UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Republic of Armenia

Project Title: Future Today: Empowering women, youth and children for deepening democracy in Armenia

Project Number: 00110253-00109280

Implementing Partner: Office of the Prime Minister

Start Date: 10.08.2020 **End Date:** 31.12.2022   **PAC Meeting date:** 21 August 2020

Brief Description
The project is designed to build on the unique momentum of the emerged citizenry and to nudge new quality and value of participatory governance - the right of every woman and man, as well as marginalized groups, to participate in the democratic decision-making process both at local and national levels, towards good governance and equitable development.
The project will contribute to the key factors and conditions necessary for effective deepening of democracy and citizen engagement, including of adolescents and youth. This Project is implemented by UNICEF (leading agency), UNDP and UNFPA, with the financial assistance of the EU. UNDP will manage the component on OGP via engaging young people, activating citizen satisfaction dashboards and empowering CSOs for monitoring of the OGP Action plan. UNDP will also focus on youth empowerment and capacity building for their meaningful engagement in development and policy-making at local and national level via organization of regional Dream Labs and incubation of citizen driven innovation.

Contributing Outcome (UNDAF/CPD, RPD or GPD):	Total resources required:		USD 791,067
UNDAF Outcome 2. By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights. CPD Outcome 2 (11). By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance. Output 2.4. Frameworks and dialogue processes engaged for effective, transparent engagement of civil society and citizens in national and local development. Gender Marker: GEN2 significant objective	Total resources allocated:		
		UNDP TRAC:	**USD 48,229**
		Donor EU:	**USD 742,838**
		Government:	
		In-Kind:	
SDG: 16, 4	Unfunded:		

Agreed by (signatures):

UNDP	Implementing Partner
Dmitry Mariyasin UNDP Resident Representative	Eduard Aghajanyan Office of the Prime Minister of the Republic of Armenia
Date: 15 September 2020	Date:

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Spring 2018 brought major transition in the politics of Armenia as a long-lasting dissatisfaction and low trust towards the authorities in the country led to broad protests, which brought a large number of citizens of different ages to the streets, who were raising their voices against the limited opportunities to exercise their rights, the economic development deadlocks, corruption and shrinking space to exercise direct democracy. The peaceful protests ultimately led to change of the government, and eventually to the demand for new Parliamentary elections.

Youth and adolescents played a key role in the interface of the movement, and young women played an equal role to their male peers, mobilizing their peers, families, and communities towards positive social, civic and political transformation. Citizen support towards peaceful transformation was a crucial factor in ensuring legitimacy of the protests. This also generated expectations that a higher level of communication and information from the new government to citizens will be maintained, strengthening transparency of decision making.

The enabling environment for civil society development offers new possibilities. On one hand, respect for basic freedoms in Armenia is sufficient to enable meaningful public participation. Freedom of association is guaranteed by the Constitution and regulated by a number of laws, and most importantly by the Law on Public Organizations (2016). On the other hand, despite expectations raised by the new government to continue its dialogue with citizens and civil society, structured dialogue with civil society largely remains embedded in existing structures such as the public councils and through e-draft consultations and is not yet further expanded in an institutionalised manner.

In the networked world, civil society and media functions are widely distributed among non-formal and formal actors, including individual women and men. The growth of citizen journalism and eye-witness culture in Armenia is reflected in the number of new information platforms, popularity of video blogging and social network channels. Citizens also complement the traditionally institutionalised monitoring and oversight functions of civil society, by holding a spotlight over government operations through mobile applications, self-organised civil actions and citizen scrutiny of policy decisions. ICT platforms, including e-participation tools enabled by the government (e-draft, e-request, interactive budget), remain the main framework for communicating feedback to the decision makers.

As a response to these political changes, and building on the momentum, this Project will focus on enhancing democracy in Armenia through empowerment of women and promoting gender equality, strengthening youth and adolescent participation, ensuring inclusive engagement of all segments of the society and further expanding government accountability and transparency mechanisms.

