provision of expert advice and best practices.

The Project is implemented in close cooperation with the HRDO, MoJ, the Police, Office of the Representative of RA on International Legal Matters, and the civil society.

Duration: 20 May 2021 – 19 May 2023
Implementing partner: United Nations Development Programme
Responsible Parties: UNICEF, UNFPA, OSCE

II. RESOURCES AND FINANCIAL PERFORMANCE

- *Matrix showing project's total, annual and delivered resources and percentage by donor funds.*

Output	Donor	Total Project Budget	Current Year (2021)			All Years Delivery as of SPR date (USD)	All Years Delivery rate as of SPR date (%)
			Annual Budget	Delivery as of SPR date (USD)	Delivery rate as of SPR date (%)		
00117855 (Initiation Plan)	UNDP	64,900	64,900	60,448	93.1 %	60,448	93.1 %
	Total	**64,900**	**64,900**	**60,448**	**93.1 %**	**60,448**	**93.1 %**
00128989 (Human Rights)	EU	612,708	100,696	99,567	98.9 %	99,567	16.2 %
	UNDP	20,000	15,000	7,001	46.7 %	7,001	35.0 %
	Total	**632,708**	**115,696**	**106,568**	**92.1 %**	**106,568**	**16.8 %**
00129003 (Police Reform)	EU	708,060	61,107	52,305	85.6 %	52,305	7.4 %
	UNDP	20,000	-	-	-	-	-
	Total	**728,060**	**61,107**	**52,305**	**85.6 %**	**52,305**	**7.2 %**
00129004 (Constitutional Reform)	EU	472,040	7,683	5,260	68.5 %	5,260	1.1 %
	UNDP	10,000	-	-	-	-	-
	Total	**482,040**	**7,683**	**5,260**	**68.5 %**	**5,260**	**1.1 %**
00122148 (Accountable institutions and HR project)	**EU**	**1,792,808**	**169,486**	**157,132**	**92.7 %**	**157,132**	**8.8 %**
	UNDP	**114,900**	**79,900**	**67,449**	**84.4 %**	**67,449**	**58.7 %**
	Total	**1,907,708**	**249,386**	**224,581**	**90.1 %**	**224,581**	**11.8 %**

- *Indicate amount of leveraged resources, even if as a parallel funding.*

III. RESULTS, PROGRESS, INNOVATIVE AND TRANSFORMATIVE ASPECTS

- ***Programme/Outcome and Output level results: (1)*** *Indicate the project's progress vis-à-vis* ***UNDAF/CPD outcomes, outputs, baselines, and targets,*** *as well as (2)* ***UNDP Strategic Plan*** *(SP) and (3)* ***Sustainable Development Goals*** *(SDG).*
- ***Snapshot of Project's activities: (1)*** *Present the* ***narrative of the project's progress vis-à-vis the planned deliverables of the Results and Resources Framework of Prodoc,*** *disaggregated by years. Present additional results with a separate subtitle.* ***(2) Update RRF of Prodoc*** *(see in annex a sample of UNDP standard RRF).*
- ***Innovative and transformative aspects:*** *Highlight innovative practices and any transformative changes so far.*

UNSDCF6/CP Outcome 3:	**Project's contribution**
People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all.	Capacities of 700 new patrol police officers strengthened on human rights and rule of law disciplines, and the new Patrol Service launched in Yerevan in July 2021.

UNDP CPD Output 3.2:

Capacities, functions and financing of rule of law, national human rights institutions/systems strengthened to protect human rights, expand access to justice and combat discrimination, with a focus on women and marginalized groups (IRRF 2.2.3).	Support on applicable international practices in the field of constitutional reforms provided, putting the basis for strategic planning for the 2022 constitutional review.

Sustainable Development Goal: 16

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	The human-centred police service is promoted through mainstreaming of the human rights standards in the curricula and trainings of the new patrol police.

Project Progress and Interim Results:

2021

Initiation Plan, 00117855

- Targeted and comprehensive training program for the new Patrol Police recruits supported (21,504 academic hours of trainings were held for 706 new patrol police officers, out of which 43 are women (6.1%). This resulted in introduction of the service in July 2021 in Yerevan and replication of the trainings for the candidates from Lori and Shirak regions from November 2021.

- The final evaluation exams of the patrol police candidates conducted; 697 officers qualified for the new service. With the Project team involved, as a full member of the interview panel, the recruitment process of the patrol police candidates completed, putting the basis for the start of the trainings in November 2021.

Accountable institutions_Human Rights, 00128989

- Consultations on the mandate and constitutional guarantees of the HRDO conducted. Particular focus placed on the institutional guarantees, application to UN treaty bodies and the efficiency of the functioning of the regional offices. This resulted in fine-tuning of timelines and prioritising activities to start in February 2022.

- Trainings of the patrol police is completed in Yerevan and in progress for Shirak and Lori regions.

Police reform, 00129003

- Functional review of the police educational system kicked off, with the initial findings to be ready in February 2022.

Constitutional reform, 00129004

- Consultations on applicable international practices in the field of constitutional reforms provided, putting the basis for strategic planning for 2022 constitutional review.

Present in the below table a performance snapshot of the current year planned deliverables.

000117855 Initiation Plan

			Current Year (2021)					
			Planned				Actual	
Activity/Output	Expected Annual Targets/Indicators	Amount ($)	Q1	Q2	Q3	Q4	Status	Comments
1. Training of the patrol police officers	• Training of the patrol police officers (RPA)	$ 33,000	x	x			*25 training modules conducted*	*Completed*
2. HRDO capacity strengthening	• Strengthening capacity of the HRDO and implementation of the Human Rights Action Plan	$ 2,700	x	x			*Analyses conducted on HRD mandate and constitutional guarantees*	*Completed*
3. New Project appraisal	• Start of the new Project				x		*Completed*	

000128989 Accountable institutions_Human Rights

			Current Year (2021)					
			Planned				Actual	
Activity/Output	Expected Annual Targets/Indicators	Amount ($)	Q1	Q2	Q3	Q4	Status	Comments
1. Enhancing capacities	• Consultations with the HRDO					x	*Completed*	*The events will start in 2022*
	• Discussions with the staff of the HRDO, identification of trainings needs					x	*Completed*	*Trainings planned for March 2022*

Activity/Output	Expected Annual Targets/Indicators	Amount ($)	Q1	Q2	Q3	Q4	Status	Comments
	• Identification of trainings needs for strengthening capacity of the Office of the Representative on International Legal matters					x	*Completed*	
2. Public awareness	*To start from 2022*							
3. Human Rights Action Plan	• Operation monitoring of the e-rights platform					x	*Completed*	*To be continued in 2022*
	• Training for the patrol officers in Yerevan and in marzes	$ 65,332				x	*Completed in Yerevan Ongoing in marzes*	

000129003 Police Reform

			Current Year (2021)					
			Planned				Actual	
Activity/Output	Expected Annual Targets/Indicators	Amount ($)	Q1	Q2	Q3	Q4	Status	Comments
1. Baseline and assessment	• Detailed diagnostic assessment of Armenian police educational system and desk review of the legal and institutional framework	$ 15,200				x	*In progress*	*The functional review of the Police Educational Complex has been launched*
2. Curricula and learning modules	*To start from 2022*							
3. New institutional models						x	*In progress*	*The process of the Police databases mapping with further development of big data analytical tool started*
4. Oversight and accountability	*To start from 2022*							
5. Gender mainstreaming	*To start from 2022*							
6. Crisis management	• Crisis preparedness assessment and	$ 5,250				x	*In progress*	

							Current Year (2021)	

