PROJECT DOCUMENT

Armenia

Project Title: MAP 2.0 - Fostering Responsiveness, Effectiveness, Transparency, and Inclusiveness of Armenian Parliament (FORSETI)

Project Number: 01001917
Implementing Partner: UNDP
Start Date: 01/03/2024   **End Date:** 28/02/2027   **PAC Meeting date:** 29/02/2024

Brief Description
Outcome: The National Assembly is more inclusive, responsive, transparent, accountable, and effective
Modern Parliament for a Modern Armenia (MAP) 2.0 - "Fostering Responsiveness, Effectiveness, Transparency and Inclusiveness of Armenian Parliament (FORSETI)" project (hereafter Project) is built on the results of the project "Modern Parliament for a Modern Armenia" (MAP), implemented by UNDP in 2019-2024 and funded by the Government of Sweden and the UK. The project efforts will focus on enhancing the institutional capacity of the National Assembly to fulfil its constitutional duties in more inclusive, responsive, transparent, accountable, and effective way, including, in engaging with citizens, civil society and public sector.
The outcome will be consolidated through three key outputs of the Project:
Output 1. Strategic vision of the National Assembly and roadmap for reforms, strategic communication and collaboration are consolidated empowering modern public policy and fostering inclusive practices.
Output 2. The National Assembly is equipped with state-of-the-art methods and instruments for effectively pursuing its modern public policy agenda and improving performance of its core functions.
Output 3. Competencies of the MPs and the staff of the National Assembly in utilising innovative methods, using and producing knowledge products towards advancing the modern public policy agenda and enhancing effectiveness of their core functions strengthened.

Contributing Outcome (UNSDCF, CPD, RPD):			
Related Strategic Plan Outcome: Outcome 2: Accelerate structural transformations for sustainable development[1].	**Total resources required:**		**USD 3,000,000.00**
SDGs supported by the Project: SDG 16.6 Develop effective, accountable, and transparent institutions at all levels. SDG 16.6.2 (revised): Availability of platforms/tools to measure the proportion of the population satisfied with their last experience with public services; and SDG 16.7.2 who believe decision making is inclusive.			**USD 2,600.000.00**
	Total resources allocated:	**UNDP TRAC:**	
		Donor: Sida: Norwegian MFA	**USD 1,500,000.00** **USD 500,000.00**
		National Assembly:	**USD 600,000.00**
Indicative Output(s) with gender marker[2]:		**In-Kind:**	
Gender Marker 2	**Unfunded:**		**USD 400,000.00**

Agreed by (signatures):

The National Assembly of the Republic of Armenia	Implementing Partner
Alen Simonyan	**Ivana Živković**
President The National Assembly of the Republic of Armenia	Assistant Secretary-General, Assistant Administrator and Director of the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC)
	United Nations Development Programme (UNDP)
Signature: *[signature]*	Signature: *[signature]*
Date: 07.05.2024	Date: 07.05.2024

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[1] Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework: UNSDCF Outcome 6 / CPD 3: People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all. Output 3.1: Constitution-making, electoral, parliamentary, and other processes and institutions strengthened to promote inclusion, transparency, and accountability. Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: Government effectiveness, transparency, and accountability. Baseline (2018): Worldwide Governance Indicators (WGIs): Voice and Accountability: 40.39. Government effectiveness: 51.44. Control of corruption: 42.79. Target (2025): WGI: Voice and Accountability: 42; Government Effectiveness: 52.2; Control of Corruption: 43.2. Applicable Output(s) from the UNDP Strategic Plan: 2.4 Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement.

[2] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

1.1. PRE-PROJECT SITUATION IN THE COUNTRY AND THE SECTOR

While Armenia has faced significant challenges since 2020, including the global COVID-19 pandemic and hostilities in and around Nagorno-Karabakh, the country has also demonstrated resilience and commitment to its democratic values. The early parliamentary elections held in June 2021 marked an important step towards political stability and transparency. These elections, despite some subsequent political tensions, showcased Armenia's determination to uphold democratic processes.

The transition from a semi-presidential to a parliamentary system has empowered the National Assembly (NA) to play a more central role in holding the government accountable. The Assembly has made notable strides in strengthening its legislative functions. The technical support provided by the MAP project has contributed to enhancing the legislative capabilities of the NA, reflecting its commitment to institutionalization efforts.

Despite the progress achieved, several critical challenges remain. While the legislative function of the NA has improved, according to the 2022 First Report on Monitoring the National Assembly (8th Convocation, 2nd Session), there are still alarming tendencies in the legislative practice of the National Assembly, as only 6% of the legislative initiatives were authored by the NA, compared to the 94% of the Government, and none of the initiatives tabled by the opposition were adopted. There is also a pressing need to fully activate its oversight and representation roles. According to the 2023 Assessment of the Armenian Parliament's Oversight Function by Transparency International, the NA lacks bespoken oversight mechanisms especially for post-legislative scrutiny, the factions do not prioritise this parliamentary function and MPs lack relevant capacities. The core functions of oversight and representation are essential for a well-rounded parliamentary system, and concerted efforts are required to ensure these functions are effectively delivered.

Public awareness, participation, and trust in the National Assembly still require attention. The 2023 Index of Parliament Perception[3] in Armenia, 37, reflects a decline from the 40 points in 2022, thus categorising the overall perception of the National Assembly as "negative". The decline in the perception index score is evident across most sub-indices, except the **public awareness** score of 47 in 2023 which is up by 3 points compared to the previous year. Since its inception, the MAP Project has adopted a conceptual and strategic approach to establishing to raising the level of public awareness of the parliament, and diligently focused on various initiatives, supporting the RA National Assembly in engaging with citizens and enhancing awareness of the NA's activities and functions. Thus, the establishment of the Parliamentary Democracy Centre contributed to increasing citizen engagement, youth participation, and greater satisfaction among citizens from engaging with the NA. The project's core activities centred also on strengthening the Outreach and Information Centre through a comprehensive approach that involves leveraging expertise, offering innovative solutions, and improving citizens' access methods. The collaborative efforts of the MAP Project and the RA NA have extended to the digitalization of access, enhancing session transparency, and implementing user-friendly software solutions, which contributed to raising overall public awareness of the NA.

However, concerns regarding public awareness still persist. While there has been an increase in public awareness about the NA's work, it is concerning that fewer people reported following the Assembly's work in 2022. About 24.0% of the population surveyed claim complete unawareness of NA activities, about the same percentage expresses no interest in following the NA work, and about 23% lack interest in updates. Youth, in particular, appears disengaged. Moreover, less than 1% is familiar with all three fundamental functions of the National Assembly (legislative, oversight, representation). About 43% recall only one function, while about 57% struggle to recall any. This suggests that efforts are needed to sustain public engagement and interest in parliamentary activities and underscores the urgent need for the RA NA to enhance civic parliamentary education, promote awareness of the NA's constitutional functions and mitigate distorted perceptions.

Notably, the rise of the overall score on public awareness by 3 points contrasts with the decreased perception scores in parliamentary transparency (-4), effectiveness (-2), responsiveness (-7), and accountability (-4).

Transparency and openness in the work of MPs have seen some improvement, with nearly half of the IPP respondents believing that information about MPs' work is accessible and transparent, a result that can be attributed to the positive impact of initiatives by the MAP Project and the National Assembly (NA) since 2021 to enhance accessibility and transparency in NA activities. However, challenges persist in terms of MPs' openness and their communication with the public through the media. Strengthening the channels of communication between MPs and the public is essential to enhance transparency.

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[3] The Index of Parliament perception (IPP) is measured on a scale from 0 to 100, where 0 is the highest level of negative and 100 is the highest level of positive perception of Parliament by citizens. The IPP scale has the following categories: [0;20]-very negative perception; [21;40]-negative perception; [41;60]-neutral perception; [61;80]-positive perception; [81;100]-very positive perception.

The effectiveness of the National Assembly's work remains a mixed picture, with differing perceptions among respondents. While some believe that the quality of the NA's work has improved, others perceive stagnation or decline. Thus, in terms of parliamentary effectiveness, the NA's representative function received the lowest score (33), while the legislative and oversight functions scored slightly higher: 35 and 37 respectively. This underscores the importance of continuous efforts to improve the NA's performance, particularly in its oversight and representation functions.

Representativeness and accountability are areas where more work is needed. The decreasing trend in constituents contacting MPs in 2022 indicates a gap in the responsiveness of MPs to their constituents' needs. It is crucial to bridge this gap and ensure that MPs remain accessible and responsive to the concerns of the people they represent. Additionally, the perception that MPs do not consistently visit their communities highlights the importance of enhancing the link between elected officials and their constituents.[i]

The 2023 IPP findings indicate that for the recent four years, trust in state and non-state institutions, including the NA, has consistently declined. Presently, only slightly over 30% of respondents express trust in the National Assembly, ranking it the 6th among nine institutions, a decline from 55% in 2020. One discernible factor contributing to this decline is the perceived lack of integrity among MPs, as about 68% of the surveyed believe that MPs abuse their positions for personal gain. Moreover, serious incidents of breaching ethical norms were reported and relevant considerations were highlighted in the 2022 First Report on Monitoring the National Assembly (8th Convocation, 2nd Session). Addressing this issue is crucial, requiring measures to enhance transparency, ethical conduct, and accountability within the parliamentary system.

These findings are consistent also with the results on satisfaction with the work of the NA from of the 2023 nationwide poll in Armenia by the International Republican Institute's (IRI) Center for Insights in Survey Research, a telling finding regarding the overall trust towards the parliament. Thus, if in January 2022, 50% reported strong dissatisfaction with the work of the NA, in May 2023, 51% were very dissatisfied, and interestingly, the increased number comprises those from the pool of 'somewhat satisfied' (17% in 2023 instead of the 18% in 2022) and the 'somewhat dissatisfied' (24% in 2023 and 23% in 2022).

In conclusion, while Armenia has made significant strides in its democratic journey, there are remaining challenges that require sustained attention and efforts. Strengthening the National Assembly's oversight and representation functions, fostering public engagement, and enhancing transparency and accountability will be key priorities as Armenia continues to build and consolidate its democratic institutions. The partnership of the UNDP and the objectives of the proposed project align closely with addressing these challenges and further advancing parliamentary democracy in Armenia.

1.2. NEEDS AND CONSTRAINTS OF TARGET GROUPS AND FINAL BENEFICIARIES

The project will aim at supporting the institutional capacities and strategic communication and collaboration of the National Assembly and target independent bodies (Chamber of Audit and HRDO) to drive forward the modern public policy agenda and improve performance of its core functions. It will enhance the relevant competencies of the MPs and the staff of the National Assembly. The project is based on the ongoing cooperation with the NA and the respective lessons learned. It is developed in close consultation with the National Assembly, independent bodies, CSOs and expert community. The relevant needs of the target institutions and interventions of the project to address these needs are validated.

MPs: National Assembly

Many of the 107 MPs of the eighth convocation of the National Assembly[4] were largely elected from the leadership of Armenian civil society and bring with them a wide variety of skills derived from civil society, journalism, legal sector, and academia. These MPs also demonstrate dynamism and impatience with the perceived shortcomings of the existing parliamentary structures and practice, and thus place high demands on the institution and its structures. This new attitude and ambition are diametrically opposed to the generalist approach to conducting parliamentary business and necessitate maintaining the momentum of institutional reform at the NA by designing a shared strategic vision and reform plan. As former representatives of the civil society, these MPs are more committed to championing the modern public policy agenda in line with their constitutional responsibilities. However, they lacked respective knowledge innovative instruments, relevant partnerships, and fora to effectively engage in strategic communication on the modern public policy agenda. The MPs consistently expressed their need for consultations within the first phase of the UNDP's MAP project, which the latter addressed through supporting the CSO-NA Platform, and introducing innovative participatory instruments, such as mobile sessions and multi-stakeholder discussions, which since have been in high demand among the MPs but require another phase of technical support from the development community.[5]

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[4] Including 71 MPs from the Civil Contract faction, 29 from the "Armenia" faction, six from the "With Honor" faction and 1 independent. http://parliament.am.

[5] Project: Modern Parliament for a Modern Armenia (MAP). The Completion Report to the Good Governance Fund (GGF) DFID and FCO. November 2019-December 2021. UNDP.

Moreover, MPs need enhanced competences to utilize the knowledge products and resources that promote the use of innovative methods and tools in the policy-making process and promoting the modern public policy agenda.

Another tangible need expressed by the MPs is for sufficient and robust support from the NA staff in terms of relevant research and analysis to enhance their legislative, scrutiny and communication functions.[6]

To address this need, during the first phase of the MAP project, the NA Research and Training Centre was set up, which generated analytical and research products[7], and a large, ongoing demand for further research services, specifically in the thematic areas of the modern public policy agenda.[8]

Acceleration of political participation and representation of women and girls is one of the current and future national priorities,[9] and to ensure women's access to the National Assembly, the current Electoral Code provides for electoral quotas of 25% on party lists, though there are no reserved seats for women in the NA. Of the 107 MPs 38 are women, yet of the 12 Standing Committees, none explicitly relates to gender equality and women's empowerment. There are no dedicated parliamentary institutions, such as women's caucus, or women's parliamentary networks, to champion for gender-sensitive legislation and scrutiny. Regardless of the technical support for gender mainstreaming in the NA, many MPs still lack relevant capacities for gender-sensitive legislation and oversight.[10]

To address these needs and constraints of the MPs, the project will extend and support the dedicated platforms and/or fora for MPs to engage in regular, informed and productive discussions on modern public policy issues. We will also design and deliver capacity building sessions on modern public policy agenda, as well as on effective communication and stakeholder engagement strategies, including on demand mentorship programs to assist MPs in implementing innovative methods and tools in their work and in producing high-quality knowledge products; knowledge exchange programs and peer-to-peer learning to share experiences and best practices in using innovative methods and tools for effective implementation of key functions of the parliament. The project will further design and introduce digitalised solutions to streamline law-making functions and processes of the MPs and Standing Committees.

The project will support the parliament to step up the fight against disinformation, including by developing civic space and civil society-parliament effective interaction to bolster democratic resilience from within. It will also promote dialogue to update the national legislative framework for fighting corruption and enhance parliamentary oversight to this end. The project will enhance equality through bringing the gender equality and social inclusion, as well as rights of persons with disabilities into the hearth of the parliamentary policy dialogue. The project will further offer tools to strengthen the transparency framework of the parliament, as regards access to their documents.

Standing Committees: National Assembly

The gravest concerns regarding the capability of the NA staff are raised particularly in relation to the activities of the Standing Committees, where the expertise does not seem to suffice to support quality evidence-based legislating and scrutiny. Each SC has from four to six experts to assist them in their activities, employed on a combination of public service contracts and employment contracts. However, the level of expert knowledge and skills varies greatly, and there remains a palpable lack of capability in policy analysis, legal analysis, and budgeting, enhancement of which various initiatives have targeted since 2018. There is also a degree of "personalisation" in the SCs, when some experts tend to address the needs of the chair, rather than all the committee members, that jeopardises the impartiality and institutionalised sustainable approach to the work in the SCs. The in-house legislative analysis and drafting capability is still considered inadequate, as the relevant technical support has not yet been internalised into an institutional capacity in the SCs. Furthermore, no systemic planning among the SCs exist in the National Assembly. There are *ad hoc* initiatives, fragmented and sporadic planning efforts with annual horizon.

Since UNDP, through the MAP project, has also developed several digital tools for the efficiency of SCs in 2020-2022, such as the e-Session Management System for SC sessions, the SCs also need relevant capacity to utilise these resources. The project will develop on-demand knowledge products and resources in collaboration with relevant CSOs and private actors that promote the use of innovative methods and tools in the policy-making process for SCs to feed the modern public policy agenda. It will also provide capacity building to the experts of the SCs in using and producing analytical and research inputs by utilising innovative digital instruments.

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[6] Needs Assessment of the National Assembly of the Republic of Armenia. 2019. Westminster Foundation for Democracy.

[7] Out of 89 requests from MPs processed, 31 requests were finalised with satisfactory feedback from the MPs and 31 resulted in new or amended laws.

[8] Project: Modern Parliament for a Modern Armenia (MAP). The Completion Report to the Good Governance Fund (GGF) DFID and FCO. November 2019-December 2021. UNDP.

[9] RA Law on Equal Rights and Equal Opportunities for Men and Women, adopted on 20 May 2013. https://www.arlis.am/DocumentView.aspx?DocID=83841; Decision of the Government of the Republic of Armenia 1363-N of 18 August 2021. Programme of the Government of the Republic of Armenia (2021-2026). https://www.gov.am/files/docs/4737.pdf.

[10] Devrikyan, R. Participatory Gender Assessment. 2020. UNDP

The need for continuous support to SCs is visible in terms of engagement of the SCs with citizens and CSOs, as not all SC routinely engage with civil society, experts, business representatives or the general public for scrutinising and amending legislation. SCs explicitly voice the need for better access to external expertise as well, such as analytical and research inputs from CSOs and academia.[11] There is also a need for sustaining the positive momentum of engagement with citizens. During the first phase of the MAP project, the Standing Committees gained technical and institutional capacity[12]. Yet, it still needs substantive support to develop human capacity, that is, to ensure availability of trained personnel capable of operating and maintaining the technology and equipment used in mobile sessions, as well as to provide analytical inputs in the result of the session; and logistical capacity to arrange and manage the logistics of mobile sessions. The project will support the implementation of the instruments enabling the Standing Committees to engage with citizens, relevant government agencies, and CSOs effectively, fostering greater collaboration and cross-sectoral cooperation in the development, implementation, and oversight of public policies.

Factions: National Assembly

The NA factions lack systematic planning of their work and relevant knowledge products to feed their functions effectively. The project will support the NA Factions to develop detailed work plans upon their request. The project is also instrumental in facilitating cooperation between the National Assembly and European institutions and exposing the Armenian MPs to EU priorities and practices. The enhanced capacities of the National Assembly will also contribute towards increased resilience of the national parliament, as well as its ability to address crises, promoting meaningful multilateral solutions to national, regional, and global challenges, in particular through the review of the 2030 agenda for sustainable development in the parliament.

Parliamentary Democracy Center: National Assembly

Within the first MAP Project the most significant institutional reform has targeted citizen engagement and research capacity of the National Assembly. The first was embedded through establishment of the Parliamentary Democracy Center with its respective units of Public Engagement, Outreach and Education departments; piloting of three innovative project solutions to serve as a basis for rolling out a new education and outreach program; and a dedicated budget line "Increasing the role of the National Assembly of RA" to implement the Strategic Development Plan for the 2023-2025. In 2022, UNDP facilitated the organisation of a "Youth Parliament – Summer School for high School Students", which showed high level of satisfaction among the participants and excitement to engage youth and share parliamentary democracy principles among the MPs and NA Staff. To capitalise on this success and the follow-up commitment of the NA to re-launch the Youth Parliament, the project will support the NA in convening a Youth Parliament and Youth Camps.

The PDC still needs to deliver on the above-mentioned mandate and budget and also develop new innovative tools and capacity for facilitating wider citizen access to the NA, emphasising easier access for the socially vulnerable groups, and in-person meetings with MPs, as well as promoting parliamentary democracy amongst the youth and citizens, based on best practices from a number of parliamentary public relations and education units, including, but not limited to, the parliaments of Sweden, and the EU countries and customised to local needs. To support the PDC in developing a long-term strategy for effective planning and evaluation of its performance and to enable it to meet its key goal of raising awareness of the public about the parliamentary activities for further civic engagement opportunities, the project will develop and pilot KPIs for the PDC. The project will also design and pilot curriculum and resources for students and teachers on parliamentary democracy and the NA functions, structure, and history, as well as modernise the parliamentary Outreach and Information Center for educating citizens on parliamentary democracy, and the key functions, structure, and history of the NA.

Research and Training Center: National Assembly

In 2022, UNDP managed to increase the trustworthiness of the RTC as a neutral and reliable source of research services for MPs through providing a series of trainings and capacity building activities, which resulted in RTC receiving requests from MPs for research and analytical inputs for legislative drafting and post-legislative scrutiny.[13] However, there are still critical needs in the RTC, that remain unaddressed, such as needs for: (a) access to a wider range of subject expertise than is currently available; (b) advanced skills in producing and using statistics; (c) more sophisticated analysis and briefing in support of MP's roles in parliamentary diplomacy; (d) readily-available briefings on a range of topics relating to public policy that provide a quick overview of the subject ("instant expertise") to help MPs speak or write more confidently, both inside and outside the NA; (e) a mix of services, including both proactively produced briefing, available to all MPs, which anticipates debate on an issue; and customised and confidential briefing in response to Deputies' specific requests; (f) improved opportunities for

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[11] Needs Assessment of the National Assembly of the Republic of Armenia. 2019. Westminster Foundation for Democracy.
[12] Such as modern technology, equipment, and infrastructure to hold mobile sessions, and the NA added a dedicated travel cost budget line for MPs.
[13] Monitoring Action and Standard Progress Report: August 2019-December 2022. 00082042-00091127- Modern Parliament for a Modern Armenia (MAP) Project. UNDP.

the training and professional development/capacity building of MPs, their aids, committee and faction experts and other National Assembly staff.[14]

To maintain the momentum of the improvements achieved during the first phase of the MAP project and to address the above-mentioned needs, the UNDP will develop and pilot KPIs for RTC, as well as offer advanced and innovative knowledge products and resources, such as (i) data analytics and visualisation; (ii) evidence-based policy making; (iii) predictive modelling and simulations; (iv) open data and transparency); (v) design thinking and user-centred design; (vi) artificial intelligence and machine learning.

Staff: National Assembly

Since 2020, UNDP has targeted organisational reform and capacity building of the NA staff in order to enhance the effectiveness of the NA in carrying out its core functions. The "Action Plan of the Structural Reforms and New Organisational Structure of the NA Staff Management" based on the Functional Analysis has been developed, and the Project supported internal consultation and workshops throughout 2022 to review the feasibility and develop plans on how to proceed with the action plan.[15] Meanwhile, the project supported the NA staff in upgrading and modernising its legal regulations in order to better address its long-term functional, operational and support activities.

In parallel, the project launched a number of innovative instruments, knowledge products and repositories, including the Public Opinion Polls (PoP), Index of Parliament Perception (IPP) methodology, COM-B behaviour change model, methodologies of off-the-record discussions (OTR) and town hall meetings (THM), CSO-NA Platform, and the e-Learning Platform, where the learning knowledge products and analysis are available to the MPs and NA Staff to assist their legislative and scrutiny activities. UNDP further offered capacity building for the NA staff, MP aids and experts of Standing committees through training and knowledge exchange opportunities to enhance their capacities in human resources management and procurement; program and gender responsive budgeting; audit reporting and financial accounting; parliamentary research and analysis, SDG-compliant legislation and scrutiny.[16]

However, there is still a strong need for aligning the competences of the staff with the recommendations of the functional reform in the NA, conducted in 2021 by the Westminster Foundation and the Action Plan for Organisational Reform of the Staff of the National Assembly, developed in 2022, within the framework of the MAP project. The NA staff needs further support in implementing the Gender Equality Plan of the National Assembly of the Republic of Armenia for 2021-2023. To support the NA in internalising the emerging practices and to sustain the improvement independently, the engagement of the NA staff needs scaling up.

In a nutshell, the project will support the NA to align the competences of the staff with the roadmap for functional reform in the NA and the 2030 PAR strategy, and will design and introduce digitalised solutions to streamline functions and processes of the NA. The project will further support full implementation of the developed digital instruments and protocols, as well as will improve them to meet evolving needs and requirements. The project will further design and deliver training and on demand mentorship programs to assist NA staff in implementing innovative methods and tools in their work and in producing high-quality knowledge products. It will further organise knowledge exchange programs and facilitate peer-to-peer learning for the NA staff to share experiences and best practices in using innovative methods and tools for effective implementation of key functions of the parliament.

Independent bodies: Chamber of Audit

As one of the key oversight institutions of the RA, holding the status of an independent constitutional body[17] and the only independent public body performing external public audit, the AC has full political support in developing its capacities in *inter alia* program budgeting, public sector accounting, internal audit, public debt management, procurement system and anti-corruption activities that have been targeted at state level. To capitalise this commitment, the AC expects close collaboration with the NA and the Government of RA, as well as the support of the international development partners, since it is still in transition. To enhance its oversight function, prescribed by the new Law for diverse types of audits (financial, compliance and performance audits), the AC still lacks institutional power, capacitated cadres on one hand, as well as effective collaboration with informed and highly competent MPs, on the other. AC acknowledges that in order to have an effective financial and performance audit, it is necessary to raise the level of cooperation with state authorities to a higher level. In particular, the cooperation with the NA is a key to establishing more effective oversight policies and practices that will increase the transparency and accountability of both the NA and AC.

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[14] Clements, R. Recommendations for reform of the Research and Training capacity of the National Assembly of Armenia - 2020, UNDP.

[15] The purpose of the structural organizational reforms of the NA Staff aims at increasing the quality of service provided to the National Assembly by the staff, ensuring the implementation of constitutional powers and functions of the NA and empowering the work of MPs with their constituency.

[16] Monitoring Action and Standard Progress Report: August 2019-December 2022. 00082042-00091127- Modern Parliament for a Modern Armenia (MAP) Project. UNDP.

[17] RA Constitution 2015, Chapter 13. https://www.arlis.am/documentview.aspx?docid=102510

There are a number of institutional and trust challenges that the AC is facing. First, it lacks internal policies and protocols to systematically collect data to measure the extent to which its recommendations have been implemented. Second, there is no multi-annual strategic audit plan based on risk analysis and establishing priorities for audit activities. Audits are planned according to historically determined audit topics, covering fragmented parts of the budgets of the audited institutions. In this regard, diversification of audit types and working towards systematising the audit planning are needed. Third, though the legal framework for internal audit (IA) is in place and operational IA in the public sector is still at a developmental stage. The AC does not have a program of certification and a system of continuous professional development. As the AC staff (114 staff, of which 80 are auditors) have civil service status, the AC expects them to have access to civil service training courses. However, they require specialised and bespoke courses, which are lacking.

Further, citizens have little confidence in oversight institutions and their effectiveness in holding the government accountable. Thus, according to the public opinion poll of the general population commissioned by SIGMA in 2018, only 25% trusted the AC; as few as 27% considered AC independent from political influence; and as low as 33% thought it to be an effective scrutiny body.[18] Two years on the situation did not seem to improve much, as only 16% of the polled were familiar with the AC, and from those about 45% evaluated its work as 'average'.[19]

Finally, cooperation with the NA committees, including the Committee on Financial-Credit and Budgetary Affairs and the Audit Subcommittee on Audit of the Committee, needs to be enhanced to ensure more effective oversight practices. Thus, regular hearings in the National Assembly, which focus on audit reports and conclusions, can become an important lever for increasing both the AC's reputation and trust towards independent oversight. Comprehensive discussions and publicising the results of audits will enable both the AC and the NA to increase their transparency and accountability, as well as trigger more management of public sector resources.[20]

Independent bodies: Human Rights Defender Office

The other independent body, which the project intends to target, is the Human Rights Defender which has a unique role in protection of human rights in the country, as it is endowed with a rather broad mandate of monitoring the policies and practices of protecting human rights and freedoms. In addition to responding to individual violations of human rights, it is vested with an authority to address systemic human rights issues by identifying those and collaborating with relevant public authorities in addressing those.

The legislative and law enforcing challenges identified by the HRDO can enable the NA to prioritise human rights on the public policy agenda and hold the government accountable for revising policies accordingly. Yet, there is still insufficient awareness of the HRDO mandate and core functions both among the citizens, and many MPs. In addition, the latter have inaccurate perceptions regarding the principles of cooperation with the HRDO. This results in undermining the rights-based approach to policy making in the NA.

This necessitates close collaboration between the two institutions at the expert level, which will enable the NA to ensure right-based public policy making through methodological guidelines and manuals on integrating protection of human rights into legislative and scrutiny functions of the NA, based on international best practices. The HRDO can also provide the NA with peer review of the legislative drafts from the perspective of human rights and freedoms. Two other key dimensions of cooperation between the HRDO and NA are awareness raising and education on human rights, which will allow the MPs and NA staff to clarify their understanding and perceptions of the HRDO's mandate, legal status, and core functions. Similar to the AC, the HRDO also needs internal policies and protocols to systematically measure the extent to which its recommendations on addressing systemic challenges in protection of human rights communicated to the parliament have been implemented. Meanwhile, this will enable the NA to shape its own agenda on protection of human rights proactively, rather than reactively respond to the legislative initiatives of the government.[21]

To address the above-mentioned needs, the project will design and introduce digitalised solutions to streamline functions and processes of the independent bodies to facilitate effective collaboration with the NA. It will build the capacities of the members and the target staff of the Audit Chamber and HRDO to enable them to engage with the modern public policy agenda, enhance the oversight function and promote rights-based approach to public

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[18] Based on SIGMA's standard questionnaires, SIGMA commissioned the Institute for Polling and Marketing (IPM) to conduct surveys on representatives from the general population, businesses and contracting authorities. 1 000 citizens, 300 businesses and 150 contracting authorities were surveyed in October 2018, based on a random sampling approach and covering all regions. Baseline Measurement Report: The Principles of Public Administration. 2019. OECD. https://www.sigmaweb.org/publications/Baseline-Measurement-Armenia-2019.pdf.

[19] Public Opinion Poll on the National Assembly of the Republic of Armenia (RFP 100/21). Prepared for UNDP Country Office by AM Partners Consulting Company. 2021.

[20] 2020-2023 Strategic Development Plan of the Republic of Armenia Audit Chamber, approved by the decree № 150-L of the Audit Chamber of the Republic of Armenia, dated August 7, 2020. http://armsai.am/en/documents.

[21] Report on the Response of the National Assembly of the Republic of Armenia to the Recommendations of the Human Rights Defender of the Republic of Armenia and on Prospects of Collaboration between the Two Public Agencies. 2021. Prepared by the International Centre for Human Development (ICHD) within the UNDP "Modern Parliament for a Modern Armenia" project.

policy making respectively, through applying new competencies of effective communication and stakeholder engagement.