The Project consists of two components. The first component "Increased trust in Government" will support the **Open Government Initiatives** with the aim to enhance open governance and broader civic participation. The component will build on the history of open government partnership (OGP) reforms in Armenia, expanding the accountability movement to the regions of Armenia and engaging new actors. The project will make sure that OGP initiatives are inclusive and available for all segments of the society. The project will help to implement the OGP Action Plan 2018-2020, as well as to ensure strong oversight over its implementation from Armenian women and men and civil society organisations. This will be done through introduction of online feedback loops for public services, as well as empowerment of all segments of citizenry to act proactively.

The second component "**Deepening civic engagement** in Armenia" focused on expanding the understanding of participatory democracy and tools to engage as an active citizen, will empower Armenians to understand better the national and local governance systems, key aspects of the political and national budget decision-making process and empower them to demand more openness and accountability at national and local levels and support them in voicing their aspirations for the future of Armenia. Actions under the second component will ensure that citizens and civil society expertise

and views, including of both young and adult women and men, is provided to the government in the process of policy design and reform implementation.

II.   STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

Goals and Objectives:

The project will contribute to the key factors and conditions necessary for effective deepening of democracy and citizen engagement, including of adolescents and youth. This project is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of SDG 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" (Specific SDG targets: Develop effective, accountable and transparent institutions at all levels; Ensure responsive, inclusive, participatory and representative decision-making at all levels; broaden and strengthen the participation of developing countries in the institutions of global governance; but it also promotes progress towards SDG 4 "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all"

Overall objective: Deepen Democracy in Armenia

Specific objectives:
Objective (Output) [1]1. Young people are empowered and trained in civic participation and demonstrate it by making policy suggestions and actively monitoring and providing feedback on public policies via different platforms;

Objective (Output) 2. Mechanisms and opportunities are created for empowerment of women, youth, adolescents and people with disabilities for participation in democratic processes.

Intervention Strategy:

The project will contribute to UNDP Country Programme theory of change that human development is possible when people participate in decision-making and are empowered to contribute and share the benefits of economic growth in a sustainable environment. In recent years initial work has been implemented, including with EU support, to promote public access to the information on the Government activities, including by means of increasing citizen participation as well as fostering feedback in the process of decision making. A significant step was made by Armenia joining the "Open Government Partnership (OGP)" initiative in September 2011. The aim of the initiative is to foster the improvement of the government system through the active involvement of the civil society as well as to increase its efficiency by raising the level of transparency, trust and accountability in state-citizen relations. OGP provides a crucial framework for deepening democracy in Armenia by making governments more transparent and accountable and creating mechanisms for citizens to directly provide feedback on the government performance. The EU has made an important contribution to Armenia's OGP agenda, most notably through systematic engagement in public administration reform and investment in a wide range of e-governance initiatives just as a pilot initiative on citizens budgeting in the 52 consolidated communities was launched in late 2017.

In the context of the political awakening and much higher expectations for citizen scrutiny of the government, this project will support a much broader and participatory OGP movement in the country, going beyond the conventional actors (government agencies and NGOs) and engaging citizens directly. Moreover, the current Action will decentralize the OGP approach, which has so far focused on national policy-making and did not replicate itself in the local self-governance level. With the introduction of friendly citizen

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[1] Outputs correspond to UNDP Activity

feedback mechanisms, the OGP framework will be applied on subnational level too, nudging for feedback of the citizenry in rural and urban areas of Armenia.

The launch of the Armenia Baseline Measurement against the OECD/SIGMA Principles of Public Administration in early 2018 is an important tool for more comprehensive Public Administration Reform in Armenia. Given the high importance granted to direct participation and accountability measures in the SIGMA framework, this Action will largely rely on the results and recommendations of Baseline Measurement too.

The project will contribute to the key factors and conditions necessary for effective deepening of democracy and citizen engagement, including of adolescents and youth.

Objective (Output) 1: Young people are empowered and trained in civic participation and demonstrate it by making policy suggestions and actively monitor and provide feedback on public policies via available platforms.

