United Nations Development Programme
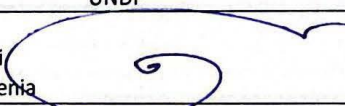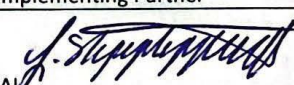
PROJECT DOCUMENT
ARMENIA

Project Title: "Women in Politics, Public Administration and Civil Society" (WiPPACS)
Project Number: 00122149 - 00117856
Implementing Partner: RA Ministry of Territorial Administration and Infrastructure (MTAI)
Start Date: 1 July 2022   **End Date:** 31 March 2025   **PAC Meeting date:** 28 July 2022

Brief Description
Within the past years Armenia faced progress in regard to political participation of women and gender equality and at levels of decision-making. Gender quota at national and local level has increased representation of women to 34% at National Assembly and 31% at local level in half of the country. Solid cadre of women leaders emerged in the result of women empowerment programme with ready capacity and interest to engage in public roles (observed especially in times of compound crisis). The government displays commitment to advance gender equality agenda in the country and expand opportunities for women's economic and political participation. Public institutions at national and local level increasingly prioritize gender-sensitisation and mainstreaming in governance processes and are ready for innovative institutional mechanisms in place. Nevertheless, the challenges are still in place for the full realisation of women's rights and opportunities for their equal participation in political and governance processes and pursue leadership roles (detailed in Section 1). To capitalize on the earlier achievements of UNDP gender equality and women empowerment projects, UNDP together with the Government partners have initiated the WiPPACS Project, to _contribute to stronger systems and mechanisms to ensure equal opportunities and rights of women and men to participate in decision-making processes at local and national levels, via:_ 1. Advanced women's leadership and political participation in local decision-making via public or civic roles 2. Strengthened gender sensitivity and gender responsiveness of public administration system and gender mainstreaming in public institutions at national and local levels 3. Strengthened role of civil society in setting agenda, contribution to decision-making and monitoring of governance processes on gender equality, women rights and women empowerment in Armenia. The three-year project will be implemented in 8 regions (marzes) and the capital of Yerevan.

Contributing Outcome:	Total resources required:		1,346,649 GBP
UNSDCF 2021-2025 Outcome 8: All persons benefit from gender equality and equal opportunities to realize their human rights; fulfil their economic, political, and social potential; and contribute to the sustainable development of the country CPD 2021-2025 Outcome 3: Output 3.3: Systems/ mechanisms to ensure equal opportunities/ rights to participate in decision making **Strategic Plan 2022-2025**: Signature Solution 6: Output 6.2 **SDG 5**; 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. **Gender marker: GEN3**	**Total resources allocated:**		
		UNDP TRAC:	
		UK Good Governance Fund (GGF):	1,346,649 GBP
		Government:	
		In-Kind:	
	Unfunded:		

Agreed by (signatures):

UNDP	Implementing Partner
Print Name: Natia Natsvlishvili, RR, UNDP in Armenia	Print Name: Vache Terteryan, Deputy Minister, MTAI

I.   DEVELOPMENT CHALLENGE

CONTEXT

Gender equality and women's empowerment remain a critical development issue in Armenia. While women comprise 52.2% of the population in Armenia and 56% of persons with higher education, the representation of women in decision-making roles is low, and the economic opportunities are far behind the desired or sufficient to be considered as gender balanced. The global Inter-Parliamentary Union in its "Women in Politics: 2021" report, ranked Armenia in the 182nd place out of 193 countries as per number of women in ministerial positions, and in the 90th as per the seats women hold in the parliament. In the Global Gender Gap Index, annually presented by World Economic Forum, in 2021 Armenia ranked 114th out of 156 countries (vs. 98 in 2020): the economic participation and opportunity is ranked 96 (vs. 78 in 2020) and political empowerment – 132 (vs. 114 in 2020). Setbacks are noted in all rankings, which can partially be explained by the context of compound crisis in Armenia within the past two years, which among other negatively affected aspects of gender equality and women's participation. [UPDATE: By the start date of the project, the Global Gender Gap Index was published, according to which Armenia has improved its rating to 89th, part of which is attributable to adoption and application of gender quota at the local level. The economic participation and opportunity is ranked 84th and political empowerment - 89th.]. The labour statistics too suggest that women's labour-force participation rate in Armenia[1] (2019 data) is considerably low in comparison with that of men's: in the working-age population it amounts to 49.6%, and the gender gap in labour-force participation among the working-age population amounts to 30.8%. Economic independence is viewed among main prerequisites for confidence and stronger voice and agency for women. Hence, limitations in the economic opportunities cause serious impediment for women's political participation. Within the past years solid progress was achieved on **gender equality in political participation of women**, as well as **in gender equality aspects of public administration system**. With comprehensive advocacy work of UNDP, OxYGen Foundation and other stakeholders, 30% gender quota was adopted at local level (in addition to earlier enforced 30% national gender quota). A financial incentive scheme was adopted for political parties ensuring 60/40 gender balance in the party governing (per UNDP's recommendation). Currently, the representation of women in Armenia stands for: (i) 33% in the National Assembly; (ii) 12% in the Government as Ministers (1 out of 12) and 23% among Deputy Ministers (10 out of 43); 10% among Governors (1 out of 10). At the local level, the representation of women raised to 31% (cumulatively, with quota applied) in 45 communities where local elections were held in 2021. It is expected that in the cycle of 2022 local elections will bring 30% of representation to the rest of communities too. Overall, this increase is unprecedented[2], being the highest ever representation of women in local governance in independent Armenia. Before quota it stood for 10.5% (earlies data suggest: 7% in 2012 cycle of elections; 12% in 2016 cycle of elections; 10% since 2015 in the result of community consolidation).

All the above development took place in overall turbulent situation of Armenia facing a **compound crisis**, caused by the COVID19 pandemic, hostilities in and around Nagorno-Karabakh, as well as challenges in the aftermath of those. A tense and insecure situation continues in the bordering regions and communities, topped by internal political tensions and disagreements, arrival of people in refugee-like situation from Nagorno-Karabakh, part of whom prefer to stay in Armenia. The COVID19 pandemic and the temporary lockdown resulted in economic, social and psychological complexities across the country. During 2021 the country faced snap parliamentary elections and local elections in half of the country, partially due to community enlargement. Within the past years, amidst and despite the crisis situation, the **reform agenda** further evolved. The **community enlargement process**, which started in 2015 and stagnated after 'velvet revolution' has entered its final phase. As a result of the reform, 915 communities are consolidated into 79 enlarged ones. This reform is drastic and brings substantial changes and challenges both for the local governments and the residents. On this road, the government - both national and local – need essential support to handle in parallel: the reform of local government; set up of the decentralization agenda; capacity development of local self-government representatives and staff; solid local programming for community development.

Last, but not least, the gender machinery in the country has been evolving too within the past years. **Advisory Council under the RA Deputy Prime Minister** was re-kindled in 2019, with extensive membership of government and civil society organizations. Ambitious and multi-sector **Gender Equality Strategy and Action Plan** (2019-2023) was developed focusing on all major priorities in regard to gender equality and closing the gaps. New **Action Plan on Women in Peace and Security** (2022-2025) is in finalization stage with multi-facet activities envisaged. The comprehensive and ambitious **Public Administration Reform strategy** was adopted in May 2022. Altogether these reforms and mechanisms provide fertile ground for building strong systems for ensuring and enabling gender equality at all levels, and the period of the proposed project is a momentous point to mainstream gender equality in national and local governance right in the process of shaping.

---

[1] ARMSTAT, *Women and Men, 2020*, page 71. https://www.armstat.am/file/article/gender_2020.pdf. Note: The numbers are based on updated methodology of calculating the labour force survey indicators. According to the new standard, an own-use production of goods and provision of services are not considered as an employment. Consequently, compared to the previous definition, the latter excluded from the employment.

[2] http://womennet.am/en/2021-summary-of-local-elections-1/

CHALLENGES

With all the above-mentioned achievements and opportunities, the **challenges** in regard to gender equality and women empowerment are still pervasive in Armenia:

➜ Limitations with full application of quota in number of communities (*e.g.* Aparan has 0 representation of women after elections),

➜ Withdrawals of candidates or even elected women in the situation of political tensions and complexities.

➜ Capacity gaps among the national and local government to ensure gender-sensitive and gender-responsive governance in Armenia

➜ Social norms and stereotypes on gender roles still prevent women from dully exercising their political and civic rights

➜ Civil society efforts require more unity and systemic approach to advance gender equality and women's rights agenda.

Other challenges are observed too via feedback and anecdotal and recorded evidence from women empowerment and gender equality programs, as well as research data from recent years (further below).

Evidence from research

▪ The Mid-term evaluation of the Women in Politics Project (2020) revealed that the project was **effective, relevant and efficient**, and contributing with key achievements in terms of improving the policy framework (quota, financial incentives for political parties); cultivating cadre of women and youth for leadership roles, facilitating policy-dialogue models and several other. Quote: "…*the project has raised awareness, knowledge, aspirations and direct participation in local decision-making amongst target groups, including young people. It …contributed to the direct participation of women in local government as elected representatives in target communities*". **The Project is designed with consideration of the Evaluation recommendations.**

▪ The Manual on Women's Political Leadership in Armenia (by UNDP, 2021, highlights the **main factors hindering** women's political participation: (i) **Institutional**: interlinked with lack of democracy, insufficient capacity of political institutes and limitations in implementation of the Gender National Strategy; (ii) **Stereotypical**[3]: accounted for by the prevalence of patriarchal priorities which include restrictions and sceptical perceptions with regards to women's political participation; (iii) **Resource-related**: lack of resources and capacity for political leadership is a serious impediment to reveal and realize the potential of women.

▪ The endline research on **"Public perceptions of women's political participation"**[4] points to the following reasons for insufficient political empowerment of women: (a) lack of support in families (74% of respondents); (b) volunteer (not-paid) nature of local councillor's function (63%); lack of interest and motivation among women (56%); negative attitude of the society to political leadership of women (54%); women lacking management and leadership skills (50%), picked from variety of 16 possible reasons. The report also points that the stereotypical behaviour is slightly changed in the communities where there are already women local councillors.

▪ According to the latest survey conducted by the International Republican Institute in 2021, 80% of Armenians believe that women are not actively involved in political life because **they are preoccupied with childcare and housekeeping.** Only 7% of women, compared to 14% of men, expressed an interest in running for political office. However, an equal proportion of men and women (15%) expressed an interest in joining a political party[5].

▪ Another research - on **"Women's leadership in times of crisis"**[6] points on significant instances of leadership by women during crisis, highlight on unrevealed and unutilized potential of women, which is shadowed in usual times and conditions by patriarchal culture and gender stereotypes.

▪ The scarce number of women in high-ranking positions at the Government and persistent disbalance (presented above) hinder gender-responsive policy making, and require **affirmative measures** to bring the cabinet to a more balanced state. As a solution, the "Legal Review of the Core Legislation on Civil Service[7] recommends introduction of the **gender quota for the decision-making positions within the government**[8.] UNDP will respectively undertake policy research in support of introduction of such gender quota and undertake rigorous advocacy to get it adopted via law amendment.

▪ **"Countrywide research to assess citizens perception on roles of men and women in the public service and on inclusive and gender-sensitive governance"**[9] points to the gender-related barriers in public administration sector: (i) low

---

[3] Social stereotypes persist about women's role in politics. For example, relatively more people can envision women holding the positions of deputy ministers (68%) and even ministers (64%), compared to women being heads of communities (63%) or the administrative heads of villages (55%). Fewer than half of Armenians (46%) can envision a woman holding the position of Prime Minister. Source: OxYgen Foundation, Women's Political Participation in the Republic of Armenia, OxYgen, NDI and USAID, Yerevan, 2020, available at: https://oxygen.org.am/wp-content/uploads/2021/03/Women-PP_ENG.pdf

[4] Undertaken by UNDP/OxYGen within "Women in Politics" project in 2021; p. 22, table 20

[5] Center for Insights in Survey Research, Public Opinion Survey on Women's Issues: Residents of Armenia, International Republican Institute, Washington, DC, 2020, available at: https://www.iri.org/sites/default/files/womens_political_ participation_breavis_iri_results_presentation_final_07.01.2021.pdf

[6] Undertaken by UNDP within "Women in Politics" project in 2021, p.19

[7] Undertaken by UNDP GEPAA project in 2021

[8] Legal Review of the Core Legislation on Civil Service, p. 6.

[9] Undertaken by UNDP, within "Gender Equality in Public Administration in Armenia" project, 2022

remuneration (62% among women vs. 87% men); (ii) long working hours (81% among women vs. 22% men); (iii) family issues (72% among women vs. 34% men). The other impediments, e.g. lack of education, leadership, interest, experience, confidence is more or less gender-balanced.

- **"Survey of student perceptions, expectations and preferences in public administration"[10]** highlights gender differentiated perceptions in regard to public administration system and their engagement in it.
- ADB's Civil Society Brief in Armenia points to major problem CSOs in Armenia often face is **weak connections** to their constituencies and the broader public[11].
- [CSO Sector Market Comprehensive Research](#) (in Armenian, 2015) produced by CRRC reveals **relevant gender balance in NGO sector at all levels** (from leadership to volunteers), however 31% of respondents pointed to discriminatory practices observed in NGO management. Part of them (mostly capital-based) have gender strategies, another part believes it is not needed.
- There is limited data on the role of civil society in women's movement and gender equality aspects. However there are **three active platforms visible and contributing** to the area:
- Multi-sectoral **UN Gender Thematic Group (GTG)**, with one general and three thematic subgroups on political, economic dimensions, gender-based violence. MLSA, UNDP and World Bank co-chair the GTG.
- **OxYGen's National Assembly-Civil Society Organization platform**, contributing to discourse and policy making around gender equality aspects
- **NGO Coalition on Gender-based violence**, vocal and acting on domestic and gender-based violence.