CSOs

According to the Electronic Register of the Ministry of Justice (MoJ), there were about 6,000 non-governmental organisations and about over 1,470 foundations registered in Armenia in 2022, however, not all are equally active and many are defunct organisations, remaining in the register because of the complicated procedures of liquidating and closing CSOs.[22] Regardless of the number, the civil society has been experiencing a certain vacuum after many of its representatives were elected to the NA.[23]

This resulted in limiting the formal CSO-Government policy dialogue, while allowing for informal advocacy, rather than formal processes, to become the main form of engagement. As many of the current MPs originate from civil society, there is an understanding of the benefits of engaging civil society in parliamentary processes. However, much of the current engagement is done through informal channels and contacts by MPs.[24] The practice was reflected in the deteriorated CSO advocacy score in 2021. Given the overall unstable political situation in the country and national safety concerns, CSOs widely engaged in self-censorship, avoiding criticism of the public authorities. At the same time, the government was unwilling to engage with CSOs in shaping public policies and carrying out reforms.[25] Thus, in 2021, Armenia's score on V-Dem's civil society participation index decreased from 0.8 to 0.742, indicating a decrease in the extent to which CSOs are routinely consulted by policymakers.[26] The CSO-NA Platform launched by the MAP project since 2020, facilitated dialogue on equal rights and equal opportunities for women and men, and allowed the NA and CSOs to take initial joint steps to address the issues concerning Armenian society.[27]

Another platform available for CSO engagement in the legislative process is the e-Draft, intended to allow multiple users to access the database of draft legislation and leave their comments and recommendations.[28] However, many CSO representatives do not consider the e-Draft as a useful advocacy tool, as it does not enable meaningful and reciprocal communication. CSOs report that even subscribers to the portal do not receive proper notification when new draft legal acts are posted. In addition, many do not find the provision of their comments to have a meaningful impact. Accordingly, drafts receive limited engagement, and though the number of published legal acts increased, the number of comments provided by users decreased by 51.4 percent in 2021 compared to 2020.[29] Thus, the project will enable CSOs, experts and other stakeholders to engage with the NA in a structured, regular, informed and productive dialogue on modern public policy issues, expanding the thematic areas from gender equality to other issues, such as climate change, sustainable development and emerging technologies and their impact on society.

Citizens

The results of the 2021 Public Opinion Poll on the National Assembly of the Republic of Armenia show that less than 25% of the citizens trust the NA, which is among the lowest levels of trust citizens have in public authorities.[30] Those polled tend to trust MPs more than factions, though the overall trust to these institutions of the NA is rather low. However, 35% are not aware whether there is an MP from their community in the NA or not. Only 11% know MPs by name, and 10% have just heard that there is an MP, but they do not know who he/she is.[31] These findings are corroborated also by the results of the 2021 IRI poll, according to which 50% of the polled are very dissatisfied with the NA, and only 24% are somewhat satisfied, indicating one of the highest levels of dissatisfaction with public authorities. Almost equal number of men and women expressed strong dissatisfaction with the NA work (49% and 50% respectively). The level of dissatisfaction is higher in Yerevan, than in the regions (55%, as

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[22] 2021 Civil Society Organization Sustainability Index: Armenia. October 2022. United States Agency for International Development Bureau for Democracy, Conflict and Humanitarian Assistance Center of Excellence on Democracy, Human Rights and Governance. http://cdpf.am/wp-content/uploads/2022/12/Armenia_ENG.pdf

[23] EU Roadmap for Engagement with Civil Society in Armenia 2018-2020: https://eeas.europa.eu/delegations/armenia/63117/eu-roadmap-engagement-civil-society-armenia-2018-2020_sl

[24] Needs Assessment of the National Assembly of the Republic of Armenia. 2019. Westminster Foundation for Democracy.

[25] 2021 Civil Society Organization Sustainability Index: Armenia. October 2022. United States Agency for International Development Bureau for Democracy, Conflict and Humanitarian Assistance Center of Excellence on Democracy, Human Rights and Governance. http://cdpf.am/wp-content/uploads/2022/12/Armenia_ENG.pdf.

[26] https://www.v-dem.net/data_analysis/CountryGraph/

[27] The platform brings to the discussion legislative and executive bodies, CSOs, and experts with the goal of identifying key legislative changes. It has contributed to the policy level changes aimed at gender equality and promotion of women's rights. Several recommendations proposed during the CSO-NA Platform meetings turned into gender-sensitive legislative initiatives by MPs and were adopted by the parliament. Monitoring Action and Standard Progress Report: August 2019-December 2022. 00082042-00091127-Modern Parliament for a Modern Armenia (MAP) Project. UNDP.

[28] Civil society is given the opportunity for two weeks after publication to propose recommendations on the draft versions, as well as be informed about their status (i.e., whether it has been adopted or not, how it is edited, as well as the justification for non-adoption). The platform has about 70,000 registered users as of January 2023. https://www.e-draft.am/statistics.

[29] 2021 Civil Society Organization Sustainability Index: Armenia. October 2022. United States Agency for International Development Bureau for Democracy, Conflict and Humanitarian Assistance Center of Excellence on Democracy, Human Rights and Governance. http://cdpf.am/wp-content/uploads/2022/12/Armenia_ENG.pdf.

[30] Public Opinion Poll on the National Assembly of the Republic of Armenia. 2021. AM Partners Consulting Company.

[31] 4% of the respondents fully trust the deputies and 3% fully trust the fractions.

compared to 48% in other urban areas and 46% in rural). Those with the highest income are more dissatisfied, as compared to those with lower income (54% and 44% respectively). About 65% of the polled believe that the country is governed in the interest of some groups, which is a rather telling perception in terms of representativeness of the NA. Trust to the NA is not high also in terms of obtaining information on foreign policy, as only 6% of the polled believe that the NA is trustworthy, as compared to the HRDO, which appeared on the top with 25% trusting the information it provides on foreign policy.[32]

There is also a rather low level of awareness of the NA's mandate and core functions. About 60% of the polled in the 2021 Public Opinion Poll on the National Assembly of the Republic of Armenia do not completely understand the work and core functions of the NA, and only 15% report that they completely understand what the mandate and function of the NA are. Men tend to have a better idea of the NA functions, than women (22% and 10% respectively). About 75% claim they have insufficient information about the work of the NA, and about 70% are rather or completely dissatisfied with the transparency and accountability of the NA work, with considerable difference in the satisfaction level between men and women (24% and 19% respectively).

As for engagement with the NA, about 90% think that it is important for the NA to hold public hearings and discussions with citizens on new drafts or amendments. Meanwhile, only 7% have ever visited the NA, and as low as 3% participated in the NA public hearings. Only 10% of the polled have ever contacted an MP, and men more so, than women (14% and 7% respectively). The preferred method of communication is face-to-face meetings, and if not possible, telephoning is the second option. However, according to about 35% of the polled, the MPs do not visit their communities at all, and 37% note that face-to-face meetings with MPs mainly takes place from one election to the next. Only 8% ever contacted an MP with any problem, and 50% who applied to an MP, did not have any problem solved.[33]

According to the Citizen Engagement in the National Assembly: Behavioural Barrier Analysis, there is a prevailing perception that the engagement with the NA should be around only extremely grave issues. Citizens tend to refrain from engagement, because of potential stigmatisation, especially in case of women, and absence of examples of engagement with the NA within their social networks. They are also concerned that there is no specific MP who represents their interests. These perceptions, exacerbated by the overall negative attitude and low trust towards the NA, result in rather low motivation for engagement with the NA, as people are sceptical about achieving any tangible results, and perceive engagement as a highly bureaucratic process, not worthy of the time and effort spent.[34]

To engage the citizens and MPs in informed dialogue, the project will provide technical support to various public participation platforms, mobile sessions and facilitated multi-stakeholder discussions. To contribute to transforming negative perceptions of the NA, raise awareness of the NA core functions, and enhance the direct engagement with the NA, the project will modernise the parliamentary Outreach and Education Center for educating citizens on parliamentary democracy, as well as the key functions, structure and history of the NA and will support development of public education resources.

Overall, the project strives to put citizens at the heart of democracy. By supporting the National Assembly and promoting good governance, the project will enhance citizens' participation in the political process and promote greater transparency and accountability. Moreover, the project will help to build citizens' trust in democratic institutions, which is essential for a healthy democracy. The project contributes to the efforts to promote participatory and deliberative democracy of a European scale. By supporting the development of modern public policy instruments and enhancing the effectiveness of the National Assembly, the project will enable greater citizen participation in the policy-making process. This will be especially important in ensuring that the country's policies are responsive to citizens' needs and concerns.

Youth

According to IRI, in various age cohorts the young people are the most dissatisfied with the NA[35]. In addition, they report a high level of dissatisfaction with the way democracy is developing in Armenia: only 42% are somewhat satisfied, while 22% are somewhat dissatisfied and 24% are very dissatisfied.[36] According to the opinion polls from 2020 to 2022, unlike adults, fewer young people think that the work of the NA improved (35% among respondents aged 18-29, 36% among respondents aged 45-59 and 50% among respondents aged 60 and over)[37].

About 70% believe that the country is governed in the interest of some groups. However, about 45% believe that they can influence decisions made in Armenia, and about 30% think they may influence decision making. Only 14% are very certain that they cannot have a say in decision making. This perception might explain also why

[32] Breavis. (2021). Public Opinion Survey: Residents of Armenia. International Republican Institute's Center for Insights in Survey Research.
[33] Public Opinion Poll on the National Assembly of the Republic of Armenia. 2021. AM Partners Consulting Company.
[34] Citizen Engagement in the National Assembly of RA: Behavioural Barrier Analysis. 2021. UNDP's Armenia National SDG Innovation Lab and R-Insight Research Company.
[35] 52% in the age cohort of 18-35, 48% in 36-55, and 49% in 56+.
[36] Public Opinion Survey: Residents of Armenia. December 2021. International Republican Institute.
[37] "Modern Parliament for a Modern Armenia" Public Opinion Poll. December 2022. Prisma LLC.

almost 50% of young people think that people in Armenia are not afraid of openly expressing their opinions, while 21% think that people are somewhat afraid.[38]

Young people tend to follow the work of the NA less than people aged 45 and over, which might be explained by the lower level of awareness of the NA work among young people.[39] Young people were also less active in participating in the 2021 elections of the National Assembly, as only slightly over 50% participated in these elections, compared to over 75% of citizens aged 60 and over.

Thus, the project will design and pilot curriculum and resources for students and teachers on parliamentary democracy and the NA functions, structure and history to raise awareness among youth about the NA. Moreover, it will support the NA in convening a Youth Parliament and Youth Camps to enhance engagement with youth.

The project also contributes towards promoting the European way of life in Armenia through its strong focus on youth and by fostering the engagement of young people. The project will support the parliament to effectively engage with the universal health coverage reform, public health modern policies, including anti-tobacco agenda, safeguards for the quality and continuity of healthcare and citizens' rights in relation to their health data, as well as cybersecurity in public service delivery at large.

Women

Women lack institutional opportunities and reliable channels to voice their needs and concerns, ensuring that their unique perspectives and needs are considered when legislating and scrutinizing legislation. The project can serve as a platform for women to advocate for gender equality and women's rights, as they engage with MPs in informed dialogue and use public participation platforms to express their perspectives.

The project contribution to the more responsive, inclusive, transparent, and accountable National Assembly will specifically enhance gender-responsive legislation, as through the project activities women can actively engage in shaping policies that address gender-specific concerns, such as women's rights, healthcare and gender-based violence. The project will make extensive efforts to provide support to women to engage in various public participation platforms, mobile sessions and facilitated multi-stakeholder discussions. Women's voices will be heard at these engagement platforms, ensuring that their unique perspectives and needs are considered when legislating and scrutinizing legislation. The project can serve as a platform for women to advocate for gender equality and women's rights, as they engage with MPs in informed dialogue and use public participation platforms to express their perspectives.

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[38] Public Opinion Survey: Residents of Armenia. December 2021. International Republican Institute.
[39] About 70% of respondents aged 60 and older and 59% aged 45 to 59 were more informed about the NA work, compared to the 48% of respondents aged 18-29.

II. STRATEGY

The project strategy targets parliamentary development through two major dimensions.

The first dimension refers to advancement of the institutional framework of parliament, including strategic vision and reform agenda, as well as the three core functions of the parliament Law-making, Oversight and Representation.

The second dimension refers to nine critical capacities necessary for effective implementation of the functions as follows: (a) Policy analysis and research capacity; (b) Capacities of the committee system; (c) Participation of women and minorities in parliament; (d) Parliamentary institutional outreach and civic education capacities; (e) Constituency relations capacities; (f) Parliament's capacities in ensuring financial accountability; (g) Government-parliament relations; (h) Parliamentary infrastructure and information management capacities; (i) Secretariat staff organization and management capacities.

The four functional dimensions and the nine capacity dimensions are incorporated into the project design framework under three outputs of project support to the parliament's modern agenda, instruments, and competencies.

The project strategy that addresses the development challenges is anchored in the following elements:

- The UN in general, and UNDP in particular, have mandates and roles in support and development of the parliament structures and operations.

- The objectives of the Swedish international development cooperation are tailored into the project design.

- Priority areas for EU cooperation with Armenia are considered and tailored into the project architecture.

- The National Assembly recognizes the development challenges, prioritizes spearheading of the modern public policy agenda in Armenia, and the necessity of improving implementation of the core functions of the parliament through fostering more responsiveness, effectiveness, transparency, and inclusiveness.

- The project is relying on international and local partnerships of UNDP and the National Assembly with development partners, United Nations agencies, government agencies, local CSOs, academia, think tanks and IT companies to develop modern instruments, knowledge products and competences for the NA and independent bodies, based on international and local best practices.

- The project is design in the regional context of South Caucasus.

The Project will build on experiences of previous and ongoing interventions, implemented by the UNDP, Sida and the EU through its regional programmes and in close cooperation with Sweden and other EU Member States, UN agencies, and other international actors. The successful implementation of the project hinges on the pivotal leadership and unwavering commitment of the National Authority to drive and advance the proposed activities. The NA's resolute leadership and determination are essential catalysts for the project's success.

The project is also shaped by UNDP ability to interact closely and constructively with other actors providing support to the National Assembly. UNDP support to the National Assembly aims at encouraging an open, constructive, and coordinated approach among key stakeholders (the NA, Government, development partners, national and international organizations) to develop a common and positive vision of what is expected in Armenia. The project strongly emphasises donor coordination and will facilitate the coordination of the partners supporting the NA through the Donor Coordination Platform, bringing together the EU, USAID, IFES, GIZ AM, IRI, NDI, OSCE/ODIHR, the UK Embassy in Armenia, and the Embassy of Sweden in Armenia, the partners of the first phase of the MAP Project.

UNDP is perceived as a predictable and long-term partner in time of crisis. The Armenian context is challenging, and UNDP will make sure that is has a balanced approach that is based on good analysis, is needs-based, and ensures value for money.

2.1. THEORY OF CHANGE

The project will build on the results of the project "Modern Parliament for a Modern Armenia" (MAP), implemented by UNDP in 2019-2023 and funded by the Government of Sweden, Sida and the UK Good Governance Fund. The project aimed at strengthening the NA in carrying out its key functions of legislating, oversight, and representation. The project incited an ongoing demand by the MPs and the NA staff for further capacity building to help them pursue the modern public policy agenda at the National Assembly, equipped with more advanced competences and innovative methodologies and instruments.

The Project is designed utilizing extensively the lessons learned through this effort and building on the results achieved and strategic partnerships developed throughout 2019-2023.

The project was prepared by the UNDP in close consultation with the national authorities, in particular, with the National Assembly of the Republic of Armenia (NA), its leadership, Standing Committees (SCs), members of parliament (MPs) and staff, The design of the project has been informed by the most recent studies and analysis in sector implemented by UNDP and other key actors[40]. The project will be implemented by the UNDP.

The project aims to achieve the following results at outcome and output levels:

Outcome: The National Assembly is more inclusive, responsive, transparent, accountable, and effective

The project efforts will focus on enhancing the institutional capacity of the National Assembly to fulfil its constitutional duties in more inclusive, responsive, transparent, accountable, and effective way, including, in engaging with citizens, civil society and public sector.

The achievement of this outcome will be measured vis-a-vis nine targets. Thus, by 2028, the project will result in at least 7 percent increase in the following scores of the Index of the Parliament Perception (IPP): (a) Public Participation Score; (b) Parliamentary Responsiveness Score; (c) Parliamentary Transparency Score; (d) Parliamentary Accountability Score; (e) Parliamentary Effectiveness Score; (f) Public Awareness Score.[ii]

The progress towards the outcome will be also measured vis-à-vis indicators that are in line with the Global Europe Performance Monitoring System, specifically, two level 2 indicators of the Revised Global Europe Results Framework (GERF) as follows: (g) at least 50% of MPs and the NA staff, members and the target staff of the AC and HRDO (60% women) reported readiness for change, willingness to support further parliament reform,[iii] apply new competencies of effective communication and stakeholder engagement, and engage with modern public policy agenda;[iv] (h) at least 10 government policies developed or revised with civil society organisation participation[v, vi], and (i) at least 50% of MPs and the NA staff (50% women) reported being better equipped to respond to the risks of external influences and narratives, disinformation and hate speech and better collaboration between the different institutions in this context[vii]

In a nutshell, UNDP and the NA assume that enhanced strategic communication and collaboration in the National Assembly to spearhead the modern public policy agenda; extended partnerships; modern methods, digitalised functions, innovative and effective instruments; as well as strengthened competencies of the MPs and the staff will consolidate into improved performance of the core responsibilities of the NA, and more inclusive, responsive transparent, accountable and effective parliament in engaging with citizens, civil society and public sector, as well as preventing crises and potential conflicts. The partners recognize that compound crises (e.g., pandemic, outbreak of the conflict, political instability) may affect the parliament priorities and the pace of the reforms.

The above-mentioned outcome will be consolidated through delivering three core **outputs** as follows:

Output 1. Strategic vision of the National Assembly and roadmap for reforms, strategic communication and collaboration are consolidated empowering modern public policy and fostering inclusive practices.

The strategic vision of a National Assembly will outline its long-term goals, objectives, and priorities. This document will reflect the collective aspirations and mission of the institution[viii]. The roadmap for reforms will outline the specific steps and strategies that the National Assembly plans to take to achieve its strategic vision. This document will be more detailed and time-bound than the strategic vision and will serve as a guide for implementing changes and improvements.[ix]

A modern agenda for the National Assembly refers to the current and pressing issues and policies that are prioritised by the Armenian government and lawmakers. This includes but is not limited to addressing social, economic, and political challenges facing the country, such as promoting economic growth and job creation, improving healthcare and education systems, addressing climate change, promoting gender equality and social inclusion, access to justice and rule of law, protecting national security, promoting regional stability and peace, and addressing emerging technologies and their impact on society. A modern agenda also considers SDGs and

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[40] Such as, the Baseline Measurement Report: The Principles of Public Administration. Armenia. March 2019. SIGMA. OECD, 2019. https://www.sigmaweb.org/publications/Baseline-Measurement-Armenia-2019.pdf. Opinion on the implementation of SIGMA recommendations set out in the 2019 Baseline Measurement of Armenia against the Principles of Public Administration. SIGMA 2022.

the latest trends and developments in these areas globally and seeks to implement policies that are relevant and effective in addressing contemporary challenges.

The achievement of the output will be informed by six targets: (1a) Strategic Vision of the parliament agreed among the key actors in the National Assembly,[x] and a Strategy and Roadmap for further reform of the parliament developed for the NA approval; (1b) at least 70% of priority actions of the Strategic Vision and the Roadmap for 2025-2027 are implemented[xi]; (1c) At least 3 Standing Committees developed the multi-annual committee action plans with legislative, oversight and representation actions; (1d) at least 50% of the Strategic Communication Plan of the National Assembly is implemented[xii]; (1e) at least one initiative[xiii] to counter external influences, disinformation and hate speech developed with input from civil society representatives; (1f) at least 50% of the results of the revised Gender Equality Plan[xiv] are achieved.

UNDP and the NA assume that regular and continuous dialogue of MPs with other stakeholders, on modern public policy issues; strengthened capacities, effective communication and stakeholder engagement strategies and practices will enhance the strategic communication, collaboration, and partnerships in the NA. The partners are also aware that polarisation, lack of cooperative environment and changing political priorities may divert the interest of MPs from modern policy agenda.

Output 2. The National Assembly is equipped with state-of-the-art methods and instruments for effectively pursuing its modern public policy agenda and improving performance of its core functions.

The core functions of the National Assembly which the project will target are: (a) legislation: drafting, debating, and passing laws; (b) representation: representing the interests of constituents, reaching out to citizens, and addressing their concerns; and (c) scrutiny: overseeing the activities of the government, exercising budgetary control and holding the government and other political actors accountable.

The achievement of the output will be validated by the following seven targets: (2a) up to four new e-Parliament modules are fully functional[xv]; (2b) a new digital solution provided to the Audit Chamber[xvi]; (2c) curriculum and resources for students and teachers on parliamentary democracy and the NA functions, structure and history are developed by the PDC; (2d) at least two new instruments for effective communication and engagement with citizens are institutionalized[xvii]; (2e) National Assembly reached out to at least 40,000 citizens utilising new instruments for effective communication and engagement with citizens; (2f) at least 15 knowledge products and resources[xviii] that promote the use of innovative methods and tools in the policy-making process[xix] and feed the modern public policy agenda of the SCs are developed and disseminated in collaboration with CSOs and private actors[xx].

UNDP and the NA assume that digitalised functions and services of the NA, enhanced capacities and modern instruments of the intra-parliament institutions, improved learning environment, and extended youth engagement will improve the performance of the core functions of the parliament. The partners are also aware that MPs and the NA staff may be reluctant to apply new methods and instruments if not motivated and continuously supported in the application process. Lack of trust in parliament may reduce the interest of citizens to engage and learn.

Output 3. Competencies of the MPs and the staff of the National Assembly in utilising innovative methods, using and producing knowledge products towards advancing the modern public policy agenda and enhancing effectiveness of their core functions strengthened.

The achievement of the last output will be flagged by four targets: (3a) Research and Training Center is fully equipped to deliver induction training to new MPs and staff[xxi]; (3b) at least 40% of MPs and the NA staff (60% women) reported increased knowledge of implementing innovative methods and tools in their work towards effective implementation of the key functions of the parliament; (3c) at least 50% of the AC members and staff (50% women) reported increased knowledge of implementing performance audits[xxii]; (3d) at least 150 MPs and the NA staff trained to deliver narratives that external influences and narratives, disinformation and hate speech[xxiii].

UNDP and CSO assume that MPs and NA staff remain committed in engaging with newly developed training programmes, ICT-enhanced learning resources, knowledge exchange programs and peer-to-peer learning on utilising innovative methods and tools. The partners are aware that insufficient capacity and motivation of MPs and the NA staff to use the learning opportunities offered by the project, as well as reluctance to apply new knowledge and skills if supported continuously in the application process.

The impact of the project will have a ripple effect throughout other sectors of governance and the economy. The project could serve as a model for other public institutions to follow, leading to increased overall transparency, accountability, and inclusiveness in governance. A more engaged and informed citizenry could lead to more informed decision-making and greater public trust in the government, which could lead to a more stable and prosperous economy and leading to a more democratic and inclusive society. Additionally, increased cooperation and communication between the government, civil society, and the public sector could lead to more effective policymaking and implementation better equipped to address complex challenges.

Below the Theory of Change is elaborated further visualised and explained in detail (**Figure 1**).

Figure 1. Theory of Change of the Action

Strategic vision of the National Assembly and roadmap for reforms, strategic communication and collaboration are consolidated empowering modern public policy and fostering inclusive practices

Strategic Vision of the parliament agreed among key actors in the National Assembly, & Strategy & Roadmap for parliament reform are developed.

70% of priority actions of the Strategic Vision and the Roadmap for 2025-2027 are implemented.

3 Standing Committees developed multi-annual committee action plans with legislative, oversight and representation actions.

50% of the Strategic Communication Plan of the National Assembly is implemented.

An initiative to counter external influences, disinformation and hate speech are developed with input from civil society representatives.

50% of the results of the Gender Equality Plan achieved

Polarisation, lack of cooperative environment and changing political priorities may divert the interest of MPs from modern policy agenda.

Enhanced strategic communication and collaboration in the National Assembly to spearhead the modern public policy agenda and counteract external influences and narratives, counter disinformation and hate speech; effective policies; extended partnerships; modern methods, digitalised functions, innovative and effective instruments; as well as strengthened competencies of the MPs and the staff will consolidate into improved performance of the core responsibilities of the NA, and more inclusive, responsive transparent, accountable and effective parliament in engaging with citizens, civil society and public sector, as well as preventing crises and potential conflicts.

Regular and continuous dialogue of MPs with other stakeholders, on modern public policy issues; strengthened capacities, effective communication and stakeholder engagement strategies & practices will enhance the strategic communication, collaboration & partnerships in the NA.

The National Assembly is more inclusive, responsive transparent, accountable and effective in engaging with citizens, civil society and public sector.

7% increase in IPP Parliamentary Effectiveness Score

7% increase in IPP Parliamentary Responsiveness Score

National Assembly is equipped with state-of-the-art methods & instruments for effectively pursuing its modern public policy agenda and improving performance of its core functions.

2 new instruments for effective communication and engagement with citizens are institutionalized.

15 knowledge products & resources that promote the use of innovative methods and tools in policymaking and feed the modern public policy agenda of the SCs developed and disseminated in collaboration with CSOs and private actors

NA reached out at least 40,000 citizens utilising new instruments for effective communication and engagement with citizens.

A new digital solution provided to the AC.

Curriculum and resources for students and teachers on parliamentary democracy and the NA functions, structure and history are developed by the PDC.

Up to 4 new e-Parliament modules are fully functional.

MPs and the NA staff may be reluctant to apply new methods and instruments if not motivated and continuously supported in the application process.

Digitalised functions and services of the NA, enhanced capacities and modern instruments of the intra-parliament institutions, improved learning environment, extended youth engagement will improve the performance of the core functions of the parliament.

Lack of trust in parliament may reduce the interest of citizens to engage and learn.

7% increase in IPP Public Awareness Score

7% increase in IPP Participation Score

7% increase in IPP Parliamentary Transparency Score

7% increase in IPP Parliamentary Accountability Score

10 public policies developed or revised with civil society organisation participation

50% of MPs & NA staff (50% women) better equipped to respond to risks of external influences & narratives, disinformation & hate speech & better collaboration between different institutions

Competencies of MPs and staff of the National Assembly in utilising innovative methods, using & producing knowledge products towards advancing the modern public policy agenda & enhancing effectiveness of their core functions strengthened.
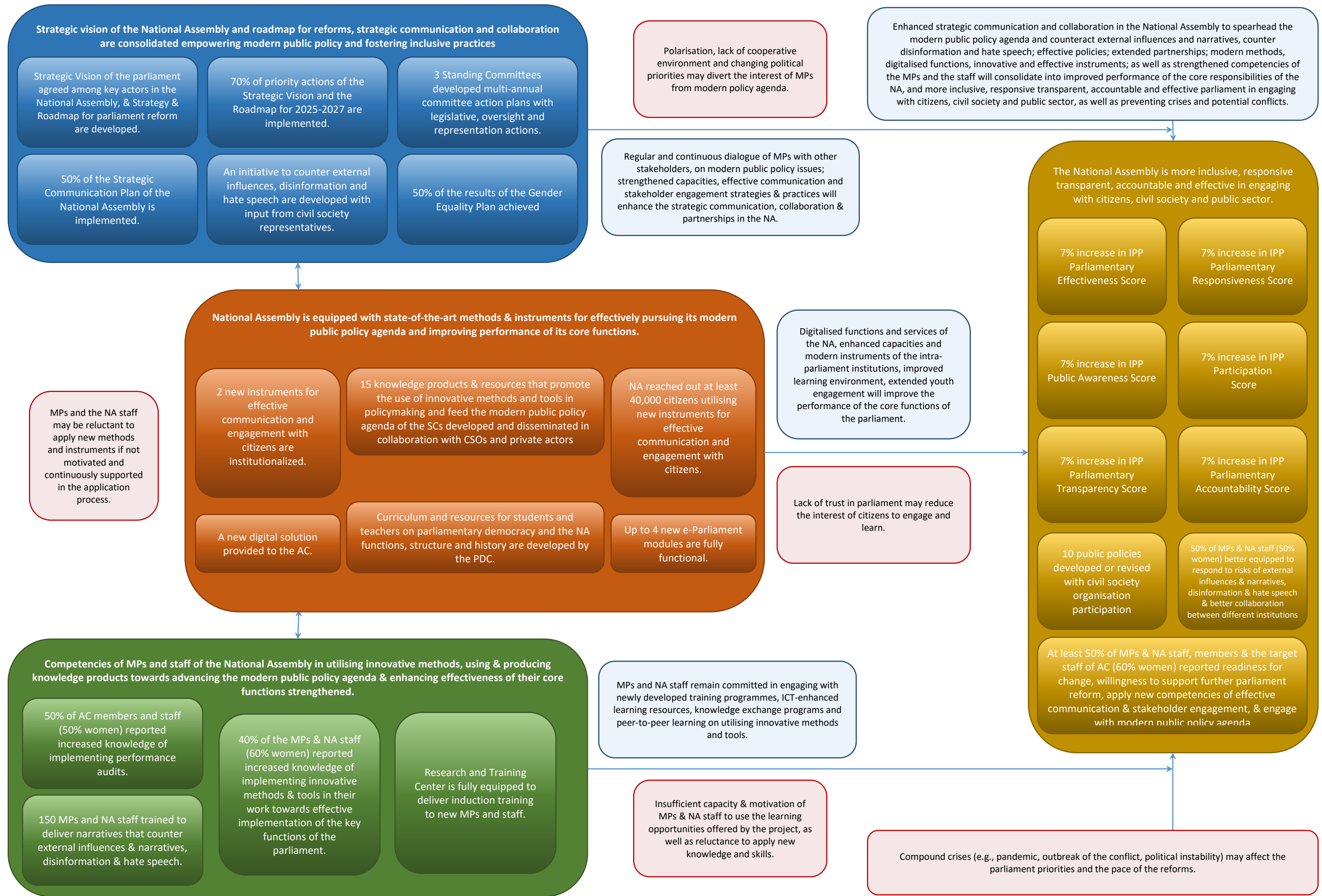
50% of AC members and staff (50% women) reported increased knowledge of implementing performance audits.

40% of the MPs & NA staff (60% women) reported increased knowledge of implementing innovative methods & tools in their work towards effective implementation of the key functions of the parliament.

Research and Training Center is fully equipped to deliver induction training to new MPs and staff.

150 MPs and NA staff trained to deliver narratives that counter external influences & narratives, disinformation & hate speech.

MPs and NA staff remain committed in engaging with newly developed training programmes, ICT-enhanced learning resources, knowledge exchange programs and peer-to-peer learning on utilising innovative methods and tools.