The work under this objective will be organized by UNDP capitalizing on the existing achievements and lessons learned from implementation of three OGP Action Plans in Armenia and will expand the open governance mandate to subnational level, by adopting **city-specific open governance** and integrity commitments and creating an **open data movement** in Armenia. Opening the OGP work to **engage young people** will increase their civic participation skills and, potentially also foster an increased use of new, and more youth-oriented, technologies for openness and accountability. The Project will build on previous EU-funded projects and coordinate with the ongoing EU4Youth projects in Armenia and strive to increase citizen satisfaction and trust by significantly improving direct participation processes in the following critical areas i) citizen2government communication; ii) national and subnational service delivery.

Activation of channels for collecting and analysing citizen feedback on public services: This component will be implemented by UNDP, that will work to enhance capacity of youth for them to collectively monitor and evaluate the services of local and national governments through a real-time **web dashboard**, where each citizen can report and assess the government as a client of its services. The dashboard will cement the growing **demand-behaviour among web-resident young people** and will hold the decision makers transparent and accountable. The ultimate aim of the web dashboard is to promote responsible citizenship through promotion of respectful and meaningful engagement, freedom of expression and participatory agenda setting.

In order to support the national feedback loop with hard evidence, the UNDP has envisaged a comprehensive mapping exercise, which will look into existing mechanisms of collecting citizen feedback against public national and locally outsourced public services, the effectiveness, user-friendliness and gaps in such feedback mechanisms. The component will be implemented in close consultation with the office of the Prime Minister, as well as the Ministry of Territorial Administration and Infrastructure to avoid possible overlaps and duplications, as well as to ensure integration with existing functions in the places.

Apart from the live Dashboard, UNDP will also implement a targeted **grant component** to encourage women and targeted groups such as youth, students, minority groups, women and members of excluded groups to carry monitoring of policy implementation in a more structured way, and to encourage youth-driven oversight and fact-finding initiatives over public assets.

The Project will support both implementation of the OGP commitments and their civic oversight. UNDP will envisage CSO grant schemes to ensure that civil society in the regions/at lower levels of governance can provide expertise, monitoring and oversight of governance reforms and infrastructure projects. It is expected that the government at all levels will have a much better understanding of the importance of adopting mechanisms to be more open and responsive to citizens.

UNDP supported **open government initiatives** will be launched and tested by various groups of citizens and successful initiatives will be prepared for roll-out in a more consistent manner in line with citizens' preferences and accountability demands.

Objective (Output) 2: Mechanisms and opportunities are created for empowerment of women, youth, adolescents and people with disabilities for participation in democratic processes.

Under this objective several results will be pursued by UNDP, UNICEF and UNFPA, one of which (implemented by UNDP) will focus on **youth empowerment and capacity building for their meaningful engagement** in development and policy-making at local and national level. Activities under this result will be as follows.

In particular, UNDP will initiate specific actions to engage young user groups through the **Dream Labs**, which is a foresight approach of collecting citizen-driven scenarios of positive futures. UNDP through this component will also build receptive and user-friendly mechanisms within the government to ensure smooth communication processes and effective feedback loops. In the conventional paradigm of collaboration, the Government is relying on media and civil society organizations to connect to its citizenry and end-users of public services. However, newer models of democratic governance put more emphasis on direct channels of communication and collaboration including meaningful participation.

The activities aim at encouraging youth to proactively engage in community development by creating micro-projects. The projects initiated by youth will not replace but will complement the development strategy of local authorities, including actions like revival of public spaces, creation of web/mobile applications, youth-driven research, project-based response to specific challenges of such groups as people with disabilities, ethnic and religious minorities, etc.

While encouraging participatory democracy, the project will rely on existing youth engagement schemes, in particular, Euro Clubs, Eastern Partnership Civil Society fellows former Erasmus students and the EU Young Ambassadors network[2]. The component of the project implemented by UNDP will act as an incubator of citizen insights, by initiating **thematic idea challenges** in the target regions of the project. Each region will be given a priority theme, based on the expert feedback and citizen perception, and will host idea challenges on the identified topics. The topics will echo both local priorities as well as development agenda for the region. Thematic challenges will help to generate innovative solutions towards political engagement of youth and marginalized groups, new economic opportunities in agriculture, tourism and ICT, as well as offer new and alternative services in education, labour and healthcare. As a result of the project multiple social start-ups will complement the local ecosystem, empowering a new young cohort of decision makers at all levels.