EARLIER ACHIEVEMENTS

UNDP has been working in the area of gender equality and women empowerment for more than a decade. UNDP works in twin-track approach: (i) contributing to gender gap closing with standalone and dedicated projects focusing on gender equality and women empowerment; (ii) mainstreaming gender equality in all its development programmes and activities. Within the past years, UNDP has implemented **four parallel initiatives** on political and economic empowerment of women and gender equality in public administration. Key achievements include:

- Contribution to **increase of representation** of women at local level from **7% to 12%; then to 31%** (in half of the country after 2021 elections) via women empowerment and policy work (30% gender quota, financial incentives for political parties having gender balance in boards)
- **Capacitated resource cadre of women and youth** emerging as local leaders and change-makers Overall 8,000+ women and 1000+ young people capacitated.
- Comprehensive baseline is set on **gender dimension of public administration** via legal review, internal screenings and reviews, public perception survey on roles of women/men in PA and aspirations survey among youth in academia on engagement in PA.UNDP signature **Gender Seal in Public Institutions** undertaken at Civil Service Office (under RA Prime Minister); and with Ministry of Justice. The process implies comprehensive self-assessment around 5 dimensions of internal management, implies review and assessment, followed by recommendations. Both agencies provide positive response signals and take actions and advancement steps.
- Gender mainstreaming in public institutions via first ever **Participatory Gender Audit and gender Impact Assessment on employment at** the Ministry of Labour and Social Affairs; **Participatory gender planning and budgeting** at local level is introduced and implemented in 16 enlarged municipalities (in partnership with UN Women and GIZ)
- **"Integrity Island"** modality applied in 4 municipalities: Echmiadzin, Amasya, Vanadzor and Ashotsq integrating principles of accountable and transparent local governance, Ethics Code developed, adopted and promoted as model document for other municipalities, in partnership with Corruption Prevention Commission and synergetic action between MTAI. UNDP, CoE and USAID[12].
- Vibrant groups of **youth changemakers** (300 young women & men) formed as a result of "I AM the Community" leadership advancement, which **leads local initiatives and contributes to policy making** (amendment of Laws on local government, political parties, volunteerism, vocational education, number of national programs and reforms, in average 22% of recommendation adopted.

The achievements on political participation of women are attributable to "Women in Politics" Project, supported by UK Good Governance Fund and implemented in partnership with RA MTAI[13]and OxYGen Foundation; and "Women and Youth for Innovative Local Development" Project, funded by SDC and earlier Women in Local Democracy project (two phases), funded by EU and SDC. Gender-related achievements in public administration are attributable to UNDP's "Gender Equality in Public Administration in Armenia" project, funded by UNDP.

---

[10]   Undertaken by UNDP in 2021within "Gender Equality in Public Administration in Armenia" project, 2022
[11]   https://www.adb.org/sites/default/files/publication/749366/civil-society-brief-armenia.pdf
[12]Corruption Prevention Commission of the Republic of Armenia
[13] Ministry of Territorial Administration and Infrastructure

II. STRATEGY

The **"Women in politics, public administration and civil society" project**, proposed by UNDP in Armenia and OxYGen Foundation, is based on the earlier progress achieved, evidence from comprehensive research, findings and recommendations from the WiP mid-term and final evaluations. With purpose to address the setbacks in the gender equality in politics and governance of Armenia, UNDP and OxYGen Foundation jointly initiate the project with three strategic focus areas to adress:

➔ Advancement of women's leadership and political participation in local decision-making via public or civic roles
➔ Strengthening of the gender sensitivity and gender responsiveness of public administration system and gender mainstreaming in public institutions at national and local levels
➔ Strengthening of the role of civil society in setting agenda, contribution to decision-making and monitoring of governance processes on gender equality, women's rights and women empowerment in Armenia.

All three strategic focus areas come as a continuation of previous efforts. Hence it is envisaged, where possible, to **capitalize** on earlier results, bring them to **logical completion**, augment and turn them into **institutional solutions and ensure sustainability of those**. The Project will be implemented by UNDP Armenia, in partnership with the Government of Armenia and OxYGen Foundation. UNDP will implement activities in Strategic Focus 1 and 2; while OxYGen will implement activities in Strategic Focus 3. All three components will be synergized among each other and counter-enrich programmatically. The project **Theory of Change** (see chart further below) suggests that: (i) when the **women cadre** is capacitated, motivated and advanced in leadership and enjoys opportunities and channels to voice and influence the decision-making; (ii) and if the national and local **public institutions** have systems and mechanisms for gender-sensitivity and responsiveness in place towards better gender balance; (iii) and the **civil society** is mobilized and capacitated as collective intelligence and force for voice and action on gender equality, women's rights and affairs; **decision-making and governance processes** in Armenia will be more inclusive, gender-balanced and gender-responsive at all levels. The project is designed based on the results and lessons learnt from the "Women in Politics" (WiP) project, as well as the successful practices in other UNDP WEGE[14] projects.

➔ All programmatic activities will focus on **transforming behaviors and systems** to ensure change at/with:
  • **Individual level**: self-esteem, empowerment, awareness rights, competence, learning by doing
  • **Institutional level**: inclusivity, turning knowledge and capacity into institutional practices and mechanisms, improve workplace, sense of ownership
  • **Community level**: enabling networks, engagement of men, forming collective intelligence
  • **Policy level**: laws and policies, policy dialogue, advocacy
➔ The Project will apply **gender transformative approach** ensuring **30% men's participation** to all types of activities, events as enablers and contributors of gender equality and women empowerment.
➔ **Inclusivity** and engagement of beneficiaries beyond 'business as usual' will be in the core of the project. Accessibility and other outreach, engagement scenarios and motivational schemes will be applied to bring onboard people with disabilities, representatives of vulnerable groups and other. Respective partnership will be ensured with civil society organizations, regional and local authorities, community social workers for more nuanced approach. Aspects of double discrimination (women with disabilities) will be addressed in policy work, as well as in capacity development models. **Human rights perspective** will be ensured throughout the implementation of the project, as detailed in SESP document (Annex).
➔ The programmatic components will be **synergized** among each other, as well as with other ongoing initiatives in the sphere of gender equality to exchange and cross-enrich knowledge and data, increase effectiveness and efficiency of the invested all-type resource and maximizing the impact of the activities.
➔ UNDP will combine **conventional approaches and social innovation** techniques in all programmatic components, including **user-centric and design thinking approaches** to stimulate creativity, deeper understanding and sense of ownership towards transforming norms and behaviors, shaping and employing gender sensitive and gender responsive policies, systems, initiatives and programs among all target groups.
➔ **Networking, peer learning and exchange**, inspirational and role modeling approaches will be a part of the transformative change in perceptions, attitudes and behaviours of women, men, and public at large.

---

14 Women empowerment and gender equality

1. One major lessons learnt from the WiP project is that success is only possible if/when there is political will on behalf of central and local governments. It can be ensured through constant communication and cooperation with them. The generated and evidenced experience from the components on political parties, mentorship scheme, capacity development and participatory models by women and youth are a clear indication and proof of this. Capitalizing on earlier achievements, in the new project, steps will be taken towards sustainability of the workable models via further partnership, coordination and cost-sharing (co-financing) by the central and local level governments.

2. The WIP project has capacitated more than 3,500 women and youth on various aspects of leadership and participatory democracy. Having witnessed the leadership potential and capacity of women, including in crisis times, it is meaningful to engage them in capacitation of other women via various tested and new schemes targeting grass-root, policy and institutional levels.

3. Partnership with the political parties revealed that the mid-level representatives of political parties are more aspired to promote women's political leadership agenda, compared to the higher-level representatives. UNDP will apply various approaches and cooperation schemes to reach out to various levels of party governance.

4. Another major lessons learnt is that the enabling environment needs to be enhanced for stronger women's political participation and leadership. To transform behaviours and to ensure stronger effect, inclusion of both youth and men as supporters and agents of change is planned in the next phase of the project.

Input	Process	Ouput	Outcome	Impact
Budget, staff, technical expertise, support models, stakeholder networks of UNDP and OxYGen	Capacity of elected women developed Baseline/endline set on functional assessment of women in local governance Women2Women Mentorship scheme scaled Women and Youth Advisory Councils formed and capacitated Social cohesion innovative initiatives led by women and civil society representatives Network among women leaders formed and capacitated Political parties engendered ***** Policies/practices in public institutions engendered Legislative framework on public administration strengthened Human capital within the PA of Armenia strengthened and advanced Support to gender machinery in the country (Strategy & Action Plan; Council on Women) provided ***** Policy dialogue to accumulate local knowledge and policy solutions set Advocacy meetings for country reforms on women empowerment led Women-led community-based advocacy initiatives undertaken Public awareness raising ensured Joint UNDP-OxYGen capacity development for civil society in place	1.1 Strong cadre of women leaders in national and local government formed 1.2. Political parties apply strong internal gender equality systems 1.3 Women's networks are influential in solution development and advocacy on gender equality ***** 2.1. Systems, practices and policies are designed and introduced in public administration system for gender equality and women's advancement ***** 3.1. Civil society is competently and proactively addressing topical issues of gender equlaity and advocate for positive change 3.2. Women's and civil society networks are influential in solution development and advocacy on gender equality	1. **Women's leadership and political participation in local decision-making via public or civic roles is further advanced** 2. **Gender sensitivity and responsiveness of public administration system is strengthened** 3. **Role of civil society in setting agenda, contribution to decision-making and monitoring of governance processes on gender equality, women rights and women empowerment is enhanced**	Systems and mechanisms to ensure equal opportunities and rights of women and men to participate in decision-making processes at local and national levels

GOALS and OBJECTIVES

The **Goal** of the project is to *__contribute to stronger systems and mechanisms to ensure equal opportunities and rights of women and men to participate in decision-making processes at local and national levels.__*

The Objectives/Strategic Focus Areas of the project are:

1. Advance women's leadership and political participation in local decision-making via public or civic roles
2. Strengthen the gender sensitivity and gender responsiveness of public administration system and gender mainstreaming in public institutions at national and local levels
3. Strengthen the role of civil society in setting agenda, contribution to decision-making and monitoring of governance processes on gender equality, women rights and women empowerment in Armenia.

1. RESULTS AND PARTNERSHIPS

Expected Results/ Project Outcomes

With the project working with women cadre, government institutions and civil society organizations in the concerted effort, the following key results will be produced in the outcome of the project:

1. **Women's leadership and political participation in local decision-making and civic roles is further advanced** via: sustained 30% representation of women in local government; leadership of 200 women advanced; 65 self-driven initiatives by women; 5 WYACs established and self-supported; 30% of women-led policy recommendations adopted; 4 influential networks formed and are functional; as well as 5 engendered political parties.
2. **Gender sensitivity and gender responsiveness of public administration system and gender mainstreaming in public institutions at national and local levels strengthened** via: 11 solutions (via Gender Seal) on internal practices, mechanisms, policies on gender equality and mainstreaming; 5 innovative solutions self-driven by civil servants; 6 solutions on gender equality (policies, practices, services) institutionalized and funded by public institutions; Advisory Council adjunct to Yerevan municipality established; normative act on gender quota adopted; two modules of transformational leadership; capacitated cadre of the 400 civil servants, students, female civil servants and others; national mechanism for gender equality modernized with 2 schemes; increased awareness on aspects of PA among 300 stakeholders.
3. **Civil society is strengthened as a 'collective intelligence, voice and actor' in promoting gender equality and women empowerment agenda with strong advocacy systems in place** via: 30 participatory policy assessment and dialogue/advocacy events on gender sensitization with 500 participants; 6 community-based advocacy initiatives led by local women; broad public awareness campaigns and 40 capacitated CSOs.

DESCRIPTION:

Strategic Focus / Outcome 1: Advancement of women's leadership and political participation in local decision-making via public or civic roles (by UNDP):

Within Strategic Focus 1 UNDP will on capitalize on earlier successful models for capacity development and leadership advancement of women, augmenting with new topical elements, more contextual for current realities. UNDP will also capitalize on the earlier results of WiP project within "Integrity Islands" component and mainstream the generated knowledge on accountability, integrity, ethics, and anti-corruption into new programmatic activities. Linkages will be ensured between women's networks and activities of OxYGen-led civil society organizations. Findings from this component will fuel in the agenda of civil society networking and policy-contribution activities.

Activity 1.1.
A.   [UNDP] Capacity of elected women local leaders developed in the 29 newly consolidated communities (comprised from 450 towns and villages, referred to as settlements after enlargement).
With entry of new women cadre to local governance there is a voiced need for capacity development of women elected or working in local self-government, as confirmed by data from evaluation, anecdotal evidence and MTAI entry at the project board meeting (with anecdotal data at current stage, the project will generate more evidence in the proposed project initial phase). The project will offer leadership schools, post-electoral trainings, and awareness raising events to women local councilors and municipality staff (with focus with newcomers) to advance women's professional and personal leadership skills and enhance their competences on local governance, participatory democracy and community development, transformational leadership, and strengthen their soft skills (critical thinking, negotiations, problem solving and similar). Further, the women in local government will be nudged to transform the gained knowledge into action via small grants opportunity on social mobilizations, cohesion and participatory democracy. Such action will cultivate sense of ownership towards community and their own role in it, transforming their attitudes and commitment towards participatory local democracy, gender equality and women's empowerment.
Expected activity result:
- leadership of **150** elected women advanced and their capacities developed on aspects of local governance and participatory democracy
- **30%** of them have undertaken community initiatives in support to behavior change in the communities for local democratization and better social cohesion.
- Change in perceptions among **30%** of beneficiaries and of own role in community affairs.
B.   [UNDP] Baseline is set on functional assessment of women in local governance
In the 1st year of project implementation. This initiative is proposed in view of 31% representation of women in half of the country, which constitutes the 'critical mass' and allows measurement of actual influence or contribution of women to community governance processes and their performance. Also, the enlarged communities provide multiple new opportunities and domains to exercise leadership for women, including in shaping the decentralization agenda in the community, creative programming, proactivity in shaping the normative basis and other. In view of lack of similar practice in Armenia, UNDP might tap into international expertise for the assessment delivery in line with international standards. Importantly, UNDP will facilitate a relevant key Ministry to (co)lead on the Assessment (MTAI or MLSA) to ensure ownership and expertise building at the national level and toolkit available for replication of similar assessment at later stage on their own. **The same assessment will be undertaken in the 3rd year of the project implementation,** with 30% co-funding of the government. This Assessment will help to reveal the main potential of women local leaders, point to their strength and weaknesses, reveal areas of their utmost success and value-added, provide recommendations on more nuanced and evidence-based political empowerment of women,

which will help the governments and stakeholders to cultivate the next generation of women leaders in nuanced and more effective way.

Expected activity result:
- Baseline assessment produced on functional analysis of women's contribution to local self-government
- Endline assessment produced with measurement of progress.