Insufficient capacity & motivation of MPs & NA staff to use the learning opportunities offered by the project, as well as reluctance to apply new knowledge and skills.

At least 50% of MPs & NA staff, members & the target staff of AC (60% women) reported readiness for change, willingness to support further parliament reform, apply new competencies of effective communication & stakeholder engagement, & engage with modern public policy agenda

Compound crises (e.g., pandemic, outbreak of the conflict, political instability) may affect the parliament priorities and the pace of the reforms.

2.2. NATIONAL OWNERSHIP

National Ownership is a critical aspect of UNDP's approach to supporting parliamentary democracy and advancing good governance in countries worldwide. Drawing upon our extensive experience in assisting over 65 parliaments across the globe in their efforts to promote and monitor the implementation of the Sustainable Development Goals (SDGs), we recognize that national ownership is not just a principle but a cornerstone for the success of any development initiative.

At the heart of our approach is the belief that the people and institutions within a nation are the ones who best understand their unique challenges, priorities, and aspirations. Therefore, we emphasize the importance of strong national ownership as the driving force behind any meaningful transformation in parliamentary democracy and governance. When national stakeholders, including parliamentarians, government officials, civil society organizations, and citizens, take ownership of the development process, they become the architects of their own destiny.

UNDP's experience in Armenia and globally has shown that successful interventions are those that are embraced and led by the national parliament, its members, and its associated institutions. Rather than imposing external solutions, we work hand in hand with the NA partners to understand their specific needs and context. This collaborative approach ensures that the strategies and programs we develop are tailored to the Armenia's unique circumstances, building on existing strengths and addressing identified weaknesses.

Furthermore, we firmly believe that promoting parliamentary democracy and good governance cannot be isolated endeavours. Instead, they must be integrated into broader development initiatives that encompass various aspects of society, including social, economic, and environmental dimensions. Strengthening the role of parliament and enhancing its capacity to serve the people should align with a nation's overall development agenda, ensuring that governance reforms are not seen in isolation but as integral components of sustainable progress.

UNDP recognizes the value of genuine partnerships with the NA, government, CSOs, and other stakeholders. Through such partnerships, we foster a collaborative spirit that encourages collective problem-solving and knowledge sharing. This inclusive approach helps build consensus, promotes transparency, and ensures that development efforts are accountable to the people they aim to serve.

Our commitment to implementing this project is unwavering, grounded in a wealth of experience and a dedication to fostering positive change. To effectively execute this transformative endeavour, we harness a diverse array of tools and methodologies. These encompass a comprehensive mix of strategic planning, capacity-building initiatives, innovative digital solutions, collaborative partnerships, and robust knowledge exchange programs. By leveraging this toolbox, we aim to empower the National Assembly and its stakeholders with the resources and skills needed to realize the project's ambitious goals. Through our commitment and these versatile tools, we are confident in our ability to drive meaningful and sustainable progress, ultimately leading to a more inclusive, transparent, and effective parliamentary democracy in Armenia.

2.3. ALIGNMENT WITH SDGs

The *Sustainable Development Goals* (SDGs) are fully integrated throughout intervention logic of the project. The project is aligned primarily with SDG 16 (peace, justice, and strong institutions), specifically SDG 16.6 Develop effective, accountable, and transparent institutions at all levels. SDG 16.7 Ensure responsive, inclusive, and representative decision-making, SDG 9 (industry, innovation and infrastructure), SDG 5 (gender equality), SDG 10 (reduced inequalities), and SDG 13 (climate action).

The project fully complies also with the *Indicators for democratic parliaments based on SDG targets 16.6 and 16.7*, developed by the joint initiative of the Inter-Parliamentary Union and partner organizations, enabling parliaments for both a high-level overview of particular areas of parliamentary capacity and performance, and for a detailed assessment of a specific area[41] Within the four-level framework, the project explicitly addresses all seven sub-targets of democratic parliaments, comprising the elements of the mentioned SDG targets[42]

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[41] Indicators for democratic parliaments, based on SDG targets 16.6 and 16.7. Preliminary version, April 2022. Inter-Parliamentary Union and partner organizations: Westminster Foundation for Democracy (WFD), European Commission and INTER PARES, National Democratic Institute (NDI), United Nations Development Programme (UNDP), UN Women, Commonwealth Parliamentary Association (CPA) and Directorio Legislativo. Indicators for democratic parliaments, based on SDG targets 16.6 and 16.7

[42] These sub-targets are: (i) effective parliaments; (ii) accountable parliaments; (iii) transparent parliaments; (iv) responsive parliaments; (v) inclusive parliaments and (vi) participatory parliaments and (vii) representative parliaments.

2.4. ANCHORING ON UNDP'S GLOBAL AND LOCAL EXPERIENCE AND LESSONS LEARNED

The project is anchored on UNDP's experiences and lessons learnt both globally and locally, thus bringing in a sound expertise to the whole project cycle. It hinges on the entry points recommended for parliamentary support by the UNDP Strategy Note on Parliamentary Development.[43] Since the parliament's role and functions cut across all areas of policy development and democratic governance, UNDP can engage in a wide range of areas, namely:

Supporting strategic and visionary development of the parliament: To empower modern public policy and to foster inclusive practices at the National Assembly, UNDP will support the parliament in developing and implementing a strategic vision by: (a) engaging it in policy discussions on Strategic Vision of the Parliament with key stakeholders in civil society and political actors, as well as facilitating consensus building around the vision statements; and (b) developing and implementing the Strategy and Roadmap for further reform of the parliament, while ensuring consistent monitoring and review of both documents and their implementation.

Policy analysis and research capacity: As informed legislative decision-making relies on strong policy analysis and research capacity, UNDP activities in this area include: (a) supporting an independent research centre; (b) developing parliamentary libraries; and (c) assisting parliament in establishing links with civil society organizations that have specific expertise and research capacity.

Supporting the committee system: The committees allow MPs to develop expertise and perform more thorough investigations of legislation, policy and implementation, and in this area, UNDP supports (a) research and committee management skill development; (b) establishment of committee hearings or public forums; and (c) peer-to-peer learning, assessment missions and research trips.

Supporting the participation of women in parliament: Increasing the political participation and engagement of women is a key aim of UNDP's democratic governance programme. Parliaments are uniquely positioned to promote gender equality and women's empowerment because, if effective, they represent a cross-section of members of plural societies. UNDP can assist in this area by working with legislative caucuses to promote the role of women in parliament or by supporting the development of cross-party women's caucuses. UNDP can also engage in developing women leaders' public outreach strategies or by strengthening MPs' capacity to engage with their constituencies on gender issues.

Parliamentary institutional outreach and civic education. UNDP undertakes activities that aim to increase public awareness on the role of the parliament and the rights of citizens in a democracy, as well as to counter external influences, combat disinformation and hate speech, and promote accurate information about the parliament's work, thereby strengthening a parliament's legitimacy. Legislative outreach activities include: (a) developing education packages for schools on the role of parliaments; (b) developing the official website of the parliament; (c) developing visitor information centres, and (d) organizing youth parliaments. UNDP will also support the parliament to effectively counter external influences, disinformation and hate speech through relevant capacity building and the use of innovative methods and tools.

Supporting constituency relations. The representative function of the parliament can be improved by working with MPs to develop their capacities in working with civil society and the media, so that citizens can advocate their views and needs effectively. UNDP activities in this area include support to: (a) development of facilities for meetings with constituents; (b) civil society in order to understand and interact with the parliament; and (c) citizens and civil society groups to participate in public hearings.

Improving parliament's role in ensuring financial accountability: Improving parliament's ability to investigate, debate and pass sound budgets is a key part of parliamentary development programmes, and to that end, UNDP often works with budgetary, audit or public accounts committee members and staff to determine how to best improve the budgetary understanding of all parliamentarians and staff. UNDP activities in this area include: (a) framing budget formats according to various target groups; (b) providing digital solutions for implementing the parliament's oversight function; and (c) supporting budget hearings and mechanisms for inputs on the budget process.

Building government- parliament relations: Since oversight relies on active MPs willing to engage with and criticize the government, UNDP programmes in this area include: (a) training for MPs to address any knowledge deficits in regard to their oversight role and responsibilities in a democracy; (b) working with multi-party committees to determine how they can inquire about and investigate the implementation of government policies and legislation; (c) strengthening the committees' ability to hold inquiries; and (d) developing relations and procedures for parliament to work with audit institutions.

Parliamentary infrastructure: UNDP can assist in infrastructure support that strengthens the internal organization and functioning of the parliament, and such support can involve modernizing facilities and improving information technology systems. Specific activities in this area involve: (a) developing the parliament's IT and

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[43] UNDP Strategy Note on Parliamentary Development.
https://www.undp.org/sites/g/files/zskgke326/files/publications/PD_Strategy_Note.pdf.

computer network; (b) creating, improving, or updating parliamentary libraries through innovative digital solutions; and (c) establishing training centres for MPs and staff.

Secretariat staff organization and management: Parliamentary secretariats require the ability to recruit, manage and retain staff, independent of the executive branch or of political parties. UNDP can assist in the establishment of recruitment and management procedures for the parliament's administration.

Parliamentary information management: UNDP works to smooth information management processes to improve the efficiency and transparency of the parliament's work, and its potential activities include: (a) developing bill status systems; (b) improving the quality, distribution, and timeliness of legislative records; and (c) drafting manuals of administrative procedure.

The project has been informed also by the lessons learned, summarised in the UNDP Strategy Note on Parliamentary Development, and discussed below.

Support for the institutional framework of parliament

UNDP technical assistance to reform the institutional set-up of parliaments has had demonstrated success in i) encouraging diverse political representation within multi-partisan committee structures; ii) creating transparent opportunities for public inputs to the legislative and oversight functions of parliaments; iii) ensuring non-partisan administrative services; and iv) formulating processes and mechanisms to enhance the independence of parliaments from their executive counterparts. Experience has further demonstrated that inattention to some of the key elements in institutional design can render other technical assistance efforts fruitless. When institutional frameworks do not adequately delineate the roles and responsibilities of the major political institutions, parliamentary stability and development remain elusive. Thus, to prevent piecemeal efforts of technical assistance and instead to streamline a comprehensive and consistent institutional reform in the parliament, UNDP will support the National Assembly in development and implementing its Strategic Vision and Roadmap for further reform.

Support for a parliament's law-making function

The project will consider the following key factor emerged as critical element in the development of strategies to support the law-making process. The law-making process could benefit from more comprehensive use of the committee system to ensure public interests and needs are adequately considered and addressed in legislation emanating from the executive branch. To represent the interests and serve the needs of the people, it is therefore necessary to engage public opinion and inputs, increase access to independent information and technical analysis, and improve committee structures and services to provide and utilize the information and analysis. Also of importance is the development of skills to cultivate policy expertise within the committees themselves.

Support for a parliament's oversight function

Increasingly, parliaments are requesting support to strengthen their oversight capacity. Requests from parliaments for training in the budget process and to strengthen independent research capabilities are on the rise. Such requests show that many parliaments are taking their oversight responsibilities extremely seriously, which is a good sign and one that should be supported. Technical cooperation strategies to improve oversight need to consider the political factors influencing legislative-executive relations, the structure, and dynamics of political parties within a parliament, and the level of development of committee systems. In particular, while the legal role of the parliament in the budget process can vary sharply in different systems, budgetary oversight and scrutiny can be an important component of efforts to deal with government abuse and corruption. Active and effective public accounts committees and legislative audit bodies can improve government fiscal accountability, as well as increase the "value for money" of government expenditures. The value of working within budget committees to tackle key institutional and political obstacles to oversight has been demonstrated through several UNDP interventions.

Support for a parliament's representation function

Experience suggests that legal and socio-political constraints to increased representation in countries in their transition to consolidated parliamentary democracy can be overcome through carefully managed technical cooperation strategies, such as public consultation processes or public hearings, designed in collaboration with political party representatives. Activities in areas that promote greater awareness among the public of parliaments' work have also been successful in improving legislatures' image. Such activities include civic education, recording and publication of parliamentary proceedings and strengthening parliamentary information/media services. A second form of representation concerns relations between parliamentarians and constituents. A constituency is a group of people based on geography (e.g., an electorate or district) or a common sector or focus area (e.g., agriculture, small businesses, confronting the trafficking of women). If parliamentarians are to do their jobs effectively, they must maintain contact with the citizens they represent. This can be accomplished by many means, including establishing constituency offices, conducting outreach sessions, and improving communications efforts more broadly. UNDP has developed programmes that support these activities.

Support for the training of parliamentarians and parliamentary staff

A growing area of interest in parliamentary development is the development of national parliamentary training centres. This is an effective means of developing sustainable support to a parliament with limited financial resources. In a number of countries and programmes UNDP has supported parliaments in the creation of training centres, operated by national staff. These centres produce training courses and modules for use by MPs and their staff, from induction courses to advanced training on the role of a parliamentarian in overseeing the work of the executive branch. Of course, the training and support provided by these centres should be closely affiliated with other support that allows the newly developed skills to be applied in a real-world setting.

Based on the previous experience, UNDP has developed several capacity-building methodologies for implementing the parliamentary support projects. It elaborates papers and briefings on a broad range of issues relevant to parliamentary development programmes. Many of these products are developed in partnership with other international organizations, which develop strong knowledge partnerships for UNDP.

Last, but not list the project builds on the lessons learned during the implementation of the project "Modern Parliament for a Modern Armenia" in 2019-2023.[44] The project encountered significant challenges due to the compound crisis, including the COVID-19 pandemic, escalated conflict, and snap parliamentary elections, which impacted public engagement and highlighted the importance of an adaptive process while targeting parliamentary development. However, efforts such as maintaining stability, innovative tools for public consultations, and adaptive management strategies contributed to achieving targets. The project successfully adapted to the changing circumstances during the pandemic, transitioning from virtual to in-person engagements. It leveraged online tools for broader participation and continued global outreach. The project also addressed the decline in trust in institutions by developing the Index of Parliament Perception (IPP) and fostering cross-party dialogue. Changing priorities and a high turnover of staff posed challenges, but progress was made in enhancing the trustworthiness of the Research and Training Center and improving communication with MPs. The project's adaptive management approach enabled it to overcome challenges, including political boycotts, by proactively engaging stakeholders and utilizing non-traditional platforms. It also successfully modularized the e-Parliament concept to ensure efficient implementation. the MAP project has emphasized the pivotal role local ownership holds in ensuring the success of parliamentary development initiatives. Last but not least, the substantial ownership demonstrated by the National Assembly was instrumental in driving the project's success and the proposed action will allow UNDP to support this momentum. Overall, the project's resilience, responsiveness, and inclusivity have contributed to its success in legislative reform and public engagement.

2.5. CONFLICT SENSITIVITY / DO NO HARM APPROACH

The programme will seek to consciously avoid and minimize negative impacts ('do no harm'). The conflict and development analysis will be used to inform the programme design with analysing specific contexts and developing strategies for reducing or eliminating the impact and consequences of conflict over Nagorno Karabakh (NK), including the compound crisis in the result of another military escalation in NK in September 2023, which forced over 100,000 ethnic Armenians to seek refuge in Armenia. The influx of Armenians from NK to Armenia underscores the need for a holistic approach to integration of refugees in the Armenian society by not only addressing their urgent humanitarian needs, such as provision of shelter and income generation opportunities, but also prioritizing protection of refugees' rights; ensuring uninterrupted delivery of services; preserving the stressed social fabric in the host communities; and building the resilience of people and institutions. The UNDP team will use the available analysis of the conflict to ensure the recognition of the interaction between the programme and the context (assessing the likely impacts of programme interventions, i.e., conflict sensitivity analysis), and will inform the project design upon this understanding, in order to avoid negative impacts and maximise positive impacts of the programme (adjust interventions, i.e., conflict sensitive adaptation). The programme will engage and consult with all target groups in the parliament to ensure that the objectives, approach, and programme activities comply with do-no-harm principles.

The project contributes towards the efforts to promote regional cooperation, stability, and security in the region. By supporting the development of modern public policy instruments and enhancing the effectiveness of the National Assembly, the project helps to create a more stable and secure environment in Armenia and the wider region. Specifically, supporting the development of modern public policy instruments and capacities will help Armenia to improve its governance and promote democratic principles. This will in turn create a more stable and prosperous society. Building stronger institutions and promoting good governance, hence, is a contribution to a more stable and peaceful region.

As a neighbour of both Turkey and Iran, Armenia is strategically located at a crossroads between Europe and Asia. By supporting the development of modern public policy instruments and enhancing the effectiveness of the National Assembly, the project helps to promote stability and cooperation in the region.

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[44] Final Evaluation of "Modern Parliament for a Modern Armenia" MAP Project (15 August 2019 – 30 October 2023).

In light of recent escalations of the conflict in the wider region, the project is a part of the broader efforts by the UN and the international community to promote stability and democracy in the region. The war in Ukraine is not an isolated event and is indicative of the broader challenges facing the region. The international community's response to the conflict in Ukraine has been multifaceted, with diplomatic efforts, economic sanctions, and broader support to Ukraine. In this context, by strengthening the democratic institutions in Armenia, the project can help to create a more stable and predictable environment in the region. This, in turn, can help to reduce the risk of further conflict and instability, and provide a more favourable environment for the resolution of the ongoing conflict in Ukraine. Furthermore, by promoting the adoption of modern agenda, instruments, and competences in Armenia's National Assembly, the project can help to create a more transparent and accountable political system in the country. This can help to address some of the underlying causes of instability and conflict in the country and the region, such as corruption and weak governance.

2.6. GENDER, AGE AND DIVERSITY

UNDP's Gender Equality Strategy 2022-2025, under Signature Solution 2 (Governance) for the priority B (Help reinvigorate inclusive governance, participation, and women's leadership) recognizes that effective, inclusive and accountable governance keeps development focused on meeting people's needs and realizing their rights. Evidence shows the multiple benefits of gender equality in governance. Women's presence in politics restores trust in government and increases the amount of attention paid by political bodies to social welfare, legal protection, and the transparency of government and business. Higher levels of gender equality are associated with a lower propensity for conflict, both between and within states. Under UNDP's gender quality strategy, women's equal participation in governance remains one of the most important objectives of UNDP. The strategy explicitly focuses on gender-responsive states. At a moment of renewed focus on the central importance of States, UNDP will pursue opportunities to advance gender-responsive public policies and services that deliver for all citizens. This work includes the promotion of gender equality in parliaments, public administration, and all other public arenas, including at local levels. The Gender Equality in Public Administration global initiative and the UNDP Gender Equality Seal certification for public institutions will help spark a new generation of public policies to diminish discriminatory norms.[45]

The project recognises the young people's agency, resilience and their positive contributions as agents of change, and therefore, is designed fully in line with Youth2030, the first-ever UN system-wide strategy on youth, which guides joint UN action for and with young people globally.[46] It will specifically contribute to the implementation of the strategy's first and fourth priorities in Armenia: "*Engagement, Participation and Advocacy: Amplify youth voices for the promotion of a peaceful, just and sustainable world*" and "*Youth and Human Rights: Protect and promote the rights of young people and support their civic and political engagement*" through creating opportunities for Armenian youth to raise their awareness of parliamentary democracy and the parliament of Armenia, and to engage directly with the National Assembly, thus empowering them to enter political careers in legislature.

Moreover, the project directly addresses the guiding principle of youth empowerment as stipulated in the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Armenia 2021-2025, which underlies the theory of change and UN Development Support in the country, which emphasises that the inclusive civic processes, participatory mechanisms, and affirmative policies will be promoted at the institutional level, with parallel enhancement of civic and political awareness, leadership among women and youth, and the expansion of opportunities to strengthen their voice, agency, and support as they enter public roles.[47]

2.7. CLIMATE RESPONSIVENESS

The project will consider the vulnerability of the country to climate. Armenia is particularly vulnerable to CC. More than a third of the population is rural, and the economy is heavily reliant on agriculture. It is estimated that 35% of Armenia's total population lives under the national poverty line. Poverty is exacerbated by unemployment rate of 28.6%, and an unequal distribution of gendered poverty. Because of their financial and social situations, the population groups living below the poverty line are vulnerable to different aspects of CC, such as extreme temperatures (high and low), bad weather and more frequent natural disasters. Between 1994 and 2014, Armenia lost well over USD 1.5 billion due to natural hazards like floods, earthquakes, drought, hail, spring frosts and mudflows. Such periodic and ever-more intense shocks result in loss and damages, compromise livelihoods and the national economy. Climate projections indicate that temperatures across the country may rise by 4.7°C by 2100, combined with an 8.3% decline in average annual precipitation and increase of frequency and intensity of other high-heat potential. Such changes will impact on all natural and managed systems, water resources, agriculture and food security, human health, settlements and infrastructure, etc.

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[45] UNDP Gender Equality Strategy 2022-2025. https://www.undp.org/sites/g/files/zskgke326/files/2022-09/UNDP_Gender_Equality_Strategy_2022-2025_EN_V2.pdf.

[46] Youth2030. https://www.unyouth2030.com/_files/ugd/b1d674_9f63445fc59a41b6bb50cbd4f800922b.pdf.

[47] United Nations Sustainable Development Cooperation Framework (UNSDCF) for Armenia 2021-2025. https://unsdg.un.org/sites/default/files/2021-10/UN-Armenia-Cooperation-Framework-2021-2025.pdf.

The Government adopted the National Action Program of Adaptation to Climate Change and the List of Measures for 2021- 2025[48] developed with UNDP support. The program serves as a roadmap for ensuring the mainstreaming of adaptation in the sector policy, regional and local development, and respective financial planning processes, while providing a reference point for bringing together and coordinating various adaptation planning efforts from different sectors.

The Inter-agency Coordinating Council on Implementation of Requirements and Provisions of the UNFCC and the Paris Agreement, comprised of all line ministries and agencies[49], mandated to ensure the fulfilment of the commitments of Armenia vis-à-vis the United Nations Framework Convention on Climate Change, SDGs and Paris Agreement has a wide range of powers. However, the parliament is not represented in the Council.

UNDP spearheaded an initiative for sharing valuable knowledge and created a foundation for engaging the National Assembly in climate action. UNDP Armenia, through its projects supporting the parliament and the climate change action, in cooperation with the UNDP Bangkok Regional Hub Global Programme on Gender-Responsive and Risk-Informed Sustainable Development,[50] and in in synergy and with close collaboration with National Assembly organized the First Conference on "Climate Change and Parliamentarians" in Armenia in late-November 2022. The Conference convened national and international experts, academia, national legislators, executives, and youth served as a unique platform for future partnerships, informed decision making and oversight for the parliamentarians over national and international commitments of Armenia in climate change.

The project will build on the results of the UNDP and NA joint efforts towards increasing the role and contribution of the parliament towards the effective climate change action in Armenia. The project will further inform the MPs and SCs with latest evidence on climate change including its security dimension, international instruments for global climate action, country's priorities and policies, toolbox of national, and sectorial solutions to climate change, gender and social inclusion priorities of the climate change action, support for climate action through the national budget, the international development finance framework, and its instruments, including climate budgeting good practices from around the world, as well as entry points to more effective climate budgeting in Armenia's budget process.

The project will also facilitate effective interaction between the parliament and executive, enhance oversight functions of the NA through strengthening capacities of the AC in implementing SDG and environmental audits, as well as enabling MPs and SCs to effectively utilise the AC products. The project will also promote dialogue between the NA and civil society in climate action and climate justice sectors.

The project will also contribute to streamlining the priorities of the European Green Deal and climate and environment measures into the modern public policy agenda of the Armenian parliament. For example with regards to transport emissions and carbon removal certification, proposals to improve ambient air and water quality, and key initiatives in circular economy, addressing in particular the sustainability of packaging and plastics, the growing challenge of microplastics pollution, the right to repair and end of life vehicles, new genomic techniques such as targeted mutagenesis or cisgenesis, higher level of protection for human and animal health and the environment, higher level of animal welfare resilient and sustainable food system through innovative plant products.

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[48] https://unfccc.int/sites/default/files/resource/NAP_Armenia.pdf.
[49] UNDP Resident Representative is a member to this Council.
[50] Project is funded by the Government of Korea

III. RESULTS AND PARTNERSHIPS

3.1. EXPECTED RESULTS

Output 1. Consolidated vision, communication, and collaboration for modern public policy agenda

Activity 1.1. Policy discussion on Strategic Vision of the Parliament

The project team will support the NA to organize discussions with key stakeholders, including civil society and political actors, for formulating the strategic vision of the parliamentary development. Technical analysis will be carried out and materials will be provided to the participants as needed. The project will support the facilitation of the discussion workshops and other events, as well as will provide support to summarizing the results and delivering briefs shaping the vision to inform the key stakeholders in the parliament, civil society, and political actors. The final visionary statements will be validated with key stakeholders.

The policy discussions will include dimensions, such as what is the vision of the Parliament by the MPs, political actors, civil society, academia, and citizenry, and how the National Assembly sees itself (in long- and mid-term perspectives and in the near future). The strategic vision will be further shaped into strategy (agreed blueprint and road map for further reform which shall be designed by consolidating the building blocks that we have created jointly by all stakeholders in the past years.

Activity 1.2. Strategy and Roadmap for further reform of the parliament

The project will support the MA to develop the draft Strategy and the Roadmap for further reform of the National Assembly for 2025-2027, based on the agreed strategic vision, in close consultation with the key stakeholders in the parliament, civil society and the political actors and under overall guidance of the project team.

The strategy and the roadmap will be designed by consolidating the building blocks that were created by the National Assembly, UNDP, Sida and other international development actors in the recent years. The strategy shall consider positive behaviour change that the Parliament would like to achieve and shall consider effective communication and extended collaboration to drive the modern public policy agenda and partnerships.

The project will further support the implementation and monitoring of the activities outlined in the Roadmap. The project will also facilitate extensive monitoring and annual Strategic Review workshops to accommodate the recommendations agreed with the NA and other key stakeholders. It is aimed, that through project support the NA should be able to successfully implement at least 70% of priority actions of the Roadmap for 2025-2027.

Activity 1.3. Multi-annual action plans for Standing Committees

The project will support at least 3 Standing Committees to develop their of multi-annual action plans through intensive consultations. The action plans should clearly specify well-sequenced legislative, oversight and representation actions vis-à-vis the SC mandates and protocols.

Activity 1.4. Aligning the competences of the staff of the NA with civil service reform

To support the NA in aligning the competences of the staff with the recommendations of the functional reform in the NA, conducted in 2021 by the Westminster Foundation and the Action Plan for Organisational Reform of the Staff of the National Assembly, developed in 2022 with the framework of the MAP project; as well as with the ongoing 2030 PAR strategy, the project will support the development of the key job descriptions, functions and competencies for the NA Staff, SC Experts, MP assistants, and will adopt the competency-based approach in parallel with performance management systems. The first will allow for identifying the specific knowledge, skills, and competences required for each job role in the parliament, as well as for designing training and development programs to help the staff acquire these competencies. Applying a performance management system, such as elaboration of KPIs for the PDC and RTC, which will set clear expectations and standards for staff performance; will allow the NA staff to regularly assess progress against these standards; and provide feedback and coaching to help staff improve, will enable it to align the organisational change with the 2030 PAR strategy.

The project will utilize the experience of the efforts for transition to civil service in the HRDO staff (2023), as well as UNDP's ongoing efforts to pilot a new civil service model in the MOI (2024-2026). The project will target nearly 80% of the staff of NA to comply with the competencies of civil service in line with the Strategic Vision and the Road Map of the NA, as well as the priorities of the 2030 PAR strategy and the recommendations delivered by the Sida supported UNDP project on functional reform in the NA.

The project will support the NA staff to review the competency requirements to the target staff of the NA and independent institutions vis-à-vis with the requirements under the road map for functional reform in the NA and the 2030 PAR strategy. The project will also support the NA to identify competency gaps vis-à-vis the requirements and provide recommendations to address those gaps through training and mentorship programs, and recruitment

and attrition strategies whenever relevant. Finally, the project will design and deliver training and mentorship to address the identified gaps.

Activity 1.5. Strategic Communication Plan for the NA

The project team will support the NA to develop a comprehensive Communication Plan for deepening civil space, enhancing parliament-civil society collaboration, countering external influences, combating disinformation and hate speech, and promoting accurate information about the parliament's work.

A stakeholder mapping to identify and engage key stakeholders, including CSOs, media outlets, and opinion leaders will be conducted to help raise awareness about the NA's work and deepen its collaboration with civil society. The draft Communication Plan will be validated by the NA and submitted to the NA leadership for final approval. The plan will include key messaging, target audiences, communication channels, a timeline for implementation, and a plan for monitoring and evaluating the effectiveness of the strategy.

The project will further support the NA in the implementation of the Communication Plan through further consultancy. The project will involve 30 social/civic organisations/entities in dialogue with the parliament and will support the new dialogue fora and communication channels between the NA and CSOs. The project will facilitate regular engagement of the MPs in productive discussions with citizens, experts, CSOs and other local and international stakeholders. The supported activities will include at least one initiative to counter external influences, disinformation and hate speech developed with input from civil society representatives.

Through this support the NA will be able to implement at least 50% of the Communication Plan activities. The project will also facilitate the annual review of the plan.

Activity 1.6. Platforms for discussions on modern public policy issues

The project will support the NA to identify and validate most effective and viable formats for platforms and/or fora in close consultations with the leadership of NA, SCs, CSOs, academia, and other national and international stakeholders. The formats may include regular public consultations, stakeholder engagement events, roundtable discussions and policy forums. The sustainability of the specific formats will be a critical criterion for relevant decisions. The identified formats will be validated with key stakeholders. The project will support the NA to organize regular dialogue and collaboration sessions with CSOs to discuss and address issues of mutual concern. It will initiate and facilitate foster collaboration with CSOs, including but not limited to *Transparency International Anti-Corruption Center (TIAC)*, *Helsinki Citizens' Assembly-Vanadzor (HCAV)*, and *Mandat NGO*, etc., and other initiatives aims to ensure that their valuable inputs are to be highlighted in the project activities.

The modern public policy issues will include those of Climate Change, Gender, Human Rights, Hate Speech, SDGs, Parliamentary Diplomacy, Foreign Policy, Code of Conduct, Ethics, Anti-Corruption, etc. The project will facilitate regular interactions between lawmakers, citizens, experts, CSOs and other stakeholders to foster collaboration and sharing of ideas and best practices, as well as learning about new developments in modern public policy, including countering external influences, disinformation and hate speech.