			Planned				Actual	

gap analysis, and desk review of the legal and institutional framework

000129004 Constitutional Reform

Activity/Output	Expected Annual Targets/Indicators	Amount ($)	Q1	Q2	Q3	Q4	Status	Comments
1. Constitutional review concept	*To start from 2022*							
2. Capacities of the Constitutional Reform bodies	• Consultations with the MoJ on the format and functions of the Commission and the Secretariat					x	*In progress*	*The process started, to be continued in 2022, in accordance with the PM degree*
	• Expert discussions for strengthening capacities of the Secretariat					x	*Completed*	*To be continued in 2022, in accordance with the PM degree*
3. Civic participation	*To start from 2022*							

IV. GENDER MAINSTREAMING, CROSSCUTTING RESULTS, TARGETING

- *Indicate the project's alignment with the corporate Gender Equality Strategy Outcomes and Strategic Entry Outputs (page 16 GES).*
- *Indicate the project's gender marker (GEN0-3) and **gender-responsive and gender-transformative results** vis-à-vis the prodoc framework (N.B. UNDP Country Programme Documents requests that all projects be designed and implemented at GEN2-3 level).*
- *Indicate also the project's **crosscutting results (e.g., youth empowerment, risk-informed development schemes, integrated development schemes),** as well as the project's contribution for **Leaving No One Behind (LNOB)** indicating particular **target groups.***

Project corresponds to UNDP Gender Marker Gen 2:

2021

Promotion of gender equality principles through increased women`s engagement and role in the Police is being promoted as the key element of the reforms that would bring positive changes both within the Police and in terms of the quality of the services.

With UNDP support, the MoJ and the Police Educational Complex organized recruitment process of both the trainers and the patrol police candidates, encouraging applications from female participants. As a result of an open call 149 professional trainers were selected, 45 out of which were women (30.2%).

V. RISKS AND CHALLENGES
- *Present the project's issues, challenges and bottlenecks along with the suggested solutions.*
- *(1) Update the Project Risk Log in this report (2) and in Atlas (see a sample of UNDP standard risk log attached). N.B. Risks that are no further relevant shall not be deleted from the Log but a respective statement to be made in Risk treatment/management. SESP risks to be monitored in Risk Log.*

The Project was implemented in line with the planned workplan, timeline and targets. At the same time, conditioned by the delayed approval of the Project by the Donor, some of the activities had to be re-planned and re-scheduled to start from 2022 (e.g. trainings on the HR legal review, applications to UN treaty bodies). Given the COVID-19 surge of cases by the end of the year, the official launch of the Project was shifted to January 2022, as agreed with the main beneficiaries and the Donor.

VI. PRODOC CHANGES, HORIZON SCANNING
- *Present the analysis in your project's field (horizon scanning) regarding new opportunities, emerged stakeholders/donors, etc and hence the necessary changes recommended to the project document.*
- *State changes to the project document (both proposed and approved by Project Board). For substantive revision, a documented LPAC endorsement is to be presented to the Project Board. [N.B. Necessary actions regarding revised prodoc will follow].*

Though the Agreement with the Donor was signed in October 2021 (as opposed to expected March 2021) yet, the presented priorities, stakeholders and the main directions of the Project are still up-to-date, so no deviations or changes to the Project Document took place. The LPAC was conducted, during which the relevance of the Project to the national priorities was reconfirmed.

VII. PARTNERSHIPS, COMMUNICATION, KNOWLEDGE MATERIALS
- *Present planned and already conducted international, cross-sectorial and inter-agency cooperation instances. Differentiate by categories e.g., "South-South Cooperation", "Inter-agency cooperation", etc.*

The Project maintains effective and efficient partnership with the main beneficiaries of the Project, i.e. HRDO, MoJ, the Police, and Police Educational Complex (PEC).

As a result of cooperation with PEC and agreement with the stakeholders, Responsible Party Agreement (RPA) for the training programme of the new patrol police officers was signed starting from 20 May 2021.

The Partnership with the MoJ resulted in mapping the activities for the support in terms of the constitutional reform processes expected to take place in 2022.

The Project maintained communication and cooperation with UNICEF, UNFPA and OSCE in terms of Project implementation.

- *Present a summary of communication and visibility activities with evidence (in line with Communication plan). It is recommended to include a table presenting events and links.*
- *Present the project's analytical and knowledge products in a similar table as in the above bullet point.*

Informative video on establishment of the new patrol police	*Link*

Official oath ceremony of the patrol police officers	*Link*

VIII. EVALUATIONS

- *(1) Inform about planned and implemented project evaluations. (2) Attach the updated Management Response table if applicable.*

No evaluation foreseen for this Project.

IX. DONOR REPORTS

- *Present the schedule of donor reports and requests for installments with the completion status.*

Annual narrative progress report is expected to be submitted no later than five months (31 May 2022) after the end of the 2021 calendar year.

Annual financial report, as of 31 December 2021, is expected to be submitted no later than five months (31 May 2022) after the end of the 2021 calendar year.

X. VALIDATION OF RESULTS (FIELD VISITS) AND QUALITY ASSURANCE

- *Validation of results (filed visit) document is to be prepared during Q2 and Q4 (i.e., Annual) reports. Include in the report the last field visit document.*
- *Formulate **lessons learned** in highly strategic way.*
- *Update **quality assurance report** in the system for ongoing projects quarterly (to be cleared by programme manager and endorsed by portfolio manager (Assurer role). It is submitted and approved in the Corporate Planning System annually (Q4) for the approval of UNDP Programme Manager (RR/Approver role), with prior clearance by Assurer/Portfolio manager. For closing projects, **Project Closure quality assurance reports** to be prepared and approved in the system and presented to the last Project's Board Meeting along with the Final Report of the Project.*

Please see attached.

XI. FUTURE ACTIONS, WORK PLAN

- *Indicate key actions ahead and attach the multiyear AWP from Prodoc (UNDP template is attached).*

- *Continuation of the patrol police trainings, with 2 April 2022 as an end date*
- *Support to the police reform, through big data analyses, functional review of the police educational system, promotion of gender equality principles.*
- *Work with the Constitutional Reform council and the commission*
- *Support in evaluation of the implementation of the HRAP*
- *Strengthening capacities of the HRDO and the Office of the State Representation on International Legal Matters.*

Results Framework[2]

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Capacities, functions and financing of rule of law, national human rights institutions/systems strengthened to protect human rights, expand access to justice and combat discrimination, with a focus on women and marginalized groups (IRRF 2.2.3)
Applicable Output(s) from the UNDP Strategic Plan:
Project title and Atlas Project Number: Accountable institutions and Human Rights Protection in Armenia (ATLAS ID 00122148, 00117855 Initiation Plan)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS, COMMENTS
			Value	Year	Year 1 (2021)		
					Planned	**Actual**	
Output 1							
Output 1.1 *Implementation of the RPA with the Police Educational Complex*	*1.1.1 Availability of patrol police trainings*	*PEC reports on trainings' implementation progress*	*Delivery of patrol police trainings*	2021	*Delivery of overall 25 modules by the end of June 2021*	*Completed*	*Organisation of trainings, evaluation of final results*
Output 1.2 *Capacity of the HRDO and implementation of the Human Rights Action Plan strengthened*	*1.2.1 HRDO institutional support*	*HRDO website/reports*	*Provision of institutional and expert support to the HRDO*	2021	*HRDO institutional support provided*	*Consultations on the mandate of HRD conducted*	*Meetings with the HRDO and other stakeholders*
Output 1.3 *New Project appraisal*	*1.3.1 New project approval*	*Signed agreement*	*Start of the new project*	2021	*New project launched*	*Completed*	*Agreement signed in October 2021*

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[2] 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.