Resources Required to Achieve the Expected Results
  Expected Results
  The Project will be implemented towards achievement of the following results:

Result 1: Government openness and accountability enhanced
  1.1. Dedicated channels for collecting and analysing citizen feedback on public services at national and local level established.
  - Design and deployment of feedback mechanisms for collecting and analysing citizen feedback on public services at municipal level.

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[2] The role of the Young European Ambassadors (YEA) is to connect with young people from the European Union and the Eastern Partner countries and to exchange experience, discuss matters of direct concern to young people, share best practices and work together for a better future.

- Provide technical support to national government on collection and analyses of citizen feedback on digital public services.

1.2. Civil Society/citizens oversight of public services at local level established
- Open grant competitions for CSOs and active groups for monitoring OGP Action Plan implementation.
- Grant support for empowerment of trade unions and civic groups on labour rights.

Result 2: Participatory democracy developed

2.1. Youth and vulnerable groups are empowered and have the skills to engage more meaningfully in governance and development and policy-making at local and national level.
- Organize open challenges to collect citizen-driven innovative ideas in the regions of Armenia.
- Co-design and incubation of selected citizen-driven innovations.

2.2. Number and quality of dedicated spaces of dialogue and consultation for local/national and sectorial development of plans, strategy policy discussions/laws and sub laws and community budgets;
- Support to co-creation of community public spaces to mobilize youth around public challenges in the regions of Armenia

2.3. Existence of foresight mechanisms to collect and analyse data on youth aspirations and dreams
- Organization of regional Dream Labs to collect youth-driven scenarios of positives futures.
- Support to implementation of future-positive scenarios designed through Dream Labs through small grant support.

Resources Required to Achieve the Expected Results

UNICEF will be the agency responsible for coordination and oversight of joint UN project co-funded by EU and UN agencies via other sources. UNICEF will coordinate the EU Agreement and enter into agreements with UNDP and UNFPA.

Management of different components will be done by each agency, however synergies will be built in activities related to work on youth and adolescents, as well as all activities directed at improving women's engagement.

Project fund management will be conducted using pass-through mechanism, for which UNICEF will act as Administrative Agent (AA). As AA UNICEF will be accountable for effective and impartial fiduciary management and consolidating financial and narrative report(s). Each participating UN agency is accountable for their own programmatic and financial results; organizations are jointly responsible for achieving the Joint Project Goals.

A staff will be hired by UNICEF to support coordination of the work between different agencies, find synergies and assist in implementation of joint activities, as well as management of project reporting activities with inputs and support from all agencies. As the staff member will not have a separate line in the project budget, any expenses shall be covered from respective components of the project.

The Project will have the following human resources:
- One part-time Program Manager with relevant experience in OGP and youth engagement initiatives in the country. The PM will work under the direct supervision of UNDP Head of

Governance and IBM Unit, where the latter will also provide quality assurance and high-level coordination with government bodies. He/she will also ensure project liaison with the government, regional and local authorities, civil society organizations, ongoing UNDP initiatives and international partners to ensure information exchange, coordination and synergism.

- One full-time Task Lead with relevant experience in youth mobilization, local self-governance and OGP will be responsible for project implementation, development, monitoring of project activities, managing financial delivery and ensure planned outputs as per Project work plan.
- One part-time Program and Finance Associate to support in project administration and operational issues.
- One part-time Events and Communications Manager to ensure visibility of project.
- UNDP Democratic Governance Portfolio Analyst will provide quality assurance over project implementation.

The project implementation will require short term consultancy in the following components:

- Start-Up Coaching
- Research and policy analysis
- Public Space Ideation and design
- Digital tools and citizen feedback mechanisms

Project budget:

Total program budget: 3,867,506 USD	
EU Contribution: 3,411,550 USD	
UNDP Component 791,067 USD	
EU contribution: 742,838 USD	UNDP TRAC: 48,229 USD

Partnerships

UNDP Armenia believes in platform approach, which is also reflected in its strategy. Platform approach expands the userbase and empowers each stakeholder and end-user to become a co-implementer of the project. Throughout the implementation of the project, UNDP will closely work with the consortium of UN partner agencies under overall supervision of UNICEF Armenia.