The project team, in consultation with the stakeholders in the NA, CSOs and other national and international stakeholders, will support the NA to develop and validate TORs for the platform(s). The priority areas for platform sessions will be discussed, sequenced, and agreed between the NA and CSO stakeholders. The project will support the NA to organize public consultations, stakeholder engagement events, roundtable discussions and policy forums. Technical analysis will be carried out and materials will be provided to the participants as needed. The project will support the NA to facilitate the workshops and will provide support to summarizing the results and delivering "dialogue briefs" to inform the lawmakers, citizens and experts.[51]

Activity 1.7. Training on modern public policy agenda, effective communication, conflict prevention and stakeholder engagement

The project will offer the MPs in SCs and factions and the NA staff, including the administration, as well as members and the staff of the Audit Chamber with specific capacity building interventions, including policy dialogue workshops, training, and on-demand mentoring. The interventions will focus on the key themes of the modern public policy agenda, including but not limited to:

- SDGs and parliamentary oversight of the implementation of the SDG engaging five focal SCs;

- GRB and Programme Budgeting engaging MPs and staff;

- Climate change, environmental protection and biodiversity (promoting policies that protect the environment and biodiversity, and address the impacts of climate change);

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[51] The available budget allows for the implementation of approximately 75% of the activities that are planned, enabling the achievement of the relevant target results. We will engage potential donors and other stakeholders to secure additional funding to cover the remaining 25% of the activities planned.

- Open data agenda in the parliament and OGP;

- Digital transformation and e-government (using technology to enhance government services, improve transparency and accountability, and promote citizen engagement);

- Inclusive and sustainable economic growth (promoting policies that support economic growth and job creation, while also addressing inequality and environmental sustainability);

- Health and well-being (developing policies that address health challenges, the Universal Health Coverage and Comprehensive Health Insurance system reforms, promote healthy lifestyles, and improve access to health care);

- Education and skills development (investing in education and skills development to build a knowledgeable, innovative, and competitive workforce that will contribute to and benefit from country's transformation);

- Gender equality and social inclusion (promoting gender equality, women's empowerment and social inclusion through policies and programs that address discrimination and gaps, empower women and girls and prevent discrimination);

- Connectivity, migration, refugees and displaced persons (developing policies to manage migration and address the needs of refugees, displaced persons and migrants, while also promoting integration and social cohesion);

- Human rights and rule of law (promoting policies that protect human rights, increase the role of the parliament in the design, implementation and monitoring of the HRAP 2023-2025 and following action plans, ensure the rule of law, and strengthen the independence of the judiciary, increase the role of the parliament in the implementation and monitoring of judicial reforms, promote the alternative dispute resolution reform through instituting a ADR body, increasing the role of the parliament in promoting the practice of Free Legal Aid);

- Peace and security (promoting policies that prevent and resolve conflicts, and ensure peace and stability at the national and regional levels);

- Anti-corruption and good governance (promoting policies that fight corruption and promote transparency, accountability, and good governance at all levels of government).

The project will support organize workshops and will utilise the 'dialogue briefs' developed under the Activity 1.1 to inform all stakeholders about the thematic areas of the modern public policy agenda.

The project will also offer training to MPs, NA staff, and members and staff of the Audit Chamber, based on the approved training plan.

To support the target groups further, the project will offer on-demand mentoring, based on mentorship programs that entail: (a) matching of the expert and MP and/or NA staff, AC staff; (b) goal setting, to establish clear goals and objectives for the mentorship relationship, and creating a development plan that outlines specific areas of focus and desired outcomes; (c) regular meetings; (d) feedback loops. The local consultants engaged under the training component of this activity will deliver the mentorship programs.

Finally, the project will support the NA to conduct an impact evaluation to measure change readiness of the MPs and the NA staff, members, and the target staff of the AC, using the theory and methods of organisational readiness for change.

Activity 1.8. Support to the GEP implementation

The Gender Equality Plan of the National Assembly of the Republic of Armenia was approved in Q4 2022. It needs a critical review and extension towards 2026. The project will support the implementation and monitoring of GEP. The revision will consult the Self-assessment exercise of GEP implemented with UNDP and SIda support. The project will emphasise the women empowerment and leadership within the parliament.

To this end, the project will support the NA to prepare and deliver annual GEP monitoring reports with specific recommendations for revision of the GEP to ensure relevance and coherence of GEP actions and targets. Through this support the NA will be able to achieve at least 50% of GEP targets. The project will further facilitate GEP review annual workshops to accommodate the recommendations agreed with the NA.

Activity 1.9. Develop the AC communication plan

The project team will support the Audit Chamber to develop the AC Communication Plan to promote transparency and accountability around the AC's oversight role, as well as for the agency to share information about the implementation of recommendations with the NA and the general public. The draft Communication Plan will be

validated with the AC and submitted for final approval. The project will also support the AC in the implementation of the Communication Plan through further consultancy.[52]

Output 2. State-of-the-art methods and instruments for the parliament

Activity 2.1. Digitalised solutions for NA and AC

The project team, in close collaboration with UNDP SDG lab, will support the NA to develop and pilot relevant instruments, modules and protocols of e-Parliament that will ensure a smooth and effective transition to a more digital environment, while also setting a strong foundation for future digital advancements. These instruments and modules may include General Functional Module (GFM) interrelated with Functional Analysis Based Organigramme and internal operational procedures); Reporting and Visualization Tool (RVT), upgraded Session Management system and digitalised HRMIS. The new digitalized systems will utilize KPIs for the PDC and RTC to be developed and submitted to the NA by the Project.

The e-Parliament modules suggested within the project have been recommended at the conclusion of the first cycle of the MAP project and validated by the National Assembly, yet the project will remain rather adaptive to the emerging digitalisation needs of the parliament. The Administration system (AS) module has been developed with UNDP and Sida support and will be functional in 2024.

The TORs for the above-mentioned digital solutions will be developed and validated with the NA and AC stakeholders (Chief of staff, relevant units, and secretariat) prior to engaging with further procurement.

A digital solution for the AC will enable effective utilization of the AC products by the NA in their oversight and scrutiny efforts.

The project team will support the NA in the development of the digital products as per the approved TORs. The products will be piloted and validated by the NA and AC.

The project will engage the SDG Lab in development of the TORs and further development of the digitalization products. SDG Lab inputs will be provided under careful guidance of the project team, and the SDG lab will report to the project team to ensure due rapport with the NA leadership.

The project will also procure ICT equipment for the implementation of the digital solutions as needed (e.g., enhanced networking equipment, servers, etc.).[53]

Activity 2.2. KPIs for the PDC and TRC units

The project team will support the NA to develop and pilot KPIs for the PDC and TRC units of the NA, in consultation with the NA Chief of Staff and leadership, as well as with the Civil Service Bureau of the Prime Minister's Office of RA and will contract a consultant vis-à-vis the TOR validated by the NA Chief of Staff and leadership. The KPIs for PDC and TRC will be piloted, validated, and approved by the NA staff.

Activity 2.3. Develop and pilot curriculum and resources for students and teachers

The project will support the NA to develop and pilot curriculum and resources for students and teachers on parliamentary democracy, the NA functions, structure, and history. The project will particularly support the NA to identify and assess the current inventory of resources at the NA; and the relevant teaching and learning resources on parliamentary democracy and the National Assembly offered at the secondary level of education; as well as to identify best practices of parliaments worldwide that provide educational resources on parliamentary democracy and parliament. They will further support the NA to develop curriculum, including learning objectives, lesson plans, teaching materials, and assessment tools, all aligned with the national standards.

The project will support the NA to pilot the curriculum with a small group of students and teachers to allow for feedback on the effectiveness of the materials and final adjustments. The project will also support participatory process and consultations with key stakeholders in the NA and across the education sector (at least eight workshops).

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[52] Similarly, the available budget allows for supporting the implementation of only 39% of the AC Communication Plan. UNDP, the NA, and the AC will actively engage with other donors and stakeholders to mobilize additional funding or resources to support the implementation of the remaining 61% of the activities of the AC Communication Plan for 2024-2026.

[53] The available budget allows for the implementation of approximately 90.3% of the activities that are currently planned to support digitalized solutions. UNDP, the NA, and the AC will join efforts to engage with potential donors and mobilize resources required for fully fledged implementation of the planned activities (e.g., solicitation of consultancy services, procurement of IT equipment). This suggests that there may be a budgetary constraint or limitation that is preventing the full execution of the planned digitalization activities. UNDP, the NA, AC and Sida will prioritize the efforts based on their importance and impact, and potentially seek ways to secure additional funding or resources to cover the remaining 9.7% of the planned scope and solutions.

Next, to ensure continuous engagement of the students and teachers with the NA, and ongoing improvement of the curriculum, the project will support the NA staff in developing a protocol for holding an annual contest on best lesson plan and/or learning resources on parliamentary democracy and the NA, including the goal and objectives of the contest; eligibility criteria; submission guidelines; evaluation criteria; selection committee membership criteria; feedback mechanisms; schedule; promotion of the contest and announcement of the winners.

Activity 2.4. Instruments to engage with the government, CSOs, communities and youth

The project will support the NA to develop SOPs for convening Youth Parliament building on the previous practice of the MAP project and lessons learned. The purpose and goals of the Youth Parliament, recruitment criteria, guidelines, and procedures, including rules of conduct, meeting agendas, and decision-making processes will be defined. The SOPs will ensure empowerment of young women, persons with disabilities, youth from urban and rural communities across the country to enrol and participate in the Youth Parliament. The project will further support the NA to convene the Youth Parliament. It will specifically offer training and support to young MPs, including guidance on parliamentary procedures, public speaking, and research skills. The project will also support the Youth Parliament in planning and facilitating sessions, including developing agendas and facilitating discussions and debates.

The project will support the NA to finalize SOPs for mobile sessions and will support the SCs in organizing mobile sessions that will enable the SCs to engage with relevant government agencies and CSOs effectively. Meanwhile, the project will identify and recommend other demand-driven instruments for engagement.

The project will support the NA staff to develop a roadmap for modernising the NA Outreach and Information Centre (OIC), including development of innovative and interactive exhibits, multimedia materials and publications, a museum shop and regular exhibitions, and equipment efforts. The launching of the modernized OIC will enhance the efforts of the NA to educate citizens on parliamentary democracy, as well as the key functions, structure, and history of the NA.

The project will support procurement of furniture and equipment (including IT equipment), and organization of mobile sessions.[54]

Activity 2.5. Develop on-demand knowledge products and resources for SCs

The project will support the NA to identify the priority list or work plan for producing the knowledge products and resources that feed the modern public policy agenda of the SCs, in consultation with the SCs (annual work plans to be developed at the beginning of every project year).

At least 15 knowledge products, such as policy briefs, research reports, and training materials, will focus on innovative methods and tools, including, but not limited to:

- Data analytics and visualisation (using data to inform and guide policy decisions, such as through interactive dashboards and visualisations);

- Evidence-based policy making (relying on research, data, and best practices to inform policy decisions and measure their impact);

- Digital engagement and crowdsourcing (using online platforms and social media to engage with citizens and solicit feedback on policy proposals);

- Predictive modelling and simulations - using computer models to predict and simulate the impact of policy decisions on various outcomes;

- Open data and transparency (making government data and information publicly accessible to promote transparency and accountability);

- Design thinking and user-centred design (using a human-centred approach to design policies that are tailored to the needs and preferences of citizens and stakeholders);

- Artificial intelligence and machine learning (using AI and machine learning algorithms to analyse and process large amounts of data, identify patterns, and make predictions);

- Gamification and behavioural economics (using game mechanics and psychological insights to encourage citizens to engage with policies and make informed decisions);

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[54] The available budget allows for the implementation of only 67% of the activities that are currently planned to support the instruments to engage with the government, CSOs, communities and youth. UNDP and the NA will engage with potential donors and mobilize resources required for fully fledged implementation of the planned activities. This suggests that there may be a budgetary constraint or limitation that is preventing the full execution of the planned activities (including procurement of equipment and furniture). UNDP, the NA and Sida will prioritize the efforts based on their importance and impact, and potentially seek ways to secure additional funding or resources to cover the remaining 33% of the planned activities.

- Blockchain and distributed ledger technologies (using blockchain technology to increase transparency and trust in government systems and processes);

- Multi-stakeholder partnerships (engaging a diverse range of stakeholders, including citizens, businesses, NGOs, and academia, to develop and implement policies and practices that are informed by multiple perspectives and address complex challenges, such as town hall meetings).

The on-demand requests by the Standing Committees and Factions will be considered as per the criteria to be developed and validated by the National Assembly.

The knowledge products will be developed in close consultation with SCs and under overall guidance of the project team. The project team will engage the UNDP SDG lab in the development of the knowledge products as relevant. In addition, the project team and SDG lab will facilitate a discussion with the NA leadership the opportunity of creating a parliamentary innovation lab and will develop a detailed roadmap as needed. SDG Lab inputs will be provided under guidance of the project team, and the SDG lab will report to the project team to ensure due rapport with the NA leadership and staff.[55]

Activity 2.6. Support the operational and procedural reform of the AC

The project will support the operational and procedural reform of the AC, expected to be consolidated in 2023. Upon validation of the TOR by the AC, the contracted consultant will develop relevant protocols and procedures. The quality of these deliverable will be assured by the project, and the protocols and procedures will be validated by the AC.

The project will cover costs for local consultants to support the development of the products and quality assurance. The project will also cover the costs of contractual services for companies and costs for events.[56]

Output 3. Competencies of the MPs, the staff of the NA and AC

Activity 3.1. Training and on demand mentorship for MPs and staff on innovative methods and tools, disinformation and hate speech

The project will offer training to MPs, and the NA staff, including the staff of the NA Research and Training Center, and the Parliamentary Democracy Center, based on the approved training plan.

The training will focus on implementing innovative methods and tools in their work, increasing civil space, countering external influences, disinformation and hate speech and in producing high-quality knowledge products and will include digitalised services, data analysis and visualisation, digital engagement, and evidence-based policy. This will include training on fact-checking, media literacy, media relations and social media monitoring. The MPs and the NA staff will be trained to recognize disinformation and hate speech, as well as understand the role of media and communication in shaping public opinion. This training will include an understanding of the techniques used by external actors to spread disinformation and hate speech.

The project will also support the AC to design and deliver training for MPs and parliamentary staff to better understand and deal with AC reports.

It will further provide MPs and staff with on-demand mentorship programs to assist them in implementing innovative methods and tools. The mentorship programs should entail (a) matching of the expert and MP and/or NA staff; (b) goal setting, to establish clear goals and objectives for the mentorship relationship, and creating a development plan that outlines specific areas of focus and desired outcomes; (c) regular meetings; (d) feedback loops.

In addition, the project will support the RTC to design and deliver programs, curricula, education resources for targeting induction training and on-demand mentorship for the MPs of the new convocation and newly appointed staff upon the regular elections to the parliament in 2026.

Activity 3.2. Training for AC members and staff on performance audits (environmental, gender and SDG)

The project will provide training to AC members and staff on performance audits, environmental, gender and SDG audits, based on the training plan, which will include purpose and objectives of the trainings, participant selection and/or nomination criteria, training methods (including curriculum), logistics, materials, and program (including schedule). It will ensure preparation of the training reports, including the results of pre- and post-evaluations.[57]

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[55] The available budget allows for the implementation of approximately 54% of the activities that are planned, enabling the achievement of the key target results. We will engage potential donors and other stakeholders to secure additional funding to cover the remaining 46% of the activities planned.

[56] Similarly, the available budget allows for the implementation of approximately 40% of the planned activities, enabling the achievement of the key target results. We will engage potential donors and other stakeholders to secure additional funding to cover the remaining 60% of the planned activities (namely, the scope of consultancy services).

[57] The available resources (50% of the estimated budget), enabling the achievement of the key target results. UNDP, the NA and the AC will seek to mobilize additional funding and resources to cover the remaining 50% of the activities planned (consultancy).

Activity 3.3. Peer-to-peer learning for MPs, NA staff, and AC

The project will support the NA and AC to identify the priority list of the exchange programs and study visits. It will further develop a bespoke plan for each program and/or study visit, including the scope and the rationale of the program and selection of the host country and institutions, purpose, and objectives, learning outputs, proposed participants, location, programme, and logistical arrangements.

3.2. RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS AND PARTNERSHIPS

Swedish international development cooperation

The project is fully in line with and is an essential contributor towards objectives of the Swedish international development cooperation as defined by several strategic policy documents of the Government of Sweden. The project will explicitly support implementing initiatives of the Swedish International Development Cooperation Agency (Sida) in Armenia contributing towards all four objectives of international development cooperation: capacity development, collaboration and partnership, innovative methods, and forms of working for development cooperation, as well as broad Swedish resource base.[58]

The project anchors on several key principles, approaches and priorities of the Swedish Government's 2024 '*Development assistance for a new era – freedom, empowerment and sustainable growth' reform agenda.*[59] Most importantly, it shares the overarching focus of the reform agenda on the long-term perspective, transparency and efficiency of interventions that the Swedish Government intends to support in 2024 and beyond, because it will build on the achievements and lessons learned both from the first phase of the project "Modern Parliament for a Modern Armenia" (MAP), implemented by UNDP in 2019-2023 and funded by the Government of Sweden, Sida and the UK Good Governance Fund, and other parliamentary support initiatives, thus ensuring the sustainability of the parliamentary support, and is designed with an explicit goal of enhancing transparency and efficiency of such support. Furthermore, as an extensive intervention proposed to support the parliament of the country, the project may significantly contribute to the new direction the Swedish Government has set for its international development assistance: complementarity of international assistance with other policies for international cooperation, including trade, economic and migration policies. Through promoting the modern public policy agenda within the proposed intervention and building relevant capacities, the project will contribute to creating a conducive environment in the key legislative body of the country to engage in integrated policy making.

The project recognises the significance of a well-functioning parliament as a prerequisite for promoting democracy and freedom and fighting oppression; assuring the fundamental rights of citizens, focusing specifically on strengthening the freedom and empowerment of women and girls; and propelling the country's policy for economic, social and environmental development. The *rights-based approach* underlying the project design directly responds to the developmental principle adopted by the Government of Sweden, which regards the rights perspective as fundamental to development in a world where democracy is declining. It is aligned with the Swedish Government's intention to support Armenia to face regional challenges, and the country's efforts towards EU rapprochement, that can contribute to the Swedish Government's goal of supporting EU rapprochement and democratization in the immediate area through the new development assistance reform agenda. Furthermore, the project integrates the conflict, gender and environmental perspectives as well, all essential cornerstones of the Swedish reform agenda on development assistance, which emphasises synergies between different thematic areas.

The project design reflects also another key consideration defining the approach of the Government of Sweden to development assistance, which recognises that "no country has been lifted out of poverty through international aid alone" and thus, emphasises the partner country's responsibility for their own development. The proposed intervention is based on shaping ownership and building requisite capacity at the National Assembly for promoting the modern public policy agenda through strengthening the necessary institutions within the parliament, reinforcing capacity for research and innovation, and strengthening financial management and accountability measures, while simultaneously creating conditions for the NA to mobilise its own resources, and to sustain the results independently.

The project outcome envisions enhanced engagement between the NA and civil society, including but not limited to the National Assembly-Civil Society platform and academia, which is another important aspect aligning with the Swedish development cooperation, which highlights the role of the collected knowledge and experience of civil society in strengthening development cooperation and prioritises civil society engagement even more in the new reform agenda. The project envisions strong cooperation with the Swedish civil society organisations, as development actors, shapers of opinion and advocates of human rights and gender equality, such as the Raoul Wallenberg Institute and WINNET Sverige. Civil society organisations can also serve as an important bridge to

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[58] Strategy for capacity development, partnership and methods that support the 2030 Agenda for sustainable development. Ministry for Foreign Affairs of Sweden. https://www.government.se/4ada8a/contentassets/58611e8b1bf2414199908252d49efc59/strategy-for-capacity-development-partnership-and-methods-that-support-the-2030-agenda-for-sustainable-development.pdf.

[59] Development assistance for a new era – freedom, empowerment and sustainable growth' reform agenda.2024. Government of Sweden. https://www.regeringen.se/contentassets/e96449ad5b04400cae0a62817a98f3a5/bistand-for-en-ny-era--frihet-egenmakt-och-hallbar-tillvaxt-tillganglighetsanpassad.pdf.

other actors, not least the Riksdag, to enhance the cooperation between the two parliaments. The lessons learned from the project will also help the Swedish CSOs to strengthen their work by integrating a development perspective in their own operations in line with Sweden's Policy for Global Development. The contacts between institutions in Sweden and Armenia can also play an important role in lasting and mutual relationships that extend beyond development cooperation.

Thus, the capacity of the National Assembly and the cooperation with the civil society enhanced through the project, will allow the parliament to operate through its own systems and improve the preconditions for lasting results that extend beyond development cooperation. Thus, the ownership and improved capacity of the National Assembly will bring higher cost-efficiency and an opportunity to steer its own development.

The Project will continue extensively engaging the Swedish institutions (including the Riksdag of Sweden) in the international development support to the National Assembly, engaging greater use and feedback of Swedish expertise and experience in international development cooperation in Armenia, greater Swedish representation in strategic posts in international development cooperation in Armenia, as well as contributing towards strengthening capacity and learning in the Swedish resource base for the international implementation of the 2030 Agenda.[60]

The project is in line with the thematic priorities of the Swedish international development assistance, specifically, with 3.3. Promote freedom and fight oppression; 3.4. Expanded and streamlined climate aid; and 3.5 Strengthen the freedom and empowerment of women and girls.[61] It is also aligned with the priorities and approaches of the Swedish international development cooperation in the key domains of human rights, democracy and the rule of law, gender equality and women's and girls' rights, peace and security, climate change and environmental protection. [62]

To promote freedom and fight oppression, the project has adopted a systematic and strategic approach to capacity building and knowledge creation and exchange at the National Assembly in order to foster more efficient and transparent practices of legislative, oversight and representation functions of the parliament, including activities that directly align with the following objectives of this thematic priority: (a) support democratic institutions and actors in partner countries; (b) support efforts that strengthen democratic political parties and multi-party systems; and (c) prioritize support for institutions and socially important sectors in partner countries that carry out reforms in a democratic direction. The effort will be catalysed by ensuring continuous learning and use of the opportunities that digitization creates another focus of the reform agenda.

As a key component of the modern public policy agenda, the project will foster the strategic communication and partnerships at the NA for climate-related sustainable policy development. It will enable the parliament to transform into a driving force for Armenia's implementation of commitments under international environment and climate conventions by also targeting relevant capacity building at the NA. The support of the Government of Sweden through the relevant Swedish base will enable the MPs and NA staff to expand knowledge on both environmental problems and solutions and advance the aspiration of Sweden to serve as a role model in including environmental and climate aspects in its development cooperation.

In its effort to promote gender equality and the full enjoyment of human rights by women and girls, the project contributes towards two out of seven goals of Strategy for Sweden's Development Cooperation for Global Gender Equality and Women's and Girls' Rights, as well as two of the objective so the new development assistance reform agenda: (a) work for women and girls to enjoy equal rights and equality before the law in the partner countries, and (b) work for women's political influence and participation. Specifically, the project will enhance methods and capacities of the National Assembly for gender equality efforts; and will extend the use of sex-disaggregated data and gender equality research in the parliament and independent bodies (Audit Chamber and HRDO).[63]

The project design is fully coherent with the strategy for multilateral development policy of Government of Sweden. The project design is informed by the Sweden's multilateral development policy in the context of global development agenda recognizing that the implementation of the 2030 Agenda, demands a great deal of the multilateral development system and provides the opportunity to establish a stronger and more integrated

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[60] The project will mobilise greater respect for human rights, with particular focus on those subjected to discrimination, as well as will strengthen preconditions for the full enjoyment of human rights by women and girls, and empowerment of women and girls, and gender equality, through supporting the implementation of the GEP and application of state-of-the-art methods and instruments for improving performance of the core functions of the parliament.

[61] Development assistance for a new era – freedom, empowerment, and sustainable growth' reform agenda.2024. Government of Sweden. https://www.regeringen.se/contentassets/e96449ad5b04400cae0a62817a98f3a5/bistand-for-en-ny-era--frihet-egenmakt-och-hallbar-tillvaxt-tillganglighetsanpassad.pdf.

[62] Strategy for Sweden's development cooperation in the areas of human rights, democracy and the rule of law 2018–2022. Ministry of Foreign Affairs of Sweden. https://www.government.se/49b9d3/contentassets/9f1870ad998f4b53a79989b90bd85f3f/rk_strategi-for-sveriges-utvecklingssamarbete_eng_webb22.pdf.

[63] Strategy for Sweden's development cooperation for global gender equality and women's and girls' rights 2018-2022. Ministry of Foreign Affairs of Sweden. https://www.government.se/4acfa2/contentassets/3e6be18734b94807b98a7b4d4c970d81/strategygenderequalityandwomensrights-002.pdf.

system.[64] The project is a spearheading model of such integrated cooperation between Sida and UNDP important to attaining the goals of the 2030 Agenda involving Armenia. To this end, UNDP is particularly important priority partner for the Government of Sweden for catalysing normative influence in the country, and a global actor supporting the governments to set norms and standards and as a custodian of internationally recognized rules and agreements in the area of good governance. Being the largest funder and provider of the development support to the parliamentary democracy in Armenia, entails opportunities, but also a great responsibility for both Sida and UNDP.[65]

Sweden's involvement in the Project will strengthen the multilateral system of technical support to the National Assembly. In particular, the Project will support the NA leadership to fulfil their role of coordinating international development cooperation with the parliament. The Project will utilize a broad register of means for advocacy and governance offered by the Government of Sweden, in line with the organisation strategies adopted by the Swedish Government, to increase the effectiveness of the Project implementation to achieve the best possible results. Strategic partnerships between the National Assembly of RA and the Riksdag will be promoted and new alliances with Swedish institutions be sought.[66]

In line with both the Swedish Government's 2016 *Policy framework for Swedish development cooperation and humanitarian assistance*, and the new reform agenda, the project strongly emphasises donor coordination, and will facilitate the coordination of the partners supporting the NA through the Donor Coordination Platform, bringing together the USAID, IFES, GIZ AM, IRI, NDI, OSCE/ODIHR, the UK Embassy in Armenia, and the Embassy of Sweden in Armenia, the partners of the first phase of the Modern Parliament for Modern Armenia (MAP) Project. The platform provides space to the NA and the donors for exchange and allows for identifying synergies and coordinating activities accordingly. The project will continue its support to the platform, to be run by the NA Staff since 2023, and will facilitate Sweden's work for active donor coordination in Armenia, and thus will support it gain an active role in the EU's joint programming pertaining to the country.

UNDP will use their core support strategically and responsibly for the Project. Likewise, UNDP will report and communicate the results of the Project and will give the Sida high visibility in such communication. The Project also considers a long-term perspective and enables continuous Swedish partnership with UNDP in supporting parliamentary democracy and the critical capacities of the National Assembly. This is particularly valuable to enable UNDP to implement strategic programme delivering sustainable results in this area. UNDP will regularly provide Sida, as an expert agency, with follow up and feedback, expert knowledge in conjunction with board meetings, high-level meetings and other important consultations with the National Assembly key actors and other stakeholders. The Project will engage Sida in general and area-specific consultations and will contribute to a good rapport between Sida, Swedish Embassy and the National Assembly. The Project will also support Sida to carry out their advocacy work and follow up at country level of prioritised strategic policy issues in the area of democratic transformations.[67]

The project will consolidate the achievements of the other critical initiatives to support the National Assembly in developing more inclusive, responsive, transparent, accountable, and effective policies and practices in the parliament, funded by the Government of Sweden, the EU and other donors in the recent three years. It will build on the results of both completed and ongoing initiatives, scaling up these results where appropriate and offering new possibilities of development to support the NA in enhancing the modern public policy agenda through stronger capacity and new partnership.

Complementarity with ongoing support by the Swedish Government/SIDA

The proposed project will build on the results of the first phase of the project "**Modern Parliament for a Modern Armenia" (MAP)**, implemented by UNDP in 2019-2023 and funded by the Government of Sweden, Sida and the UK Good Governance Fund. The project was designed to strengthen the NA in its new and fundamentally enhanced role within the governance system in carrying out its key functions: legislative, oversight, and representation. The project supported the NA to take advantage of modern governance tools and mechanisms with a focus on improved quality, transparency, and inclusiveness of parliamentary operations and enhanced parliamentary capacity for gender-responsive policymaking.

The project contributed to enhancement of the overall policy making in the NA through provision of a quality analysis and research, which incited ongoing demand by the MPs for policy research and quality in legislative

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[64] Strategy for multilateral development policy. Annex to Government Decision 21 December 2017 (UD2017/21055/FN). Government of Sweden. https://www.government.se/49b8b2/contentassets/671a1fc87e6547908a88dc503a4368d3/strategy-for-multilateral-development-policy-.pdf.

[65] There is a value in being among the largest partners to the parliament given high priority by Sweden and UNDP, especially when this opens a possibility for representation in the governing platform of the development cooperation coordination and the Project Board, increases Sweden's influence. The Sweden's involvement in this area will go beyond development assistance due to such integrated action approach. Sida and the Embassy of Sweden will be invited to chair the governance body of the Project – the Project Board. The project governance approach, including monitoring, evaluation and learning frameworks will aim to achieve the most effective possible impact for Sweden's development policy objectives, while supporting their foreign and policy goals in the area of democratic governance aligned with the priorities of the Armenian Government.

[66] Ibid.

[67] Ibid.

drafting. This effort was institutionalised with the establishment of the *Research and Training Centre of the National Assembly* embarking on research for the MPs and committees both for legislative drafting and scrutiny. The project also supported the capacity building of the MPs, their aids and the NA staff in post-legislative scrutiny, and gender budgeting, and most significantly, generated demand for new knowledge and competences pertaining to the modern public policy agenda. The project introduced new digitalised tools to modernise the conventional practices and protocols.

It also fostered a continuous dialogue between the CSOs, MPs, the government and the citizens through the CSO-NA Platform, facilitated multi-stakeholder discussion and mobile sessions, innovative platform and participatory instruments introduced within the framework of the project. A significant institutional development to enhance the representativeness of the NA and its outreach was establishment of the *Parliamentary Democracy Centre*, set up in the NA Staff, which yet needs significant capacity to perform towards its renewed mandate. The project developed and delivered numerous knowledge products including those addressing the challenges of strategic communication to counteract external influences and narratives, and counter disinformation and hate speech. The project supported the implementation of the Code of Conduct provisions whereby the MPs are to be obliged to observe the principles of respect, professionalism, understanding other's perspectives, courtesy, and accountability. The MAP project prioritised also strengthening international collaboration for the National Assembly and fostered regular engagement of the NA with the European Centre for Parliamentary Research and Documentation (ECPRD).