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:
UNSDCF Outcome 6: People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all.
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
Level of Government effectiveness, transparency, and accountability; Rule-of-Law Index.
Applicable Output(s) from the UNDP Strategic Plan:
Output 2.2.3.: Capacities, functions and financing of rule of law, national human rights institutions/systems strengthened to protect human rights, expand access to justice and combat discrimination, with a focus on women and marginalized groups.
Project title and Atlas Project Number: 00122148, 00128989 Accountable Institutions_Human Rights; 00129003 Police reform; 00129004 Constitutional reform

EXPECTED OUTPUTS	OUTPUT INDICATORS3	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 2021		Year 2 2022		Year 3 2023		FINAL		
					Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	

HUMAN RIGHTS

EXPECTED OUTPUTS	OUTPUT INDICATORS3	DATA SOURCE	Value	Year	Planned (Y1)	Actual (Y1)	Planned (Y2)	Actual (Y2)	Planned (Y3)	Actual (Y3)	Planned (Final)	Actual (Final)	DATA COLLECTION METHODS & RISKS
Output 1⁴ *Capacities of the HRDO and relevant human rights public agencies i.e. Office of the Representative before the ECtHR, at national and regional level are strengthened, including on accountability*	*1.1. HRDO Academy/ Analytical Hub established*	Reports of the HRD	No centre, only a research and analytical department	2020	Discussions on format are held	Discussions on the format of the Academy conducted	Needs assessment is conducted		Academy is established		Academy is operational	Discussions on the format of the Academy conducted	Reports, Meetings with the relevant stakeholders and experts
	1.2. Enhancing HRDO monitoring function of the rights of vulnerable groups and implementation of recommendations in place	Reports of the HRD, availability of e-tools	website of the HRDO and the chatbot on the rights of persons in closed institutions	2020	Scope of implemen-tation identified	Discussions on the scope of implemen-tation took place	Needs assessment conducted, ToR developed		e-tool/ platform is developed		e-tools/ platform is operational	Discussions on the scope of implemen-tation took place	Reports, HRDO website
	1.3. # of trainings on NPM mandate of HRDO provided	Reports of the HRD, international best practices	12 trainings conducted on the NPM operation by UNDP and CoE	2020	X	X	2 trainings based on the initial needs assessment		4 trainings on NPM are conducted		Capacities of the HRDO on convention al mandates is enhanced	X	Expert advice, reports of the HRD, reports to international organisations

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[3] 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.

[4] The use of terminology is based on donor's and project concept formulations/terminology. The output corresponds to UNDP Atlas activity results

	Indicator	Means of verification	Baseline	Year									Means of verification
	1.4. Capacity of the HRDO to act as an Equality Body	Reports of the HRD and the civil society	0	2020	X	X	TBC based on the adoption of the law		TBC based on the adoption of the law		X	X	The law on equality, SOP on operation of the Equality Body.
	1.5. Digital information management system for HRDO regional offices deployed	The law, reports of the HRD and civil society	TBC (once the new HRD starts the duties in Feb 2022)	2020	X	X	Needs assessment conducted		Management system is developed		System is operational	X	The system itself
	1.6. # of regional offices of the HRDO set and operational	Reports of the Office	4	2020	X	X	Needs assessment on the current needs of the regional offices and further expansion of regional offices provided		Based on the findings of the needs assessment, expert advice on effective support to establishment of 2 new offices provided		Based on the findings of the needs assessment, support provided for opening of a regional office	X	Reports of the HRD, meeting with stakeholders in Yerevan and regions
	1.7. Work management software for the Office of the Representative before the ECtHR developed and operational	Reports of the HRD, Office of the Representative before the ECtHR, MoJ	0	2020	Consulta-tions held, needs identified	Done for this phase. The needs have been identified	Needs assessment conducted, ToR developed		Software is developed		Software is operational	The needs identified	Availability of software, reports of the experts
	1.8. # of trainings provided to the Office of the Representative before the ECtHR	Reports of the HRD, international best practices	Initial trainings conducted by the CoE	2020	Needs assessment conducted, 1 training organised	Needs assessment conducted, Concept of the trainings drafted	2 trainings organised		3 trainings /workshops organised in partnership with the HRDO and other stakeholders		The capacities of the staff of the Office is enhanced; 6 trainings organised	Needs assessment conducted, Concept of the trainings drafted	Reports of the Office, participation in trainings, needs assessment results, expert reports

Output	Indicator	Means of verification	Baseline	Year									
Output 2 *Measures to promote public awareness on human rights with a particular focus on the rights of vulnerable groups are implemented*	*2.1. A large-scale national communications campaign (accessible for PwDs) designed and launched/ # of people reached*	Reports of the HRD, MoJ, Office of the Representative before the ECtHR, CSOs	Public awareness on HR and non-discrimination conducted through the EU HR BS TA and other local and international actors	2020	Discussions are held with the partners on the scope and target groups	Agreement reached to start the campaign in 2022	Public awareness campaign designed and organised		Public awareness campaign implemented		Public awareness increased	Agreement reached to start the campaign in 2022	Organisation and implementation of the campaigns, discussions with the state and non-state actors, visibility tools and itemd
	2.2. # of modules on HR and non-discrimination introduced	Reports of the academic institutions, including those of Justice and the Police	No specific course on a wider anti-discrimination concept	2020	X	X	2 special courses/modules developed for the professional institutions		2 special courses being taught at the professional institutions		The stakeholders are trained	X	Development of modules, curriculum of the institutions
Output 3 *Implementation of the new Human Rights Strategy and Action Plan for 2020-2022 enabled*	*3.1. Evaluation of the progress of implementation of the HRAP conducted*	Reports of the MoJ, Expert assessment, CSO reports	Assessment of the Action Plan of 2017-19	2020	Implemen-tation for 2020 assessed	Agreement reached with MoJ to conduct an assessment in 2022	Monitoring through the e-rights.am platform		Evaluation over the implementation through online platform		The progress evaluation conducted	Agreement reached with MoJ to conduct an assessment in 2022	www.e-rights.am platform; reports of the MoJ and the Coordinating Council
	3.2. New iteration of HR Action Plan and related strategic documents developed	Policy documents, reports of the MoJ	Action Plan 2020-22 developed, new iteration to follow implementation phase	2020	X	X	TBC based on the political action and discussions with the MoJ		TBC: new strategy developed		TBC	X	TBC
	3.3. # of public awareness products on HRAP implementation	Awareness materials Reports of the Coordinating Council, MoJ and other relevant stakeholders	0	2020	Discussions with the MoJ held, provisions of the Communications strategy studied	Discussions with the MoJ representa-tives conducted	1 public awareness product developed		3 public awareness products developed and broadcast		4 public awareness products/ initiatives	Discussions with the MoJ representa-tives conducted	Availability of PSAs, website, online platform

Indicator	Source	Baseline	Year							Target		Means of verification
3.4. *# of police units received support on audio-visual recordings of police interviews*	Reports of the Police, decree of the head of the Police	10	2020	X	X	5 units		12 units		Officers of the 17 police units are increased their knowledge on audio-visual recordings	X	Reports of the Police on-site visits
3.5. *New Patrol Police officers are trained*	Reports of the Police and MoJ	Selection of trainers and new patrol police recruits	2020	The trainings for the patrol police officers are launched	Training program for the Patrol Police officers in Yerevan completed, in Lori and Shirak regions started on 1 November 2021	The candidates provided with 5 months training		X		New patrol police officers are trained	Training program for the Patrol Police officers in Yerevan completed, in Lori and Shirak regions started on 1 November 2021	Organisation of trainings, reports of the Police and MoJ