C.   [UNDP] Women2Women (W2W) Mentorship scheme further advanced to connect women leaders at national and local levels

Based on evidence and highly positive feedback and lessons learnt from the previous mentorship scheme undertaken within WiP, the **W2W** scheme will be further augmented and scaled, providing more diversified and creative formats for interaction between women in national and local governments, as well as National Assembly. It will include peer exchange, thematic mixed group sessions, job shadowing opportunities, fragmentary job placement schemes, coaching during a period of six months. In upscale of this scheme UNDP will capitalize on earlier achievements, resource cadre of mentors and mentees, as well as already established partnerships at various levels of governance. Mentees will learn, open new horizons, and get motivated as a result of close interaction and cooperation with women from National Assembly and central government. A **social innovation challenge** will further be employed to allow the mentor-mentee alliances to initiate and lead experimental schemes aimed at changing behaviors, shifting stereotypes and emergence of leadership patterns among women in communities. Based on lessons learnt successful models will be identified and shared with the Government agencies – custodians of gender machinery – like the Ministry of Labor and Social Affairs, Deputy Prime Minister's Office, etc. for possible integration and replication in the next iteration of National Gender Strategy and Action Plan.

Expected activity result:
- **100** women connected by W2W as mentors and mentees;
- up to **20** successful socially innovative behavioral change initiatives stemming from these alliances and developed into case studies and knowledge products; out of them 5 are self-funded (e.g. via crowdfunding), 5 of them are co-funded by the government.
- **3** successful initiatives integrated in national strategic documents for replication and funded from government.

Activity 1.2.

A.   [UNDP] Women's and youth local participation enhanced via Women and Youth Advisory Councils

Based on the knowledge and experience generated within "Women and Youth for Innovative Local Development" project (WYILD)[15], up to 5 Councils will be formed within the present project (in those where the representation of women is far from 30% (e.g. Garni – 20%, Sevan – 7%) and will serve as platform for raising the voice and action of women and youth towards participatory and inclusive decision-making in the communities. **Women and Youth Advisory Councils** are a formal body formed by the Decree of the Local Council and is adjunct to the Mayor. Respectively, such councils are institutional by default. The capacities of the newly formed WYAC members will be developed on civic activism, gender equality and participatory democracy, as well as project proposal writing, resource mobilization, *inter alia* via crowdfunding, and project management to ensure knowledge- and skill-set for sustainable action by its members to the benefit of community democratization and development. Taken the contribution of the WYAC's is a volunteer effort, the resources are needed only for implementation of specific activities per local needs. While UNDP will support their formation and support of initial activities, the evolution is viewed in gradual capacitation of WYAC to self-mobilize needed resources (via crowdfunding and other schemes), as well as local government co-fund their activities from the local budgets . UNDP will enable opportunities for WYACs to lead small scale community activities on local democratization and development. The ultimate goal of the component is viewed WYACs capacity to mobilize resources for their activities and becoming self-sustainable (in strong partnership with the local authorities as per the mandate). The activity will be synergized with the SDC-funded WYILD to allow combined inter-community activities and more cost-effective and smart management. Also, incentive schemes for women's continued and effective participation in WYACs will be explored with the local governments to be employed as sustainable model for women engagement into WYACs.

Expected activity result:
- up to **five** Women and Youth Advisory Councils are formed and institutionalized as democracy enablers, supported by LOIs or other document enshrining the partnership between municipality and UNDP.
- at least **5** community activities implemented with self-mobilized resources and co-funding from local government.

B.   [UNDP] Socially innovative schemes for women, youth, and civil society organizations are employed to undertake social cohesion and social mobilization community initiatives.

During the compound crisis of 2020, many instances were recorded of women taking leadership in support to crisis-affected people and communities, including social mobilization and cohesion schemes, livelihood improvement, preventive activities in regard to pandemic, and other. To note, with small grants scheme funded by UNDP Funding Window in 5 months reached 3500+ people via 18 projects. Based on positive experience and quick wins from such initiatives, the project will help women community leaders to ideate, mobilize resources for and implement similar activities. UNDP will propose a set of support actions to help the women leaders to ensure effective ideation, prototyping, resource mobilization (including crowdfunding) and management of the initiatives. The gains from the proposed activity is three-fold: (i) women gent opportunity to bring positive

---

[15] This modality is 'borrowed' from another UNDP project – "Women and Youth for Innovative Local Development" (WYILD, which already established 7 councils, and 10 more are underway).

change in their communities; (ii) they gain considerable experience and confidence in 'learning-by-doing' mode (among other); (iii) innovative and workable schemes applied in the communities can be upscaled and replicated further with funding from local budgets. Selected successful initiatives will be turned into models and institutionalized in the community, as well as replication in other communities. This call will cover 29 newly enlarged communities. Women with disabilities will be in special focus within this component both as implementers and benefactors of the initiatives.

Expected activity result:
- up to **20 women** having leadership role in **10 initiatives** on social mobilization and social cohesion. Modality will be developed for further upscale and replication of initiatives, options will be explored to integrate those models into 5-year development plans (also based on GRB commitments). This work will start in 2023.

C.   [UNDP] Self-support and collaboration Network among women leaders formed and capacitated as resource hub for women empowerment.

Within this Activity[16], earlier UNDP-formed networks - Virtual Community of Practice[17] (VCOP) of women and youth civic activists and UNDP community mobilizers' group – will be further expanded and empowered to become dual force: resource force on women empowerment and strong collective voice on topical issues related to women rights, gender equality and relating issues[18]. About 50 women have already engaged as community mobilizers and social innovators in previous WiP and current WYILD project (as a synergy of two projects). This network will be further strengthened and expanded in the proposed project These groups, along with "I AM the Community" Youth Policy Club are UNDP's 'wings' in the communities and are contributors to the development work and policy-making processes. UNDP will unite the existing platforms into bigger network and engage new cadre of women local leaders, women parliamentarians and women at managerial roles in the national government. **This force will become the collective intelligence and 'club' for women leaders** to jointly receive capacity development on multiple aspects of contemporary leadership, share thought leadership, engage in discourse on most topical aspects of Armenia's restoration from crisis and development, **shifting paradigms and behaviors on women's leadership and creating enabling environment for it, advancement of women in professional and public roles.** Activities in this component include forums and networking events, policy dialogue activities, formal and informal interaction among women from various 'walks of life' to learn, get motivated from each other and act. UNDP signature ThinkEQUAL conversations series will allow women from this network to voice and contribute with collective thinking on broad spectrum of issues and their gender dimension. Role modelling will be promoted and various award schemes applied for women leaders, champions, and innovators. This activity will be synergized with Strategic Focus 3, led by OxYGen Foundation, as well as the WEPs[19] component, and UNDP "Women and Youth for Innovative Local Development" project, funded by SDC, allowing women representatives from civic and private sectors to periodically join the discussions. Also, positive experience from "I AM the Community" Youth Policy Club will be replicated within this group - with support of the Youth Club youngsters. UNDP will apply specific measurement to understand the impact of the networking and policy-making activities. Women with disabilities will be nudged to engage in this scheme with special outreach techniques.

Expected activity result:
- three small 'club'-type groups (women leaders in local government, national government, parliament)
- one large mixed network of women formed;
- up to **10** policy contribution and networking instances held
- Up to **20** stories, policy briefs, knowledge materials produced in support to policy and decision-making processes. In average **30%** of recommendations adopted.

Activity 1.3. [UNDP] Gender equality is advanced and enforced in the policies, regulations and practices of political parties in Armenia.

To capitalize on earlier achievements and to ensure sustainability of activities, UNDP will support and expand to inter-party task force formed within Women in Politics project towards strong internal system among several committed political parties. "Mapping of Political Parties" research (2020, by UNDP/WiP) points that "…political parties have shortage of female human resources in the regions…they do not effectively carry out their responsibility of a "forgery of political forces". Respective capacity development schemes will be provided to close the knowledge and skill gaps, along with monitoring of the implementation of earlier WiP-facilitated recommendations to measure the progress[20]. Further, strategies and approaches on behavioural change will be offered to a wider scope of parties to contribute to enhanced internal gender equality policies and

---

[16]   This activity will be strongly synergized with activities in Strategic Focus 3, led by the OxYGen Foundation, with UNDP's "Women and Youth for Innovative Local Development" project, funded by SDC as well as the WEPs component (WEPs stands for "Women Empowerment Principles", and is a joint initiative of UN Women and Global Compact, implemented in Armenia by UNDP within Women's Economic Empowerment in South Caucasus with funding from SDC and ADA. 11 companies in Armenia pioneered this network in the country, having joined the WEPs global movement, several are currently underway.)

[17]   VCOP was initiated within WEGE programme during the COVID19 pandemic to allow frequent interaction and uninterrupted capacity building of beneficiary women and men. It proved highly successful and well-resonating with participants.

[18]   About 45 women have already engaged in different ways (as community mobilizers, social innovators, and so on. The scheme has proved itself efficient with young people via the youth club for policy making.

[19]   Women Empowerment Principles, joint initiative of UN Women and Global Compact, implemented in Armenia by UNDP within Women's Economic Empowerment in South Caucasus with funding from SDC and ADA. 11 companies in Armenia pioneered this network in the country, having joined the WEPs global movement, several are currently underway.

[20]   "Political parties have shortage of female human resources in the regions. This means they do not effectively carry out their responsibility of a "forgery of political forces". They simply include non-partisan persons who are well known in the community in their lists to ensure pre-electoral quota instead of bringing up those cadre", Mapping of political parties research, 2020, UNDP, WiP

practice. Advancement of political leadership of party women members (irrespective of being elected to local offices or not) will be offered by UNDP to prepare them for the next parliamentary and local elections. This work will imply twin-truck approach: gender sensitization of party leadership so they support advancement of women inside the parties; and capacitation of women party members so they develop their skills and competences for political leadership to enter politics at the local and national level (this will also support the increased representation of communities in the National Assembly which is not the case in the current convocation of the NA). UNDP will encourage and incentivize the political parties via awareness raising on the financial incentive scheme for political parties ensuring 60/40 gender balance in governing boards.

Expected activity result:
- **five political parties** have adopted and apply mechanisms and systems for internal democratization
- **representation of women** in managerial boards and representative bodies increased to minimum **30%**.

Strategic Focus / Outcome 2: Strengthening the gender sensitivity and gender responsiveness of public administration system and gender mainstreaming in public institutions at national and local levels:

This component is the continuation of Gender Equality in Public Administration of Armenia (GEPAA)[21] project and is initiated based on the interest and commitment of both UNDP and the Government of Armenia[22] to further modernize the public administration system through the gender prism. GEPAA was a pilot and baseline setting initiative, with limited budget. Hence, it mostly produced research and addressed limited number of recommendations, with the major part requiring a scale-up project. Second, GEPAA adopted a phased approach, which implies going from research, capacity-building and baseline setting to the establishment of systems and mechanisms and eventually, change in the mindset and culture. To this end, numerous findings from the GEPAA research (Ref. Annex 1) have been clustered and discussed with the RA government counterparts, and part of those addressing the emerging priorities of the country are included in the current concept. The overall coordination of the activities in this Strategic Focus will be ensured in partnership with the Deputy Prime Minister's Office) in enhancing gender aspects within the legal, institutional and policy frameworks, as well as the human capital in public sector. In addressing those key areas, the project will broadly rely on a robust UNDP corporate expertise[23], which has been accumulated through dedicated work in the intersection of gender and public administration[24], and which positions UNDP as a strong actor in the field. The project will also take into consideration the priorities of the public sector as outlined in the newly-adopted PAR strategy, main directions defined by the Gender Equality in Public Administration Global Report 2021, GEPAA project research findings, as well as suggestions made at the meetings with the senior government officials.

Within this programmatic component UNDP will also capitalize on the earlier achievements and findings within WiP's "Integrity Islands" component, using the accumulated knowledge and lessons learnt in the programmatic component of the Strategic Focus 2. where a lot of knowledge is generated on accountability, integrity, ethics, and anti-corruption The capacity development models will integrate these dimensions, also opportunities will be enabled for interaction between municipalities and national government for exchange, co-design of solutions and joint thinking around institutional systems and mechanisms to be developed and institutionalized. Findings from this component will fuel in the agenda of civil society networking and policy-contribution activities. UNDP and OxYGen Foundation, within their thematic components, will ensure backwards channels to counter inform the work targeting public administration system and the civil society.

Activity 2.1.

[UNDP] Institutional framework within key public institutions of Armenia strengthened from gender lenses:
- A) **Finalization of the UNDP signature Gender Seal Assessment for Public Institutions, undertaken at the Civil Service Office (2020) and Ministry of Justice (2021)**. Assessment has been undertaken and recommendations produced on improvement of internal policies and practices within institutions from gender prism, as follows:
- identify priority areas and develop Action Plans for selected recommendations to improve gender-sensitivity and responsiveness of the in-house processes and regulations
- establish institute of Gender Focal Points
- strengthen the capacities of the relevant staff to collect and analyze gender disaggregated data,
- and introduce gender budgeting
- establish referral mechanisms to address gender discrimination issues at the workplace,

---

[21] The GEPAA project has twice been extended, including through the UNDP TRAC funds and covered the timespan of January 2019 through December 2021.

[22] Office of the Deputy Prime Minister as the lead agency on gender equality, the Ministry of Justice, the Ministry of Labor and Social Affairs (the focal point agency on gender equality), Civil Service Office, RA Police and Yerevan Municipality.

[23] Global Report: Gender Equality in Public Administration Report, 2014: https://www.undp.org/content/undp/en/home/librarypage/democratic-governance/public_administration/gepa.html

Gender equality in public administration - Snapshot of Eastern Europe and Central Asia, 2017: https://www.eurasia.undp.org/content/rbec/en/home/library/gender-equality/gender-equality-in-public-administration---snapshot-of-eastern-e.html

Gender Equality in the Public Administration in Latin America, 2019: http://americalatinagenera.org/newsite/images/cdr-documents/2020/02/GEPA_2019.pdf

Gender equality in public administration Europe and Central Asia Summary of progress on data availability (2017-2020): https://www.eurasia.undp.org/content/rbec/en/home/library/gender-equality/gender-equality-in-public-administration---snapshot-of-eastern-e.html

[24] Gender Equality Seal Award Methodology for Public Institutions (UNDP signature feature): https://www.undp.org/content/undp/en/home/2030-agenda-for-sustainable-development/people/gender-equality/transforming-workplaces-to-advance-gender-equality/gender-equality-seal-for-public-and-private-enterprises.html

- undertake capacity development on gender sensitive management for the managerial staff
- introduce of necessary tools and mechanisms to improve gender equality in the CSO and the MoJ.