Overall, the key innovative tools introduced by the MAP Project at the NA proved to be truly demand-driven, effective, and sustainable under legislative oversight and policy making.[68] The proposed MAP 2.0 project will build on this strong foundation to further enhance the capacity at the NA for sustaining the result of the first phase of the MAP project and addressing the remaining challenges.

Visibility of the Swedish Government/Sida support

UNDP will ensure the full visibility of the Government of Sweden's support to the project. The Sweden logotype for promotion will be used in the production of information materials and in information activities aimed at beneficiaries of the project. UNDP will ensure that use of the "Sida" and "Sweden" logotypes for promotion are used in accordance with the guidelines available on www.sida.se and https://identity.sweden.se respectively. "Sida" logotype for promotion will not be used in any way that can be perceived as if Sida has participated in the production or supports any opinions presented. Sida and other departments of the Swedish Embassy in Armenia may copy and distribute such material if required.

The project does not include a dedicated visibility budget, however any costs necessary to ensure compliance with contractual visibility requirements are factored into the project budget foreseen for the relevant objectives and activities of the project. All visibility actions and materials will comply with the guidelines mentioned above.

Given the importance of this project in supporting the Sweden's role in strengthening democratic institutions, particular attention will be paid to presenting this initiative as Sida-funded, in which the Sida delivers quickly and in response to the needs on the ground. Visibility and communication and related messaging will be tightly coordinated with the Embassy of Sweden to Armenia and Sida, and UNDP and Sida will remain in close contact on this. We will ensure that Swedish embassy and SIDA representatives have key role in all project events and the support they provided is clearly visible and duly appreciated.

Government of Norway

The project is aligned with and supported by the project on "Social Cohesion for Inclusion and Integration: Rapid response and recovery measures" implemented by UNDP with the support of the Norway's MFA in 2024. This project aims to strengthen social cohesion and ensure smooth and long-term integration of refugees, including the most vulnerable[69]. The project specifically contributes towards advancing trust and diversity acceptance among refugees and the host population; strengthening connection with the host community and trust towards local and national institutions; and improving participation of the refugees, especially the most vulnerable, in society and respect for social rules.

The project supported by the Government of Norway particularly envisages strengthening engagement of the National Assembly with civil society, academia, youth and refugee groups and citizenry through expanding civil space, and is a contributor to the MAP 2.0 project.

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[68] Monitoring Action and Standard Progress Report: August 2019-December 2022. 00082042-00091127- Modern Parliament for a Modern Armenia (MAP) Project. UNDP.

[69] As a result of military escalation in NK in September, over 101,848 Armenian refugees have crossed into Armenia from Nagorno-Karabakh through Lachin Corridor. Refugees face the trauma of displacement and different challenges in rebuilding their lives. Social cohesion is a vital aspect of fostering harmonious communities, particularly when addressing the challenges faced by host and refugee communities. Smooth integration of refugees, especially women, youth and vulnerable groups into host communities heavily relies on the systems and solutions that build social relations and trust in institutions and people, improve connectedness and foster cooperation for the common good. To enhance social cohesion, it is crucial to create safe spaces that encourage open dialogue and create opportunities for voicing and solving issues important for both host and refugee populations.

European Union

The proposed project is aligned with the objectives and priorities of the *EU's Multiannual Indicative Programme 2021-2027 for Armenia* (MIP).[70] The project will be a driver of both direct and indirect support for Armenia in meeting its commitments under *EU-Armenia Comprehensive and Enhanced Partnership Agreement* (CEPA),[71] including support reforms to consolidate and institutionalise democracy, respect for human rights, resilient institutions, and good governance. The proposed project will contribute towards the EU's *Neighbourhood, Development, and International Cooperation Instrument* (NDICI) targets. In line with the *EU Gender Action Plan*, gender equality will be mainstreamed across all the key interventions of the project, together with a focus on youth. The project is also aligned with the priorities of the EU's Common Foreign and Security Policy, including the priorities in the domain of crisis response and prevention measures, and relevant instruments[72].

The proposed project is aligned with three out of five *priorities* of the European Commission – the project will contribute towards building accountable institutions, the rule of law and security; resilient digital transformation; and resilient, fair and inclusive societies. The project explicitly supports reforms in consolidation of democratic transformations and good governance in line with EU values and contributes towards improving the enabling environment for promoting *EU's five flagship initiatives* for Armenia and relevant investments.

The project is highly relevant to the European Commission's work programme for 2023, and the outcome of the project directly reflects two strategic priorities of the *Global Europe Results Framework* (GERF), It aligns well with the EU's ongoing priorities of strengthening democratic institutions, promoting stability and security, enhancing EU-Armenia relations, and supporting EU values. The project echoes the six headline ambitions of the work programme.

The project will also capitalise on the results of the EU-Twinning project "**Strengthening the capacity of the National Assembly of Armenia to further support CEPA oversight and implementation**" implemented in 2020-2022 and funded by the EU. It will review the results of the EU-Twinning project to identify the thematic areas pertaining to the modern public policy agenda and the relevant capacity building provided to the NA.

The project is also capitalizing on the experience and lessons accumulated by UNDP through the existing EU-UNDP cooperation on parliamentary development across the region, namely in Ukraine and Georgia.

Government of Germany

In its capacity building effort, the project implementation will be informed also by the progress and achievements of the project "**Crisis prevention through enhanced parliamentary oversight of the security sector in Armenia**", funded by the MFA of Germany and implemented by DCAF in 2019-2022. The latter focuses on building parliamentary capacities to legislate and oversee the security sector, as well as on CSO capacities to monitor parliamentary performance in security sector oversight and to conduct quality research on focus areas of relevance for parliamentary security sector oversight and for parliamentary legislative initiatives.

To avoid potential overlaps, the project will also seek synergies with the project "**Modern and Strong Parliamentary Administrations in the Eastern Partnership**" funded by the Federal Ministry of Economic Cooperation and Development of Germany (BMZ) and to be implemented by GIZ in 2022-2024. As the GIZ project specifically supports building transnational dialog and network pertaining to the key thematic areas of the modern public policy agenda; improving HRMIS; supporting the digital transformation of the parliamentary work and developing instruments of civic participation and digital services, the project will consolidate the achievements as of 2023 while developing its inventory of demand-driven innovative instrument and capacity building activities.

Government of Canada

To support inclusive and accountable policies and practice in the NA, the project will build also on the achievements of the project "**Support to the Parliament of Armenia**", funded by the Promoting and Protecting Democracy Fund, and implemented by the Parliamentary Centre in 2022-2023. This short-term project targets improving the capacity of the NA to promote, institute and monitor an inclusive and accountable internal governance strategy, including a focus on gender equality, and the inclusion of youth and people with disabilities throughout the administration. The project will consult closely with the developed internal governance strategy, when supporting the NA to align the competences of the staff with the road map for functional reform in the NA and the 2030 PAR strategy, and developing a general functional module, reporting and visualisation tool, administration system, and human resource management information system.

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[70]https://ec.europa.eu/neighbourhood-enlargement/system/files/2022-01/C_2021_9435_F1_ANNEX_EN_V2_P1_1621110.PDF#:~:text=The%20Multi%2Dannual%20Indicative%20Programme,MIP%20may%20be%20reviewed%20accordingly.

[71] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:22018A0126(01) .

[72] Including the Instrument contributing to Stability and Peace (IcSP), and the Partnership Instrument (PI), designed to promote the EU's strategic interests worldwide.

The project will further consult with USAID's new three-year project on **Public Finance Management (PFM) Activity** implemented by the International Business Initiatives (IBI) in Armenia since early 2023. The IBI team will support the Government of Armenia in building more responsive, transparent, and effective PFM institutions, processes, and systems to implement its reform agenda. UNDP will cooperate with IBI under their second primary objective on strengthening the NA Budget Office's budgetary and technical capabilities.

The project will consult closely also with the largest ongoing initiative on technical support to the NA, supported by the USAID in 2018-2025 "**Strengthening Electoral Processes and Political Accountability in Armenia**" (SEPPA), implemented by IRI, NDI and IFES.[73] The project will collaborate with the program where similar outputs are expected, specifically regarding evidence-based and needs-responsive policy making and empowerment of women MPs, and will ensure complementarity with the other aspects of the program when relevant.

UNDP Global resources

Last but not least, UNDP will build on its extensive programme in Armenia, as well as its global community of practice to ensure that the project delivered its results at highest quality. UNDP will also engage its programmatic resources in the areas of democratic governance, socio-economic development, environmental governance, as well as its portfolios supporting innovation and gender equality for development at the Country Office in Armenia, regional hubs and headquarters to feed the relevant inputs of the project with due in-house expertise.

More specifically, UNDP will ensure that the expertise, resources and partnerships under its ongoing programmes contribute to the achievement of the targets under parliament support project, including projects supporting the Human Rights agenda and national human rights institutions (such as HRDO), supporting the access to justice and rule of law reforms, public administration and judicial reforms, its projects on strengthening capacities of electoral management bodies and other electoral stakeholders, improving social services, promoting financing for SDGs and digitalization in public sector, as well as other spearheading initiatives.

The project will continue engaging the UNDP Bangkok Regional Hub Global Programme on Gender- Responsive and Risk-Informed Sustainable Development project, which is set to build a national took to catalyse the translation of SDG-aligned national planning – and Women, Peace and Security – commitments, into inclusive and gender-responsive legislation and budgets.[74] The project will also build synergies with UNDP Armenia's Climate Change Program "Armenia's National Adaptation Plan (NAP)" Project, financed by the Green Climate Fund.[75]

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[73] The program focuses on: (a) capacity building of the MPs and staff, including development of legislation responsive to public and civil society demands; (b) improving faction representativeness and responsiveness to citizen concerns; (c) supporting women MPs to facilitate collaboration and increase leadership opportunities; (d) facilitating parliamentary internships and fellowships; (e) ensuring integrity of the electoral process; and (f) enfranchisement of persons with disabilities.

[74] The programme looks to support the innovative implementation of the Agenda 2030 at the national level at a time of historic regression in progress towards those commitments. The programme engages key effectiveness and accountability actors responsible for the implementation of oversight and resourcing of Women's Peace and Security commitments. It is also set to support an inclusive, accountable and gender-sensitive response to the COVID crisis and key underlying drivers of conflict and fragility. The programme involves Armenia as one of the five target countries.

[75] The Project aims at supporting the Government of Armenia in the development of climate change adaptation plans at national, sectoral and provincial levels; eliminating gaps and barriers identified during vulnerability assessments; assisting in the prioritization of the adaptation measured in six targeted sectors: agriculture, water resources, energy, settlements, health and tourism; as well as contributing to the identification and engagement of financing opportunities necessary for the implementation of priority adaptation measures.

3.3. RISKS AND ASSUMPTIONS

The MAP 2.0 – FORSETI Project, being a parliamentary development project, is designed to work in a very dynamic, politically charged environment with the constant possibility of pre-term elections. Given the additional challenges that comes with the escalation of conflict, the COVID-19 pandemic, those risks lead the Project to propose adaptive programming as part of the contingency planning which will be subsequently adopted at the Project Board Meetings. This will allow for maintaining the Project implementation at a high level of performance that ultimately will lead to the achievement of the defined targets and results. Adaptive programming also secures the planned implementation of the Project Annual Work Plans (AWPs) and a high delivery rate.

The Project risks vary with every new circumstance that may occur from new pandemic that might appear, armed conflict, and pre-term elections which maybe assumed as medium at the moment of the project start (P=4, I=3) as registered in the UNDP global system. The mitigating measures and consultations with the national partners, donors, and partners are of tremendous importance in allowing such an approach. This, therefore, lead to the reduction of the risk to medium, having the mechanism in place and focusing on activities that would involve digital transformation and online meetings primarily. Despite the internal political crisis, and border escalations, the Project is set to focus on aspects that are feasible and sustainable (see detailed Offline Risks Log in the **Annex 3: Risks Analysis**).

#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
1	High turnover of staff in the NA and target independent institutions (AC, HRDO)	Strategic	I = 4 high P = 3 medium	The Project will support the NA to strengthen its capacities which will result in highly qualified staff and decrease of the level of turnover.	NA
2	Insufficient capacity and motivation of MPs and the NA staff to use the learning opportunities offered by the project, as well as reluctance to apply new knowledge and skills if supported continuously in the application process.	Organizational Operational	I = 3 medium P = 4 high	The project will provide additional technical assistance to strengthen the capacities of the key stakeholders to ensure the provided learning opportunities and their potential benefits are efficiently communicated.	NA, UNDP
3	MPs and the NA staff may be reluctant to apply new methods and instruments (including digital instruments) if not motivated and continuously supported in the application process	Strategic	I = 4 high P = 2 low	The project will provide additional technical assistance to strengthen the capacities of the key stakeholders to ensure the provided resources are efficiently utilized; as s to communicate and promote the new methods and instruments.	NA, UNDP
4	Polarisation, lack of cooperative environment and changing political priorities may divert the interest of MPs from modern policy agenda	Strategic Safety and Security	I = 4 high P = 2 low	The project and UNDP CO will leverage its balanced approach to sustain the momentum on dialogue for modern policy agenda and will support the area champions (e.g., on gender equality and social inclusion, SDGs, climate change). The project will further focus on the regular and continuous dialogue of MPs with other stakeholders, on modern public policy issues; strengthened capacities, effective communication and stakeholder engagement strategies and practices.	NA
5	Compound crises (e.g., pandemic, outbreak of the conflict, political instability, etc.) may negatively affect the parliament priorities and the pace of the reforms	Safety and Security	I = 4 high P = 2 low	While it is likely that the NA and the Government may have emerging priorities, there is little likelihood that the interest in project areas will be removed from the agenda.	UNDP, NA
6	Regional developments and security challenges may jeopardize and slow down the dialogue on modern agenda	Safety and Security	I = 5 extreme P = 3 medium	Project flexibility, in case major changes in implementation are needed, will be agreed with the donor.	UNDP, Sida, EU in consultation with NA and the Government of Armenia
7	Lack of trust in parliament may reduce the interest of citizens to engage and learn	Reputational	I = 4 high P = 3 medium	The project will provide additional support in implementing in outreach and communication activities addressing men, women, youth.	NA
8	Lack of funds and low interaction with state agencies	Financial	I = 5 extreme P = 3 medium	UNDP will use its in-house expertise to mobilize resources and support the efficient and ongoing dialogue between all the stakeholders of the sector.	UNDP, NA, Government

3.4. STAKEHOLDER ENGAGEMENT

The project will aim at supporting the institutional capacities and strategic communication of the National Assembly and target independent bodies (Chamber of Audit and HRDO) to drive forward the modern public policy agenda and improve performance of its core functions. It will enhance the relevant competencies of the MPs and the staff of the National Assembly.

MPs. Many MPs and the National Assembly as a whole lack a strategic vision and respective innovative instruments, relevant partnerships, and fora to effectively engage for steering the reform of the parliament and engage in strategic communication on the modern public policy agenda. MPs need enhanced competences to utilize the knowledge products and resources that promote the use of innovative methods and tools in the policy-making process and promoting the modern public policy agenda. Another tangible need expressed by the MPs is for sufficient and robust support from the NA staff in terms of relevant research and analysis to enhance their legislative, scrutiny and communication functions. Many MPs still lack relevant capacities for gender-sensitive legislation and oversight.

The project will extend and support the dedicated platforms and/or fora for MPs to facilitate policy discussions on Strategic Vision of the Parliament among the National Assembly, key stakeholders in civil society and political actors; to increase the civic space; and to engage in regular, informed, and productive discussions on modern public policy issues. We will deliver capacity building for MPs on modern public policy agenda, effective communication, and stakeholder engagement strategies, as well as on countering external influences, disinformation and hate speech. The project will provide digitalised solutions to streamline law-making functions and processes of the MPs and Standing Committees.

Standing Committees (SCs). The expertise of the SCs does not suffice to support quality evidence-based legislating and scrutiny. There is a palpable lack of capability in policy analysis, legal analysis, and budgeting as well as practice of systematic planning. The need for continuous support to SCs is visible in terms of engagement of the SCs with citizens and CSOs, as not all SC routinely engage with civil society, experts, business representatives or the general public for scrutinising and amending legislation. There is a need for sustaining the positive momentum of engagement with citizens.

The project will develop on-demand knowledge products and resources in collaboration with relevant CSOs and private actors that promote the use of innovative methods and tools in the policy-making process for SCs to feed the modern public policy agenda. We will also provide capacity building to the experts of the SCs in using and producing analytical and research inputs by utilising innovative digital instruments to support the SCs in implementing their core functions. The project will support the implementation of the instruments enabling the SCs to engage with citizens, relevant government agencies, and CSOs effectively, fostering greater cross-sectoral cooperation in the development and implementation of public policies.

Factions: The NA factions lack systematic planning of their work and relevant knowledge products to feed their functions effectively.

The project will support the factions to develop detailed work plans upon request. The project is also instrumental in facilitating cooperation between the National Assembly and European institutions and exposing the MPs and factions to EU priorities and practices.

Parliamentary Democracy Center (PDC). The PDC needs a long-term strategy for effective planning and evaluation of its performance, new innovative tools and relevant capacities for facilitating wider citizen access to the NA, easier access to the NA and MPs for the vulnerable groups, as well as promoting parliamentary democracy amongst the youth and citizens.

We will support the PDC in developing a long-term strategy to enable it to meet its key goal of raising awareness of the public about the parliamentary activities. The project will support the NA to convene a Youth Parliament. The project will also design and pilot curriculum and resources for students and teachers on parliamentary democracy and the NA functions, structure and history, as well as modernise the parliamentary Outreach and Information Center (OIC) for educating citizens.

Research and Training Center (RTC). The critical needs in the RTC, that remain unaddressed, include access to a wider range of subject expertise than is currently available; advanced skills in producing and using statistics; more sophisticated analysis and briefing in support of MP's roles in parliamentary diplomacy; readily-available briefings on a range of topics relating to public policy that provide a quick overview of the subject ("instant expertise") to help MPs speak or write more confidently, both inside and outside the NA; capacities to produce briefings available to all MPs, and customised and confidential briefing in response to specific requests of MPs; improved opportunities for the training and professional development/capacity building of MPs, their aids, committee and faction experts and other NA staff.

The project will develop and pilot KPIs for RTC, as well as offer advanced and innovative knowledge products and resources, such as data analytics and visualisation; evidence-based policy making; predictive modelling and simulations; open data and transparency; design thinking and user-centred design; artificial intelligence and machine learning.

Staff. There is a strong need for aligning the competences of the staff with the recommendations of the functional reform in the NA. The NA staff needs further support in implementing the Gender Equality Plan of the National Assembly of the Republic of Armenia for 2021-2023 (GEP). To support the NA in internalising the emerging practices and to sustain the improvement independently, the engagement of the NA staff needs scaling up.

The project will support the NA to align the competences of the staff with the roadmap for functional reform in the NA and the 2030 PAR strategy. We will design and introduce digitalised solutions to streamline functions and processes of the NA, support the implementation of relevant instruments and protocols, and will improve them to meet evolving needs and requirements. The project will design and deliver training and on demand mentorship programs to assist NA staff in implementing innovative methods and tools in their work, countering disinformation and hate speech and in producing high-quality knowledge products. We will also organise knowledge exchange programs and facilitate peer-to-peer learning for the NA staff to share experiences and best practices in using innovative methods and tools for effective implementation of the functions of the parliament. The project will also support regular review and implementation of the GEP.

Audit Chamber (AC) and Human Rights Defender Office (HRDO). The AC still lacks institutional power, capacitated cadres on one hand, as well as effective collaboration with informed and highly competent MPs, on the other. AC acknowledges that in order to have an effective financial and performance audit, it is necessary to raise the level of cooperation with state authorities to a higher level. In particular, the cooperation with the NA is a key to establishing more effective oversight policies and practices that will increase the transparency and accountability of both the NA and AC. There are a number of institutional and trust challenges that the AC is facing. There is still insufficient awareness of the HRDO mandate and core functions both among the citizens, and many MPs. In addition, the latter have inaccurate perceptions regarding the principles of cooperation with the HRDO. This results in undermining the rights-based approach to policy making in the NA. Similar to the AC, the HRDO also needs internal policies and protocols to systematically measure the extent to which its recommendations on addressing systemic challenges in protection of human rights communicated to the parliament have been implemented. Meanwhile, this will enable the NA to shape its own agenda on protection of human rights proactively, rather than reactively respond to the legislative initiatives of the government.

The project will design and introduce digitalised solutions to streamline functions and processes of the independent bodies, and facilitate collaboration with the NA. It will build the capacities of the members and the target staff of the Audit Chamber and HRDO to enable them to engage with the modern public policy agenda, enhance the oversight function and promote rights-based approach to public policy making respectively, through applying new competencies of effective communication and stakeholder engagement.

CSOs. The civil society has been experiencing a certain vacuum after many of its representatives were elected to the NA. This resulted in limiting the formal CSO-Government policy dialogue, while allowing for informal advocacy, rather than formal processes, to become the main form of engagement. As many of the current MPs originate from civil society, there is an understanding of the benefits of engaging civil society in parliamentary processes. However, much of the current engagement is done through informal channels and contacts by MPs. The practice was reflected in the deteriorated CSO advocacy score in 2021. In addition, CSOs widely engaged in self-censorship, avoiding criticism of the public authorities and the government was unwilling to engage with CSOs in shaping public policies and carrying out reforms. Many CSO representatives do not consider the e-Draft, intended to allow multiple users to access the database of draft legislation and leave their comments and recommendations, as a useful advocacy tool, as it does not enable meaningful and reciprocal communication.

The project will enable CSOs, experts and other stakeholders to engage with the NA in a structured, regular, informed and productive dialogue on modern public policy issues, expanding the thematic areas from gender equality to other issues, such as climate change, sustainable development and emerging technologies and their impact on society, as well as to jointly counter external influences, disinformation and hate speech.

The final beneficiaries of the project are citizens of Armenia with primary focus on youth.

Citizens. The trust of citizens in the NA is quite law, and their awareness of who represents the interests of their community in the parliament is very limited. The majority believe that the country is governed in the interest of some groups. There is also a rather low level of awareness of the NA's mandate and core functions. While the absolute majority believes that it is important for the NA to hold public hearings and discussions with citizens on new drafts or amendments, only a few have ever visited the NA, and participated in the NA public hearings. Only one of ten have ever contacted an MP, with preferred method of communication remaining face-to-face meetings. Citizens believe that the MPs do not visit their communities at all and interact with citizens mainly on the eve of the elections. Very few citizens ever contacted an MP with any problem, and nearly half of those who applied to an MP, did not have any problem solved. Citizens, especially women, tend to refrain from engagement with the parliament. Many are sceptical about achieving tangible results and perceive engagement as a highly bureaucratic process.

As the project will contribute towards strengthening the oversight and legislative functions of NA, the citizens can expect more effective scrutiny of the government's activities and more opportunities to hold elected officials accountable. A more robust National Assembly will help ensure that citizens' concerns and issues are better reflected in legislative and policy decisions. This would lead to more equitable and responsive government

policies, and better-quality legislation, as MPs will have more resources to research and prepare draft legislation, engage in informed debates, and make well-informed decisions.

The increased transparency in legislative processes, will improve access to information, and enable citizens to better understand the workings of the government. Citizens will utilise the modernised parliamentary OIC and public education resources to lean about parliamentary democracy, and the key functions, structure, and history of the NA. We will encourage greater civic participation: citizens will gain more opportunities to engage with elected officials, express their views on important issues, and participate in decision-making processes. They will be engaged with MPs in informed dialogue, and will benefit from various public participation platforms, mobile sessions and facilitated multi-stakeholder discussions.

The project contribution to the overall strength and resilience of democratic institutions, is essential for maintaining the rule of law, protecting individual rights of citizens, and promoting economic and social development. By improving the functioning and effectiveness of the NA, citizens may experience a positive impact on the country's international reputation, making it a more attractive destination for foreign investment and aid.

Youth. Among various age cohorts the young people are the most dissatisfied with the NA. In addition, they report a high level of dissatisfaction with the way democracy is developing in Armenia. Majority of young women and men believe that the country is governed in the interest of some groups, and less than half believe that they can influence decisions made in Armenia. Young people also tend to follow the work of the NA less than people aged 45 and over, perhaps due to lower level of awareness of the NA work among young people. Young people were also less active in participating in the most recent snap parliamentary elections in 2021.

Young women and men will benefit from more opportunities to engage in the legislative process and provide input on issues that are important to them through the Youth Parliament and Youth Camps supported by the project. Youth will have a greater voice in shaping policies and laws that affect their lives. With the National Assembly playing a more significant role in holding the government accountable, youth can have greater confidence that their concerns and issues will be addressed.

The curriculum and resources for students and teachers on parliamentary democracy and the NA functions, structure and history will facilitate access to more information among youth about the legislative process, including proposed legislation and parliamentary debates.

As the National Assembly becomes more effective and responsive, it can serve as an example of good governance and democracy, providing a valuable tool for civic education and raising awareness among youth about the importance of democratic values and processes.

Women. Women lack institutional opportunities and reliable channels to voice their needs and concerns, ensuring that their unique perspectives and needs are considered when legislating and scrutinizing legislation. The project can serve as a platform for women to advocate for gender equality and women's rights, as they engage with MPs in informed dialogue and use public participation platforms to express their perspectives.

3.5. DIGITAL SOLUTIONS

The project introduces digital solutions to enhance the NA's functions. The implementation of e-Parliament modules will become integral components of the NA's workflow. These digital tools will continue to improve legislative processes, public participation, and transparency, thus ensuring sustainability beyond the project's timeline.

3.6. KNOWLEDGE

The project's focus on enhancing the competencies of MPs and NA staff is a vital aspect of sustainability. By equipping individuals with skills in innovative methods and tools, performance audits, and effective communication, the project creates a pool of knowledgeable individuals within the NA who can continue to drive reforms and maintain the modern public policy agenda.

3.7. SUSTAINABILITY AND SCALING UP

The sustainability of the project is of paramount importance to ensure its long-term impact on governance, transparency, and inclusivity. This project is designed to not only achieve its immediate goals but also to create a lasting legacy that can continue to benefit Armenia's democratic processes and the parliamentary democracy beyond the project's lifespan.

Institutional Capacity Building and Ownership

The project places a strong emphasis on building the institutional capacity of the National Assembly. To ensure sustainability, the project engages the NA leadership, Standing Committees, MPs, and staff in the development of the strategic vision, roadmap for reforms, and modern public policy agenda. This ownership by the NA is crucial as it fosters a sense of responsibility and commitment to the project's outcomes and ensures the integration of project activities into the NA's long-term plans.

Strategic Vision and Roadmap for Reforms:

The development of a strategic vision and a detailed roadmap for reforms serves as a blueprint for the NA's future direction. These documents will not only guide the project's implementation but also provide a clear framework for the NA to continue modernizing its operations and practices even after the project concludes.

Digitalization and e-Parliament Modules

The project introduces digital solutions to enhance the NA's functions. The implementation of e-Parliament modules will become integral components of the NA's workflow. These digital tools will continue to improve legislative processes, public participation, and transparency, thus ensuring sustainability beyond the project's timeline.

Knowledge Transfer and Training

The project's focus on enhancing the competencies of MPs and NA staff is a vital aspect of sustainability. By equipping individuals with skills in innovative methods and tools, performance audits, and effective communication, the project creates a pool of knowledgeable individuals within the NA who can continue to drive reforms and maintain the modern public policy agenda.

Engagement with Civil Society and Public Sector

Collaboration with CSOs and the public sector is a cornerstone of this project. The partnerships developed during the project will establish enduring relationships that can contribute to ongoing dialogue, knowledge exchange, and policy development in Armenia. The involvement of CSOs in policymaking is a sustainable practice that can persist long after the project's conclusion.

Monitoring, Evaluation and Learning Framework

The project incorporates a robust monitoring and evaluation framework to assess progress and outcomes. This framework will not only ensure that project objectives are met but also facilitate ongoing adjustments and improvements in the NA's operations and practices.

Spillover Effects

As the project seeks to enhance transparency, accountability, and inclusivity in governance, its impact is likely to spill over into other sectors of governance and the economy. This spillover effect can catalyse broader democratic reforms and lead to increased overall transparency, trust in government, and cooperation between different stakeholders.

Demonstration Effect

The project can serve as a model for other public institutions in Armenia and beyond. Its success can inspire similar initiatives aimed at modernizing and improving democratic processes. This, in turn, can create a network of institutions committed to good governance and inclusivity.

Overall, the sustainability of the project lies in its holistic approach to capacity building, institutional transformation, and partnership development. By embedding modernization efforts within the NA's culture and operations and fostering collaborative relationships with key stakeholders, the project aims to leave a lasting legacy that contributes to Armenia's democratic development long after its completion. The project's impact on governance, society, and the economy has the potential to reshape the landscape of democratic practices in Armenia, leading to a more stable, prosperous, and inclusive nation.

IV. PROJECT MANAGEMENT

4.1. COST EFFICIENCY AND EFFECTIVENESS

- The project will employ the intervention schemes that have been applied and tested before (basket fund financing model).

- The new initiatives are built on the successful schemes and on available human and technical resources from the basic project MAP.

- The project will apply a number of no- or low-cost responsiveness/empathy building initiatives and offer new creative formats to tap into citizens' expertise with a "fail fast, fail cheap" approach.

- Procurement of goods and services will be conducted in compliance with UNDP Standard Operational Procedures to ensure acquisition of appropriate quality goods and services at the most competitive/lowest price in the market.

- The project will form partnerships and build synergies with other projects and stakeholders working in the fields of parliamentary support, governance and women and youth empowerment to avoid overlaps and ensure merging of financial and technical resources with partners to achieve the results in the most cost-effective way.

- The project will ensure equity in addressing its programmatic activities towards inclusion of the representatives of all political parties in the Parliament and gender mainstreaming.

4.2. PROJECT MANAGEMENT

Parliamentary development is, by definition, political in nature. This means that parliamentary development programmes need to be carefully developed and skilfully managed by UNDP Country Offices. In order for UNDP to champion its democratic governance goals, it must be skilled at operating in a politically charged environment, persuasive in the face of resistance and strategic in its operating style.

Role of UNDP Country Offices in parliamentary development programmes. Parliamentary assistance programme requires the strongest commitment by senior management within UNDP Country Office.

Political dynamics need to be understood and monitored. Monitoring the political dimensions of transitions and being able to take calculated risks in technical assistance to address sensitive parliamentary issues or constraints can be an important factor in moving from project outputs to more substantive outcomes. Opportunities to effect significant changes in parliamentary norms, behaviours and practices require acknowledging political variables in parliamentary programming.