POLICE REFORM

Output	Indicator	Means	Baseline	Year									Source of verification
Output 1 *Baseline for project implementation is established and main needs are assessed*	*1.2. Detailed diagnostic assessment of Armenian police educational system is carried out, and its new model is defined (e.g. police educational models are revised, curricula audited)*	Final report on detailed diagnostic assessment	As identified in the police performance survey / Results of public opinion survey on police performance	2020	Detailed diagnostic assessment process launched	The functional review of the Police Educational Complex has been launched and the process is ongoing	Detailed diagnostic assessment, key findings and recommendations are submitted to relevant authorities		X		Detailed diagnosis recommendations successfully implemented	The functional review of the Police Educational Complex launched	Internal project documentation / Desk review, Interviews, on-line data collection
Output 2 *Police human resource capacities to implement the reform enhanced*	*2.1. New police training curriculum developed, learning modules are tested*	Key findings of detailed diagnosis, best international experience	0	2020	X	X	Outline of the new curricula of the PEC, including description of the new subjects, is developed and submitted for approval		New curricula are finalised, and selected learning modules are developed and submitted for approval		New training curricula, including new learning modules, is in place in the PEC	X	Internal project documentation / Decision of relevant authority on approval of new PEC curricula that is in line with the project recommendations.
	2.2. ToT for PEC lecturers is conducted	Reports on training, testing results	0	2020	X	X	ToT is conducted		Training modules are provided by lecturers successfully passed the ToT		PEC lecturers are certified	X	Internal project documentation, e.g. list of training participants / PEC report on certification of lecturers
Output 3 *Police capacities to adopt new institutional models of democratic policing enhanced*	*3.1. Big data analytical tool for the Operational Management System is developed and tested*	Report on introduction and testing of analytical tool	0	2020	Development of big data analytical tool is launched	The process of the Police databases mapping with further development of big data analytical tool started	Big data analytical tool is developed		Big data analytical tool is successfully tested		Big data analytical tool is fully operational	The process of the Police databases mapping with further development of big data analytical tool started	Report on introduction and testing of analytical tool

	Indicator	Means of verification	Baseline	Year											Means of verification
	3.2. Community policing model is reviewed and enhanced; corresponding SOPs are developed on the basis of good international practice	Report on key findings of research on model of community policing Community policing SOPs	Current model of community policing Existing SOPs Results of public opinion survey on police performance OSCE Community Policing Needs Assessment (February 2018) Results of most recent Caucasus Barometer opinion survey	2020		X	X		Detailed outline of approaches and institutional models for enhanced community policing		SOPs for community policing are developed and submitted for approval	Community policing model is finalised	New community policing system is approved	X	Internal project documentation Decision of relevant authorities on approval of new community police model Decision of relevant authorities on approval of SOPs
Output 4 *Police institutional capacities for effective oversight, accountability, transparency and integrity developed*	*4.1. Police Code of Ethics and Code of Conduct updated/developed*	Report on new CoC	old CoC	2020		X	X		New CoC is approved		Monitoring mechanisms of CoC implementation is in place		CoC is the key instrument of the Police integrity system	X	Report on new CoC
	4.2. Police communication strategy and action plan are revisited and adjusted to the needs	Report on Police communication strategy and action plan	0	2020		X	X		Amended Police communication strategy and action plan are approved		Mechanisms on monitoring of Police communication action plan implementation is in place		Police communication action plan is being successfully implemented	X	Report on Police communication strategy and action plan
	4.3. Police digital transformation roadmap is developed, and digitalization piloting is implemented	Report on Police digital transformation and report on piloting results	0	2020		X	X		Police digital transformation roadmap is developed and endorsed		Digitalization piloting is implemented		Police digital transformation roadmap is being successfully implemented	X	Report on digital Police digital transformation and report on piloting results

Output	Indicator	Source	Baseline	Year									
Output 5 *Mechanisms to foster participation of women at all levels of policing, as well as for ensuring gender equality and gender mainstreaming developed*	*5.1. Institute of gender equality focal point in the Police is established*	Police official documents, regulations	0	2020	X	X	Recommendations on the status and role of gender equality focal point is in place		Official decree of the head of Police on establishment of gender equality focal point		Institute of gender equality focal point is fully operational	X	Police official documents
	5.2. Public awareness campaign to foster and ensure female roles within MoI and Police is conducted	Public awareness campaign plan	0	2020	X	X	Public awareness campaign plan is developed		Activities on public awareness are implemented		Public awareness is raised	X	Reports on public awareness campaign activities and results
Output 6 *Police institutional capacities for effective crisis management improved*	*6.1. Crisis preparedness assessment and gap analysis and recommendations elaborated*	Report on Crisis preparedness assessment and gap analysis	0	2020	X	X	Crisis preparedness assessment and gap analysis is in place		X		Recommendations are being implemented	X	Report on Crisis preparedness assessment and gap analysis
	6.2. SOP for Crisis Management and Continuity of Police Business defined and implemented	Report on SOPs	0	2020	X	X	SOPs for Crisis Management and Continuity of Police Business is developed and endorsed		X		SOPs are incorporated in institutional mechanisms of Police	X	Official decree of the Head of Police on approval and endorsement of SOPs
	6.3. Interagency planning and coordination training workshops and regular drills executed	Report on trainings and testing results	0	2020	X	X	100 police officers are trained		100 police officers are trained		Training modules are incorporated in the Police education system	X	Report on trainings and testing results

CONSTITUTIONAL REFORM

Output	Indicator	Source	Baseline	Year									
Output 1	*1.1. Roadmap/Action Plan with precise timelines developed*	Constitutional review Concept/road map	0	2020	Discussions with the partners are held	Discussions with the MoJ on the support to	Needs assessment conducted, roadmap and		Roadmap and public outreach plan		The capacities of the secretariat	Discussions with the MoJ on the support to	Meetings with stakeholders, provisions of the Communication

Inclusive, participatory and transparent constitutional review concept drafting process designed and implemented	*1.2. Strategic planning, communications strategy and stakeholder management strategy developed*	Communication strategy and stakeholder management strategy	0	2020		constitutional reform process took place	public outreach plan developed; roadmap and comparative research drafted		implement-ted; comparative analyses developed		enhanced; outreach plan and strategic documents developed; comparative analyses shared; public outreach is ensured	constitutional reform process took place	Strategy and Action Plan, participation in trainings, workshops
	1.3. Commission and Secretariat capacities built to deliver on their respective roles and functions, including public outreach and knowledge management	Number of workshops and trainings conducted	0	2020									
	1.4. Public Outreach Plan developed and conducted	Public outreach strategy and action plan	0	2020									
	1.5. Methodology for analysing and incorporating public inputs designed; capacities for its implementation built	Number of workshops, discussions conducted	0	2020									
	1.6. Comparative research and analysis on substantive constitutional topics provided	Comparative research topics, Reports of the Constitutional review Committee	0	2020									
	1.7. Comparative research and analysis on various topics developed and shared with Commission	Civil Society reports	0	2020									
Output 2 *Capacities of the Constitutional*	*2.1. The capacities of the Commission are enhanced*	Reports of the Constitutional Review Committee	0	2020	Experts are identified	Discussions with the MoJ started on the involvement	Needs assessment on the capacities of		Based on the findings of the needs assessment		Capacities of the Constitutional Reform	Discussions with the MoJ started on the	Organisation and participation in workshops, webinars,