Close collaboration with relevant state authorities and local governments will be key to successful implementation of the project. They will be involved in each stage of project implementation through consultations and feedback mechanisms.

The main partners to the **Project are the Office of the Prime Minister,** as well as the Ministry of Education, Science, Culture and Sport; the Ministry of Territorial Administration and Infrastructure;; Ministry of Labour and Social Affairs; Regional (Marz) administrations; Local authorities; Donor community; CSOs.

Risks and Assumptions

Assumption	Project response
The Government has	In order to capitalize on this and building on previous collaboration record with

demonstrated political will to support OGP actions and wider open governance agenda	the OGP Task Force, UNDP will expand its presence and investment in OGP initiative in Armenia.
Youth is proactive in demanding government accountability	Recent years have seen demonstrations of this assumption. UNDP builds also on its own record and insights from working with youth in the regions. UNDP will also capitalize on the network of young people engaged through multiple projects in its innovation portfolio.
There is a gap in strategic planning and long-term visioning in Government capacity of modern Armenia	UNDP will use its experience in foresight and strategic planning to sensitize the Government towards positive feasible futures. A series of actions from research to youth engagement are planned in the project towards this objective.

Risks: The project includes a number of experimental approaches, which will be tested in a complex social environment for the first time. This is why certain programmatic and operational risks are associated with its implementation. UNDP will analyse and plan proper mitigation strategy for each of the envisaged risks.

Stakeholder Engagement

The main stakeholders of the action are as follows:

At the national level, several ministries will be involved, including the Office of the Prime Minister, which is by mandate the custodian and point of contact of OGP implementation in Armenia, as well as the main point of coordination of executive functions of the Government.

The project will closely work with the Ministry of Territorial Administration and Infrastructure in their role as leading the decentralisation reform, serving as a key stakeholder in the introduction of new mechanisms of citizen engagement and replication of the proposed interventions in other consolidated communities, awareness raising among female and male community members of the models, as well as ensuring monitoring, reporting and evaluation of activities at the community level. At the regional level, regional administrations, particularly in the target marzes, (Lori, Tavush, Shirak, Gegharkunik and Syunik), will be involved in overall supervision and coordination of works.

Regional (marz) authorities and local government: MoUs will be signed with relevant regional authorities for prioritization and selection of the project locations, as well as for further reflection of programme priorities in the Regional Development Plans. Respective departments of marzpetarans will be involved, consulted and support will be sought from them to ensure regional oversight.

Coordination with other donors, active in the field of democratisation processes, community development, citizen participation and women's employability and employment, as well as working in the target regions on social issues will be pursued to foster cooperation, avoid duplication and ensure better outcomes. Similar coordination will be pursued with the private sector representatives and the diaspora, after a mapping of interests and activities in the target regions.

Civil Society Organizations (CSOs) with the goal of ensuring proper representation of the voice of both women and men, protection of human rights, as well as good governance in general will be invited to play a key role in implementing and monitoring the implementation of the project. Civil society organizations will be involved across the various components and a reference group will be established for information-sharing.

South-South and Triangular Cooperation (SSC/TrC)

The project requires methodological support from knowledge centers in a number of directions: design of user feedback mechanisms, conceptualization of open governance approaches, futuremaking and space design. All these directions will be implemented in partnership with academic and private sector partners - both Armenian and global. UNDP has already partnered with Academic institutions in Russia and US in testing foresight methodology on community development and skill mapping. Partnership base will be expanded to include scenario foresight expertise from UK (SuperFlux) and US (Institute for the Future). Additionally UNDP will partner with Yerevan State University and its regional branches to test and implement new approaches in citizen education.

Knowledge

The proposed project will build on the extensive past programming and lessons learned, and will focus on identified gaps in democratization, governance, gender equality and human rights sectors with a view to deepen democracy and participation, improve protection and respect for fundamental human rights during the transition period while also delivering tangible services for women and men, youth as well as, children in marginalized areas of Armenia. The proposed project will also support capacity development of counterparts and exchange of experience including on environmental issues and sustainable development. To enable enhanced citizen monitoring systems at national and local levels, as well as a tool to increase public awareness on the achieved results, the proposed action will support the design and implementation for developing various innovative participation tools and platforms.