Benefits of project management presence. The value of having long-term project management staff to monitor and adjust project implementation strategies has been well proven through UNDP's experiences. This is particularly the case when working with parliaments because many legislators have limited experiences working with external development actors. The location of parliamentary support projects in the parliamentary precinct has undoubtedly helped them to develop close links with the key parliamentary interlocutors, thus permitting administrative details in the implementation of activities to be quickly resolved. As with project design, participatory approaches with parliamentary stakeholders on management and monitoring/evaluation are the only way to ensure ownership of project objectives. Inclusive practices and dialogue facilitation during needs assessments as well as during project implementation can foster consensus on project activities among fragile political entities and between the political and administrative branches of a parliament. Project management mechanisms that include political and administrative representation are also most advantageous as forums for information exchange with donors to ensure coordination and mitigate concerns about the political risks of parliamentary support activities.

The office costs are calculated based on the number of staff/workstations, including consultants that are required to deliver services in the project facilities, and importance of the project. Thus, the project office space will accommodate at least five core staff and key consultants. No office rental cost will be charged and will include safety and security and other shared services provided by the National Assembly of the Republic of Armenia.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:
UNSDCF Outcome 6 / CPD 3: People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all.
Output 3.1: Constitution-making, electoral, parliamentary, and other processes and institutions strengthened to promote inclusion, transparency, and accountability.

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:
Indicator: Government effectiveness, transparency, and accountability. Baseline (2018): Worldwide Governance Indicators (WGIs): Voice and Accountability: 40.39. Government effectiveness: 51.44. Control of corruption: 42.79. Target (2025): WGI: Voice and Accountability: 42; Government Effectiveness: 52.2; Control of Corruption: 43.2;

Applicable Output(s) from the UNDP Strategic Plan: 2.4 Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement

Project title: MAP 2.0: Fostering Responsiveness, Effectiveness, Transparency, and Inclusiveness of Armenian Parliament (FORSETI)

EXPECTED OUTCOME AND OUTPUTS	OUTCOME AND OUTPUT INDICATORS	DATA SOURCE	Baseline		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 2024	Year 2 2025	Year 3 2026	FINAL	
Outcome The National Assembly is more inclusive, responsive, transparent, accountable, and effective	a. IPP Public Participation Score	a-f. IPP reports issued by UNDP[xxiv]	19	2022	19	19	20	20	A: Enhanced strategic communication and collaboration in the National Assembly to spearhead the modern public policy agenda and counteract external influences and narratives, counter disinformation and hate speech; effective policies; extended partnerships; modern methods, digitalised functions, innovative and effective instruments; as well as strengthened competencies of the MPs and the staff will consolidate into improved performance of the core responsibilities of the NA, and more inclusive, responsive transparent, accountable and effective parliament in engaging with citizens, civil society and public sector, as well as preventing crises and potential conflicts. R: Compound crises (e.g., pandemic, outbreak of the conflict, political instability) may affect the parliament priorities and the pace of the reforms.
	b. IPP Parliamentary Responsiveness Score		57	2022	57	57	61	61	
	c. IPP Parliamentary Transparency Score		42	2022	42	42	45	45	
	d. IPP Parliamentary Accountability Score		40	2022	40	40	43	43	
	e. IPP Parliamentary Effectiveness Score		36	2022	36	36	38	38	
	f. IPP Public Awareness Score		44	2022	44	44	47	47	
	g. Percentage of MPs and the NA staff, members and the target staff of the Audit Chamber that reported readiness for change, willingness to support further parliament reform, apply new competencies of effective communication and stakeholder engagement, and engage with modern public policy agenda *(disaggregated by sex, age, and disability status)*	g. Impact evaluation report	0	2022	0	0	50% (60% women)	50% (60% women)	
	h. Number of public policies developed or revised with civil society organisation participation	h-i. Project monitoring and evaluation reports, EU's GERF Reports	22	2022	23 *(+1)*	24 *(+1)*	32 *(+8)*	32 *(+10 to the baseline)*	
	i. Percentage of MPs and the NA staff that reported being better equipped to respond to the risks of external influences and narratives, disinformation and hate speech and better collaboration between the different institutions in this context *(disaggregated by sex, age, and disability status)*		0	2022	0	0	50% (50% women)	50% (50% women)	

Output	Indicator	Means of verification	Baseline	Year					Assumptions / Risks
Output 1. Strategic vision of the National Assembly and roadmap for reforms, strategic communication and collaboration are consolidated empowering modern public policy and fostering inclusive practices	1a. Strategic Vision of the parliament agreed among the key actors in the National Assembly, and a Strategy and Roadmap for further reform of the parliament are developed for the NA approval (Activities 1.1; 1.2)	1a-c. Project monitoring and evaluation reports, NA policy announcements and reports, media highlights	No	2022	Yes	Yes	Yes	Yes	A: Regular and continuous dialogue of MPs with other stakeholders, on modern public policy issues; strengthened capacities, effective communication and stakeholder engagement strategies and practices will enhance the strategic communication, collaboration, and partnerships in the NA.

R: Polarisation, lack of cooperative environment and changing political priorities may divert the interest of MPs from modern policy agenda. |
	1b. Share of priority actions of the Strategic Vision and the Roadmap for 2025-2027 that are implemented (Activities 1.2;1.4)		0	2022	0	20%	70%	70%	
	1c. Number of Standing Committees that developed the multi-annual committee action plans with legislative, oversight and representation actions (Activity 1.3)		0	2022	0	3 *(+3)*	3 *(+0)*	3 *(+3 to the baseline)*	
	1d. Share of activities of Strategic Communication Plan of the National Assembly that are implemented (Activities 1.5; 1.9)	1d-f. NA reports, GEP M&E reports, Project monitoring and evaluation reports, CSO reports	0	2022	0	10%	50%	50%	
	1e. Number of initiatives to counter external influences, disinformation and hate speech developed with input from civil society representatives (Activities 1.6; 1.7)		0	2022	0	1 *(+1)*	1 *(+0)*	1 *(+1 to the baseline)*	
	1f. Share of the results of the revised Gender Equality Plan that are achieved (Activity 1.8)		0%	2022	5%	10%	50%	50%	
Output 2. The National Assembly is equipped with state-of-the-art methods and instruments for effectively pursuing its modern public policy agenda and improving performance of its core functions	2a. Number of new e-Parliament modules that are fully functional (Activities 2.1; 2.5)	2a-2c. Project monitoring and evaluation reports, NA, and AC digitalisation progress reports	0	2022	0	1 *(+1)*	4 *(+3)*	4 *(+4 to the baseline)*	A: Digitalised functions and services of the NA, enhanced capacities and modern instruments of the intra-parliament institutions, improved learning environment, extended youth engagement will improve the performance of the core functions of the parliament.

R: MPs and the NA staff may be reluctant to apply new methods and instruments if not motivated and continuously supported in the application process.

R: Lack of trust in parliament may reduce the interest of citizens to engage and learn. |
	2b. A new digital solution is provided to the Audit Chamber (Activity 2.1)		No	2022	No	No	Yes	Yes	
	2c. Curriculum & resources for students and teachers on parliamentary democracy and the NA functions, structure and history are developed by the PDC (Activities 2.1; 2.3)		No	2022	No	No	Yes	Yes	
	2d. Number of institutionalized new instruments for effective communication and engagement with citizens (Activity 2.4)	2d-2f. NA official website, media highlights, Project monitoring and evaluation reports, SC reports, Parliamentary OIC, PDC report	0	2022	0	0	2	2	
	2e. Number of citizens that the National Assembly reached out utilising new instruments for effective communication and engagement with citizens *(disaggregated by sex, age, and disability status)* (Activity 2.4)		6,000	2022	8,000 *(+2,000)*	20,000 *(+12,000)*	40,000 *(+20,000)*	40,000 *(+34,000 to the baseline)*	
	2f. Number of knowledge products and resources that promote the use of innovative methods and tools in the policy-making process and feed the modern public policy agenda of the SCs developed and disseminated in collaboration with CSOs and private actors (Activity 2.5)		5	2022	5	5	5	*15 (5+5+5)*	

Output 3	Indicator	Means of verification	Baseline	Year					Assumptions and Risks
Output 3 Competencies of the MPs and the staff of the National Assembly in utilising innovative methods, using and producing knowledge products towards advancing the modern public policy agenda and enhancing effectiveness of their core functions strengthened	3a. Research and Training Center is fully equipped to deliver induction training to new MPs and staff (Activities 3.1; 3.3)	3a-d. pre-and post-training assessments, Project monitoring and evaluation report	No	2022	No	No	Yes	Yes	A: MPs and NA staff remain committed in engaging with newly developed training programmes, ICT-enhanced learning resources, knowledge exchange programs and peer-to-peer learning on utilising innovative methods and tools.

R: Insufficient capacity and motivation of MPs and the NA staff to use the learning opportunities offered by the project, as well as reluctance to apply new knowledge and skills if supported continuously in the application process. |
	3b. Percentage of MPs and the NA staff that reported increased knowledge of implementing innovative methods and tools in their work towards effective implementation of the key functions of the parliament *(disaggregated by sex, age, and disability status)* (Activities 3.1; 3.3)		0	2022	10%	20%	40%	40% (60% women)	
	3c. Percentage of the Audit Chamber members and staff reported increased knowledge of implementing performance audits *(disaggregated by sex, age, and disability status)* (activity 3.2)		30%	2022	10%	20%	50%	50% (30% women)	
	3d. Number of MPs and the NA staff trained to deliver narratives that counter external influences and narratives, disinformation and hate speech *(disaggregated by sex, age, and disability status)* (Activities 3.1; 3.3)		0	2022	30	40	80	150 (30+40+80)	

AC = Audit Chamber of the Republic of Armenia, AS = Administration system, CSB = Civil Service Bureau, CSO = Civil Society Organization, GEP = Gender Equality Plan of the National Assembly of the Republic of Armenia for 2021-2023, GERF = Global Europe Results Framework, GFM = General Functional Module, GRB = gender responsive budgeting, HRDO = Human Rights Defender Office of the Republic of Armenia, HRMIS = Human Resources Management Information System, ICT = Information and communication technologies, IPP = Index of Parliament Perception, KPI = Key Performance Indicator, MAP = Modern Parliament for Modern Armenia project, M&E = monitoring and evaluation, MP = Member of Parliament, N/A = not applicable, NA = National Assembly of the Republic of Armenia, OGP = Open Governance Partnership, OIC = Outreach and Information Centre, PAR = Public Administration Reform, PDC = Parliamentary Democracy Centre of the National Assembly of the Republic of Armenia, PIU = Project implementation units, RA = Republic of Armenia, RTC = Research and Training Center, RVT = Reporting and Visualization Tool, SC = Standing Committee of the National Assembly of the Republic of Armenia, SDG = Sustainable Development Goal, SIDA = Swedish International Development Cooperation Agency, ToR = Terms of Reference, RTC = Research and Training Centre of the National Assembly of the Republic of Armenia, UNDP = United Nations Development Programme

VI. MONITORING AND EVALUATION

Monitoring and evaluation are integral to effective and responsive implementation of the UNDP Strategic Plan 2022-2025 and a key tool to demonstrate UNDP's contribution to the strengthening of democratic governance. The UNDP CPD and UN SDCG M&E mechanism, including the dashboard and annual reports, will be key tools to monitor progress and achievements of our interventions, as well as for documenting and assessing impact and progress. In addition, the above-mentioned tools will help UNDP prioritize and focus our resources to ensure optimal impact. In accordance with UNDP's programming policies and procedures, the project will be monitored through the monitoring and evaluation plans.

6.1. MONITORING INSTRUMENTS

Monitoring Activity	Purpose	Frequency	Expected Action
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. The indicators will be duly disaggregated, including by the group of beneficiaries (e.g., MP and NA staff).[76]	Annually	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
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.
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.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons, and quality will be discussed and used to make course corrections.
Project Report	A Final report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined targets at the output and outcome levels, the project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	At the end of the project	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold annual project reviews: to ensure coherence and relevance of the project, and realistic budgeting over the life of the project, to capture lessons learned and discuss opportunities for scaling up, as well as to socialize project results and lessons learned with relevant audiences	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.
Communicating with Sida	To exchange information on progress, challenges, upcoming visibility events with Sida and the Embassy of Sweden in Armenia	Quarterly, and/or more frequently, if needed	Face to face and virtual meetings (e.g. via Webex, Teams or Zoom)

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[76] Back to Office Reports (BTORs) will be mandatory to track the results of the study visits for the participants/groups.

6.2. MONITORING PLAN

Outputs		M&E Activities	Responsible party	Year 1												Year 2				Year 3			
				1	2	3	4	5	6	7	8	9	10	11	12	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1. Consolidated vision, communication and collaboration for modern public policy agenda	**Activity 1.1.** Policy discussion on Strategic Vision of the Parliament	Approving and validating TORs for consultancy on facilitation of policy discussion on Strategic Vision of the NA and development of a Strategy and Roadmap	UNDP (CO)			■																	
		Observing policy discussions	UNDP (CO, Project Coordinator)					░	░	░	░	░											
		Reviewing and validating the draft visionary statement and final report	UNDP (CO, Project Coordinator)									■											
	Activity 1.2. Strategy and Roadmap for further reform of the parliament	Reviewing and validating the draft Strategy and the Roadmap for further reform of the National Assembly for 2025-2027	UNDP (CO, Project Coordinator)												■								
		Approving and validating TORs for consultancy on supporting the implementation and monitoring of the Roadmap	UNDP (CO)													■				■			
		Reviewing and validating draft annual monitoring reports	UNDP (CO, Project Coordinator)																■				■
		Observing annual Strategic Review workshops	UNDP (CO)																■				■
	Activity 1.3. Multi-annual action plans for Standing Committees	Approving and validating TORs for consultants to support the development of multi-annual action plans for SCs	UNDP (CO)			■																	
		Reviewing and validating draft multi-annual action plans for SCs	UNDP (CO, Project Coordinator)												■								
	Activity 1.4. Aligning the competences of the staff with civil service reform	Approving and validating the TORs of the local consultants and the vendor	UNDP (CO)									■											
		Reviewing and validating the reports on competency requirements, gaps and recommendations	UNDP (CO, Project Coordinator)														■						
		Observing the training and mentorship, reviewing and validating the training plans and reports	UNDP (CO, Project Coordinator)																			░	░
	Activity 1.5. Strategic Communication Plan for the NA	Approving and validating TORs for developing the NA Communication Plan	UNDP (CO)					■															
		Reviewing and validating draft Communication Plan	UNDP (CO, Project Coordinator)												■								
		Reviewing and validating inputs by the consultants (communication products), observing events	UNDP (CO, Project Coordinator)													░	░			░			
	Activity 1.6. Platforms for discussions on modern public policy issues	Approving and validating formats for platforms and/or fora	UNDP (CO, Project Coordinator)						■														
		Approving and validating TORs for the platform(s) and fora	UNDP (CO)							■													
		Reviewing and validating the sequence and priority areas for platform sessions	UNDP (CO, Project Coordinator)							■													
		Observing public consultations, stakeholder engagement events, roundtables, policy forums	UNDP (CO)									■		■	■	■	■	■		■	■		
	Activity 1.7. Training on modern public policy agenda, effective communication, conflict prevention and stakeholder engagement	Approving and validating the prioritised and sequenced scope of the trainings	UNDP (CO, Project Coordinator)						■														
		Approving the TORs for the local consultants (companies and/or individuals)	UNDP (CO)							■													
		Approving training plan, mentorship program, agenda and materials of workshops	UNDP (CO, Project Coordinator)									■											
		Reviewing lists of participants of training and mentoring programs	UNDP (CO, Project Coordinator)										■	■	■	■		■			■		
		Observing training to MPs, NA staff, and members and staff of the AC	UNDP (CO, Project Coordinator)										■	■		░	░	░	░			░	
		Reviewing and validating training reports, including the results of pre- and post-evaluations	UNDP (CO, Project Coordinator)										■	■	■	■	■				■		■
		Approving and validating the TOR for conducting impact evaluation	UNDP (CO)																	■			
		Verifying the quality of impact evaluation and final report	UNDP (CO, Project Coordinator)																				■
	Activity 1.8. Support to the GEP implementation	Approving and validating the TORs for local and international consultants	UNDP (CO)						■														
		Reviewing and validating GEP monitoring annual reports	UNDP (CO, Project Coordinator)												■				■				■
		Attending and observing GEP annual review workshop	UNDP (CO, Project Coordinator)																■				■
	Activity 1.9. Develop the AC communication plan	Approving and validating the TOR for developing the AC Communication Plan	UNDP (CO)			■																	
		Reviewing and validating the Communication Plan with the AC	UNDP (CO, Project Coordinator)					■															

Output	Activity	Task	Responsible
Output 2. State-of-the-art methods and instruments for the parliament		Verifying the implementation of the Communication Plan	UNDP (CO, Project Coordinator)
	Activity 2.1. Digitalised solutions for NA and AC	Approving and validating the TORs for pilot instruments, modules and protocols of e-Parliament	UNDP (CO)
		Approving and validating the TORs for digital solutions and due diligence of vendors	UNDP (CO, Project Coordinator)
		Validating and approving digital solutions with the NA and AC	UNDP (CO, Project Coordinator)
		Reviewing and validating the detailed specifications for ICT equipment	UNDP (CO)
		Verifying the quality of the delivered ICT equipment with the NA and AC	UNDP (CO, Project Coordinator)
		Verifying the quality of the digital solutions and validating with the NA and AC	UNDP (CO, Project Coordinator)
	Activity 2.2. KPIs for the PDC and TRC units	Approving and validating the TOR for elaborating and piloting KPIs, and deploying consultant	UNDP (CO)
		Verifying the quality and validating the KPIs for PDC and TRC	UNDP (CO, Project Coordinator)
	Activity 2.3. Develop and pilot curriculum and resources for students and teachers	Approving and validating the TORs for local consultants	UNDP (CO)
		Reviewing the report on inventory and relevant teaching and learning resources	UNDP (CO, Project Coordinator)
		Approving and validating the TOR for consultants on curriculum development	UNDP (CO)
		Verifying the quality of the curriculum and validating the final report	UNDP (CO, Project Coordinator)
		Observing the workshops and consultations with key stakeholders	UNDP (CO, Project Coordinator)
		Verifying the quality of the protocol for holding annual contests	UNDP (CO, Project Coordinator)
	Activity 2.4. Instruments to engage with the government, CSOs, communities and youth	Approving and validating the TORs for developing SOPs for convening Youth Parliament and mobile sessions	UNDP (CO)
		Verifying the quality of the SOPs for convening Youth Parliament and mobile sessions	UNDP (CO, Project Coordinator)
		Attending and observing the Youth Parliament, validating the reports	UNDP (CO, Project Coordinator)
		Observe the SC mobile sessions and verify the quality of the deliverables of the local consultants	UNDP (CO, Project Coordinator)
		Approving and validating the TOR for modernising the NA OIC	UNDP (CO)
		Verifying the quality of delivered furniture and equipment	UNDP (CO, Project Coordinator)
		Observing the operations of the modernized OIC, and the effectiveness of utilisation of the equipment	UNDP (CO, Project Coordinator)
	Activity 2.5. Develop on-demand knowledge products and resources for SCs	Reviewing and verifying the annual plans for producing knowledge products and resources	UNDP (CO)
		Approving and validating the TORs for consultants for developing knowledge products	UNDP (CO)
		Verifying the quality of the knowledge products and resources delivered by the consultants	UNDP (CO, Project Coordinator)
		Approving and validating the TOR for conducting POP and producing IPP	UNDP (CO)
		Reviewing the POP report and the IPP, and verifying the quality of the reports	UNDP (CO, Project Coordinator)
		Validating the IPP report and the audio-visual materials for dissemination of the report	UNDP (CO, Project Coordinator)
	Activity 2.6. Support the operational and procedural reform of the AC	Approving and validating the TORs to support the operational and procedural reform	UNDP (CO)
		Reviewing and verifying the quality of protocols and procedures, and validating with the AC	UNDP (CO, Project Coordinator)
Output 3. Competencies of the MPs, the staff of the NA and AC	**Activity 3.1.** Training and on demand mentorship for MPs and staff on innovative methods and tools, disinformation and hate speech	Reviewing and validating the priorities and the scope of the trainings	UNDP (CO)
		Approving and validating the TORs for local consultants (companies and/or individuals)	UNDP (CO)
		Verifying the quality of the training plan, mentorship program, agenda and materials of workshops	UNDP (CO, Project Coordinator)
		Reviewing lists of participants of training and mentoring programs	UNDP (CO, Project Coordinator)
		Observing training and on-demand mentoring to MPs and NA staff	UNDP (CO, Project Coordinator)

Activity	Task	Responsible
	Approving and validating the TORs for designing programs, curricula, education resources for the RTC on induction training and on-demand mentorship for the MPs of the new convocation	UNDP (CO)
	Reviewing and validating the programs, curricula, education resources for the RTC on induction training and on-demand mentorship	UNDP (CO, Project Coordinator)
	Reviewing lists of participants of training and mentoring programs	UNDP (CO, Project Coordinator)
	Observing induction training and on-demand mentoring to MPs and NA staff	UNDP (CO, Project Coordinator)
	Reviewing and validating training reports, including the results of pre- and post-evaluations	UNDP (CO, Project Coordinator)
Activity 3.2. Training for AC members and staff on performance audits	Reviewing and validating the priorities and the scope of the trainings	UNDP (CO)
	Approving and validating the TORs for international and local consultants (companies and/or individuals)	UNDP (CO)
	Verifying the quality of the training plan, mentorship program, agenda and materials of workshops	UNDP (CO, Project Coordinator)
	Reviewing lists of participants of training and mentoring programs	UNDP (CO, Project Coordinator)
	Observing training and on-demand mentoring to MPs and NA staff	UNDP (CO, Project Coordinator)
	Reviewing and validating training reports, including the results of pre- and post-evaluations	UNDP (CO, Project Coordinator)
Activity 3.3. Peer-to-peer learning for MPs, NA staff, and AC	Reviewing and validating the annual priority list for the exchange programs and study visits	UNDP (CO)
	Approving and validating the TORs for programs and study visits	UNDP (CO)
	Observing or collecting feedback of participant in the study visits	UNDP (CO, Project Coordinator)

6.3. EVALUATION PLAN:

Currently there is no evaluation considered for this project as agreed by the stakeholders.

If unfunded resources are mobilized and the Project Budget exceeds USD 3 million, conducting of evaluation will be discussed and agreed by the Project Board.

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, USD			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount, USD
Output 1. Strategic vision: Strategic vision of the National Assembly and roadmap for reforms, strategic communication and collaboration are consolidated *Gender marker: 2*	Activity 1.1. Policy discussion on Strategic Vision of the Parliament	19,000	29,000	0	UNDP	Sida	Local Consultants Training, Workshops and Confer Audiovisual Print. Prod.	48,000
	Activity 1.2. Strategy and Roadmap for further reform of the parliament	35,000 0	72,000 30,000	60,000 39,000	UNDP	Sida RA NA	Contractual service companies International Consultants Local Consultants Training, Workshops and Confer	236,000
	Activity 1.3. Multi-annual action plans for Standing Committees	13,500 0	13,500 3,000	0 20,000	UNDP	Sida RA NA	Local Consultants Training, Workshops and Confer Audiovisual Print. Prod.	50,000
	Activity 1.4. Aligning the competences of the staff with civil service reform	0	38,500	38,500	UNDP	RA NA	Local Consultants Training, Workshops and Confer Audiovisual Print. Prod	77,000
	Activity 1.5. Strategic Communication Plan for the NA	0 116,000	0 36,000	0 36,000	UNDP	Sida Norway MFA	Contractual service companies Local Consultants Training, Workshops and Confer	188,000
	Activity 1.6. Platforms for discussions on modern public policy issues	8,000 42,000 0 0	28,000 0 0 0	14,000 0 0 30,000	UNDP	Sida Norway MFA RA NA Unfunded[77]	Contractual service companies Training, Workshops and Confer Local Consultants Training, Workshops and Confer	122,000
	Activity 1.7. Training on modern public policy agenda, effective communication, conflict prevention and stakeholder engagement	0 74,000	27,000 0	27,000 0	UNDP	Sida Norway MFA	Contractual service companies Local Consultants Training, Workshops and Confer	128,000
	Activity 1.8. Support to the Gender Equality Plan (GEP) implementation	0 89,000	30,000 0	19,000 0	UNDP	Sida Norway MFA	International Consultants Local Consultants Training, Workshops and Confer	138,000
	Activity 1.9. Develop the AC communication plan	17,000 0	29,000 53,000	22,000 53,000	UNDP	Sida Unfunded	Contractual service companies Local Consultants Training, Workshops and Confer	174,000
	Sub-Total for Output 1							**1,161,000**
Output 2. Modern Instruments: The National Assembly is equipped with state-of-the-art methods and instruments for effectively pursuing its modern public policy agenda and improving performance of its core functions *Gender marker: 2*	Activity 2.1. Digitalized solutions for NA, AC and HRDO	51,000 0 0	61,000 61,815 0	56,000 61,815 31,370	UNDP	Sida RA NA Unfunded	International Consultants Local Consultants Contractual service companies Information Technology Equipment Training, Workshops and Confer	323,000
	Activity 2.2. KPIs for the PDC and TRC units	0 0	8,537 27,463	8,537 27,463	UNDP	Sida RA NA	Local Consultants Training, Workshops and Confer	72,000
	Activity 2.3. Develop and pilot curriculum and resources for students and teachers	0	45,000	45,000	UNDP	RA NA	Local Consultants Training, Workshops and Confer Contractual service companies	90,000
	Activity 2.4. Instruments to engage with the government, CSOs, communities and youth	15,667 0 0	18,167 18,000 0	18,167 0 35,000	UNDP	Sida RA NA Unfunded	Local Consultants Contractual service companies Equipment and Furniture Information Technology Equipment Information Technology Equipment Training, Workshops and Confer	105,000
	Activity 2.5. Develop on-demand knowledge products and resources for SCs	15,667 0 0	25,667 12,000 0	20,667 0 62,000	UNDP	Sida RA NA Unfunded	International Consultants Local Consultants Contractual service companies Audiovisual Print. Prod.	136,000
	Activity 2.6. Support the operational and procedural reform of the AC	12,000 0	14,000 29,000	12,000 29,000	UNDP	Sida Unfunded	Local Consultants Contractual service companies Training, Workshops and Confer	96,000

[77]The Project team will sustain efforts in resource mobilization activities consistent with the ongoing project implementation, with the objective of addressing any unfunded expenses.