Result	Indicator	Means of verification	Baseline	Year								Assumptions/Activities
Reform bodies strengthened for participatory and informed constitutional review	*2.2. Rules of procedure, organization and structure, as well as code of conduct of Commission developed*	Code of conduct, Rules of procedure developed, technical assistance provided	0	2020		of potential experts in constitutional reform process	the commission conducted, rules of procedures drafted workshops, trainings and webinars organised		and discussions with stakeholders 5 trainings provided to enhance the capacities of the Commission and its Secretariat, rules of procedures adopted		bodies strengthened for participatory and inclusive constitutional review; rules of procedures implemented	involvement of potential experts in constitutional reform process	technical, administrative, operational and logistical support; text of rules of procedure
	2.3. The capacities of the Secretariat are strengthened	Reports of the Secretariat	0	2020									
Output 3 *Civic participation in the constitutional review process strengthened*	*3.1. Capacity of the civil society enhanced*	CSO and CRC reports	0	2020			Needs assessment conducted, 10 thematic discussions, trainings, workshops, roundtables, conferences on constitutional process and substantive issues organised		Based on conducted needs assessment and findings small grants provided to CSOs to strengthen civic education and public consultation activities, monitor and report on the formal process, and/or advocate on specific issues, particularly relating to the rights of women, youth and vulnerable groups		Civic participation in the constitutional review process strengthened to monitor CR process		Thematic discussions, trainings, on constitutional process and substantive issues, small grants
	3.2. # of thematic discussions, trainings, workshops, roundtables, conferences on constitutional process and substantive issues conducted	Number of workshops and webinars organized	0	2020									
	3.3. Small grants to CSOs to strengthen/increase civic education or public consultation activities, monitor and report on the formal process, and/or advocate on specific issues, particularly ones that relate to the rights of women, youth, and vulnerable minorities provided	Number of small grants provided	0	2020	X	X						X	

OFFLINE RISK LOG

#	Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
	Enter a brief description of the risk. Risk description should include future **event and cause**. Risks identified through HACT, SES, Private Sector Due Diligence, and other assessments should be added to risk log	Social and Environmental Financial Operational Organizational Political Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Enterprise Risk Management Policy)	Describe the potential **effect** on the project if the future event were to occur. Enter **probability** based on 1-5 scale (1 = Not likely; 5 = Expected) Enter **impact** based on 1-5 scale (1 = Low; 5 = Critical)	What actions have been taken/will be taken to manage this risk.	The person or entity with the responsibility to manage the risk.
1	Changes in the Government or the respective state structures may bring to delays in implementation of the project activities	Political	I: 4 P:4	The project will have flexible approach and work with partners at different levels (working/decision making), where possible the project team will advance on activities that do not require immediate participation of the Government agencies	Programme Manager
2	The sensitive nature of certain activities may result in belated adoption of the legal framework thus causing delays in implementation of respective activities (e.g. anti-discrimination law)	Operational	I:3 P3	Discussions with the stakeholders, organisation of targeted events, international expertise and best practices, joint advocacy initiatives	Programme Manager
3	Delays in implementation of the activities as a result of COVID-19 outbreak	Operational	I: 2 P:4	The Project will provide support to meet the contingent demands of the beneficiaries: the activities, to the possible extent, will be supplemented/replaced with digital solutions	Programme Manager

4	Re-escalation of the Nagorno-Karabakh conflict and political implications, reprioritization of needs by the Government and society	Political	I:4 P:5	Monitoring of situation. Communication with partners and stakeholders. Possible redesign of some project aspects to address emerging needs	Programme Manager
5	Compressed timeline of the activities and project duration increases challenges in delivering effective capacity development.	Operational	I: 3 P:2	Early planning and coordination efforts	Programme Manager

ANNUAL/MULTIYEAR WORK PLAN AND BUDGET FROM PRODOC [5] [6]

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

Initiation Plan 00117855

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	Planned Budget by Year (2021)				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source		Budget Description	Amount USD
Output 1: Accountable Institutions and Human Rights Protection in Armenia *Baseline (2021)* *Project break procrastinates delivery of patrol police trainings, HRDO institutional support and start of the new project* *Indicators:* *Availability of patrol police trainings, HRDO institutional support and new project appraisal* *Targets:* *Patrol police trainings and HRDO institutional support provided; new project launched* *Related CP outcome 3:* *People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all*	1. Training of the patrol police officers (RPA) conducted - Implementation of the RPA with the Police Educational Complex, - Preparation and extension of the RPA with the Police Educational Complex to cover the second phase of the trainings. - Final exams of the patrol officers	X	X			UNDP	UNDP	75700	Trainings, Workshops and Conferences	33,000.00
	2. Capacity of the HRDO and implementation of the Human Rights Action Plan strengthened - Support trainings on HRDO mandate in the time of emergency, - Organise consultations on the work of the HRDO in the regions and strengthened capacity, - Implementation of the Communication/visibility Plan of the Human Rights Action Plan, - Finalisation and dissemination through social media of the PSA on the Human Rights Action Plan and audio-visual recordings of the police interviews.	X	X			UNDP		71200	International Consultants	800.00
								71300	Local Consultants	830.00
								74200	Audio Visual Printing Production (Translation costs)	570.00
								74200	Audio Visual Printing Production (Printing costs)	200.00
								75700	Trainings, Workshops and Conferences	300.00
	3. Initiation Plan management and project appraisal			X				71400	Contractual Services Individuals	26,600.00
								72400	Communication & Audio Visual Equip	160.00

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[5] 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

[6] 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.

							73100	Rental & Maintenance-Premises	1,250.00
							73300	Rental & Maintenance of Inf. Tech Equip	690.00
							74500	Miscellaneous Expenses	500.00
TOTAL BUDGET FOR THE INITIATION PLAN									**64,900.00**

HUMAN RIGHTS									
EXPECTED OUTPUTS	**PLANNED ACTIVITIES**	**Planned Budget by Year**			**RESPONSIBLE PARTY**	**PLANNED BUDGET**			
		Y1 2021	Y2 2022	Y3 2023		Funding Source		Budget Description	Amount in USD
Output 1 *Capacities of the Human Rights Defender's Office and relevant human rights public agencies i.e. Office of the Representative before the ECtHR, at national and regional level are strengthened, including on accountability*	**Activity 1.1. Strengthen the role and capacity of the HRDO in implementation of its mandate, based on modern technologies and best international practices in the field.** 1.1.1 Enhance capacity of HRDO to implement its mandate as a conventional body under UN OPCAT, UNCRC and UNCRPD; 1.1.2 Strengthen capacity of HRDO to protect the rights of vulnerable groups, and promote anti-discrimination through support to the Equality Body; 1.1.3 Enhance HRDO capacities to systematically collect and analyse reliable data on implementation of recommendations and strengthen mechanisms of follow up in a comprehensive, integrative, sustainable manner and in further alignment with the EU, CEPA standards and practices and the SDGs, including through e-tools 1.1.4 Strengthen HRDO role in education, communications and awareness raising, through establishment of a "HRDO Academy/Analytical Hub" to conduct research/analyses on international commitments, local legislation and practices, identify human rights, gender equality and child rights training needs of the service providers and provide ToT. The Academy will closely cooperate with the Office of the ECtHR in terms of analyses of the ECtHR jurisprudence; 1.1.5 Support HRDO in the development and adaptation of methodologies, tools and instruments to operationalise the independent monitoring function of the CRPD of HRDO and strengthen the capacity of HRDO in monitoring of implementation of rights of PwDs;	X	X	X	**UNDP**	**EU**	71200	International Consultants	10,000
							71300	Local Consultants	17,050
							71600	Travel	24,566
							72100	Contractual Services Comp.	19,200
							72300	Materials and Goods	4,880
							74200	Audio Visual Printing Production	23,188