Sustainability and Scaling Up

The project is designed as a catalytic intervention, testing a number of experimental approaches in 5 regions of Armenia. Having proved effective and incorporating the lessons learnt from each environment, the approach will be ready for application in other contexts too.

Close partnership with the Government is a key factor towards sustainability, ensuring transfer of knowledge on participatory approaches, as well as transfer of actual e-tools to the Government.

The sustainability of the project will be ensured through synergies with other government programs, local initiatives, private sector partners, UN partners and other EU-supported programs.

III. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The Project's cost efficiency and effectiveness approach is based on the existing expertise and experience developed as a result of previous activities implemented by the UN Armenia Country Office. UNDP Democratic Governance portfolio management approach will be used to improve cost effectiveness by leveraging activities and synergies with other initiatives/projects. Procurement of goods and services will be ensured in compliance with UNDP Standard Operational Procedures, which envisage acquisition of appropriate quality goods and services at the most competitive/lowest price in the market. The UNDP will hire Project staff to effectively implement the Project activities, with minimum level of outsourcing for specific thematic expertise. The UN agencies will also provide in-kind contribution in the form of work-time, office space, vehicles, office equipment etc.

Project Management

The project will be implemented by UNDP through "Support to National Implementation Modality (NIM) under coordination with the Office of the Prime Minister as the Project Implementing Partner. The UNDP CO will ensure project accountability, transparency, effectiveness and efficiency in implementation. UNDP will provide the Implementing Partner with the following major support services for the activities of the project in accordance with UNDP corporate regulations: (i)

Identification and/or recruitment of project personnel; (ii) procurement of goods and services; (iii) financial services, based on LoA on DPC costs.

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.

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 National Project Coordinator (NPC), who will coordinate project activities and serve as the financial authorizing officer.

Project Office: The Project Office will be located within the premises of the UN House.

IV. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

UNDAF Outcome 2. By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.
CPD Outcome 2 (11). By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

2.1. Transparency International Corruption Perception Index (TI/CPI) improved
Baseline: TI/CPI ranks Armenia 77th out of 180 countries (42 score) (2019)
Target: TI/CPI ranks Armenia in the 60-70 group of countries (43-48 score) (2022)
CPD Output 2.4. Frameworks and dialogue processes engaged for effective, transparent engagement of civil society and citizens in national and local development

Applicable Output(s) from the UNDP Strategic Plan:

2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions
Number of countries using frameworks17 that leverage digital technologies and big data for:
   a) Delivery and monitoring of services
   b) Public engagement
   c) Access to and protection of information

Project title and Atlas Project Number: Future Today: Empowering women, youth and children for deepening democracy in Armenia 00110253-00109280

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	2020	2021	2022	FINAL	

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| Project Output 1 Government openness and accountability enhanced. | 1.1 Existence of dedicated channels for collecting and analysing citizen feedback on public services at national and local level; | E-gov.am; EKENG report; EU4Digital reports | Limited number of electronic public services accumulate immediate quantitative public feedback. | 2019 | 1 | 1 | 1 | At least 2 mechanism is developed and deployed for collection of quantitative and qualitative public feedback and data analysis with consequent policy recommendations. | Feedback based on data collected through dashboards or other citizen feedback mechanisms segregated by sex and age

Feedback by PwD initiatives/representatives

Open Government Initiative reports |
| | 1.2 Civil Society/citizens oversight of public services at local level; | Ministry of Territorial Administration and Infrastructure (MTAI) | MMIS system currently collects citizen feedback at local level. The project will support unified feedback collection mechanism for national and locally outsourced services with systematized analysis for policy makers | 2019 | 1 | 2 | 2 | At least 5 mechanisms enabled to carry specific oversight functions by CSOs vis a vis public services through grant support and other schemes offered by UNDP | |