Based on the discussions with the MoJ and the CSO, 6 solutions (three for each) will be supported by UNDP. These efforts will predictably make gender mainstreaming at the public institutions smoother and consistent, will introduce the institutional memory of gender equality practices, altogether contributing to the establishment of a gender-sensitive working environment.

Expected activity result:
- 2 Action Plans developed on gender mainstreaming into policies and practices of CSO and MoJ (one for each).
- Institutional framework within the CSO and the MoJ is engendered with in total 6 solutions in response to provided recommendations (2 solutions in 2022, 4 in 2023). Upon successful implementation, the institutions are expected to have a dedicated budget to address and maintain gender equality policies and practices on their own. These are 2 of 5 institutions targeted for the GEPAA intervention overall. (Previous UNDP project targeted 3 institutions (CSO, MoJ and Yerevan Municipality). The new one will cover two more public institutions).

B) Introduction of Gender Equality Seal for Public Institutions in two additional government entities. According to the *Gender Equality in Public Administration (GEPA) Report (2021)*[25], the areas where women traditionally are underrepresented at the decision-making level are the finances, foreign affairs, transport, energy, mining, environment and climate, defence. At the same time, the share of men is significantly low at the social sector and education. Thus, the new project will target **a ministry/institution** where gender gaps are observed, to understand the causes, help to define the solutions and decrease the gaps. The institutions will be identified based on several criteria: level of interest and co-funding commitment, obvious gaps in regard to gender equality and balance, other. These institutions together with the CSO and the MoJ will compose the Gender Seal Community of Practice, which will enable joint exchange and learning, as well as will set an example for other public institutions to follow the track. Selected institutions will undergo the full assessment under all six pillars: 1) framework, 2) capacities, 3) enabling environment, 4) partnerships and engagement, 5) laws, policies and programs, and 6) results and impact. The report with findings and recommendations will be discussed with the selected institutions and the corresponding Action Plans with the timelines will be developed. With consideration of EU budget support and gender responsive budgeting introduced in the government of Armenia, these two institutions will be expected to allocate budgets for development, adoption and implementation of the practices that the Assessment will recommend. Upon successful implementation, these institutions should have a dedicated budget to address gender equality issues on their own.

Expected activity result:
Two national public institutions engendered their institutional framework with two solutions each (4 in total) and have special mechanisms in place for enabling or promoting gender equality.

Activity 2.2. [UNDP] Strengthened gender equality systems at Yerevan Municipality: application of Gender Equality Seal for Public Institutions; setting up Advisory Council on Gender Equality Issues under the Mayor of Yerevan:
- Under previous GEPAA project Yerevan Municipality is already partially supported on Seal Assessment, being scrutinized under three pillars: 1) framework, 2) capacities, and 3) enabling environment, with emphasis on the screening of organigrams, recruitment, promotion, remuneration and reward procedures. New project will support the Municipality in drafting the Action Plan with the timeline to further improve gender equality within the Municipality[26]. The Municipality will be expected to fund at least one solution. The Action Plan will be funded by the project, while the Yerevan Municipality will be expected to fund implementation of the solutions proposed.
- City of Yerevan is the capital and major political, economic, cultural, and social junction of the country, where the main part of the population is concentrated. Hence, having an **Advisory Council** to address gender equality issues within the Yerevan Municipality – the principal governing body of the city – will provide further impetus to the prioritization of gender issues within and beyond the institution, as well as serve as an example for other communities of Armenia (linkage to component 1.2 of the present project). Within this activity support will be provided to municipality to establish the Advisory Council and develop the capacities of its staff via rigorous training sessions and ad-hoc consultations, as well as making them a part of the Network of local leaders in the component 1.2 (C). UNDP will make a precondition for Yerevan municipality to co-fund the activities of the Advisory Council. While the sensitization work will start immediately, the establishment of the council will start after the municipal elections in 2023.

  Expected activity result:
  - Action Plan on gender mainstreaming in Yerevan Municipality internal policies and practices
  - Advisory Council on Gender Equality (or Women's Affairs) established and capacitated
  - Institutional framework within the Yerevan Municipality is engendered with at least 1 solution in response to provided recommendations within the project life span

Activity 2.3. [UNDP] Strengthened legislative framework within the public administration of Armenia:

Gender quotas for decision-making positions introduced and advocated for: Even though the total number of women in the public administration of Armenia prevails over that of men, still women presence at the decision-making[27] and high positions in the civil service[28] remains disturbingly low, as highlighted in the Public Administration Reform strategy[29] and the Legal Review conducted by the GEPAA project[30]. One of the efficient ways to increase the presence of women in decision-making and high positions in the civil service, is to define gender quotas, or temporary special measures (TSM)[31]. Cases of Malaysia and Columbia, among others, suggest evidence on this.[32] For having full effect, the TSMs should be backed by the law and envisage mechanisms for enforcement. The new project will engage UNDP's corporate expertise to support the legislators in conducting necessary research, defining quotas for the highest public administration and civil service positions. A dedicated expert (group of experts) will work on the formulation of the necessary amendments to the existing law/s. Once this is done, the draft/s will undergo the standard procedures requested for the legal act to be adopted[33]. Two acts may be subject to amendments for a comprehensive impact: "Law on Civil Service" adopted on 23 March, 2018 and "Law on Composition and Activity of the Government", adopted on 23 March, 2018. The first one will address disbalance in ministerial and deputy positions, while the second will cover civil service positions up to the level of General Secretary. The project will work in both directions, aiming for the amendment of at least one of the aforementioned acts. The Government is committed to curb gender disparities at the highest civil service and decision-making positions[34], and the TSMs may be one of the possible solutions.

Expected activity result: Temporary special measures (at least by one legislative amendment) for more gender-balanced public institutions are defined, proposed to the government, advocated for and expected to be adopted in 2 years' time.

Activity 2.4. [UNDP] Strengthened human capital within the PA of Armenia, via conventional and design-thinking approaches:
A)   Center of Transformative Leadership with the focus on women initiated and institutionalized on the selected existing academic or public institution:
Low number of women at the decision-making positions in the public sector can be attributed, *inter alia*, to lack of motivation among women to be promoted (16.2% of female respondents, 15.3% of male respondents), implications of maternity leave, including lack of professional confidence (36% of female, 25.5% of male respondents), as well as lack of efforts by the government aimed at curbing gender disparities (17.6% of female, 9.5% of male respondents), as evidenced by the "Survey on Student Perceptions, Expectations and Preferences in Public Administration"[35]. At the same time, constant engagement with the Deputy Prime Minister's office revealed the interest of the government to have an institution/Center to facilitate the development and professional growth of women within the public sector. The Center will help to continuously cultivate a cadre of women capable and ready to assume roles of leaders and change agents. The new project may support the conceptualization of the Center, including core and advanced capacity development schemes, motivational and inspirational elements from international and national practices, as well as through fast-track programmes for women to accelerate the progression of most skilled women to senior positions. UNDP will undertake research of best international expertise and relevant modules; establish relevant partnerships or selection expert group; support the potential Center with the **conceptual framework and capacity development modules**, with assumption that the hosting institution will uptake the cost and further operation of the Center. The modules will be developed based on best international expertise. The partner will be selected based on number of criteria: self-funding; institutional relevance and stability; proven track-record in relevant activities and demonstrated thought leadership. Potential partner will be sought among academia, government, and/or think tanks (e.g. American University of Armenia, Gender and Leadership Studies Center of the Yerevan State University, other).
Expected activity result: 2 capacity development modules/curricula (core and advanced) developed and applied for leadership advancement in public administration with extensive focus on gender equality aspects; Gender balance of capacitated women and men is 60/40 the Center for transformational leadership; about 100 women and men trained via center, with knowledge increase of 40%.
B)   Enhancing the capacities of the female staff of CSO, MLSA and MoJ on soft skills and leadership:
In line with newly developed competencies for civil servants[36], the project will enhance leadership and soft skills among civil servants, with focus on women. Anecdotal evidence among female staff members suggests that there is a persistent need in

---

[27]Minster and Deputy Minister positions are implied here.

[28] The highest position in this ranking is General Secretary.

29 Հանրային կառավարման մինչև 2030թ. ռազմավարություն https://www.e-draft.am/projects/3438, p.96.

[30] Legal Review of the Core Legislation on Civil Service, p. 6.

31 https://www.undp.org/publications/global-report-gender-equality-public-administration

32 Gender Equality in Public Administration Report 2021, p. 59.; https://www.undp.org/publications/global-report-gender-equality-public-administration

[33] Amendments to the law are also introduced by the law. The draft laws are subject to wide public consultations, feedback from all the relevant agencies, regulatory impact assessment if required, separate expertise by the MoJ, discussion in the relevant Government commissions, introduction to the National Assembly, readings and approval.

34 Հանրային կառավարման մինչև 2030թ. ռազմավարություն https://www.e-draft.am/projects/3438, p. 99, intervention point 4.

[35] In particular, Chart 3.5.5., p. 35.

36 The competencies have been passed on to the Civil Service Office and as evidenced by them, will soon be included in the RA government agenda for the discussion/approval.

capacity enhancement with strong emphasis on soft skills. The need for such activity has also been underlined at the meetings with the high-level state officials, as well as requested by the Civil Service Office, the responsible body for the Human Resources management in the public sector. In earlier GEPAA project, in collaboration with the CSO, core and elective competencies for the civil servants have been elaborated to include teamwork, communication, networking, interpersonal skills, conflict management etc. Smooth introduction of the new competencies requires series of trainings to enhance corresponding capacities of the civil servants. The new project may involve relevant experts to deliver the tailor-made trainings for the public institutions' personnel. In the future, the institution will have a dedicated budget for the trainings on gender aspects as well. In co-operation with the administration of the selected public institutions, the inclusivity of the trainings (conducive environment for the for the participation of the persons with disabilities) will be ensured.

Expected activity result: up to **50 women** in government capacitated and advanced on leadership and soft skills with potential to be change agents in the system.

C) Sensitization of male and female staff among civil servants on gender aspects and gender mainstreaming in their daily activities, with special emphasis on the **male dominated sectors**[37]**:** Prioritizing gender equality in public sector will contribute to establishing conducive working environment for retention and promotion of both women and men, will help them to understand gender mainstreaming and its importance in public policy making. Gender Equality Seal Award Assessment conducted in several public institutions revealed a low level of knowledge about gender equality aspects and their practical application in civil servants' daily work. The new project will offer capacity building for civil servants to help them internalize gender aspects, their importance and practical meaning for their daily routine. The primary target for these trainings is the staff of Seal institutions and other key ministries. In co-operation with the administration of the selected institutions, the inclusivity of the trainings (conducive environment for the participation of the persons with disabilities) will be ensured. Perception and behaviour change measurement will be ensured by UNDP.

Expected activity result: up to **150** civil servants, selected from public institutions in consultations with the Office of the Deputy Prime Minister, with enhanced knowledge and capacity on gender aspects of governance with expected knowledge increase of **30%**;

D) 'Learning by doing' internal contests in selected public institutions for engendered policies and practices:
Socially innovative contests will be undertaken jointly by the UNDP and the respected public institution/ministry inside public institutions to nudge the staff initiatives for innovative solutions on gender equality system, data analytics, gender mainstreaming and other. Such contest will advance leadership, interest and **sense of ownership** towards the topic and the proposed solutions, ensuring sustainability, since the author will be interested in a long "life span" of her/his proposed solution and will exert efforts to that end. The innovators will receive prizes for their leadership and motivation. If the solutions require financial resources, those may be covered by the project (in compliance of UK Good Governance Fund requirements). The successful models will be legitimized by the internal regulatory frameworks to ensure sustainability. The selection will be done competitively, with consideration of gender component (min. 1 solution by man).

Expected activity result: up to **5 innovative policies** and practices on gender-sensitization and gender-responsiveness devised and applied in public administration system. Examples include: referral mechanisms, innovative data collection and analytics system; engendered service delivery and similar.)

E) Gender-equal Model Government[38] **employed as an alternative 'learning by doing' capacity development scheme:**
As a way to mainstream the gender-sensitive public administration into the educational system and create a new narrative among the young generation, the project will help with establishing a Model Government, where young people can get acquainted with the public administration machinery, its functions and mechanisms, its gender dimensions, benefits and current problems. This is an experimental activity, and if successful, can be adopted as potential solution and funded by the Government and academic institutions in a joint partnership framework. This may help in further shaping their interest towards the public sector and influence their career choices to eventually join and/or contribute to public sector. Project in collaboration with the dedicated public institutions will support establishment of the gender-equal Model Government, with gradual partial funding from the RA Government. In co-operation with the administration of the selected educational institutions, the inclusivity of the trainings (conducive environment for the participation of the persons with disabilities) will be ensured alongside with 40/60 gender balance. This is an experimental component. If successful, it may be adopted as a solutions and funded by the Government and academic institutions in a joint partnership framework.

Expected activity result: up to **50** young people advanced on aspects of gender-sensitive and gender-responsive governance processes. This groups have potential to emerge as generation-next civil servants.

Activity 2.5: [UNDP] National mechanism for gender equality is strengthened with additional effective elements:
A) The country's national mechanism for gender equality is not fully responsive to ongoing and emerging needs. As discussed with the government on various instances, there is strong interest to strengthen implementation modalities of the current gender system and revamp them with addition of user-centric elements. In this regard, UNDP will apply its tested social

---

37 https://www.undp.org/publications/global-report-gender-equality-public-administration

38 Model Government is a "mock" exercise, which will be based on the examples of Model UN or Model OSCE. This approach implies replicating all systems and mechanisms of the real Government, where young people (the participants) will be exposed to the functions and operations of the public administration system and make recommendations on how to improve those. The Model Government will promote the principles of gender equality and gender-responsive decision-making.

innovation structures and modalities (Gender portfolio, Kolba Lab, SDG Lab) to support the government with more **contemporary** and compliant with international standards **national mechanism for gender equality**. The project will also support the **localization of the aforementioned mechanism**, helping to trickle down service, policies, and practices to community level. In parallel, support to modernization of the next **National Gender Equality Strategy and Action Plan**, with concrete monitoring, evaluation and benchmarking mechanisms and inclusion of PA dimension among thematic coverage will be provided. UNDP will support with co-design workshop in the result of which several scenarios will emerge for gender machinery improvement and localization, as well as expert support to the government on gender aspects.