	1.1.6 Promote the use of e-tools, e-meetings and social media; e-participation of citizens, including children and adolescents, with HRDO on human and child rights, gender equality, and the mandate of the HRDO.						75700	Trainings, Workshops & Conferences	10,000
	Activity 1.2. Support expansion of the Human Rights Defender's presence in the regions.						75100	Facilities and Administration	7,621.88
	1.2.1 Conduct needs assessment on operational and geographical coverage of HRDO, including mechanisms of cooperation with regional CSOs; based on the findings provide support in expanding geographical coverage of the Office; **1.2.2.** Equip the existing regional offices, and newly established ones, with appropriate operational capacities and equipment, including a digital information management system to communicate effectively and efficiently both with each other and the Central Office in Yerevan. Specific focus to be placed on tools for effective and mobile operation in emergency situations, facilities and materials to ensure accessibility for PwDs and national minorities;					UN	72300	Materials and Goods	10,000
	Activity 1.3. Enhance the capacity of the State Representative to the ECtHR to promote human rights protection in the country. **1.3.1** Support development of a work management software (including an encrypted digital archiving system) to improve productivity and ensure proper arrangement, storage and archiving of the data and materials with a strong data analytical tool;								
	1.3.2 Strengthen the capacity of the Office of the Representative before the ECtHR, through international best practices, expert advice, trainings/ SOPs on project management, legal analyses, human rights, ECtHR judgments and decisions, as well as reporting skills; **1.3.3** Upgrade the www.echr.am website and assist in assembling a library for the Office with focus on digital solutions; **1.3.4** Strengthen mechanisms of cooperation with HRDO on human rights standards and implementation of the ECtHR decisions in Armenia; **1.3.5** Explore mechanisms to strengthen domestic capacity for rapid and effective execution of judgments (with focus on torture prevention, fair trial, anti-discrimination, vulnerable groups) with HRDO and other state institutions; **1.3.6** Support Representative's Office to analyse the ECtHR decisions and develop a package of recommendations for improvements in the national legal and justice systems (e.g. right to life cases in the armed forces, fair trial, ill-treatment, etc.);								
							EU:	**116,505.88**

									UN:	**10,000**
									Sub-Total for Output 1:	**126,505.88**
Output 2 *Measures to promote public awareness on human rights with a particular focus on the rights of vulnerable groups are implemented*	**Activity 2.1. Promotion and protection of human rights through public awareness and work with public institutions and CSOs.** **2.1.1** Design a large-scale national communications campaign with the focus on the rights of vulnerable groups, freedom of expression, prohibition of hate speech, tolerance, gender equality and inclusion; **2.1.2** In close partnership with the MoJ ensure visibility of implementation of the HRAP 2020-22 and its links with international human rights commitments for enhanced public awareness on national HR framework, with the focus on equality and prohibition of discrimination; **2.1.3** In close partnership with the MoJ and HRDO support to the implementation of Communication Strategy and Action Plan of HRAP 2020-22; **2.1.4** In partnership with the MoJ, HRDO and the Office of the Representative to the ECtHR organise professional trainings and awareness-raising initiatives concerning the International Human Rights Instruments, ECtHR case law and the findings of the HRDO, as well as develop materials on HR and rights-based approaches for relevant institutions, professionals, university students and journalists; **2.1.5** Assess the need and introduce modules for the Police, School of Advocates and Justice Academy to handle cases of discrimination.	X	X	X	UNDP	EU	71200	International Consultants	10,000
							71300	Local Consultants	10,000
							71600	Travel	5,100
							72100	Contractual Services Comp.	6,458
							72600	Micro Capital Grants-Other	30,000
							74200	AudioVisual Print. Prod.	20,400
							75700	Trainings, Workshops & Conferences	12,000
							75100	Facilities and Administration	6,577.06
						UN	72600	Micro Capital Grants-Other	3,000
									EU:	**100,535.06**
									UN:	**3,000**
									Sub-Total for Output 2:	**103,535.06**
Output 3 *Implementation of the new Human Rights Strategy and Action Plan for 2020-2022 enabled*	**Activity 3.1. Strengthened capacity of the responsible agencies in M&E of the HRAP.** **3.1.1** Strengthen an effective coordination role of the Coordinating Council/Secretariat of the Council and enhance capacities of the key actors through incorporation of HRBAs in programming, policing and budgeting and the M&E framework of the HRAP; **3.1.2** Assess, analyse and streamline the implementation of HRAP activities in light of the main directions under the ECtHR decisions and SDGs; **3.1.3** In partnership with the MoJ and HRDO, conduct evaluation of the progress of implementation of the HRAP, results achieved in improving human rights	X	X	UNDP	EU		71200	International Consultants	9,380
							71300	Local Consultants	11,500
							71600	Travel	19,574

	situation in the country; identify reasons of under-delivery and enhance capacity of the responsible agencies; **3.1.4** Support the MoJ in development of the new iteration of 2023-25 HR Action Plan and related strategic documents.						72100	Contractual Services Comp.	8,016
	Activity 3.2. Strengthened capacity of the responsible agencies in implementation of HRAP 2020-2022.						72600	Micro Capital Grants-Other	124,348.62
	3.2.1 Support curricula development, conduct ToT and enhance capacities of the Justice Academy, School of Advocates, PEC on human rights issues, relating to the effective enjoyment of rights to physical integrity and dignity (prohibition of torture, right to fair trial, right to privacy, prohibition of discrimination, hate speech*;*						74100	Professional Services	4,000
	3.2.2 Enhance the capacity of the Police in expanding introduction of the audio-visual recordings of the police interviews in selected police units. Support the Investigative Committee and other law-enforcement bodies with expert advice on digital recordings of the interrogations;						74200	Audio Visual Printing Production	22,721
	3.2.3 In co-operation with the HRDO and the Office of the Representative to the ECtHR provide trainings to selected government agencies (MoJ, including penitentiary and probation services, the Police, other law-enforcement bodies and others), the respective NA Committees, and Cabinet staff on international human rights standards, ECtHR jurisprudence, the SDG framework and synergy with the national HR framework for reporting purposes;						75700	Trainings, Workshops & Conferences	12,852
							75100	Facilities and Administration	14,867.41
	3.2.4 In co-operation with the MoJ and PEC provide a targeted and comprehensive induction training program for new Patrol Police recruits **3.2.5** Provide legal advice on legislative initiatives under the HRAP.					**UN**	71200	International Consultants	3,000
						EU:			**227,259.03**
						UN:			**3,000**
						Sub-Total for Output 3:			**230,259.03**
Output 4 *Programme implementation, monitoring and evaluation (project management and staff costs)*	**4.1.1** Human Resources/Staff Management costs **4.1.2** Project management costs **4.1.3** Project monitoring and evaluation	X	X	X	**UNDP**	**EU**	64300	Direct Project Cost Staff - Programme Officer	4,356.96
							64300	Direct Project Cost Staff - Programme Associate	1,494.72
							71400	Contractual Services Individuals – Project Manager	46,032

							71400	Contractual Services Individuals – Project Assistant	15,696
							71400	Contractual Services Individuals - Expert (HR)	54,600
							71400	Contractual Services Individuals – Driver (50%)	4,248
							71600	Travel	4,905
							72200	Equipment and Furniture	3,680
							72300	Materials and Goods (fuel)	4,062
							72400	Communication & Audio Visual Equip	1,608
							72500	Supplies	1,888
							73100	Rent&Maint. – Premises	6,960
							73300	Rental & Maintenance of Inf Tech Equip	2,400
							73400	Rental & Maint. of Other Equip	4,212
							75700	Trainings, Workshops & Conferences	1,248
							75100	Facilities and Administration	11,017.35
						UN	74500	Miscellaneous	4,000
								EU:	**168,408.03**
								UN:	**4,000**
								Sub-Total for Output 4:	**172,408.03**