UNDP Project Document Template

Output 2 / Indicator	Data source	Baseline value	Baseline year				Target	Means of verification
Output 2 *Participatory democracy developed*								Programme and project monitoring and mid-term review reports; Foresight reports and analysis of dream lab insights; Start-up projects and citizen-driven initiatives in the targeted regions through crowdsourced thematic challenges;
2.1 Bottom-up citizens proposals on how to improve participatory governance at local and national level identified, developed and tested;	*OGP IRM reports;*	0	2019	3	10	11	9 national proposals, 15 regional and local proposals supported and incubated; (citizens profiles will be disaggregated by age and sex)	
2.2 Number and quality of dedicated spaces of dialogue and consultation for local/national and sectorial development of plans, strategy policy discussions/laws and sub laws and budgets;	*GIZ/MTAI*	*22 (GIZ supported citizen offices)*	*2019*		*1*	*1*	At least 2 public spaces contribute to transformative citizens behaviour at local level.	
2.3 Existence of foresight mechanisms to collect and analyse data on youth aspirations and dreams	*Donor consultations, media reports*	*0*	*2019*	3	3	3	At least 6 youth-driven future scenarios created through Dream Labs are materialized into street art exhibitions and creative installations. (disaggregated by those submitted by a woman or a group of women)	

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

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

	progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.		
Project Review (Project Board)	The project's governance mechanism (i.e., project 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.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. UNDP UNFPA UNICEF, EU, Office of the Prime Minister

VI. MULTI-YEAR WORK PLAN [3]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET			
		Y1	Y2	Y3	Y4		Funding Source	Budget Description		Amount USD
Output/Activity 1: *Government openness and accountability enhanced*	1.1 Dedicated channels for collecting and analysing citizen feedback on public services at national and local level established.							71300	Local Consultants	10,000
	1.1.1. Design and deployment of feedback mechanisms for collecting and analysing citizen feedback on public services at municipal level.							71600	Travel	20,000
	1.1.2 Provide technical support to national government on collection and analyses of citizen feedback on digital public services.							72100	Contractual Services Comp.	47,883
	1.2 Civil Society/citizens oversight of public services at local level established					UNDP	EU	72600	Grants	93,000
	1.2.1 Open grant competitions for CSOs and active groups for monitoring OGP Action Plan implementation.							74200	Audio Visual Printing Production	9,000
	1.2.2 Grant support for empowerment of trade unions and civic groups on labour rights.							74500	Miscellaneous Expenses	1,500
								75700	Trainings, Workshops & Conferences	21,000
								75100	Facilities and Administration	14,167
								Sub-Total for Output 1:		**216,550**

[3] 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

[4] 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.

| | | | | | | EU: | 216,550 |
						UNDP:	0
Output/Activity 2 **Participatory democracy developed**							
2.1. Youth and vulnerable groups are empowered and have the skills to engage more meaningfully in governance and development and policy-making at local and national level.		EU		Travel	71600		20,000.00
2.1.1 Organize open challenges to collect citizen-driven innovative ideas in the regions of Armenia.				Contractual Services Comp.	72100		59,898.00
2.1.2 Co-design and incubation of selected citizen-driven innovations.	UNDP			Grants	72600		97,000.00
2.2 Number and quality of dedicated spaces of dialogue and consultation for local/national and sectorial development of plans, strategy policy discussions/laws and sub laws and community budgets;				Audio-visual Print Prod.	74200		8,000.00
				Miscellaneous Expenses	74500		1,500.00
				Trainings, Workshops & Conferences	75700		24,707.00
2.2.1 Support to co-creation of community public spaces to mobilize youth around public challenges in the regions of		UNDP		Facilities and Administration	75100		14,778.00
				Contractual service companies	72100		34,230.00

Armenia 2.3 Existence of foresight mechanisms to collect and analyse data on youth aspirations and dreams 2.3.1 Organization of regional Dream Labs to collect youth-driven scenarios of positives futures. 2.3.2 Support to implementation of future-positive scenarios designed through Dream Labs through small grant support.			Miscellaneous Expenses	74500	667.00
Sub-Total for Output 2:					**260,780**
EU:					**225,883**
UNDP:					**34,897**
Output/Activity 3 Programme Implementation, Monitoring and Evaluation	EU	UNDP	Staff management cost	64300	15,000.00
			Contractual services (individuals)	71400	243,750.00
			Travel	71600	2,000.00
			Equipment and Furniture	72200	6,000.00
			Materials and goods	72300	5,000.00
			IT equipment	72800	6,000.00