Expected activity result: Scenarios/models for modernization and localization of the national mechanism for gender equality in the country are suggested and adopted/ national mechanism for gender equality revamped with up to two initiatives or services.

B) The Government is committed to advance with the **Advisory Council under the RA Deputy Prime Minister.** As a newly established mechanism, the council needs guidance and incapacitation. Taken that the representatives of the council are Deputy Ministers, this will have a strong impetus to the gender knowledge among senior leadership of across the public sector of Armenia. UNDP will offer spectrum of capacity development and network-building activities, including on advocacy, negotiations, development of bi-laws; work with citizenry, policy-making essentials and other is envisaged.

Expected activity result: capacity of up to **50** Council members enhanced on broad spectrum of council work

C) Enhance public awareness among relevant target groups on the essence and specifics of the inclusive and gender-responsive public sector. Civil servants, youth in academia, youth active groups, civil society, business partners, media representatives are viewed as target groups for enhanced awareness on gender-responsive governance and importance of equal representation in decision-making at all levels. **The GEPAA research revealed a worrying low level of awareness among citizens about the public administration system and mechanisms, its structures and functions**. The public awareness activities will contribute to the creation of the new narrative about the public sector, the importance of gender-sensitive and inclusive governance and will help to shape the informed and responsible citizenry. UNDP will partner with UNICEF and UNFPA to mainstream the aspect of social norms and behavioural change approaches via joint public awareness activities. This can be done through conventional and user-centric approaches, behavioural experiments, public lectures, ThinkEQUAL events, public discussions, media, TV and other. The secondary target for the project is public at large, to be reached via public awareness and advocacy component. Synergies will be sought with components of two other Strategic Focus areas of the project for stronger effect and maximized impact.

Expected activity result: 10 public awareness activities held with **300** stakeholders and potential multipliers of knowledge and awareness.

Strategic Focus/Outcome 3: Strengthen the role of civil society in setting agenda, contribution to decision-making and monitoring of governance processes on gender equality, women rights and women empowerment in Armenia:

With this component, the project will tap into the expertise and potential of the civil society organizations and stimulate their strong networking to identify and discuss the ongoing and emerging issues in regard to gender equality and women empowerment, as well as engage with policymakers for gender-sensitive public reforms. As a result, the project will contribute to the solid ground for civil society stronger collective voice and policy level joint action on gender and women's affairs. The civil society is viewed as strong knowledge-holders, as well as enablers for change. To strengthen the 'collective intelligence and action by civic sector, OxYGen Foundation, with support from UNDP, based on previous experience and lessons learned, will undertake number of activities. The programmatic components of Strategic Focus 3 also stem from OxYGen's Sustainability Strategy.

Activity 3.1. [OxYGen Foundation] Policy dialogue events for accumulating the local knowledge and policy solutions:
Up to **15 policy dialogue events** targeting all the regions of the country will be facilitated with the participation of local women organizations, activists, representatives of marginalized women groups and key decision-makers from national and local levels, to collect the evidence on the local challenges and amplify the local solutions. All the collected information will inform the policy advocacy meetings planned under the project (Activity 3.2) to address the local needs for women's empowerment, targeting vulnerable and marginalized groups of women. The Women task force will be created from representatives of women activists and CSO members, who will lead the regional thematic discussions on women's issues at the grass-roots level bringing the voices and concerns of women from disadvantaged groups of the society around the major hindering factors and policy reforms aimed to address them. By nominating CSO leaders to run and facilitate regional and thematic consultations, they will later be responsible for coordinating CSO initiatives for addressing the raised issues and will promote the solutions for the identified issues also beyond the project lifetime, as a part of their organizational strategy. They will be responsible for developing the assessment reports on the discussed issues. The members of the women and youth advisory council also will contribute to the work of the Taskforce. OxYGen will target CSO activists and leaders, who will facilitate the thematic discussions, develop the policy assessment papers, work further on the revealed issues, as a part of their organization's mission. The Women and Youth advisory council members also can contribute to the component. By the end of each year, the **Annual national forums** on the Gender Equality (GE) issues will be organized bringing together all the stakeholders, active women from grassroots, local, and national level Civil Society Organizations (CSOs), and activist groups to share the key findings, solutions, and recommendations

accumulated from the regional meetings and outline the priorities for the next year. To ensure the sustainability of the engagement between the policy-makers and women's organizations, the MoU will be signed between the relevant Ministries (including MLSA) and local women's organizations led by task force members for ensuring the regularity of the forums and advocacy meetings during and after the project lifetime.

Expected activity result: Up to **15** policy dialogue events both at regional (up to 12) and national levels (at least 3), organized targeting the policies and practices that hinder women, girls, and young people to fully exercise their rights and increasing their participation in political, economic, social, and cultural life. **Women's task force**, with the involvement of the CSO active leaders and activists, are established, which will coordinate **3** national forums conducted with the participation of key stakeholders. MoU will be signed between the responsible state institution(s) and women's rights CSOs operating at the local levels for ensuring the regularity of the forums, advocacy meetings (see Activity 3.2), and mutual engagement and dialogue.

Activity 3.2 [OxYGen Foundation] Advocacy meetings to discuss the policy proposals for supporting country reforms for women empowerment: As a result of the dialogue events, the proposals will be developed in the form of policy briefs and analytical papers, to highlight recommendations for topical policies and/or practices, but also assess the impact of the ongoing GE reforms on women at the local level. All these will be presented during the advocacy meetings facilitated by the project partners at local and national levels with the participation of the key decision-makers, active CSOs, activist groups, as a follow-up to dialogue events at the grassroots level on quarterly bases. Also, some of the advocacy meetings will be informed by the programmatic components of the UNDP, covering the relevant topics of the public administration reforms. As there are no existing policy level engagement processes in place at local level for women activists and CSOs, the project will explore the modalities for sustaining such policy dialogue events, linking them with the regional level authorities and/ or LSG councils. The pilot initiative will be launched by a local Women's Taskforce targeting local authorities to run a partnership model for cooperation and regular advocacy consultations.

Expected activity result: Up to **12** advocacy meetings are held to discuss with the key decision-makers the proposals and recommendations of the policy reforms. Up to **6** analytical pieces on policies and practices in regard to GE produced and disseminated. Follow-up advocacy and dialogue activities were held; **50%** of the raised policy recommendations are accepted and committed by the policymakers, with 25% of them adopted.

Activity 3.3. [OxYGen Foundation] Community-based advocacy initiatives led by women: Within the framework of the project, OxYGen will mobilize local CSOs and activists to lead the small-scale advocacy local campaign initiatives with the potential to contribute to the reforms identified during the dialogue events.

Expected activity result: Up to **6** women lead advocacy initiatives for addressing the harmful practices hindering women empowerment are implemented (twice per year marking the 8th of March- International Women's Day and 16 days of activism against GBV)

Activity 3.4. [OxYGen Foundation] Public information initiatives for addressing practices and perceptions hindering women's empowerment in the country: Within the framework of the WiP project public perception research revealed the necessity to promote gender equality awareness-raising among rural areas of the country. At the same time the study showed that the many women who became the heroes of the articles produced by the project partners, got acknowledgment by the local residents and some of them participated in the Snap parliamentary elections in 2021. At the same time, the public information campaign around the local acute issues might generate pressure on the public decision-makers for policy reforms. Within the project information campaign interactive and analytical videos, social ads will be developed and widely shared to showcase how women are affected by the policies under the CSO scrutiny. All the findings and recommendations from the local dialogue events will be accumulated into the communique and shared with the relevant stakeholders and state decision-makers. Also, the project team will constantly carry out the monitoring of the progress of the proposed/adopted recommendations and collect evidence in a form of human stories on needs and the positive change that has been made due to the proposed and adopted policy recommendations. All the stories will be publicized via social media and on partner's websites, as well as be collected in the e-newsletter supplements.

Expected activity result: Up to **12** communiques will be developed and shared with the relevant stakeholders and decision-makers, outlining the key reflections of direct beneficiaries, experts on the GE-related specific policies, and their impact on the lives of the direct beneficiaries, discussed during the regional dialogue events. **12** analytical and interactive videos will be developed and shared with the larger public with more than 250 000 reaches. **3** annual e-newsletters will be issued with the collection of the human stories showcasing the need and positive change that the project brought. E-newsletters will be shared with over 100 key stakeholders working on gender equality issues.

Activity 3.5. [OxYGen Foundation] Joint UNDP-OxYGen capacity development activities for civil society organizations (with a focus on regional and local) for knowledge transfer on key local democratization, women empowerment, and gender equality aspects. The purpose of this activity is knowledge transfer to regional and local organizations for expert knowledge and groups to emerge at the grass-root level, which will further ensure quality work in areas the present project works in gender equality. While there is a large network of local CSOs who are working on gender issues at the grassroots level, many of them lack networking opportunities to get informed about the policy reforms, modern approaches to address gender-based discrimination, and advocacy tools to influence policymakers. The project will build the capacity of the local CSOs on the specific

tools of advocacy and networking for addressing gender discrimination and promoting women empowerment, including women from marginalized groups of society.

Expected activity result: Due to at least **3** capacity development and knowledge transfer sessions organized with/for civil society organizations, more than 10 local CSOs will develop communication and public campaign strategies for addressing gender-based discrimination practices. More than 40 representatives of the local CSOs will increase their knowledge on the campaign and advocacy tools and technics.

PARTNERSHIPS

UNDP will build and capitalize on the established long-standing strong partnership with the government and civil society counterparts throughout implementation of the project:

- **RA Deputy Prime Minister's Office** (custodian of the Advisory Council on Women's Affairs and UNDP's partner in "Gender Equality in Public Administration" project): setting strategic vision, ensuring government support in implementation programmatic components related to the government and policy framework, setting prerequisites for the institutionalization of the models suggested by the project.
- **RA Ministry of Labour and Social Affairs**, as the focal point Ministry for gender equality and custodian of National Strategy and Action Plan on Gender Equality 2019-2023. The Ministry will appear both as beneficiary of the project activities, as well as co-creator of the programmatic components.
- **RA Ministry of Territorial Administration and Infrastructure**. UNDP has a long and positive track record of partnership with the Ministry around women empowerment and gender equality activities. The Ministry will appear as co-creator of the programmatic components, as well as institutions which will have an instrumental role in take-over of several models the project will deliver and their institutionalization within national gender strategy and gender machinery.
- **Yerevan Municipality** is both beneficiary and partner in part of programmatic components, setting the stage for other local governments to embrace gender equality approaches and systems.
- **Regional authorities** will be in focus of the project as part of gender equality machinery at regional level and enablers of democratic and development processes in the regions of Armenia.
- **Local governments** will appear both as benefactor and partner in part of programmatic components and potential enablers of gender machinery at the local level.
- **UN**: UNDP regional and headquarter offices will be consulted on best practices; coordination and synergies ensured with UN other agencies: UN Women, UNICEF, UNFPA, etc.; exchanges undertaken on best models and approaches of work on GEWE[39], especially changing the social norms and behaviors in regard to gender equality
- **Civil Society Organizations**, as both beneficiaries and partners in part of programmatic components and potential enablers of gender equality movement and policy contribution at the local and national levels.
- **Media and influencer groups** will be engaged in the programmatic components for promotion of gender equality concepts and constructive discourse around topical issues on gender equality and women's rights.

SYNERGIES

Throughout implementation of the project UNDP will synergize its efforts with other ongoing projects of UNDP on women empowerment and gender equality, including: "Women and Youth for Innovative Local Development" (funded by SDC) which tackles women and youth empowerment and leadership at local level and support to participatory democracy and engenderment of local governance processes; "Women's Economic Empowerment in South Caucasus" (implemented jointly with UN Women and funded by SDC/ADA), addressing economic empowerment of women in Shirak, Gegharkunik and Yerevan; "Accelerator #5" (funded by UNDP and RA MLSA) and aiming to systemize coordination and support to women's economic empowerment; "Modern Parliament for Modern Armenia" (funded by Sida), on strengthening the gender dimension of parliamentary support; "Promoting Human Rights in Armenia" (funded by EU) and other.

OxYGen will ensure synergies with the current ongoing projects implemented by OxYGen in the area of women empowerment and gender equality, including the Modern Parliament for a Modern Armenia project, which with a long-term goal of enhancing gender sensitivity within the Parliament, the project will support the further operation of the CSO-NA Platform, sensitization of the MPs and Parliament key staff on GE issues through various workshops and information campaign. Also, the synergies will be ensured with the project "Addressing GBSS practices in Armenia," implemented jointly with the UNFPA funded by the EU, where public campaign activities are conducted to change the public perceptions and address the gender stereotypes in the rural communities of Armenia.

RISKS AND ASSUMPTIONS

---

[39] Gender Equality and Women Empowerment

Major risks (detailed in the Risk Matrix attached to the present Project Document) are viewed in the dimensions of the political instability, socio-economic, environmental, safety and security dimensions, as well as in strategic and reputational domains. Escalation of the conflict in and around Nagorno-Karabakh, and in border areas, as well as natural disasters may cause delays of the programmatic activities. COVID-19 pandemic and related limitations on mobility, travel and possibility to hold in-person public events may slow down or hinder effective and timely implementation of the project. Low level of engagement among beneficiary groups, as well we reluctance of public institutions to commit to adoption and institutionalization of the proposed solutions may undermine the overall relevance and purpose of the project and hinder its effective implementation.

Assumptions: The major assumption is that political processes and negotiations will prevent another wave of the conflict escalation in the region. However, if such occurs, UNDP will discuss with UK Good Governance Fund the impact of the conflict on the programmatic components and consider mitigation measures. UNDP will maintain regular monitoring of the context-related factors. The project partners assume that programmatic activities will be responsive to the needs, requirements and development plans of the government counterparts, and they will be ready to take over the models and solutions for institutionalization and/or potential replication beyond the project timeline. The project also assumes that the programmatic components will well resonate with all stakeholders: women to engage in leadership models; political parties to adopt gender equality approaches and systems; civil society organization in advocacy activities; citizens to actively engage and learn, take initiatives locally; local municipalities to be open for further democratization while the national government to set up channels for citizen voices.

Political economy in regard to project objectives will be analysed on annual basis, and the Results Framework respectively revised/updated, including the targets on institutionalisation/sustainability.