TOTAL BUDGET FOR HUMAN RIGHTS	632,708.00

POLICE REFORM									
EXPECTED OUTPUTS	**PLANNED ACTIVITIES**	**Planned Budget by Year**			RESPONSIBLE PARTY	**PLANNED BUDGET**			
		Y1 2021	Y2 2022	Y3 2023		Funding Source		Budget Description	Amount in USD
Output 1 *Baseline for project implementation is established and main needs are assessed*	1.1.1 Review, analyze and recommend educational and training components of the Police education system with the focus on: • institutional model of the Police education, • physical, technical and technological capacities • overall human resource management of the staff: recruitment and promotion, remuneration and social packages, pension scheme etc. • cadets' recruitment process and targeted audience, • capacities for continuous professional education • education curricula, process and teaching methods • quality of education and professional skills/capacity of lecturers, • preparedness of the cadets for real service (to what extent education supplies the graduate with the skills for effective field work and services).	X	X		UNDP	EU	71200	International Consultants	17,000
							71300	Local Consultants	7,000
							71600	Travel	5,000
							74200	Audio Visual Printing Production	12,280
							75700	Trainings, Workshops & Conferences	6,000
							75100	Facilities and Administration	3,309.60
						UN	71200	International Consultants	5,000
							71300	Local Consultants	5,000
								EU:	50,589.60
								UN:	10,000.00
								Sub-Total for Output 1:	60,589.60
Output 2 *Police human resource capacities to implement the reform enhanced*	2.1.1 Develop new curricula and learning modules in selected priority areas, stemming from the best international practice and ensuring HR and gender equality approach (cross cutting with training activities under Output 2; joint effort with the HR component of the AAP and in coordination with CEPOL);		X	X	UNDP	EU	71200	International Consultants	28,206
							71300	Local Consultants	12,000

	2.1.2	Pilot and test new learning modules conduct ToT for the PEC lecturers with introduction of attestation mechanisms (cross cutting with training activities under Output 2; in coordination with CEPOL);						71600	Travel	1,200
	2.1.3	Introduce new teaching techniques based on digital solutions accompanied with relevant infrastructure in selected cases (software, equipment, furniture) with special focus on on-line training modules and continuous training etc;						72100	Contractual Services Comp.	17,862.08
								72800	Information Technology Equipmt	19,000
	2.1.4	Based on the review of the curricula and the training program of the PEC, develop and introduce new education and training modules for patrol officers stemming from the best international experience.						74200	AudioVisual Print. Prod.	15,500
								75700	Trainings, Workshops & Conferences	6,000
								75100	Facilities and Administration	6,983.76
									EU:	**106,751.84**
									UN:	**-**
									Sub-Total for Output 2:	**106,751.84**
Output 3 *Police capacities to adopt new institutional models of democratic policing enhanced*	3.1.1	Develop and introduce big data analytical tools to support the Operational Management Center to analyze massive volume of information to reveal root causes and trends of crimes, violations, human rights compliance, road accidents, etc. (in coordination with the WB PSMP 3 project);						71200	International Consultants	10,000
								71300	Local Consultants	4,000
	3.1.2	Analyze current community policing system and, based on the findings and lessons learned, develop new concept and sustainable institutional model of community policing;						72100	Contractual Services Comp.	58,000
	3.1.3	Develop and introduce SOPs for the community policing including work with groups in situation of vulnerability.	X	X	X	UNDP	EU	72200	Equipment and Furniture	30,440
								74200	Audio Visual Printing Production	4,200
								75100	Facilities and Administration	7,464.80
									EU:	**114,104.80**
									UN:	**-**
									Sub-Total for Output 3:	**114,104.80**

Output 4 *Police institutional capacities for effective oversight, accountability, transparency and integrity developed*	**4.1.1** **4.1.2** **4.1.3** **4.1.4** **4.1.5**	Support and/or upgrade of the Code of Ethics and Code of Conduct of the Police; Develop a new concept of police-public partnerships as an instrument for civilian oversight over the police activities; Develop the Police new branding and communication strategy with clear action plan; Assess capacities (human and technical) of the Police related to digitization and developing digital transformation roadmap, deliver trainings to fill in identified gaps; Conduct a pilot on digitization of the Police database and provide recommendations on full digitization.		X	X	**UNDP**	**EU**	71200 00 00 00 00 00 00 00	International Consultants al Consultants vel tractual Services Comp. ipment and Furniture io Visual Printing Production nings, Workshops & Conferences lities and Administration	20,000 13,000 1,200 30,000 19,000 14,060.56 14,180 7,800.84
									EU:	**119,241.40**
									UN:	**-**
									Sub-Total for Output 4:	**119,241.40**
Output 5 *Mechanisms to foster participation of women at all levels of policing, as well as for ensuring gender equality and gender mainstreaming developed*	**5.1.1** **5.1.2** **5.1.3**	Support in establishment of gender focal point/gender equality coordinator in the Police (according to 1995, Beijing Declaration) and creation of special mechanisms related to gender-based violence, discriminatory practices and sexual harassment; Conduct public awareness campaigns with special focus on raising visibility of women in police (success stories from women, public discussions, etc.). Establishment of the "Men for Gender Equality" network to include law enforcement officers to support equal rights and opportunities in the Police; Develop and deliver training course on how and when the police (external service including the community police and criminal police only) shall treat men and women equally and differently;		X	X	**UNDP**	**EU**	71200 71300 71600 74200	International Consultants Local Consultants Travel Audio Visual Printing Production	9,000 12,925 11,305 13,906

	5.1.4	Support in networking with Women Police Officers Network in South East Europe/WPON (SEESAC).							75700	Trainings, Workshops & Conferences	14,000
									75100	Facilities and Administration	4,279.52
										EU:	**65,415.52**
										UN:	-
										Sub-Total for Output 5:	**65,415.52**
Output 6 *Police institutional capacities for effective crisis management improved*	**6.1.1** **6.1.2** **6.1.3**	Conduct a comprehensive crisis preparedness assessment of the Police with clear recommendations on relevant resources and actions needed with consideration of COVID-19 lessons learned; Develop SOPs for police actions in crisis; Develop and deliver training on crisis/pandemic planning and coordination, (both internal and external with other agencies) and public order management with consideration of human rights).	X	X		**UNDP**	**EU**		71200	International Consultants	18,000
									71600	Travel	2,107
									74200	Audio Visual Printing Production	12,180
									75700	Trainings, Workshops & Conferences	3,500
									75100	Facilities and Administration	2,505.09
							UN		71300	Local Consultants	6,000
										EU:	**38,292.09**
										UN:	**6,000**
										Sub-Total for Output 6:	**44,292.09**
Output 7 *Programme implementation, monitoring and evaluation (project management and staff costs)*	**7.1.1** **7.1.2** **7.1.3**	Human Resources/Staff Management costs Project management costs Project monitoring and evaluation	X	X	X	**UNDP**	**EU**		64300	Direct Project Cost Staff - Programme Officer	4,356.96
									64300	Direct Project Cost Staff - Programme Associate	1,494.72
									71400	Contractual Services Individuals – Project Manager	15,336
									71400	Contractual Services Individuals – Project Assistant	15,696
									71400	Contractual Services Individuals - Expert (Police)	54,600
									71400	Contractual Services Individuals - Task Lead (Police)	76,704

										71400	Contractual Services Individuals - Driver (50%)	4,248
										71600	Travel	4,902
										72300	Materials and Goods (fuel)	4,128
										72400	Communication & Audio Visual Equip	1,608
										72500	Supplies	1,805
										73100	Rent&Maint. – Premises	6,960
										73300	Rental & Maintenance of Inf Tech Equip	2,400
										73400	Rental & Maint. of Other Equip	4,200
										75700	Trainings, Workshops & Conferences	1,248
										75100	Facilities and Administration	13,978.07
									UN	74500	Miscellaneous	4,000
	EU:											**213,664.75**
	UN:											**4,000**
	Sub-Total for Output 7:											**217,664.75**
TOTAL BUDGET FOR POLICE REFORM												**728,060.00**