	Sub-Total for Output 2							**822,000**
Output 3. Modern Competencies: Competencies of the MPs and the staff of the National Assembly in utilising innovative methods, using and producing knowledge products towards advancing the modern public policy agenda and enhancing effectiveness of their core functions strengthened *Gender marker: 2*	Activity 3.1. Training and on demand mentorship for MPs and staff on innovative methods and tools, disinformation and hate speech	0 64,000	22,000 0	22,000 0	UNDP	Sida Norway MFA	International Consultants Local Consultants Trainings, Workshops & Conferences	108,000
	Activity 3.2. Training for AC members and staff on performance audits	17,000 0	26,000 0	5,000 0	UNDP	Sida Unfunded	International Consultants Local Consultants Contractual service companies Training, Workshops and Confer	96,000
	Activity 3.3. Peer-to-peer learning for MPs, NA staff, and AC	30,500	40,500	25,000 0	UNDP	RA NA	Contractual service companies International Travel Training, Workshops and Confer	184,000
	Sub-Total for Output 3							**388,000**
	Public Opinion Polls	23,000	23,000	23,000	UNDP	Sida Norway MFA	Contractual service companies	*69,000*
General Management Support	Programme Analyst, Democratic Governance (30% of Workload) RBM Programme Analyst (7% of workload) Project Coordinator Project Assistant Driver Transportation costs Miscellaneous costs Translation and Interpretation costs	56,425 66,463	107,445 0	107,445 0	UNDP	Sida Norway MFA	Project oversight cost Staff management cost Travel Miscellaneous Expenses Contractual service companies Rental & Maint-Premises	337,778
	Sub-Total for Output 4							**406,778**
SUB TOTAL								**2,777,778**
GMS 8%								**222,222**
TOTAL								**3,000,000**
SIDA								*1,500,000*
Norway MFA								*500,000*
RA NA								*600,000*
UNFUNDED								*400,000*

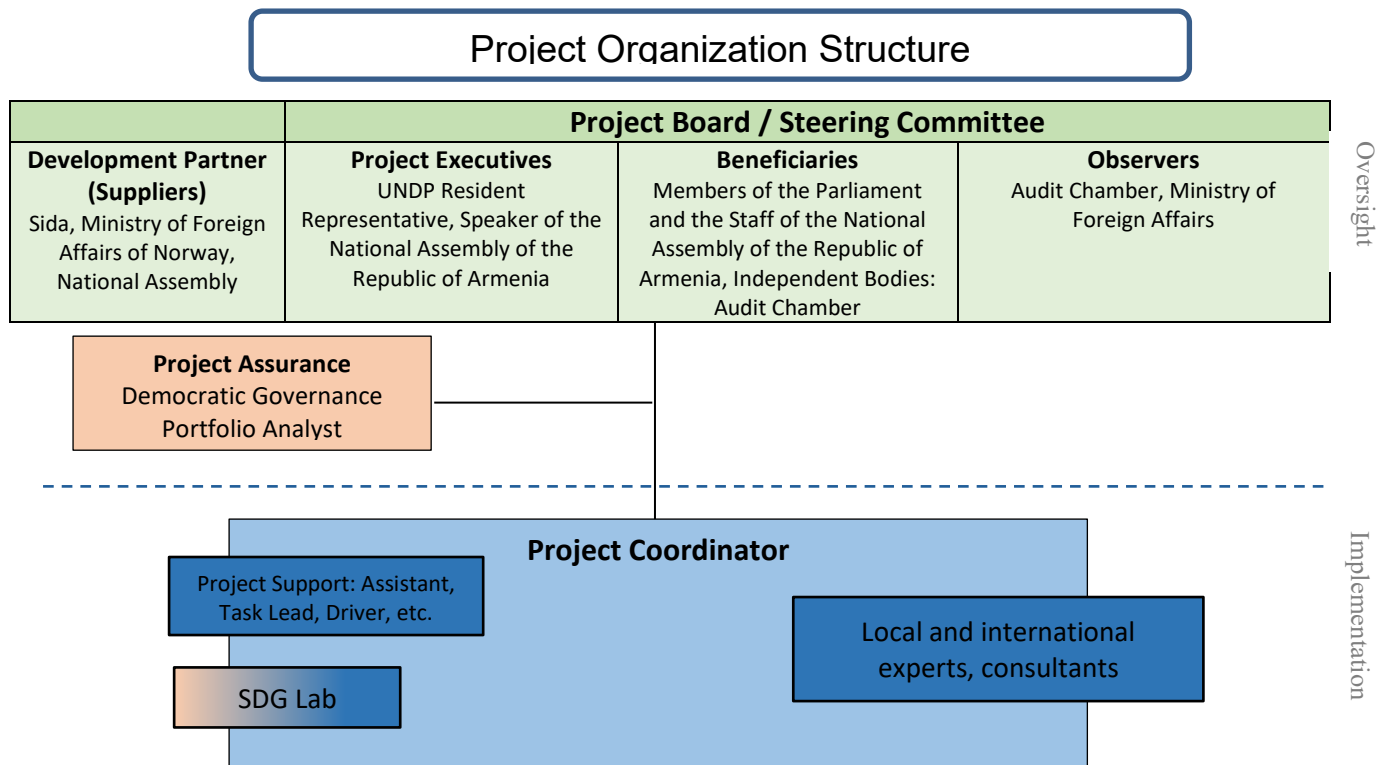| Activities		Responsible party	YEAR 1												YEAR 2				YEAR 3			
			1	2	3	4	5	6	7	8	9	10	11	12	I	II	III	IV	I	II	III	IV
Activity 1.1. Policy discussion on Strategic Vision of the Parliament	Developing TORs for consultancy on facilitation of policy discussion on Strategic Vision of the NA and development of a Strategy and Roadmap for further reform of the parliament, and deploying local consultants	UNDP (CO, Project team)			■																	
	Facilitating policy discussions (agenda, invitations, technical analysis, materials, facilitation, summarizing and disseminating results)	UNDP (Project team), consultants, NA				░	░	░	░	░												
	Validating the final visionary statements with key stakeholders during the final workshop and delivering report	UNDP (Project team), consultants, NA									■											
Activity 1.2. Strategy and Roadmap for further reform of the parliament	Developing the draft Strategy and the Roadmap for further reform of the National Assembly for 2025-2027	Consultants, UNDP (Project team), NA									■											
	Developing TORs for technical inputs supporting the implementation and monitoring of the Roadmap, and deploying local and international consultants	UNDP (CO, Project team)													■				■			
	Supporting the implementation of the Roadmap, preparing and delivering annual monitoring reports with specific recommendations for revision of the Strategy and the Roadmap	Consultants, UNDP (Project team), NA															■				■	
	Organizing annual Strategic Review workshops	UNDP (Project team), consultants, NA																■				■
Activity 1.3. Multi-annual action plans for Standing Committees	Developing and validating TORs for consultants to support the development of multi-annual action plans for SCs, and deploying local consultants	UNDP (CO, Project team), NA			■																	
	Developing and validating multi-annual action plans for SCs	Consultants, UNDP (Project team), NA											■									
Activity 1.4. Aligning the competences of the staff with civil service reform	Developing and validating TORs and deploying local consultants and the vendor	UNDP (CO, Project team), NA, AC								■												
	Reviewing the competency requirements to the target staff, identifying competency gaps, providing recommendations to address the gaps	Vendor, consultants													■							
	Designing and delivering training and mentorship to address the identified gaps, preparation and delivering training reports	Vendor, consultants, UNDP (Project team)														░	░					
Activity 1.5. Strategic Communication Plan for the NA	Developing the TOR for developing the NA Communication Plan and supporting implementation, and deploying consultants	UNDP (CO, Project team					■															
	Developing the Communication Plan and validating with the NA	Consultant, UNDP (Project team), NA						░	░													
	Providing technical inputs to the implementation and monitoring of the approved Communication Plan (annual review)	NA, Consultant, UNDP (Project team)																		■		
Activity 1.6. Platforms for discussions on modern public policy issues	Identifying and validating formats for platforms and/or fora in consultations with the NA, SCs, CSOs, academia	UNDP (CO, Project team), NA						■														
	Developing and validating TORs for the platform(s)	UNDP (CO, Project team)							■													
	Discussing, sequencing and agreeing the priority areas for platform sessions with the NA and CSO stakeholders	UNDP (Project team, consultants)							■													
	Deploying local consultants and contracting firms	UNDP (CO, Project team)								■												
	Supporting the organization of public consultations, stakeholder engagement events, roundtable discussions and policy forums	UNDP (Project team), consultants, vendors									■		■		■		■		■		■	
Activity 1.7. Training on modern public policy agenda, effective communication, conflict prevention and stakeholder engagement	Identifying, prioritising, sequencing and validating the scope of the trainings	UNDP (Project team), NA, AC, HRDO						■														
	Developing TORs and deploying qualified local consultants (companies and/or individuals)	UNDP (CO, Project team)							■													
	Designing the training plan, mentorship program, agenda and materials of workshops vis-à-vis the approved TORs	Vendor, consultants								■												
	Mobilizing participants of training and mentoring programs	UNDP (Project team), NA, AC, HRDO													■	■			■			
	Delivering training and on-demand mentoring to MPs, NA staff, and members and staff of the AC and HRDO	Vendor, consultants													■	■						
	Preparation and delivering training reports, including the results of pre- and post-evaluations.	Vendor, consultants														■		■		■		■
	Developing a TOR for conducting impact evaluation to measure change readiness and deploying the consultant (company)	UNDP (CO, Project team)																	■			
	Conducting impact evaluation, based on the TOR, and delivering the final report (including peer review, validation and quality audit)	Vendor																				■
Activity 1.8. Support to the GEP implementation	Developing TORs and deploying local and international consultants	UNDP (CO, Project team)						■														
	Supporting the implementation and monitoring of GEP; producing GEP monitoring annual reports and validating with NA	UNDP (Project team), consultants																				
	Facilitating GEP annual review workshops to accommodate the recommendations agreed with the NA.	UNDP (Project team), consultants, NA													■				■			
Activity 1.9. Develop the AC communication plan	Developing the TOR for developing the AC Communication Plan and deploying the consultant	UNDP (CO, Project team			■																	
	Developing the Communication Plan and validating with the AC	Consultant, UNDP (Project team), AC					■															
	Providing technical inputs to the implementation of the approved Communication Plan	AC, Consultant, UNDP (Project team)													■							
Activity 2.1. Digitalised solutions for NA and AC	Developing TORs to design and pilot instruments, modules and protocols of e-Parliament, and deploying the consultants and vendors	UNDP (CO, Project team), NA				■																
	Developing and validating the TORs for digital solutions and deploying vendors	Consultants, NA, AC									■											
	Developing digital solutions vis-à-vis the approved TORs and validating with the NA and AC	Vendors, NA, AC UNDP (Project team)															■					
	Identifying the need in ICT equipment for the implementation of the digital solutions and developing detailed specifications for procurement	Vendors, NA, AC, UNDP (Project team)															░					
	Procuring the ICT equipment and delivering to the NA and AC	UNDP (Project team), vendors													■							
	Piloting and validating the digital solutions	NA, AC, vendors, UNDP (Project team)																				■
	Developing the TOR for elaborating and piloting KPIs, and deploying consultant	UNDP (CO, Project team), NA														■						

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Activity	Task	Responsible
Activity 2.2. KPIs for the PDC and TRC units	Developing, validating and piloting KPIs for PDC and TRC	Consultant, UNDP (Project team), NA
Activity 2.3. Develop and pilot curriculum and resources for students and teachers	Developing the TOR for consultants to identify and assess the NA inventory, teaching and learning resources; and deploying consultants	UNDP (CO, Project team), NA
	Identifying and assessing the inventory and relevant teaching and learning resources	Consultant
	Developing the TOR for curriculum development and deploying consultants	Consultant, UNDP (CO, Project team)
	Developing the curriculum and piloting with a small group of students and teachers and finalizing the document	Consultant, UNDP (Project team), NA
	Organizing workshops and consultations with key stakeholders in the NA and across the education sector	UNDP (Project team), Consultant, NA
	Developing a protocol for holding annual contests on best lesson plan and/or learning resources on parliamentary democracy and the NA	UNDP (Project team), Consultant, NA
Activity 2.4. Instruments to engage with the government, CSOs, communities and youth	Developing TORs for developing SOPs for convening Youth Parliament and mobile sessions, and deploy consultants	UNDP (CO, Project team)
	Developing SOPs for convening Youth Parliament and mobile sessions	Consultants, vendors (under contracts), UNDP (Project team)
	Supporting the NA to convene the Youth Parliament (training and support to members, guidance on parliamentary procedures, public speaking, and research skills, planning and facilitating sessions)	NA, UNDP (Project team), Youth Parliament
	Supporting the NA to organize mobile sessions (identifying the priorities and sequences for mobile sessions with SCs, developing and validating the mobile session annual plans, logistical support and technical inputs by local consultants)	NA, UNDP (Project team), consultants
	Developing TOR for modernising the NA OIC, in consultation with the NA Chief of Staff	UNDP (CO, Project team), NA
	Procuring furniture and equipment	UNDP (CO, Project team)
	Delivering goods	Vendors (under contracts)
	Revamping the modernized OIC	NA, UNDP (CO, Project team)
Activity 2.5. Develop on-demand knowledge products and resources for SCs	Identifying and prioritising the plan for producing knowledge products and resources in consultation with the SCs and Factions (annual work plans)	UNDP (CO, Project team), NA
	Developing TORs for each knowledge product and deploy consultants vis-à-vis the approved annual work plans	UNDP (CO, Project team)
	Developing the knowledge products in consultation with SCs and Factions under overall guidance of the project team	Consultants, vendors (under contracts), UNDP (Project team)
	Developing the TOR for conducting Public Opinion Poll (POP) and producing IPP; and deploying the vendor (POP) and consultant (IPP)	UNDP (CO, Project team)
	Conducting POP and delivering the IPP report	Vendor, consultant
	Validating and disseminating the IPP report	UNDP (Project team), NA
Activity 2.6. Support the operational and procedural reform of the AC	Developing TORs to support the operational and procedural reform, validating with the AC and deploying the consultants and vendor	UNDP (CO, Project team), AC
	Developing protocols and procedures, and validating with the AC	Vendor, consultants, UNDP (Project team), AC
Activity 3.1. Training and on demand mentorship for MPs and staff on innovative methods and tools, disinformation and hate speech	Identifying, prioritising, sequencing and validating the scope of the trainings	UNDP (Project team), NA
	Developing TORs and deploying qualified local consultants (companies and/or individuals)	UNDP (CO, Project team)
	Designing the training plan, mentorship program, agenda and materials of workshops vis-à-vis the approved TORs	Vendor, consultants
	Mobilizing participants of training and mentoring programs	UNDP (Project team), NA
	Delivering training and on-demand mentoring to MPs and NA staff, based on the TORs, training plan and mentorship programs	Vendor, consultants
	Developing TORs and deploying local consultants to design and deliver programs, curricula, education resources for the RTC on induction training and on-demand mentorship for the MPs of the new convocation (companies and/or individuals)	UNDP (CO, Project team)
	Design and deliver programs, curricula, education resources for the RTC on induction training and on-demand mentorship	Vendor, consultants
	Mobilizing participants of induction training and mentoring programs	UNDP (Project team), NA (RTC)
	Delivering induction training and on-demand mentoring to the MPs and NA staff of the new convocation	Vendor, consultants
	Preparation and delivering training reports, including the results of pre- and post-evaluations	Vendor, consultants
Activity 3.2. Training for AC members and staff on performance audits	Identifying, prioritising, sequencing and validating the scope of the trainings	UNDP (Project team), AC
	Developing TORs and deploying qualified international and local consultants (companies and/or individuals)	UNDP (CO, Project team)
	Designing the training plan, mentorship program, agenda and materials of workshops vis-à-vis the approved TORs	Vendor, consultants
	Mobilizing participants of training and mentoring programs	UNDP (Project team), AC
	Delivering training and on-demand mentoring to AC members and staff, based on the TORs, training plan and mentorship programs	Vendor, consultants
	Preparation and delivering training reports, including the results of pre- and post-evaluations.	Vendor, consultants
Activity 3.3. Peer-to-peer learning for MPs, NA staff, and AC	Identifying the annual priority list for the exchange programs and study visits in close consultation with the NA and AC	UNDP (CO, Project team), NA, AC
	Developing TORs for each program and/or study visit and validating with the national stakeholders and host institutions	UNDP (CO, Project team), NA, AC
	Supporting participation of Armenian representatives in study visits	UNDP (CO, Project team)

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

8.1. PROJECT MANAGEMENT BOARD

In line with the UNDP project management principles, the **Project Management Board** will be established to oversee the management of the Project. The Board will be represented (co-chaired) by the UNDP and the National Assembly of the Republic of Armenia and include project stakeholders. Audit Chamber as an Independent Body and the RA Ministry of Foreign Affairs as coordinating unit of the UN mission in Armenia are invited candidates who will be having a function of the observers.

Project Organization Structure

Project Board / Steering Committee			
Development Partner (Suppliers) Sida, Ministry of Foreign Affairs of Norway, National Assembly	**Project Executives** UNDP Resident Representative, Speaker of the National Assembly of the Republic of Armenia	**Beneficiaries** Members of the Parliament and the Staff of the National Assembly of the Republic of Armenia, Independent Bodies: Audit Chamber	**Observers** Audit Chamber, Ministry of Foreign Affairs

Oversight

Project Assurance
Democratic Governance Portfolio Analyst

Implementation

Project Coordinator

Project Support: Assistant, Task Lead, Driver, etc.

SDG Lab

Local and international experts, consultants

The Project Management Board will hold annual project reviews to ensure coherence and relevance of the project, and realistic budgeting over the life of the project, to capture lessons learned and discuss opportunities for scaling up, as well as to socialize project results and lessons learned with relevant audiences.

The Project Management Board will function as an overall management structure for the project to oversee transparency, accountability, and efficiency of the project operations, assess opportunities, risks, and political challenges. The Board will also oversee the progress vis-à-vis monitoring plan; provide overall recommendations on the directions of the project, ensuring that it remains within specified constraints; advise on proposals and recommendations from any of its members; review and provide recommendations on the strategy, contents, scope, and timetables of the project to achieve its goals; approve the annual work plans progress, and final reports. *Ad hoc* Board meetings can be called to take decisions on mid-year changes in project activities or financial allocations, if any.

The Project Board will have the possibility to invite any organization or individuals to have discussion and debates on any matter related to the programme and support the Project Board.

8.2. ACTION LOCATION AND PROJECT TEAM

In line with UNDP regulations and rules, UNDP will establish a project unit. On the background of existing cooperation (MAP project), UNDP will capitalize on the already available structures and resources (e.g., human resources and facilities) ensuring a smooth continuation of the support. The project unit will coordinate project implantation; UNDP in-house capacities of SDG innovation lab will be used throughout to mainstream innovative approaches and digitalization. The project will develop the NA Project Focal Point TOR; establish a project monitoring process, and ensure reporting, monitoring, and evaluation (including the annual Public Opinion Poll and producing IPP for 2024-2026); implement a stakeholder communication plan; procure works and services; and conduct project accounting and auditing. All programmatic and operational activities will be strictly guided by the respective UNDP regulations and rules.

The project management and quality assurance will be implemented mainly through the UNDP Armenia Country Office located in the UN House in Yerevan. The project implementation team will be located in the premises provided to the MAP project by the National Assembly in the parliament building.

The project staff will comprise of personnel described below, and will require minimal general operating expenses, as budgeted in the "Budget for the Project".

- **Project Coordinator** will be responsible for project operations and will support in the planning, implementation quality, monitoring, data analysis and reporting related to the project.

- **Project Assistant** will provide logistical, financial, and administrative support to the Project team, in relation to all components of the project.

- **Task Lead** will particularly support in planning, implementation, monitoring, data analysis, reporting, as well as technical inputs related to Output 1.

- **Driver** will provide services to the project team in the framework of the project.

- **Programme Analyst, Democratic Governance** will be responsible for the project oversight and quality assurance. This Country Office staff member will dedicate nearly 30% of his/her workload to the project that will be reported vis-à-vis the timesheet subject to verification and approval by the Country Office.

- **RBM Programme Analyst** will be responsible for ensuring the compline of the project vis-à-vis the UNDP results-based management (RBM), monitoring and evaluation SOPs. The relevant Country Office staff member will dedicate approximately 7% of their workload to the project that will be reported vis-à-vis the timesheet subject to verification and approval by the Country Office.

The relevant staff and office costs are directly attributable to the project and as direct costs are included in the project budget ("Budget for the Project").

The office costs are calculated based on the number of staff/workstations, including consultants that are required to deliver services in the project facilities, and importance of the project. Thus, the project office space will accommodate at least five core staff and key consultants. No office rental cost will be charged and will include safety and security and other shared services provided by the National Assembly.

Project Management: The project will be implemented by a Project Management Unit (PMU), which will be administratively integrated within the UNDP office in Armenia, and which will include a formal extended circle of designated representatives from the Parliament. The PMU will be comprised of the following positions:

Core PMU

- Project Coordinator (national)
- Project Assistant (national)

Support team

- Task Lead (national)
- ICT Expert
- Project Data Consolidation and Compilation Assistant
- Partnership and Communication Expert
- Short-term experts
- Programme Officer
- Programme Associate
- Driver

Project Coordinator will run the project on a day-to-day basis and will be responsible for day-to-day management and decision-making for the project. The Project Coordinator's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The core PMU group will be supported by technical, administrative, and financial team, engaged on part-time and full-time basis, providing necessary backstopping and operational support.

Project assurance role will be fulfilled by Programme Analyst/Officer and Programme Associate at the UNDP Country Office.

Programme Officer supports the Project Board by carrying out objective and independent project oversight and monitoring functions. Programme Officer monitors the project on a regular basis; engages with national partners and project donors, contributes to enhancing coordination with other donors' interventions in the project area and facilitates knowledge building. Programme Officer attends project events and contributes to the projects reporting in line with the quality assurer, serves as the chair of the evaluation committees established by the project for the competitive procurement of goods and services, clears all contracts and travel

authorisations, clears any project related information. Programme Officer will spend a minimum of 5% of her time on this project.

Programme Associate performs "Approving manager" role in web-based management system called Quantum. The 'approving manager' (second authority) role refers to the person who independently reviews the authority exercised by the project manager (first authority), verifies that applicable policies and procedures have been followed. Programme Associate will spend a minimum of 3% of her time on this project.

In addition, designated **Focal Points (1 from Administration and 1 from the President's Cabinet) from the Parliament** will be linked to the PMU. The Focal Points will be the main contact and resource persons for the project who will provide strategic advice for the project and be involved in the elaboration of annual work plans.

The Project Management Board will hold annual project reviews to ensure coherence and relevance of the project, and realistic budgeting over the life of the project, to capture lessons learned and discuss opportunities for scaling up, as well as to socialize project results and lessons learned with relevant audiences.

The Project Management Board will function as an overall management structure for the project to oversee transparency, accountability, and efficiency of the project operations, assess opportunities, risks, and political challenges. The Board will also oversee the progress vis-à-vis monitoring plan; provide overall recommendations on the directions of the project, ensuring that it remains within specified constraints; advise on proposals and recommendations from any of its members; review and provide recommendations on the strategy, contents, scope, and timetables of the project to achieve its goals; approve the annual work plans progress, and final reports. *Ad hoc* Board meetings can be called to take decisions on mid-year changes in project activities or financial allocations, if any.

The Project Board will have the possibility to invite any organization or individuals to have discussion and debates on any matter related to the programme and support the Project Board.

IX. LEGAL CONTEXT

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

This project will be implemented by UNDP ("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.

X. RISK MANAGEMENT

The project will apply direct implementation modality (DIM):

1. UNDP as the Implementing Partner will comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]12 [UNDP funds received pursuant to the Project Document]13 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. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies, and procedures.

6. 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.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible parties, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor, and sub-recipient. To this end, each responsible party, subcontractor, and sub-recipient shall:

i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's, and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor, and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, 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, each sub-party 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, each sub-party, 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.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities) and shall require from its sub-parties (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, sub-parties will and will require that their respective 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 sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties 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. Each sub-party shall advise UNDP of any such allegations received and

investigations being conducted by itself or any of its sub-parties 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 relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party 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 relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption, or other financial irregularities, by its officials, consultants, subcontractors, and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, 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.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor, and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors', and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

k. UNDP will be entitled to a refund from the responsible party, subcontractor, or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, 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.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover, and return any recovered funds to UNDP.

n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

ANNEX 1: PROJECT QUALITY ASSURANCE REPORT

(This is a temporary template, the ratings to be provided in the new Project QA platform that will be available in May 2023)

	PROJECT QA - DESIGN
	1. STRATEGIC
☒	**1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?**
☒	• 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
☐	• 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
☐	• 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. *Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project strategy targets parliamentary development through two major dimensions. The first dimension refers to advancement of the institutional framework of parliament, including strategic vision and reform agenda, as well as the three core functions of the parliament Law-making, Oversight and Representation. The second dimension refers to nine critical capacities necessary for effective implementation of the functions as follows: (a) Policy analysis and research capacity; (b) Capacities of the committee system; (c) Participation of women and minorities in parliament; (d) Parliamentary institutional outreach and civic education capacities; (e) Constituency relations capacities; (f) Parliament's capacities in ensuring financial accountability; (g) Government- parliament relations; (h) Parliamentary infrastructure and information management capacities; (i) Secretariat staff organization and management capacities. The four functional dimensions and the nine capacity dimensions are incorporated into the project design framework under three outputs of project support to the parliament's modern agenda, instruments, and competencies.
	2. Is the project aligned with the UNDP Strategic Plan?
☒	• 3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true)
☐	• 2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
☐	• 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): MAP 2.0: Fostering Responsiveness, Effectiveness, Transparency, and Inclusiveness of Armenian Parliament (FORSETI) responds to the intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework is UNSDCF Outcome 6 / CPD 3: People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all. Output 3.1: Constitution-making, electoral, parliamentary, and other processes and institutions strengthened to promote inclusion, transparency, and accountability. Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: Indicator: Government effectiveness, transparency, and accountability. Baseline (2018): Worldwide Governance Indicators (WGIs): Voice and Accountability: 40.39. Government effectiveness: 51.44. Control of corruption: 42.79. Target (2025): WGI: Voice and Accountability: 42; Government Effectiveness: 52.2; Control of Corruption: 43.2. Applicable Output(s) from the UNDP Strategic Plan: 2.4 Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement
	3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme)
☒	• Yes

	PROJECT QA - DESIGN
☐	• No (Project QA cannot be approved by the Project QA Approver)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): UNSDCF Outcome 6 / CPD 3: People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all. Output 3.1: Constitution-making, electoral, parliamentary, and other processes and institutions strengthened to promote inclusion, transparency, and accountability.
	2. RELEVANT
	4. Does the project identify target groups, and particularly those marginalized, vulnerable and left further behind (LNOB)?[78]
☒	• 3: The target groups are clearly specified, prioritizing discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
☐	• 2: The target groups are clearly specified, prioritizing groups left furthest behind.
☐	• 1: The target groups are not clearly specified.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project clearly defined he target groups (RA NA MPs, SCs, Fractions, RA NA Staff, RA NA Administration, RA NA Council, RA NA Parliamentary Democracy Center, RA NA research and Training Center, Independent Bodies: Audit Chamber of Armenia and the Human Rights Defender's Office, CSOs, Citizens, Youth, Women. The project aims at supporting the institutional capacities and strategic communication and collaboration of the National Assembly and target independent bodies to drive forward the modern public policy agenda and improve performance of its core functions. It will enhance the relevant competencies of the MPs and the staff of the National Assembly. The project is based on the ongoing cooperation with the NA and the respective lessons learned. It is developed in close consultation with the National Assembly, independent bodies, CSOs and expert community. The relevant needs of the target institutions and interventions of the project to address these needs are validated.
	5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?
☒	• 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
☐	• 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
☐	• 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project is built on the results of the project "Modern Parliament for a Modern Armenia" (MAP), implemented by UNDP in 2019-2023 and funded by the Government of Sweden, Sida and the UK Good Governance Fund. The project aimed at strengthening the NA in carrying out its key functions of legislating, oversight, and representation. The project incited an ongoing demand by the MPs and the NA staff for further capacity building to help them pursue the modern public policy agenda at the National Assembly, equipped with more advanced competences and innovative methodologies and instruments. The Project is designed utilizing extensively the lessons learned through this effort and building on the results achieved and strategic partnerships developed throughout 2019-2023.
	6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?
☒	• 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)
☐	• 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

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[78] Operationalizing Leaving No One Behind good Practice Note for UNCT (*https://unsdg.un.org/resources/leaving-no-one-behind-unsdg-operational-guide-un-country-teams*)

	PROJECT QA - DESIGN
☐	• 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project is also shaped by UNDP ability to interact closely and constructively with other actors providing support to the National Assembly. UNDP support to the National Assembly aims at encouraging an open, constructive, and coordinated approach among key stakeholders (the NA, Government, development partners, national and international organizations) to develop a common and positive vision of what is expected in Armenia. The project strongly emphasises donor coordination and will facilitate the coordination of the partners supporting the NA through the Donor Coordination Platform, bringing together the EU, USAID, IFES, GIZ AM, IRI, NDI, OSCE/ODIHR, the UK Embassy in Armenia, and the Embassy of Sweden in Armenia, the partners of the first phase of the MAP Project. UNDP is perceived as a predictable and long-term partner in time of crisis. The Armenian context is challenging, and UNDP will make sure that is has a balanced approach that is based on good analysis, is needs-based, and ensures value for money.
	3. PRINCIPLED
	7. Does the project apply a human rights-based approach?
☒	• 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)
☐	• 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
☐	• 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project intends to work with both Independent Bodies of the RA NA and one of them the project intends to target, is the Human Rights Defender's Office (HDRO) which has a unique role in protection of human rights in the country, as it is endowed with a rather broad mandate of monitoring the policies and practices of protecting human rights and freedoms. In addition to responding to individual violations of human rights, it is vested with an authority to address systemic human rights issues by identifying those and collaborating with relevant public authorities in addressing those. The legislative and law enforcing challenges identified by the HRDO can enable the NA to prioritise human rights on the public policy agenda and hold the government accountable for revising policies accordingly. Yet, there is still insufficient awareness of the HRDO mandate and core functions both among the citizens, and many MPs. In addition, the latter have inaccurate perceptions regarding the principles of cooperation with the HRDO. This results in undermining the rights-based approach to policy making in the NA.
	8. Does the project use gender analysis in the project design?
☐	• 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
☒	• 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
☐	• 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): A basic gender analysis has been carried out and results from this analysis are reflected in the project design. The detailed Gender Equality Plan is developed and will be revised and implemented. The Periodic Gender Analysis of integrating gender in programme cycles (quarterly), frequent consultations with the CO Gender Focal Point, Gender Strategy in the Parliament, Consolidation on discussions on GEP, prioritization of the topic with the Standing Committees and Staff, Creation of the ad-hoc task force to be formulated in the framework of GEP, Triggered discussions on GRB as a policy effectiveness tool, Prioritization and operationalization of the Gender Equality Plan (GEP) for the RA NA are envisioned.
	9. Did the project support the resilience and sustainability of societies and/or ecosystems?

	PROJECT QA - DESIGN
☐	• 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic, and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true).
☒	• 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
☐	• 1: Sustainability and resilience dimensions and impacts were not adequately considered.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project is designed to be inclusive and support the sustainable economic growth (promoting policies that support economic growth and job creation, while also addressing inequality and environmental sustainability); health and well-being (developing policies that address health challenges, promote healthy lifestyles, and improve access to health care). Given the additional challenges that comes with the escalation of conflict, the COVID-19 pandemic, those risks lead the Project to propose adaptive programming as part of the contingency planning which will be subsequently adopted at the Project Board Meetings. This will allow for maintaining the Project implementation at a high level of performance that ultimately will lead to the achievement of the defined targets and results. Adaptive programming also secures the planned implementation of the Project Annual Work Plans (AWPs) and a high delivery rate.
	10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If SESP is not required, select all exemption criteria that apply.]
☒	• Yes
☐	• No (Project QA cannot be approved by the Project QA Approver)
☐	• SESP not required because project consists solely of (Select all exemption criteria that apply) *Applicable only to option "SESP not required" ☐ 1: Preparation and dissemination of reports, documents and communication materials ☐ 2: Organization of an event, workshop, training ☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences ☐ 4: Partnership coordination (including UN coordination) and management of networks ☐ 5: Global/regional projects with no country-level activities (e.g. activities such as knowledge management, inter-governmental processes) ☐ 6: UNDP serves as Administrative Agent ☐ 7: Development Effectiveness projects and Institutional Effectiveness projects
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): SEPS is attached as Annex in the Project Document.
	4. MANAGEMENT & MONITORING
	11. Does the project have a strong results framework?
☒	• 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
☐	• 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
☐	• 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The RRF indicators are defined per the lessons learned the final evaluation of the MAP Project as basis to MAP

	PROJECT QA - DESIGN
	2.0 – FORSETI Project. The data collection tools are well-defined, and the new tool is in place as Index of Parliamentary Perception methodology.

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

☒	• 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
☐	• 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
☐	• 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence (Enter a short explanation and attached a document that provides evidence for your response):
In line with UNDP regulations and rules, UNDP will establish a project unit. On the background of existing cooperation (MAP project), UNDP will capitalize on the already available structures and resources (e.g., human resources and facilities) ensuring a smooth continuation of the support. The project unit will coordinate project implantation; UNDP in-house capacities of SDG innovation lab will be used throughout to mainstream innovative approaches and digitalization. The project will develop the NA Project Focal Point TOR; establish a project monitoring process, and ensure reporting, monitoring, and evaluation (including the annual Public Opinion Poll and producing IPP for 2024-2026); implement a stakeholder communication plan; procure works and services; and conduct project accounting and auditing. All programmatic and operational activities will be strictly guided by the respective UNDP regulations and rules. Project Board ToR is attached as Annex to the Project Document.

13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?

☒	• 3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
☐	• 2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
☐	• 1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence (Enter a short explanation and attached a document that provides evidence for your response):
The off-line risk log is attached to the Project document as Annex. 3

	5. EFFICIENT

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:

i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.

ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.

iii) Through joint operations (e.g., monitoring or procurement) with other partners.

iv) Sharing resources or coordinating delivery with other projects.

v) Using innovative approaches and technologies to reduce the cost-of-service delivery or other types of interventions.