STAKEHOLDER ENGAGEMENT

The stakeholders and target groups of the project are the Government counterparts at national, regional and local levels, women and youth groups, community active groups and citizens, international organizations, civil society and public at large. The project will develop a strategy to ensure engagement of key counterparts including:
- ✓ **Women leaders in communities** of Armenia (elected to local government, active women) are the main target group for the project to be engaged through tested and innovative capacity development methods. This groups will also become multipliers of the outreach activities in the communities of Armenia.
- ✓ **National and local governments** are important target groups to support (i) various participatory schemes to be led by women, NGOs and civic activists, and (ii) advocacy work for gender sensitive public policies and affirmative actions. Financial contribution from national and local budgets will be highly encouraged and nudged. It is also important that the national government sets the agenda for local democratization, inspires and motivates the local self-government to follow the participatory governance path.
- ✓ **Vulnerable/marginalized group** (displaced people, ethnic minorities (if any), people with disabilities, elderly, single mothers and poor large families (six and more family members) representatives will be in special focus of the project. Project partners will engage them in both capacity development and co-design activities to ensure their voice in local democratization processes.
- ✓ **Youth in academia**, as potential new cadre for public administration system
- ✓ **NGOs** as main stakeholders for advocacy work on GEWE
- ✓ **Mass media**, as main agents for promoting gender equality in the society of Armenia.
- ✓ **Society at large**: for public awareness campaigns on gender equality aspects and public roles of women and men.

Based on previous projects' partnership dynamics, the project is confident that partnership at all levels will work well. In sensitive or complex situations, UNDP will take necessary measures to rule out the situation and agree with mutually acceptable work modalities.

SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSC/TRC)
Throughout the implementation of the project UNDP will explore partnerships and exchange with UN similar regional and global initiatives. Such collaboration will be specifically regarding the Gender Equality Seal for Public Institutions, within frames of which UNDP will exchange with other country offices engaged in global pilot of Gender Seal, exchange practices and lessons learnt. The project team will also explore thematic networks on gender equality and women's affairs functioning at the regional or global level, for replication of good practices, as well as linking of Armenian networks with international peer groups for experience exchange or collaboration.

DIGITAL SOLUTIONS
The proposed project does not envisage specific design and employment of digital solutions. However, there are programmatic components which imply design-thinking and user-centric solutions by civil servants and women leaders in communities and

active citizenry. No restrictions are planned for such solutions, which can be both offline and digital. In case of the latter, the project partners will apply the **UNDP five principles for embedding digital thinking** into those initiatives (e.g. building on exiting platforms vs. creating new ones, other). As proven positive in pandemic times, the online connection channels work well and are user-friendly (e.g. Zoom, Teams). The project will build on this habit and skills and expand networking opportunities among women leaders also via digital channels. Last, but not least, social media channels and their effective tools for influence will be utilized in the project activities relating to public awareness and advocacy, as well as content monitoring will be ensured to understand the trends in regard to perceptions and understanding by wider public of the concepts of gender equality and any capture the emerging issues.

KNOWLEDGE
The project will generate plethora of knowledge products for internal consumption, as well as broader dissemination. Those would include: Research and Assessment Reports, Evaluation Reports, Manual and toolkits, Action Plans, visual products and other. Below comes the list of key planned ones (not exhaustive):
1. Report on the baseline and end line functional review of women in local governance
2. Analysis of the Women2Women (W2W) Mentorship scheme and case studies on the best models of successful socially innovative behavioural change initiatives
3. Monitoring report on the adoption of the packages of recommendations from WiP and the implementation status of those packages by political parties
4. Visuals developed on various project components – infographics on policy dialogue and political party activities, videos & photo stories on women's post-electoral leadership, W2W successful cooperation cases, social innovation initiatives, etc.
5. Action Plan based on the recommendations from the Gender Seal Reports;
6. Gender Equality Seal Report with results of all assessments (for MLSA and another institution)
7. Three (3) capacity development modules on for leadership advancement in public administration with extensive focus on gender equality aspects (for the Transformational leadership center);
8. Five (5) papers, including policy briefs and practices description on improvement of public administration system with the focus on gender aspects;
9. About 20 policy briefs and issues-based communiques

SUSTAINABILITY AND SCALING UP
The present project, building on the resource and human cadre cultivated in the previous UNDP projects in the area of women empowerment and gender equality, with the present project will greatly focus on policies, practices, transformative models for behavioural change, as well as institutionalization of those. Hence, it is assumed that the developed policies and practices will be responsive to the needs, context and development priorities of Armenia, and hence will be enshrined in the regulatory framework, organigrams, by law and policies in the government institutions at all levels, which will be serve as a basis for their sustainable and institutional application. The project will from the beginning explore possibilities and cost-sharing by the government around number of programmatic components, which in its turn will strengthen the sense of ownership and readiness to apply the models created on institutional basis. The project will be implemented also in parallel to the development of the new National Strategy and Action Plan on Gender Equality, so successful models will be pitched to be included in the national priorities (with respective national/local costing) for institutionalization, replication and scale (as relevant). The expert cadre formed in the lifetime of the project (in government, civil society, expert community) will be equipped with advanced knowledge/skills on gender equality and women empowerment aspects and continuously apply those to the benefit of the country's development priorities. Last, but not least, the concerted effort of the project on strengthening gender equality systems and approaches will enable key government institutions and civil society organizations to continuously demonstrate solid commitment to gender equality aspects; role-model and influence other institutions and organizations to adopt gender equality and women empowerment principles.

2. PROJECT MANAGEMENT

COST EFFICIENCY AND EFFECTIVENESS

- The project will employ the programmatic intervention schemes that have been applied and tested before. The new initiatives will be built on the successful schemes and on available human and technical resource.
- Procurement of goods and services will be ensured in compliance with UNDP Operational Policies and Procedures, based on the principle of the best value for money, which means the selection of the offer that presents the optimum combination of lifecycle costs and benefits, and meets business needs.
- The Project will form partnerships and build synergies with other projects and stakeholders working in the fields of public administration, gender equality, women and youth empowerment (e.g. WYILD, WEESC) as well as intersections of those. One of the strategies that the project will seek is merging of financial and technical resources with partners to achieve the objectives in the most cost-effective way.

PROJECT MANAGEMENT

The Project will be supervised by the UNDP Country Office Gender Equality Portfolio, to ensure quality assurance, oversight and technical support. The project teams – both of UNDP and OxYGen Foundation – will be based in Yerevan, Armenia, and will ensure the daily coordination of the project, with a need-based outreach to regions and communities of Armenia, as needed, including the field visits and events in other than Yerevan locations. The level of effort (percentage) of each project team member is reflected in the budget. The project implementation will be monitored continuously at the level of the outcome and outputs that will be measured at regular intervals and against clearly defined indicators.

Specific project activities will serve as benchmarks indicating the progress achieved. Regular monitoring will be conducted by the UNDP project team, with field visits to respective project locations and participation in project events. Regular financial and narrative progress reports will be provided by the UNDP project team to the donor (UK Good Governance Fund) and to the Project Board (Standard Progress Report) to report on the progress, lessons learnt and achievements. Capacity development activities will include measurement (surveys, check-lists, other) to solicit immediate feedback from beneficiaries on level of knowledge uptake, satisfactions, and other - for analysis and activity refinement, initiative of additional activities and other.

A detailed matrix with the governance/ managerial arrangements is presented under the section **VIII. "Governance and Management Arrangements"** of the present document.

United Nations Development Programme

PROJECT DOCUMENT

ARMENIA

3. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF: Outcome 8: All persons benefit from gender equality and equal opportunities to realize their human rights, fulfil their economic, political and social potential, and contribute to the sustainable development of the country							
Outcome indicators as stated in the Country Programme including baseline and targets: CPD 2021-2025 Outcome 3: All persons benefit from gender equality and equal opportunities to realize their human rights, fulfil their economic, political and social potential, and contribute to the sustainable development of the country Output 3.3: Systems/ mechanisms to ensure equal opportunities/ rights to participate in decision making							
Applicable Output(s) from the UNDP Strategic Plan: Key Solution 6: Confronting the structural obstacles to gender equality and strengthening women's economic empowerment and leadership.							
PROJECT TITLE: Women in Politics, Public Administration and Civil Society: Award ID: 00122149; Output ID: 00117856							
IMPACT	**Impact Indicator 1**		**Baseline**	**Milest one 1 - 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**
Systems and mechanisms are in place to ensure equal opportunities and rights of women and men to participate in decision-making processes at local and national levels	Number of gender-responsive laws, policies, programmes and practices at national and local levels Baseline (2020): 5 Target (2025): 25, MTAI, MLSA, local self-government bodies, annually.	**Planned**	5 (2020)	0	10	10	25 (2025)
		Achieved					
		Source					
	Impact Indicator 2		**Baseline**	**Milest one 1 - 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**
	Armenia's score on political empowerment in Global Gender Gap Index is improved with at least 0.040 points	**Planned**	0.091 (2021)	0.101	0.111	0.121	0.131 (2025)
		Achieved					
		Source					

			Websites of MTAI, MLSA, Government, e-draft, parliamnet.am, armstat.am (Women and Men in Armenia), ARLIS,CEC (Central Electoral Commission), weforum.org website (Gender Gap Index)					
OUTCOME	**Outcome Indicator 1**		**Baseline**	**Milest one 1 - 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	**Assumptions**
1. Women's leadership and political participation in local decision-making via public or civic roles is further advanced	1.1. Women's representation at the local level is maintained or surpassed	**Planned**	31% in 45 communities that (half-country) had elections, (2022)	30% countr ywide	30% countrywi de	30% countrywi de	30% (2025)	The project partners, stakeholders and beneficiaries are responsive to the project components and provided support schemes, participating and contributing to the project results. Internal and external environment is conducive for the project intervention.

Internal and external environment is conducive for the project intervention. |
	1.2. Ratio of project supported women actively contributing to policy making or community development processes through self-led initiatives, policies and practices		0	10%	20%	30%	30% (2025)	
		Achieved						
			Websites of MTAI, MLSA, Government, e-draft, parliamnet.am, armstat.am (Women and Men in Armenia), ARLIS,CEC (Central Electoral Commission)					
	Outcome Indicator 2		**Baseline**	**Milest one 1 - 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
2. Gender sensitivity and responsiveness of public administration system is strengthened	2.1. Ratio of all adopted internal practices, mechanisms, policies against those proposed by the project (30%)	**Planned**	0	0	10%	30%	30% (2025)	

			Baseline	Milestone 1 - 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	2.2. Ratio of women manifesting leadership in PA via career advancement or led initiatives against all women supported by the project initiative (20%)	**Achieved**	0	0	10%	20%	20% (2025)	
			Source					
Outcome Indicator 3			**Baseline**	**Milestone 1 - 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
3. Role of civil society in setting agenda, contribution to decision-making and monitoring of governance processes on gender equality, women rights and women empowerment is enhanced	Ratio of suggested local and national actions, solutions and recommendations by civil society are adopted/taken forward by the decision-makers (50%)	**Planned**	0	0	50%	50%	50% (2025)	
		Achieved						
			Source					
			Websites of MTAI, MLSA, Government, e-draft, parliamnet.am, armstat.am (Women and Men in Armenia), ARLIS,CEC (Central Electoral Commission)					
INPUTS (£)	**FCDO (£)**		**Govt (£)**	**Other (£)**	**Total (£)**		**FCDO SHARE (%)**	
INPUTS (HR)	**FCDO (FTEs)**							
OUTPUT 1	**Output Indicator 1.1.1.**		**Baseline**	**Milestone 1- 2022**	**Milestone 2-2023**	**Milestone 3-2024**	**Target (date)**	**Assumptions**
1.1 Strong cadre of women leaders in national and local government is formed	Number of trained women with advanced leadership (150 local councillors, 20 social innovators, 30 members of political parties)	**Planned**	65 (45 elected women + 20 political party representative women)	50	130	20	265 (2024 Q4)	The project partners, stakeholders and beneficiaries are responsive to the project components

				Baseline	Milestone 1 - 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
1.2 Political parties apply strong internal gender equality systems **1.3 Women's networks are influential in solution development and advocacy on gender equality**		**Achieved**							and provided support schemes, participating and contributing to the project results. Internal and external environment is conducive for the project intervention. Internal and external environment is conducive for the project intervention.
		Source							
		Training agendas and evaluation reports, knowledge increase measurement							
	Output Indicator 1.1.2.			**Baseline**	**Milest one 1 - 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
	Number of democratic and innovative initiatives led by women (as a result of small grants scheme applied in activities 1.1.A; 1.2.B) (NON-CUMMULATIVE)	**Planned**		45	0	* local councillor s: 25 * W2W scheme participan ts: 5 * Social cohesion/ social norms/be haviour: 5	* local councillo rs: 20 * W2W scheme participa nts: 5 * Social cohesion /social norms/b ehaviour: 5	110 (2025 Q1)	
		Achieved							
		Source							
		Selected project proposal packages, monitoring & evaluation reports, Community of Practice summary of results							

	Output Indicator 1.1.3.		Baseline	Milestone 1 - 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	Perceptions among 30% of beneficiaries of own leadership role in community affairs is positively changed (measured by evaluation forms in the beginning and end of the implementation of the component).	**Planned**	0	0	0	30%	30% (2025 Q1)	
		Achieved						
		Source						
		Reports based on evaluation forms and evidence from respondents						
	Output Indicator 1.1.4.		Baseline	Milestone 1 - 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	Baseline and end-line assessment on functional analysis of women's contribution to local self-government is produced and women's functionality is evidenced with 20% progress	**Planned**	0	0%	0	20%	20% (2025 Q1)	
		Achieved						
		Source						
		Findings of the baseline and end-line reports						
	Output Indicator 1.2		Baseline	Milestone 1 - 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	5 successful initiatives ready to be integrated in national strategic documents for replication deriving from W2W mentorship scheme (NON-CUMMULATIVE)	**Planned**	0	0	2	3	5 (2025 Q1)	
		Achieved						
		Source						

			Baseline	Milestone 1 - 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
		Co-funded project packages, monitoring & evaluation reports, Community of Practice summary of results						
	Output Indicator 1.3		Baseline	Milestone 1 - 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	Number of self-funded and cost-shared by government (25%) projects implemented by Women and Youth Advisory Councils (WYACs) (NON-CUMMULATIVE)	**Planned**	0	0	3	2	5 (2025 Q1)	
		Achieved						
		Source						
		Co-funded project packages, monitoring & evaluation reports, Community of Practice summary of results						
IMPACT WEIGHTING (%) 35%	**Output Indicator 1.4.1.**		Baseline	Milestone 1 - 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	Percentage of recommendations adopted from women-led bottom-up policy dialogue activities and recommendation packages	**Planned**	0	0	20%	30%	30% (2025 Q1)	
		Achieved						
		Source						
		Reports on the number and the content of the proposed recommendations and the ratio of those selected						
	Output Indicator 1.4.2.		Baseline	Milestone 1	Milestone 2	Milestone 3	Target (date)	
	Club-type groups (women leaders in local government, national government, parliament) one large mixed network of women formed (ref. ProDOc activity 1.2.C) (NON-CUMMULATIVE)	**Planned**	0	0	3	1	4 (2025 Q1)	