CONSTITUTIONAL REFORM

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	Planned Budget by Year				
		Y1 2021	Y2 2022	Y3 2023		Funding Source			Budget Description	Amount in USD
Output 1 **Inclusive, participatory and transparent constitutional review concept drafting process designed and implemented**	**Activity 1.1. Constitutional review concept drafting process designed and relevant institutional capacities, including Roadmap/Action Plan with precise timelines developed.** **1.1.1** Strategic planning, including the work plan, risks and challenges, communications strategy and stakeholder management strategy developed; **1.1.2** Commission and Secretariat capacity building for public outreach and participatory drafting process strengthened. **Activity 1.2. Public Outreach Plan developed and conducted.** **1.2.1** Public outreach design plan supported, curriculum with key messages and other resources designed; **1.2.2** Scope of working with CSOs and participatory mechanisms and tools developed; **1.2.3** Workshops, discussions aimed at broad-based public engagement into the drafting process, including in the regions, conducted; **1.2.4** Methodology for analysing public inputs and incorporating into the review designed and capacities for its implementation built.		X	X	UNDP	EU	71200		International Consultants	50,000
							71300		Local Consultants	23,000
							71600		Travel	15,900
							72100		Contractual Services Comp.	24,652.24
							74200		Audio Visual Printing Production	11,680
							74500		Miscellaneous	1,248
							75700		Trainings, Workshops & Conferences	9,000
							75100		Facilities and Administration	9,483.62
						UN	71200		International Consultants	4,000
									EU:	**144,963.86**
									UN:	**4,000**
									Sub-Total for Output 1:	**148,963.86**
Output 2 **Capacities of the Constitutional Reform bodies strengthened for participatory and informed constitutional review**	**Activity 2.1. Capacities of the Commission and its Secretariat enhanced.** **2.1.1** Support developing commission organization and structure, rules of procedure and/or a code of conduct for the Commission and Secretariat; **2.1.2** Strengthening the capacity of the Secretariat to deliver its technical, administrative, operational and logistical support to the Commission. **Activity 2.2. Comparative research and analysis on substantive constitutional topics provided.**	X	X	X	UNDP	EU	71200		International Consultants	40,000
							71300		Local Consultants	24,000
							74200		AudioVisual Print. Prod.	12,000
							74500		Miscellaneous	1,500

	Activities				Party	Fund	Budget Code	Budget Description	Amount
	2.2.1 Develop quick comparative research and analysis on topics identified by the Commission and deliver comparative research to the Commission; 2.2.2 Conduct discussions with Commission members on selected research topics, sharing best practices and expert opinions.						75700	Trainings, Workshops & Conferences	9,080
							75100	Facilities and Administration	6,060.60
						UN	71200	International Consultants	2,000
							EU:		**92,640.60**
							UN:		**2,000**
							Sub-Total for Output 2:		**94,640.60**
Output 3 **Civic participation in the constitutional review process strengthened**	**Activity 3.1. Capacity of the civil society enhanced for meaningful participation.** 3.1.1 Conduct thematic discussions, trainings, workshops, roundtables, conferences on constitutional process and substantive issues; 3.1.2 Provide small grants to CSOs to strengthen/increase civic education or public consultation activities, monitor and report on the formal process, and/or advocate on specific issues, particularly ones that relate to the rights of women, youth, and vulnerable minorities.	X	X	UNDP	EU		71200	International Consultants	21,900
							71300	Local Consultants	23,200
							72600	Grants to CSOs	68,400
							74200	Audio Visual Printing Production	7,287
							74500	Miscellaneous	1,500
							75700	Trainings, Workshops & Conferences	10,000
							75100	Facilities and Administration	9,260.09
						UN	71200	International Consultants	2,000
							EU:		**141,547.09**
							UN:		**2,000**
							Sub-Total for Output 3:		**143,547.09**
Output 4	4.1.1 Human Resources/Staff Management costs 4.1.2 Project management costs	X	X	X	UNDP	EU	64300	Direct Project Cost Staff - Programme Officer	4,357.08

Programme implementation, monitoring and evaluation (project management and staff costs)	4.1.3	Project monitoring and evaluation						64300	ct Project Cost Staff - Programme Associate	1,494.56
								71400	Contractual Services Individuals – Project Manager	15,336
								71400	Contractual Services Individuals – Project Assistant	4,320
								71400	Contractual Services Individuals - Task Lead (Const reform)	47,232
								71400	Contractual Services Individuals - Driver (50%)	2,832
								72300	Materials and Goods (fuel)	1,920
								72500	Supplies	2,360
								73100	Rent&Maint. – Premises	6,960
								75100	Facilities and Administration	6,076.81
							UN	74500	Miscellaneous	2,000
								EU:		**92,888.45**
								UN:		**2,000**
								Sub-Total for Output 4:		**94,888.45**
TOTAL BUDGET FOR CONSTITUTIONAL REFORM										**482,040.00**

TOTAL BUDGET FOR PROJECT (Outputs 00128989, 00129003, 00129004)	**1,842,808.00**

Output Verification Template

Field Visit Report Format

The content of the field visit report varies depending on the purpose of the visit. At a minimum, any field visit report must contain an analysis of the progress towards results, the production of outputs, partnerships, key challenges and proposed actions. **This format may be slightly adjusted.**

Date of visit: 15 December 2021
Subject and venue of visit: *00122148 "Accountable Institutions and Human Rights Protection in Armenia" Project*
          00117855 Initiation Plan
          00128989 Accountable instutions_Human Rights
          00129003 Police Reform
          00129004 Constitutional Reform
Purpose of the field visit: annual validation of Project results

Outcomes	Update on Outcomes	Outputs	Update on outputs	Reasons if progress below target	Update on partnership strategies	Recommendations and proposed action
HUMAN RIGHTS						
People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all	Support provided to the Government and the state institutions to advance human rights and police reforms.	**Output 1** *Enhancing capacities*	*In progress*			
		Output 2 *Public awareness*	*Consultations launched, the activities will start in 2022*			
		Output 3 *Human Rights Action Plan*	*Agreement reached for evaluation of the implementation of the HRAP in the course of 2022*			
POLICE REFORM						
People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that		**Output 1** *Baseline and assessment*	*In progress*			
		Output 2 *Currilcula and learning modules*	*Will be launched in 2022*			
		Output 3 *New institutional models*	*Will be launched in 2022*			

ensures effective and human-centred service delivery for all		**Output 4** *Oversight and accountability*	*Will be launched in 2022*		
		Output 5 *Gender mainstreaming*	*Will be launched in 2022*		
		Output 6 *Crisis management*	*In progress*		
CONSTITUTIONAL REFORM					
People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all		**Output 1** *Constitutional review concept*	*Consultations with the MoJ started, expert support provided*	The activities are conducted in line with the Government's Programme of the respective reform	
		Output 2 *Capacities of the Constitutional Reform bodies*	*Necessary basis is set the activities to start from January 2022*	The Constitutional Council is expected to be formed in late January 2022	
		Output 3 *Civic participation*	*The activities will start in January 2022*	These activities will be conducted once the Constitutional Council announces its work plan	

PROJECT PERFORMANCE - IMPLEMENTATION ISSUES

The agreement with the Donor was signed in October 2021 as opposed to expected March 2021, which resulted in late start of activities and shift of the timeline. Yet, by the end of November 2021 the Project could start implementation of the pending activities and re-confirm the new timeline with the beneficiaries.

LESSONS LEARNED

Despite the timely consultations and the developed workplan by the Project, certain activities were delayed, because of the late approval of the Project by the Donor, which impacted timely implementation of the activities.

The change of the Human Rights Defender impacted the organisation of the planned trainings for the staff, as a staff turnover was expected.

Participants in the field visit:

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