3,001.00	Miscellaneous	74500	
19,654.00	Facilities and Administration	75100	
6,000	Equipment and Furniture	72200	
6,000	IT equipment	72800	UNDP
600	Rental & Maint- Premises	73100	
732	Rental & Maint of Other Equip	73400	
Sub-total for Activity 3:	294,083		
EU:	280,751		
UNDP:	13,332		
TOTAL	791,067		

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project Board is the group responsible for making management decisions by consensus for the project, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. PB meetings will take place once a year. PB will monitor the project progress, provide political oversight, and offer general advice for project implementation to make sure the project is consistent with national development priorities.

The Implementing Partner is the Office of the Prime Minister, directly responsible for the government's participation in the project. The Implementing Partner will sign together with UNDP the Project Document, Project annual workplans and budget revisions, as well as the annual Combined Delivery Reports.
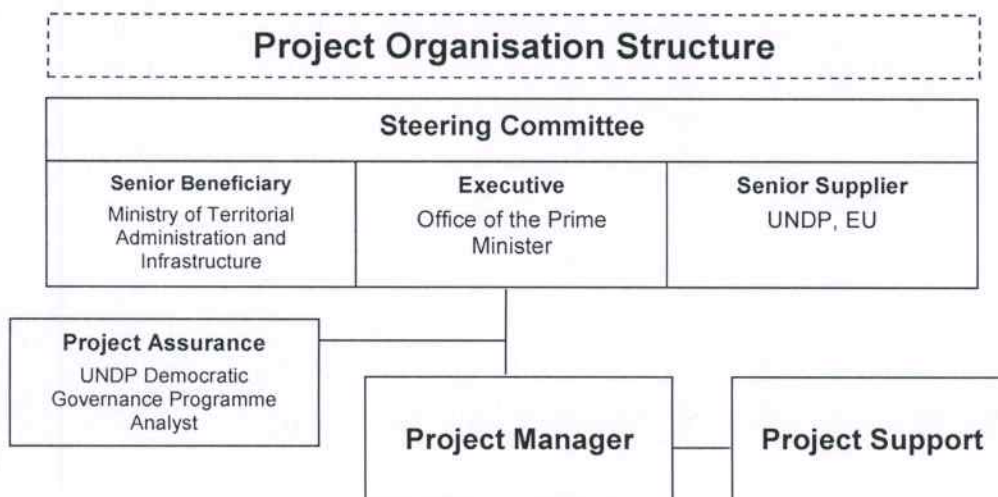
The Responsible Party is UNDP and will hold overall accountability for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of project resources. It acts on the basis of the signed CPAP and the Project Document. UNDP will provide support services to the Implementing Partner in accordance with the Letter of Agreement to be signed with the Office of the Prime Minister, which will be annexed to this project document.

The Senior Suppliers of the project is UNDP and European Union.

The project Senior Beneficiary is the Ministry of Territorial Administration and Infrastructure as the main Government agency in charge of regional development related activities.

UNDP Democratic Governance Programme Analyst will provide quality assurance, as well as general programme implementation support as necessary.

UNDP 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 National Project Coordinator (NPC), who will coordinate project activities and serve as the financial authorizing officer.

Project Organisation Structure

Steering Committee		
Senior Beneficiary Ministry of Territorial Administration and Infrastructure	**Executive** Office of the Prime Minister	**Senior Supplier** UNDP, EU

Project Assurance UNDP Democratic Governance Programme Analyst	**Project Manager**	**Project Support**

VIII. LEGAL CONTEXT

Option a. Where the country has signed the <u>Standard Basic Assistance Agreement (SBAA)</u>

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Armenia and UNDP, signed on (08 March 1995). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

IX. RISK MANAGEMENT

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
    a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. 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 Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

    (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

    (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards

and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. 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).

7. The Implementing 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.

8. 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.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner 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.

10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner 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.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.

12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. UNDP shall be entitled to a refund from the Implementing Partner 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 Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner 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 the Implementing Partner 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.

14. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, 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.

16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

X.   ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening**
3. **Risk Analysis.**