		Achieved						
		Source						
		Membership lists, minutes of the meetings, developed packages of recommendations						
	Output Indicator 1.5.		**Baseline**	**Milestone 1 - 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
	Number of political parties ensuring 30% of representation of women in managerial boards (3 parliamentary parties + 2 big extra-parliamentary parties) (NON-CUMMULATIVE)	**Planned**	0	0	3	2	5 (2025 Q1)	
		Achieved						
		Source						
		Engendered strategies and party membership lists with gender disaggregated data						
INPUTS (£)	**FCDO (£)**		**Govt (£)**	**Other (£)**	**Total (£)**		**FCDO SHARE (%)**	
	321,056							
INPUTS (HR)	**FCDO (FTEs)**							
	157,542							
OUTPUT 2	**Output Indicator 2.1.1**		**Baseline**	**Milestone 1- 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	**Assumptions**

2.1 Systems, practices and policies are designed and introduced in public administration system for gender equality and women's advancement	Number of a) Gender Seal (GS) Reports, b) Gender at the Workplace Survey Reports and c) Action Plans drafted and implemented (NON-CUMMULATIVE)	**Planned**	a) 3 b) 3 c) 0	c) 2	a) 1 b) 1 c) 2	a) 1 b) 1 c) 1	a) 5; b) 5; c) 5 (2025 Q1)	The project partners, stakeholders and beneficiaries are responsive to the project components and provided support schemes, participating and contributing to the project results. Internal and external environment is conducive for the project intervention. Internal and external environment is conducive for the project intervention.
		Achieved						
		Source						
		Online Survey, Questionnaire, follow-up targeted interviews						
	Output Indicator 2.1.2		**Baseline**	**Milestone 1- 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
	Number of a) policies and practices (solutions) and b) innovative challenges schemes introduced by public institutions (NON-CUMMULATIVE)	**Planned**	0	a) 2	a) 4 b) 2	a) 5 b) 3	a) 11; b) 5 (2025 Q1)	
		Achieved						
		Source						
		Document review, including in-house regulations, organigrams, procedural arrangements						
	Output Indicator 2.1.3		**Baseline**	**Milestone 1- 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	

	Number of policies, practices, services, capacity building activities, mechanisms and schemes on gender mainstreaming funded by the public institutions (ref. ProDoc activity 2.1 A; 2.1 B; 2.2; 2.4 B)	**Planned**	0	0	0	6	6 (2025 Q1)	
		Achieved						
		Source						
		Document review, including in-house regulations, organigrams, procedural arrangements						
Output Indicator 2.2			**Baseline**	**Milest one 1- 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
	Number of proposals made by Advisory Council within the Yerevan Municipality of which 15% adopted	**Planned**	0	0	15%	15%	1 (2025 Q1)	
		Achieved						
		Source						
		Normative act on the establishment of the Advisory Council						
Output Indicator 2.3			**Baseline**	**Milest one 1- 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
	Number of legislative acts on gender quotas for decision-making or high ranking civil service positions drafted, proposed, advocated for	**Planned**	0	0	0	1	1 (2025 Q1)	
		Achieved						
		Source						
		Draft legislative act on gender quotas for the decision-making or high ranking civil service positions						
Output Indicator 2.4.1			**Baseline**	**Milest one 1- 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	

	Number of capacity development modules designed, applied, tested for leadership advancement in public administration through gender prism /transformative leadership component/ (NON-CUMMULATIVE)	**Planned**	0	0	1	1	2 (2025 Q1)	
		Achieved						
		Source						
		Educational modules packages						
	Output Indicator 2.4.2		**Baseline**	**Milestone 1- 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
	Number of a) civil servants, b) youth, c) Advisory Council members, d) female civil servants, e) civil servants trained through the Transformational Leadership Center with enhanced knowledge (minimum by 30%, verified through tests) in gender mainstreaming, leadership and and soft skills (NON-CUMMULATIVE)	**Planned**	a) 65	b) 50; d) 25	a) 75; c) 25; d) 25; e) 50	a) 75; c) 25; e) 50	a) 215; b) 50; c) 50; d) 50; e) 100 (2025 Q1)	
		Achieved						
		Source						
		Pre- and post- training evaluation, participants feedback, instances of practically applied knowledge and skills						
	Output Indicator 2.4.3		**Baseline**	**Milestone 1 - 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
	Public-private partnership scheme established to replicate Gender Equal Model Government	**Planned**	0	0	0	1	1 (2025 Q1)	
		Achieved						

		Source						
		Participants feedback, government commitment and private party commitment, interest towards the scheme						
	Output Indicator 2.5.1.			Baseline	**Milest one 1- 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
	Number of new initiatives/services contributing to strengthened national mechanism for gender equality	**Planned**	0		1	1	2 (2025 Q1)	
		Achieved						
		Source						
		National Gender Equality Strategy and Action Plan						
IMPACT WEIGHING % - 35 %	**Output Indicator 2.5.2**			Baseline	**Milest one 1- 2022**	**Milestone 2- 2023**	**Milestone 3- 2024**	**Target (date)**	
	Number of stakeholders a) female; b) male; c) youth; d) PWD; e) displaced with enhanced knowledge (30% verified through tests) on aspects of PA system	**Planned**	0	90	90	120	300 (2025 Q1)	
	PWD and displaced persons will account for at least 10% of the total number (NON-CUMMULATIVE)	**Achieved**						
		Source						
		Participants feedback, reports from events						
INPUTS (£)	**FCDO (£)**			**Govt (£)**	**Other (£)**	**Total (£)**		**FCDO SHARE (%)**
	236,397							
INPUTS (HR)	**FCDO (FTEs)**							
	100, 937							

OUTPUT 3	Output Indicator 3.1		Baseline	Milest one 1- 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	Assumptions
3.1 Civil society is competently and proactively addressing topical issues of gender equality and advocate for positive change **3.2 Civil society networks are influential in solution development and advocacy on gender equality**	Number of participatory policy assessment and dialogue-advocacy events for sensitizing the decision-makers and promoting GE issues with the participation of CSOs, vulnerable groups of women, and men. - 15 policy assessment and evidence accumulation events - 12 advocacy meetings - 3 annual national forums on the GE issues (NON-CUMMULATIVE)	**Planned**	0	10	10	10	30 (2025)	The project partners, concepts, reports, media reports, reports Internal and external environment is conducive for the project intervention. Internal and external environment is conducive for the project intervention.
		Achieved						
		Source						
		Documentation, participants lists, evaluations, communiques, policy briefs						
	Output Indicator 3.2		Baseline	Milest one 1- 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	Total number of participants, of whom 30% of whom are men; 30% are representatives of vulnerable groups (NON-CUMMULATIVE)		0	150	150	200	500 (2025)	
		Source						
		Documentation, participants lists, evaluations, communiques, policy briefs						
	Output Indicator 3.3		Baseline	Milest one 1- 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	

	Number of community-based advocacy initiatives led by local women (NON-CUMMULATIVE)	**Planned**	0	2	2	2	6 (2025)	
		Achieved						
		Source						
		Documentation, concepts, contracts, reports, media coverage, social media posts						
	Output Indicator 3.4		Baseline	Milestone 1- 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	Reach/number of views/ of public information initiatives for addressing practices and perceptions hindering women's empowerment in the country. - 12 communiques -12 analytical and interactive videos - 3 annual e-newsletters -12 human stories (NON-CUMMULATIVE)	**Planned**	0	50 000	70 000	130 000	250 000 (2025)	
		Achieved						
		Source						
		Social media analytics and reports						
	Output Indicator 3.5		Baseline	Milestone 1- 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	Ratio on perception change among the participants sensitized due to the information campaign activities.	**Planned**		20%	30%	35%	35% (2025)	
		Achieved						
		Source						
		Results of focus groups and evaluation reports						

	Output Indicator 3.6		Baseline	Milestone 1- 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	Ratio of increased knowledge among CSO capacitated to promote and advocate for GE issues. - 3 capacity development and knowledge transfer sessions - developed communication and public campaign strategies for 10 CSO on GE - 40 representatives of the local CSOs participants of the capacity building NON-CUMMULATIVE	Planned	0	20 CSO members increased knowledge by 30 %	20 CSO members increased knowledge by 30 %	20 CSO members increased knowledge by 30 %2	60 CSOs members 30% (2025)	
		Achieved						
		Source						
		Documentation, pre- and post assessment results, focus groups results						
IMPACT WEIGHTING (%)	Output Indicator 3.7		Baseline	Milestone 1- 2022	Milestone 2- 2023	Milestone 3- 2024	Target (date)	
	Ratio of women in CSOs involved in the project activities, report on the increased role, participation, and influence on the national and local level advocacy work.	Planned	TBD	10%	25%	40%	40% (2025)	
		Achieved						
		Source						
		Pre- and poste self-assessment reports, focus groups results						
INPUTS (£)	FCDO (£)		Govt (£)	Other (£)	Total (£)		FCDO SHARE (%)	
	93,500							
INPUTS (HR)	FCDO (FTEs)							
	213,300							

VfM indicators[1]	Target							
Effectiveness is ensured through the following Outcome and Output Indicators:								
a) Outcome Indicator 1.1	(a) At least 30%							
b) Output Indicator 1.1.3	(b) 30%							
c) Output Indicators 1.1.3; 2.4.2; 2.5.2; 3.6	(c) 30%							
d) Output Indicator 1.4.1	(d) 30%							
e) Outcome Indicator 2.1	(e) 30%							
f) Outcome Indicator 2.2	(f) 20%							
g) Outcome Indicator 3.	(g) 50%							
Efficiency is measured through the following Output Indicators:								
a) Number of activities implemented in synergy/complementary efforts with parallel WYILD Project (SDC-funded), as well as across the Strategic Focus areas optimizes the invested resources	(a) at least 5							
b) Output Indicator 1.1.1.	(b) 265							
c) Output Indicator 1.1.2	(c) 110							
d) Output Indicator 2.4.2	(d) 465							
e) Output Indicator 3.6.	(e) 60							
	.							
Economy will be ensured through the following:	(a) National staff/trainer unit cost does not exceed GBP200.00 per day;							
The project will be implemented in compliance with SOPs of UNDP, which ensure the best quality	(b) Cost of international trainer/consultant does not exceed							

product/service per most optimal price.	GBP500.00 per day (2 international experts vs. 25 national experts)						
(a) Staff/trainer unit cost for providing advice/policy recommendations/training not to exceed the comparable average target;	c) The most regular the average cost for regular three-days face-to-face training, including experts' fee, accommodation, travel, fee and catering does not exceed 200GBP per person per training.						
(b) Average cost per training/capacity building activity or other events as compared to the similar/average target;	(c) Average grant size in the range of GBP 700-1,500 per grant, per implementor						
(c) Average cost of grant							

4. 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.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP/OxYGen	
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.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP/OxYGen	
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/OxYGen	
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/OxYGen	
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/OxYGen	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any	Annually, and at the end of the project (final report)		UNDP/OxYGen	

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if 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.	Specify frequency (i.e., at least 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/OxYGen	

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	OxYGen Foundation	Signature Solution 6: Output 6.2	**UNSDCF 2021-2025 Outcome 8**: All persons benefit from gender equality and equal opportunities to realize their human rights; fulfil their economic, political, and social potential; and contribute to the sustainable development of the country **CPD 2021-2025 Outcome 3**: Output 3.3: Systems/ mechanisms to ensure equal opportunities/ rights to participate in decision making	February 2024	RA Government, UNDP, UK GGF	15,000 USD
Final Evaluation	OxYGen Foundation	Signature Solution 6: Output 6.2	**UNSDCF 2021-2025 Outcome 8**: All persons benefit from gender equality and equal opportunities to realize their human rights; fulfil their economic, political, and social potential; and contribute to the sustainable development of the country **CPD 2021-2025 Outcome 3**: Output 3.3: Systems/ mechanisms to ensure equal opportunities/ rights to participate in decision making	March 2025	RA Government, UNDP, UK GGF	15,000 USD

5. MULTI-YEAR WORK PLAN

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Fund. Source	Budget Description	Amount
Result 1: Advancement of Women's Leadership for political participation and leadership *Gender marker: GEN3*	1.1. Post-electoral capacity development	2,000	2,000	2,000	-	MTAI	DFID	64300 DPC Staff	6,000
	1.2. Women's community leadership advancement	-	15,000	-	-			71200 International Consultant	15,000
	1.3. Gender equality is mainstreamed and enforced in the policies, regulations and practices of political parties in Armenia	19,440	36,720	34,000	4,500			71300 Local Consultant	94,660
		16,510	51,640	57,140	13,630			71400 Contractual Serv.-Ind	138,920
		2,500	4,000	4,000	2,500			71600 Travel	13,000
		1,000	1,400	1,200	400			72300 Materials and Goods	4,000
		1,000	1,400	1,000	800			72500 Supplies	4,200
		2,000	1,500	1,500	-			74100 Professional Services	5,000
		4,400	9,500	9,500	5,500			74200 Audio Visual Printing Production	28,900
		3,000	6,000	5,000	2,000			74500 DPC General Operational Expenditure	16,000
		3,400	24,300	24,300	9,800			75700 Trainings, Workshops, Conferences	61,800
		4,420	12,276.80	11,171.20	3,130.40			75100 Facilities and Administration 8%	30,998
	MONITORING								
Sub-Total for Result 1									**418,478.40**

Result	Activities	Y1	Y2	Y3	Y4	Party	Donor	Budget Line	Amount
Result 2: Strengthening Gender Equality in Public Administration *Gender marker: GEN3*	2.1. Institutional framework within key public institutions of Armenia strengthened from gender lenses	2,000	2,000	2,000	-	MTAI	DFID	64300 DPC Staff	6,000
	2.2. Strengthened gender equality systems at Yerevan Municipality	-	15,000	15,000	15,000			71200 International Consultant	45,000
	2.3. Strengthened legislative framework within the public administration of Armenia	10,920	23,540	14,100	3,620			71300 Local Consultant	52,180
		3,200	14,800	19,800	1,600			71400 Contractual Serv.-Ind	39,400
	2.4. Strengthened human capital within the PA of Armenia via conventional and design-thinking approaches	1,000	4,500	3,000	500			71600 Travel	9,000
		700	2,800	1,600	200			72300 Materials and Goods	5,300
	2.5. National mechanism for gender equality is strengthened with additional effective elements	700	2,400	1,200	200			72500 Supplies	4,500
		2,000	1,500	2,000	-			74100 Professional services	5,500
		1,300	8,900	6,800	1,700			74200 Audio Visual Printing Production	18,700
		1,500	4,500	3,500	1,000			74500 DPC General Operational Expenditure	10,500
		10,000	44,600	28,100	6,600			75700 Trainings, Workshops, Conferences	89,300
		2,666	9,963	7,768	2,434			75100 Facilities and Administration 8%	22,830
	MONITORING								
Sub-Total for Result 2									**308,210.40**
Result 3: Strengthened role of civil society in setting agenda, contribution to decision-making and monitoring of governance processes on gender equality, women	3.1. Policy dialogue events for accumulating the local knowledge and policy solutions	18,000	32,000.00	14,908.00	64,908	MTAI	DFID	71300 Local Consultant	129,816
	3.2 Advocacy meetings to discuss the policy proposals for supporting country reforms for women empowerment	46,052	46,952	46,044	139,048			71400 Contractual Serv.-Ind	278,096
		2,000	2,500	2,500	7,000			71600 Travel	14,000
		21,000	32,000	40,000	93,000			72100 Contractual Serv.-Comp	186,000
	3.3. Community-based advocacy initiatives led by women	748	748	748	2,244			72300 Materials and Goods	4,488
		3,420	3,420	3,420	10,260			72500 Supplies	20,520

40

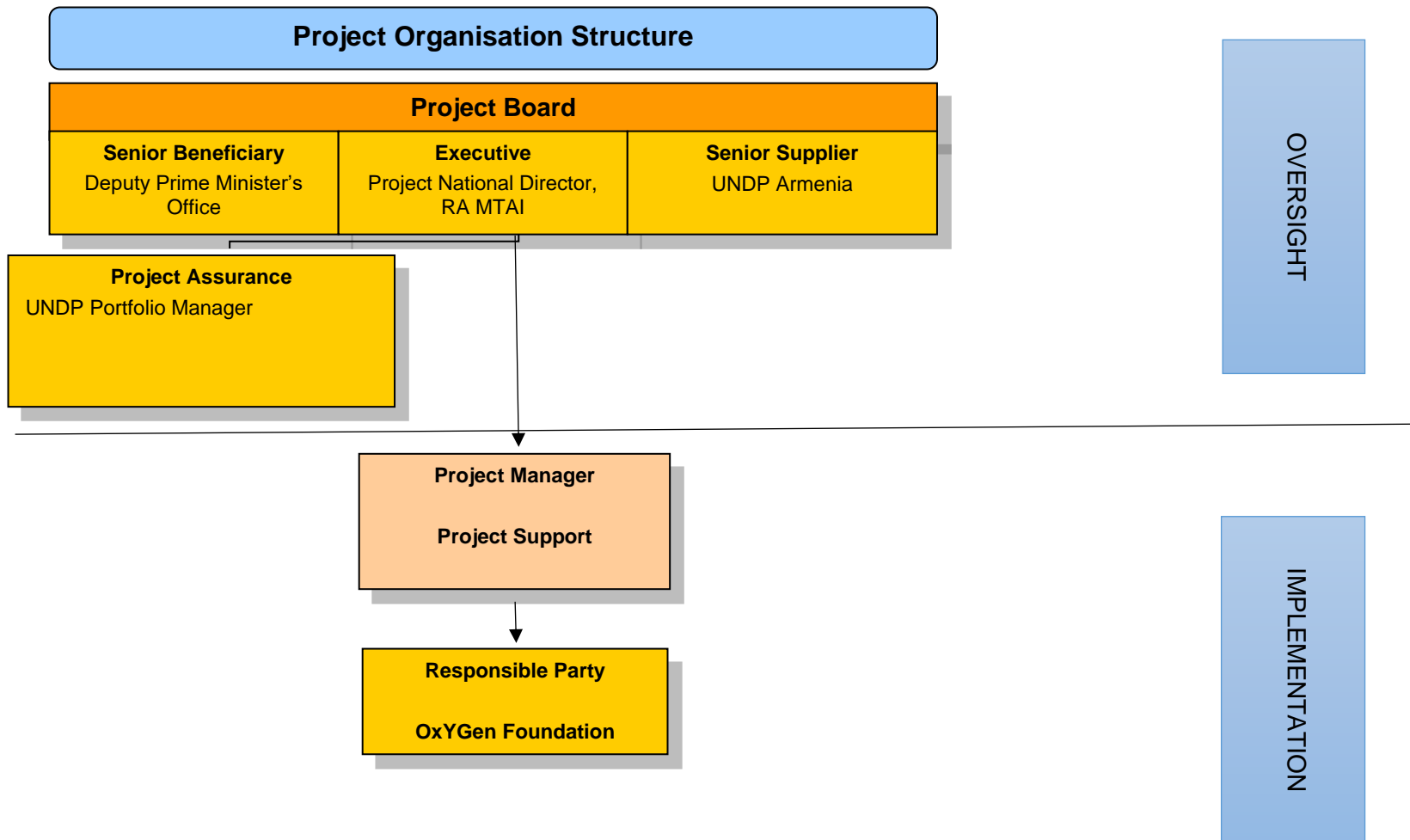|									
rights and women empowerment *Gender marker: GEN3*	3.4. Public information initiatives for addressing practices and perceptions hindering women's empowerment in the country 3.5. Joint UNDP-OxYGen capacity development activities for civil society organizations	1,000	-	-	1,000			72800 IT Equipment	2,000
		1,388	1,388	1,388	4,164			73100 Utilities	8,328
		1,292	1,292	1,292	3,876			73400 Vehicle maintenance	7,752
		6,900	14,500	15,500	36,900			74200 Audio Visual Printing Production	73,800
		8,200	16,200	13,200	37,600			75700 Trainings, Workshops, Conferences	75,200
		2,000	2,000	2,000	-			74500 DPC General Operational Expenditure	6,000
		8,960	12,240	11,280	-			75100 Facilities and Administration 8%	32,480
	MONITORING								
Sub-Total for Result 3									**438,480.00**
Result 4: Project implementation	Management and Administration	800	800	800	-	MTAI	DFID	71300 Local Consultant	2,400
		18,400	27,600	27,600	9,200			71400 Contractual Serv.-Ind	82,800
		16,000	24,000	24,000	8,000			71400 Contractual Serv.-Ind	72,000
		9,800	16,800	16,800	5,600			71400 Contractual Serv.-Ind	49,000
		12,600	21,600	21,600	7,200			71400 Contractual Serv.-Ind	63,000
		8,800	13,200	13,200	4,400			71400 Contractual Serv.-Ind	39,600
		4,080	6,120	6,120	2,040			71400 Contractual Serv.-Ind	18,360
		2,720	4,080	4,080	1,360			71400 Contractual Serv.-Ind	12,240
		19,000	-	-	-			BA004 – Vehicle cost	19,000
		500	1,000	1,000	500			71600 Travel	3,000
		2,000	2,000	1,000	-			72200 Equipment and Furniture	5,000

		400	400	600	200			72300 Materials and Goods	1,600
		500	600	400	300			72500 Supplies	1,800
		7,500	-	-	-			72800 IT Equipment	7,500
		2,000	6,000	6,000	2,000			73100 Utilities	16,000
		1,000	1,000	1,000	500			73400 Vehicle maintenance	3,500
		400	400	400	400			74200 Audio Visual Printing Production	1,600
		2,800	3,300	3,200	1,100			74500 DPC General Operational Expenditure	10,400
		9,464	10,568	11,062	-			75700 Trainings, Workshops, Conferences	31,094
		9,501.12	11,157.44	11,108.99	3,424			75100 Facilities and Administration 8%	35,191.55
	Sub-Total for Result 4								**475,085.95**
General Management Support									
TOTAL									**USD 1,640,254.75**

6. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will report to the Project Board, to be established for the GGF-supported project, as well as contribute to regular coordination meetings. It is envisaged to convene the Board meetings according to the agreement between the Board members, but at least once a year. The diagram below reflects the governance arrangements within the WIPPACS project. The detailed distribution of roles and responsibilities and the level of engagement of the UNDP team are specified in a separate table (also below).

Project Organisation Structure

Project Board

Senior Beneficiary	Executive	Senior Supplier
Deputy Prime Minister's Office	Project National Director, RA MTAI	UNDP Armenia

Project Assurance

UNDP Portfolio Manager

OVERSIGHT

IMPLEMENTATION

Project Manager

Project Support

Responsible Party

OxYGen Foundation

44

Portfolio Manager	35%	• Overall oversight of the project; • supervision of the project team; • provision of analytical and strategic advice to the project team and national partners; • representing the project on behalf of UNDP; • building partnerships and contacts with key (inter)national stakeholders; • ensuring the synergies between other UNDP projects, as well as other ongoing initiatives at the intersection of gender equality, women political empowerment and local governance; • advising and ensuring quality on all developed knowledge products; • liaising with the Government authorities, international partners to ensure participatory approach along the implementation process for achievement of project objectives other; • ensuring the integration of innovative approaches in the project components.
Programme Associate	35%	• Assisting the portfolio management in preparing and submitting the project-related reports to UNDP and UK GGF • support in preparing and updating of the quality, risk and issue logs as well as the monitoring matrix; • supports portfolio in oversight of the budget revisions and draft monthly, quarterly and final financial reports for the project; • support in planning, monitoring and results reporting in the synergetic programmatic activities; • ensuring smooth financial operation of the portfolio activities and respective follow up in line with UNDP procedures on recruitment, procurement, finance and administration; • supporting and advising the portfolio projects on leading necessary arrangements for the projects' procurement and recruitment processes, make all necessary arrangements support the project management in monitoring of the projects' contracts outsourced to third parties. • Support portfolio in collecting and analysis of the project evidence, data and other.
Project Coordinator	100%	• Ensuring implementation and daily coordination of the project activities; • preparing the reports to UNDP and UK Embassy/GGF; • coordinating project-related policy/advocacy work, communication and outreach; • supporting in developing detailed project work plan and relevant activities as per outputs; ensures efficient and timely implementation of those; • providing substantive support in identifying and recruiting the competent staff and subcontractors, formulates task technical specifications; • leading, supervises and monitors technical experts' teamwork, ensures timely delivery of outputs; • providing substantive support in the development of the project monitoring plan in line with the requirements in the project document.

Technical Task Leader	100%	• Ensuring implementation and daily coordination of the project activities (under corresponding task); • preparing the reports to UNDP and UK Embassy/GGF; • coordinating project-related policy/advocacy work, communication and outreach; • supporting in developing detailed project work plan and relevant activities as per outputs; ensures efficient and timely implementation of those; • providing substantive support in identifying and recruiting the competent staff and subcontractors, formulates task technical specifications; • leading, supervises and monitors technical experts' teamwork, ensures timely delivery of outputs; • providing substantive support in the development of the project monitoring plan in line with the requirements in the project document.
Project Expert/ Gender Equality and Women Empowerment/	100%	• Providing technical advice to the project team and beneficiaries on: a) methodologies, tools, and good practices related to gender mainstreaming, women's empowerment, capacity development, local self-government and participatory democracy; b) localization of generic methodological instruments; c) most effective practices of identification and engagement of beneficiaries into the project activities; d) modalities, content, priority topics for capacity building activities; e) development and application of sustainable exit strategies and institutionalization of results; • supports the Task Leaders in drafting of respective workplans and project logs and in monitoring of the project results; • supports the project management in development of technical documentation including Terms of References, specifications for procurement of services, and Calls for Proposals; • reviews and provides feedback to knowledge products received from third parties for quality assurance and verification of achieved milestones; • provides when required information on the project's progress including reporting against indicators; • supports codification of the project's results into the knowledge products; promotes broadly the project results via knowledge sharing networks and social media tools in compliance with the UNDP and UK/GGF visibility policies; • serves as a facilitator and one of the key resource persons at the project's events, roundtables, and workshops; contributes to capacity development of the project team and knowledge transfer in particular areas of expertise.
Project Assistant	100%	• Assists the project management in preparing and submitting the project-related reports to UNDP and UK/GGF; • support in preparing and updating of the quality, risk and issue logs as well as the monitoring matrix; • ensures smooth financial operation of the projects' activities and respective follow up in line with UNDP procedures on recruitment, procurement, finance and administration; • maintains financial records, monitor and reconcile expenditures, balances, and payments of the project; • prepared vouchers, requisitions, and receipts in the UNDP's financial software system (ATLAS); • assists in preparation of budget revisions and draft monthly, quarterly and final financial reports for the project; • supports the project management in maintenance of the project assets in compliance with UNDP rules and regulations; • ensures proper filing and archiving of the project documents; • provides support to the project management in organizing project events; ensure the respective documentation;

		• leads necessary arrangements for the projects' procurement and recruitment processes, make all necessary arrangements support the project management in monitoring of the projects' contracts outsourced to third parties; • assist the project management in preparing and submitting the regular financial and progress reports to UNDP and UK/GGF; • make translations; draft project-related correspondence; • make logistical arrangements for the missions.
Project Driver	35%	• Drive project vehicle for the transport of UNDP authorized personnel and delivery and collection of project-related documentation; • meet official personnel and visitors at the airport, facilitate visa and customs formalities when required; • maintain daily vehicle logs, provide inputs to preparation of the vehicle maintenance plans and reports; ensure timely changes of oil, check of tires, brakes, car washing, etc. • ensure availability of all the required documents/supplies, including vehicle insurance, vehicle logs, office directory, map of the city/customs, first aid kit, necessary spare parts; • ensure that all immediate actions required by rules and regulations are taken in case of involvement in accident.

7. LEGAL CONTEXT

The country has signed the [Standard Basic Assistance Agreement (SBAA)](#)

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

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

8. RISK MANAGEMENT

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, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

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. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

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.

10.   In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11.   The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

12.   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.

13.   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.

14.   The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities 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.

15.   Choose one of the three following options:

Option 1: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, 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.

Option 2: The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of 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, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, 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.

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, corruption or other financial irregularity, 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.

16.   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.

17.   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.

18.   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.