☒	• Yes
☐	• No

	PROJECT QA - DESIGN
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Theory of Change has very detailed action and interlinkages for cost-efficient use of recourses to achieve the outcome of the project. See Figure 1: Theory of Change of Action in the Project Document.
	15. Is the budget justified and supported with valid estimates?
☒	• 3: The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilization plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications, and security have been incorporated.
☐	• 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
☐	• 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The detailed Multi-Annual Work Plan with assigned budget is presented in Section 7 of the Project Document.
	16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?
☒	• 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
☐	• 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
☐	• 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross subsidizing the project.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The budget fully covers all project costs that are attributable to the project.
	6. EFFECTIVE
	17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project?
☒	• 3: Credible evidence that all targeted groups, prioritizing discriminated, vulnerable, and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
☐	• 2: Some evidence that key targeted groups have been consulted in the design of the project.
☐	• 1: No evidence of engagement with targeted groups during project design.
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): All target groups are considered; special stress will be on women and refugee citizens.
	18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?
☒	• Yes
☐	• No
	Evidence (Enter a short explanation and upload a document that provides evidence for your response): Monitoring and evaluation are integral to effective and responsive implementation of the project, see Figure 2: Detailed Monitoring Plan in the Project Document.
	19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.
☒	• Yes
☐	• No

	PROJECT QA - DESIGN
	Evidence (Enter a short explanation and upload a document that provides evidence for your response): GEN2 Marker is scored for the project.
	20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness, and scalability of project results?[79]
☐	• 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards[80] and data principles[81]. (All must be true)
☒	• 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards and data principles, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.
☐	• 1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards and data principles are not taken into account when intending to use digital or data technology solutions in project activities.
☐	• Digital considerations are not relevant to this project. *Applicable only to the option "Digital considerations are not relevant." ☐ 1: Societal digital transformation is not a government or contextual priority ☐ 2: A non-digital approach yields higher effectiveness and efficiency ☐ 3: Other (specify in the "Evidence" section)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Theory of Change reflects the potential use of digital and data solutions of the project. See Figure 1: Theory of Change of Action in the Project Document.
	7. SUSTAINABILITY & NATIONAL OWNERSHIP
	21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?
☐	• 3: National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP.
☒	• 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
☐	• 1: The project has been developed by UNDP with limited or no engagement with national partners.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project was designed and discussed in close consultations with the parliament.
	22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?
☒	• 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly.
☐	• 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
☐	• 1: Capacity assessments have not been carried out.
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project is designed with the detailed strategy to work with the key institution of the country as well as the strengthening of the specific capabilities of the independent bodies as the key oversight tools for the parliamentary country.

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[79] For a checklist and evidence template, please see the Embedding Digital Thinking into Project Design Guidelines (https://rebrand.ly/DbDProjectGuideEN).
[80] The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (https://www.undp.org/digital/standards).
[81] The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (https://data.undp.org/data-principles).

	PROJECT QA - DESIGN
	23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?
☒	• Yes
☐	• No
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project will employ the intervention schemes that have been applied and tested before (e.g., SEPA and ESPA projects with basket fund financing model). In their turn, the new initiatives are built on successful schemes and on available human and technical resources from the basic project MAP. The project will apply a number of no- or low-cost responsiveness/empathy building initiatives and offer new creative formats to tap into citizens' expertise with a "fail fast, fail cheap" approach. Procurement of goods and services will be conducted in compliance with UNDP Standard Operational Procedures to ensure acquisition of appropriate quality goods and services at the most competitive/lowest price in the market. The project will clearly follow the UNDP's policies and procedures portal, the public online repository of policies which provides the operational standards and procedural guidance on UNDP's core business processes: UNDP Policies and Procedures Portal	United Nations Development Programme
	24. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization and communications strategy)?
☐	• Yes
☒	• No
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): This phase of the project is already a scaled-upped project from the previous project MAP.

Name and Title	Signature and Date	Description
QA Assessor: Vahan Asatryan UNDP Governance Portfolio Analyst	Signature: Date:	The QA Assessor has to be accountable for project assurance, which is independent of the project manager. A UNDP programme or monitoring and evaluation officer typically holds the project assurance role on behalf of UNDP. For GEF- and GCF-financed projects, project assurance is undertaken as per the requirements of the vertical funds, and these services are covered by the fee provided by the vertical fund.
QA Approver: Konstantin Sokulskiy UND Deputy Resident Representative	Signature: Date:	The QA Approver is typically the Resident Representative, Deputy Resident Representative, or head of portfolio. The QA Approver must function at a higher level of accountability than the QA Assessor. The QA Approver cannot also be the QA Assessor.

ANNEX 2: UNDP SOCIAL AND ENVIRONMENTAL SCREENING

Project Information

Project Information	
1. **Project Title**	MAP 2.0 - Fostering Responsiveness, Effectiveness, Transparency, and Inclusiveness of Armenian Parliament (FORSETI)
2. **Project Number (i.e. Quantum project ID, PIMS+)**	01001917
3. **Location (Global/Region/Country)**	Republic of Armenia
4. **Project stage (Design or Implementation)**	Implementation
5. **Date**	01/03/2024

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The project has a particular focus on promotion of parity democracy, gender equality and respect for human rights, including integration of women, youth, people with disabilities and other vulnerable groups into parliamentary processes and decision-making. The Project also aims to improve the democratic governance systems promoting accountability, transparency, and protection of human rights.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The project contribution to the more responsive, inclusive, transparent, and accountable National Assembly will specifically enhance gender-responsive legislation, as through the project activities women can actively engage in shaping policies that address gender-specific concerns, such as women's rights, healthcare, and gender-based violence. The project will make extensive efforts to provide support to women to engage in various public participation platforms, mobile sessions and facilitated multi-stakeholder discussions. Women's voices will be heard at these engagement platforms, ensuring that their unique perspectives and needs are considered when legislating and scrutinizing legislation. The project can serve as a platform for women to advocate for gender equality and women's rights, as they engage with MPs in informed dialogue and use public participation platforms to express their perspectives. The Gender Equality Plan of the National Assembly of the Republic of Armenia will be implemented during the project.
Briefly describe in the space below how the project mainstreams sustainability and resilience
The sustainability of the project is of paramount importance to ensure its long-term impact on governance, transparency, and inclusivity. This project is designed to not only achieve its immediate goals but also to create a lasting legacy that can continue to benefit Armenia's democratic processes and the parliamentary democracy beyond the project's lifespan. The project places a strong emphasis on building the institutional capacity of the National Assembly. To ensure sustainability, the project engages the NA leadership, Standing Committees, MPs, and staff in the development of the strategic vision, roadmap for reforms, and modern public policy agenda. This ownership by the NA is crucial as it fosters a sense of responsibility and commitment to the project's outcomes and ensures the integration of project activities into the NA's long-term plan.
Briefly describe in the space below how the project strengthens accountability to stakeholders
The project will support the NA to identify and validate most effective and viable formats for platforms and/or fora in close consultations with the leadership of NA, SCs, CSOs, academia, and other national and international stakeholders. The formats may include regular public consultations, stakeholder engagement events, roundtable discussions and policy forums. The sustainability of the specific formats will be a critical criterion for relevant decisions. The identified formats will be validated with key stakeholders.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description *(broken down by event, cause, impact)*	*Impact and Likelihood (1-5)*	*Significance (Low, Moderate Substantial, High)*	*Comments (optional)*	*Description of assessment and management measures for risks rated as Moderate, Substantial or High*
Risk 1: Citizens have low satisfaction and trust towards women in Parliamentary Activities according to MAP Index of Parliamentary Perception (IPP) 2022.	I = 3 L = 3	Low	The MAP IPP 2022 data highlights the concern regarding gender equality principles (39.0% of respondents express opposition to having more women in Parliament). This statistic indicates a significant portion of the population holds views that run counter to the principles of equal representation and participation of women in political processes.	Addressing these misperceptions is crucial for advancing gender equality and fostering a more inclusive and representative democracy. Public awareness campaigns, education initiatives, and advocacy efforts can play a vital role in challenging stereotypes and biases, promoting the value of diversity in decision-making, and emphasizing the importance of equal opportunities for both men and women in political leadership roles.
Risk 2: Parliamentarians are not keen on discussing issues and topics related to Hate Speech, Code of Conduct for MPs	I = 3 L = 3	Low	There is no consensus between ruling and opposition parties in this regard in the 8th Convocation and no participatory and equal process is possible to be ensured.	Develop a comprehensive Communication Plan for the RA NA for deepening civil space, enhancing parliament-civil society collaboration, countering external influences, combating disinformation and hate speech, and promoting accurate information about the parliament's work. In addition, modern public policy issues that will be largely brought into the RA NA agenda include those of Climate Change, Gender, Human Rights, Hate Speech, SDGs, Parliamentary Diplomacy, Foreign Policy, Code of Conduct, Ethics, Anti-Corruption, etc. Regular interactions between lawmakers, citizens, experts, CSOs and other stakeholders to foster collaboration and sharing of ideas and best practices, as well as learning about new developments countering external influences, disinformation and hate speech.
There is a risk that lack of trust in parliament may reduce the interest of citizens to engage and learn.	I = 3 L = 3	Low		

	QUESTION 4: What is the overall project risk categorization?		
	Low Risk	☒	
	Moderate Risk	☐	
	Substantial Risk	☐	
	High Risk	☐	

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QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
Question only required for Moderate, Substantial and High-Risk projects				
Is assessment required? (check if "yes")	☐			***Status? (Completed, planned)***
if yes, indicate overall type and status		☒	Targeted assessment(s)	IPP – 2023 is completed.
		☐	ESIA (Environmental and Social Impact Assessment)	
		☐	SESA (Strategic Environmental and Social Assessment)	
Are management plans required? (check if "yes)	☐			
If yes, indicate overall type		☒	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	Gender Equality Plan for the NA is completed.
		☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		☐	ESMF (Environmental and Social Management Framework)	
Based on identified <u>risks</u>, which Principles/Project- level Standards triggered?		**Comments (not required)**		
Overarching Principle: Leave No One Behind				
Human Rights	☒			
Gender Equality and Women's Empowerment	☒			
Accountability	☒			
1. Biodiversity Conservation and Sustainable Natural Resource Management	☐			
2. Climate Change and Disaster Risks	☐			
3. Community Health, Safety and Security	☐			
4. Cultural Heritage	☐			
5. Displacement and Resettlement	☐			
6. Indigenous Peoples	☐			
7. Labour and Working Conditions	☐			
8. Pollution Prevention and Resource Efficiency	☐			

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor Vahan Asatryan DG Portfolio Analyst		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver Konstantin Sokulskiy UNDP DRR		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, the PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	
<u>INSTRUCTIONS</u>: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the <u>SES toolkit</u> for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social, or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [16]	No
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:	No
P.9 adverse impacts on gender equality and/or the situation of women and girls?	No
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
P.12 exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
Would the project potentially involve or lead to:	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14 grievances or objections from potentially affected stakeholders?	No
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
Would the project potentially involve or lead to:	
1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

	For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12	handling or utilization of genetically modified organisms/living modified organisms?[17]	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[18]	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami, or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	No

4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions?[19]	No
5.4	impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. **	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories, and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No

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* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.
Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families, or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	
8.2	the generation of waste (both hazardous and non-hazardous)?	
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	
8.4	the use of chemicals or materials subject to international bans or phase-outs? For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention	
8.5	the application of pesticides that may have a negative effect on the environment or human health?	
8.6	significant consumption of raw materials, energy, and/or water?	

ANNEX 3: RISK ANALYSIS

Offline Project Risk Register

Project Title: MAP 2.0: Fostering Responsiveness, Effectiveness, Transparency, and Inclusiveness of Armenian Parliament (FORSETI)						Project Number: 01001917	Date: 20/02/2024

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	There is a risk of high turnover of staff in the NA and target independent institutions (AC, HRDO	As a result of low salaries, the staff who are getting qualified are leaving for better positions with higher salaries.	Which will impact in the decreased productivity, increased recruitment and training costs, and compromised project delivery timelines.	**7. STRATEGIC (7.6. Change/turnover in government) - UNDP Risk Appetite: OPEN TO SEEKING**	Likelihood: **4 - Highly likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Mar-24 To: 28-Feb-27	Project Coordinator	Risk Treatment 1.1: The Project will support the NA to strengthen its capacities which will result in highly qualified staff and will lead to a decrease in turnover level. Risk Treatment Owner: Project Coordinator, RA NA Administration Risk Treatment 1.2: Project envisioned Civil Service Reform Activities for the NA Staff with peculiarities which will allow for professional development and promotion as well as retention of talents. Risk Treatment Owner: Project Coordinator, RA NA Administration
2	There is a risk of insufficient capacity and motivation of MPs and the NA staff to use the learning opportunities offered by the project, as well as reluctance to apply new knowledge and skills if not supported continuously in the application process.	As a result, limited awareness, institutional resistance, resource constraints, lack of incentives, and over-reliance on support and lack of proper communication circulation.	Which will impact in suboptimal utilization of project resources and hindered implementation effectiveness.	**3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN** **4. ORGANIZATIONAL (4.2. Execution capacity) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **3 - Moderately likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 01-Mar-24 To: 28-Feb-27	Project Coordinator	Risk Treatment 2.1: The project will provide additional technical assistance to strengthen the capacities of the key stakeholders to ensure the provided learning opportunities and their potential benefits are efficiently communicated. Risk Treatment Owner: Project Coordinator, Project Team Risk Treatment 2.2: Develop customized training programs that address the specific needs and interests of MPs and NA staff, ensuring relevance and applicability to their roles and responsibilities. This targeted approach will enhance engagement and motivation by providing learning opportunities directly aligned with their professional requirements. Risk Treatment Owner: Project Coordinator, Project Team
3	There is a risk that MPs and the NA	As a result of fear of losing jobs/positions	Which will impact in decreased efficiency		Likelihood:	From: 01-Mar-24		Risk Treatment 3.1: The project will organize regular training sessions and capacity-building workshops

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	staff may be reluctant to apply new methods and instruments (including digital instruments) if not motivated and continuously if not supported in the application process.	when the digital solutions are in place (RA Staff Members) due to the lack of skills and level of awareness how digitalization may support in their daily duties (NA staff and MPs).	and effectiveness of parliamentary processes, hindering innovation and modernization efforts within the National Assembly (NA), potentially leading to missed opportunities for improved transparency and accountability.	**7. STRATEGIC (7.8. Innovating, piloting, experimenting) - UNDP Risk Appetite: OPEN TO SEEKING**	**2 - Low likelihood** Impact: **4 - Extensive** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	To: 28-Feb-27	Project Coordinator	specifically tailored to familiarize MPs and NA staff with new methods and digital tools. These workshops should emphasize the practical application of these tools in their daily work, providing hands-on experience and guidance to increase confidence and competence. Risk Treatment Owner: Project Coordinator, Project Team Risk Treatment 3.2: Establish a system of ongoing support and mentoring to assist MPs and NA staff in the adoption and implementation of new methods and digital tools. This could involve assigning dedicated mentors or technical experts who can provide personalized guidance, troubleshooting assistance, and encouragement throughout the transition period, ensuring a smoother and more sustainable integration of these tools into their workflows. Risk Treatment Owner: Project Coordinator, Project Team
4	There is a risk that polarization, lack of cooperative environment and changing political priorities may divert the interest of MPs from modern policy agenda.	As a result of heightened political polarization within the legislative body, characterized by deep-seated ideological divisions and competing interests among different political factions.	Which will impact increased political instability, hindered policymaking processes, and a failure to address critical challenges facing the country, ultimately undermining governance effectiveness and public trust in the political system.	**7. STRATEGIC (7.7. Alignment with national priorities) - UNDP Risk Appetite: OPEN TO SEEKING** **8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **4 - Extensive** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Mar-24 To: 28-Feb-27	Project Coordinator	Risk Treatment 4.1: The project and UNDP CO will leverage its balanced approach to sustain the momentum on dialogue for modern policy agenda and will support the area champions (e.g., on gender equality and social inclusion, SDGs, climate change). Risk Treatment Owner: Project Coordinator, Project Team Risk Treatment 4.2: The project will further focus on the regular and continuous dialogue of MPs with other stakeholders, on modern public policy issues; strengthened capacities, effective communication and stakeholder engagement strategies and practices. Risk Treatment Owner: Project Coordinator, Project Team
5	There is a risk that compound crises	As a result of inherent sensitivity	Which will impact in overshadowing		Likelihood:	From: 01-Mar-24		Risk Treatment 5.1: While it is likely that the NA and the Government may have emerging priorities, there is little

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
	(e.g., pandemic, outbreak of the conflict, political instability, etc.) may negatively affect the parliament priorities and the pace of the reforms.	of parliamentary priorities and reform agendas to disruptions caused by compound crises such as pandemics, arm conflicts, and political instability.	legislative agendas and slowing down the pace of reform efforts in all areas and aspects of the country.	8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS	3 - Moderately likely Impact: 4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)	To: 28-Feb-27	Project Coordinator	likelihood that the interest in project areas will be removed from the agenda. Risk Treatment Owner: Project Coordinator
								Risk Treatment 5.2: To establish a crisis management task force within the parliament, comprised of cross-party representatives and experts, tasked with developing contingency plans and protocols to ensure the continuity of parliamentary priorities and reform efforts during periods of compound crises. Risk Treatment Owner: Project Coordinator, UNDP DRR Team, NA Administrator
6	There is a risk that regional developments and security challenges may jeopardize and slow down the dialogue on the modern agenda.	As a result of recent developments in the country and tendencies in the political arena brings to the change of powers.	Which will impact snap elections, change of the convocation, and change of powers in the country.	8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)	From: 01-Mar-24 To: 28-Feb-27	Project Coordinator	Risk Treatment 6.1: Project will apply adaptive management and will priorities the activities addressing NA staff, in case of major changes in implementation needed, will be agreed with the donor and the Project Board. Risk Treatment Owner: Project Coordinator
7	There is a risk that lack of trust in parliament may reduce the interest of citizens to engage and learn.	As a result of perceived inefficiency, corruption, lack of transparency, or failure to address public concerns effectively, which diminishes citizens' motivation and willingness to engage with parliamentary processes and educational initiatives.	Which will impact in decreased civic participation and engagement, as the lack of trust in parliament discourages citizens from actively participating in political processes, including educational initiatives and public discourse.	5. REPUTATIONAL (5.1. Public opinion and media) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Mar-24 To: 28-Feb-27	Project Coordinator	Risk Treatment 7.1: The project will provide additional support in implementing in outreach and communication activities addressing men, women, and youth. Risk Treatment Owner: Project Coordinator, Project Team
								Risk Treatment 7.2: To conduct periodic comprehensive transparency and accountability measures within parliament, including regular reporting on legislative activities, financial transparency, and mechanisms for citizen feedback and engagement through Public Opinion Polls and Calculation of Index on Parliamentary Perception. Risk Treatment Owner: Project Coordinator, NA Administration

Project Title: MAP 2.0: Fostering Responsiveness, Effectiveness, Transparency, and Inclusiveness of Armenian Parliament (FORSETI) **Project Number:** 01001917 **Date:** 20/02/2024

Project Title: MAP 2.0: Fostering Responsiveness, Effectiveness, Transparency, and Inclusiveness of Armenian Parliament (FORSETI)						Project Number: 01001917		Date: 20/02/2024
#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
								Risk Treatment 7.3: Conduct series of public awareness campaigns on functions of the parliaments and the rights of the citizens in democratic country. Risk Treatment Owner: Project Coordinator, NA Administration
8	There is a risk of lack of funds and low interaction with state agencies.	As a result of insufficient financial resources allocated to parliamentary initiatives and a lack of effective collaboration or communication channels established between the parliament and state agencies, which hinders coordination and limits opportunities for joint efforts and resource mobilization.	Which will impact constrained parliamentary activities due to limited funding, as well as diminished effectiveness in addressing societal needs.	2. FINANCIAL (2.6. Budget availability and cash flow) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Mar-24 To: 28-Feb-27	Project Coordinator	Risk Treatment 8.1: UNDP will use its in-house expertise to mobilize resources and support the efficient and ongoing dialogue between all the stakeholders of the sector. Risk Treatment Owner: Project Coordinator, Governance Portfolio Analyst, NA Management
								Risk Treatment 8.2: To establish regular forums or working groups involving representatives from the parliament and relevant state agencies to foster collaboration, share resources, and jointly identify and address priority issues, thereby enhancing coordination and leveraging collective expertise and resources. Risk Treatment Owner: Project Coordinator, Governance Portfolio Analyst, NA Management
9	Citizens have low satisfaction and trust towards women in Parliamentary Activities according to MAP Index of Parliamentary Perception (IPP) 2022.	As a result of the MAP IPP 2022 data highlights the concern regarding gender equality principles (39.0% of respondents express opposition to having more women in Parliament). This statistic indicates a significant portion of the population holds views that run counter to the principles of equal representation and	Which will impact on low level of women engagement in political and decision-making processes.	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Mar-24 To: 28-Feb-27	Project Coordinator	Risk Treatment 9.1: Addressing these misperceptions is crucial for advancing gender equality and fostering a more inclusive and representative democracy. Public awareness campaigns, education initiatives, and advocacy efforts can play a vital role in challenging stereotypes and biases, promoting the value of diversity in decision-making, and emphasizing the importance of equal opportunities for both men and women in political leadership roles. Risk Treatment Owner: Project Coordinator, Governance Portfolio Analyst, NA Management

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
		participation of women in political processes.						
10	Parliamentarians are not keen on discussing issues and topics related to Hate Speech, Code of Conduct for MPs	As a result of the lack of consensus between ruling and opposition parties in this regard in the 8th Convocation and no participatory and equal process is possible to be ensured.	Which will impact in the lack of Code of Ethics in the Parliament and high level of hate speech both among parliamentarians and citizens.	1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Mar-24 To: 28-Feb-27	Project Coordinator	Risk Treatment 10.1: Develop a comprehensive Communication Plan for the NA for deepening civil space, enhancing parliament-civil society collaboration, countering external influences, combating disinformation and hate speech, and promoting accurate information about the parliament's work. Risk Treatment Owner: Project Coordinator Risk Treatment 10.2: Modern public policy issues that will be largely brought into the NA agenda include those of Climate Change, Gender, Human Rights, Hate Speech, SDGs, Parliamentary Diplomacy, Foreign Policy, Code of Conduct, Ethics, Anti-Corruption, etc. Risk Treatment Owner: Project Coordinator Risk Treatment 10.3: Organize regular interactions between lawmakers, citizens, experts, CSOs and other stakeholders to foster collaboration and sharing of ideas and best practices, as well as learning about new developments countering external influences, disinformation and hate speech. Risk Treatment Owner: Project Coordinator

UNDP Standard Terms of Reference (ToR) for the

Project Board of the

SMAP 2.0 - Fostering Responsiveness, Effectiveness, Transparency, and Inclusiveness of Armenian Parliament (FORSETI)

Project Number: 01001917

Background

Modern Parliament for a Modern Armenia (MAP) 2.0 - "Fostering Responsiveness, Effectiveness, Transparency and Inclusiveness of Armenian Parliament (FORSETI)" project (hereafter Project) is built on the results of the project "Modern Parliament for a Modern Armenia" (MAP), implemented by UNDP in 2019-2024 and funded by the Government of Sweden and the UK. The project efforts will focus on enhancing the institutional capacity of the National Assembly to fulfil its constitutional duties in more inclusive, responsive, transparent, accountable, and effective way, including, in engaging with citizens, civil society and public sector.

The expected outcome of the Project is that the National Assembly is more inclusive, responsive, transparent, accountable, and effective. The three key outputs of the Project are focused on:

•Output 1. Strategic vision of the National Assembly and roadmap for reforms, strategic communication and collaboration are consolidated empowering modern public policy and fostering inclusive practices.

•Output 2. The National Assembly is equipped with state-of-the-art methods and instruments for effectively pursuing its modern public policy agenda and improving performance of its core functions.

•Output 3. Competencies of the MPs and the staff of the National Assembly in utilising innovative methods, using and producing knowledge products towards advancing the modern public policy agenda and enhancing effectiveness of their core functions strengthened.

The project is planned for the period of three years (2024-2027) and supported by the Government of Sweden, Norwegian and Armenia.

Duties and Responsibilities

The two prominent (mandatory) roles of the [Project Board or Project Steering Committee] are as follows:

1) High-level oversight of the project (as explained in the "Provide Oversight" section of the PPM). This is the primary function of the Project Board. The Project Board reviews evidence of project performance based on monitoring, evaluation, and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

The Project Board reviews updates to the project risk log.

2) Approval of key project execution decisions (as explained in the "Manage Change" section of the PPM). The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles
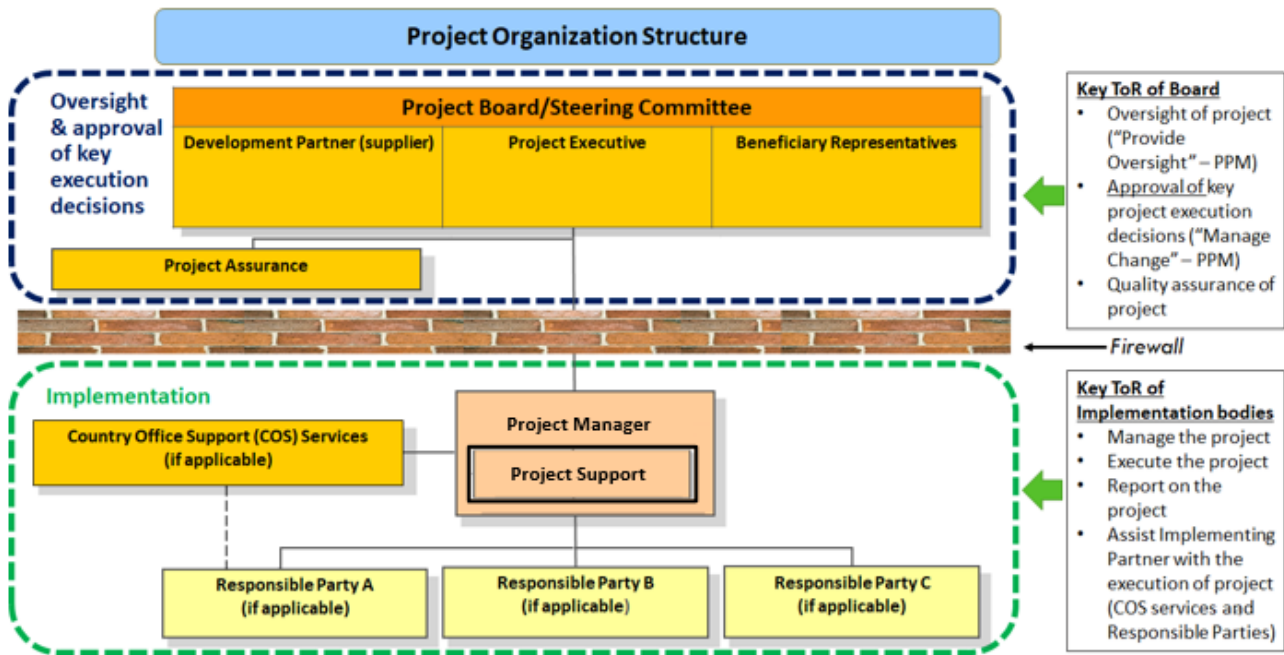
In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation.

- Review project performance based on monitoring, evaluation, and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report.

- Address any high-level project issues as raised by the project manager and project assurance.

- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment).

- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;

- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor.

- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the Project Board is informed/consulted only).

- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.

- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project[xxv].

- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Additional responsibilities of the Project Board can include, but are not limited to, the following:

- Ensure coordination between the various donors and government-funded projects and programmes.

- Ensure coordination with multiple government agencies and their participation in project activities.

- Appraise the annual project implementation report, including the quality assessment rating report.

- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.

- Act as an informal consultation mechanism for stakeholders.

- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up.

Composition of the Project Board

As noted in the diagram below, every Project Board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation.

Diagram 2 – Project Organization Structure
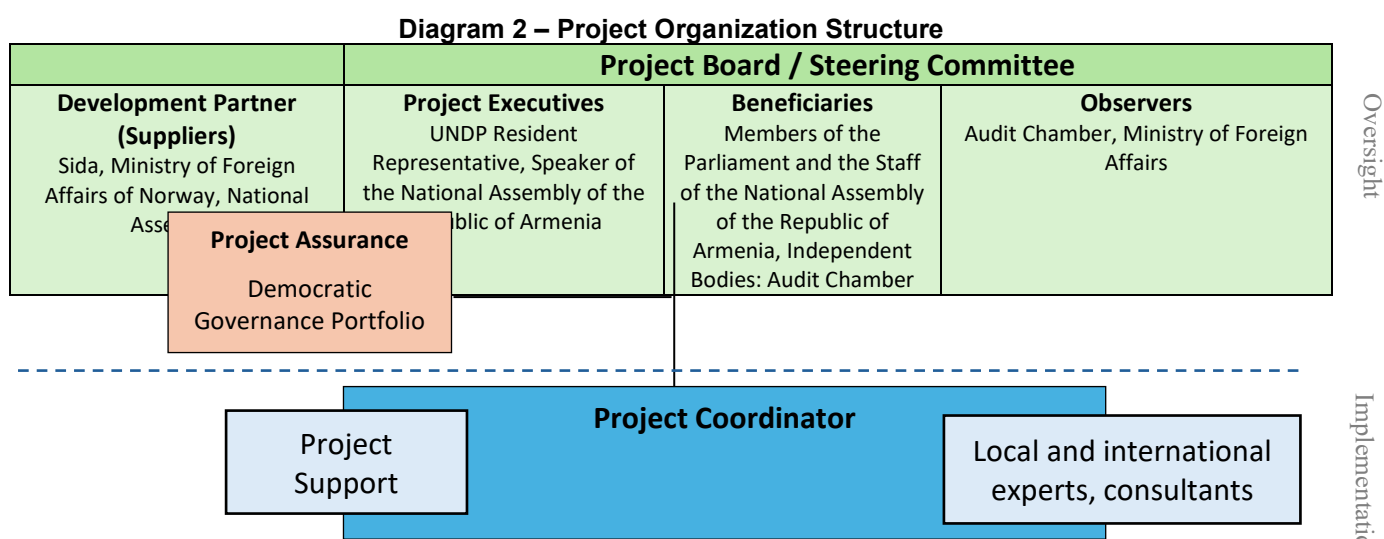
The three categories of Project Board members are the following:

Project Director/Executive(s): This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the Project Board with a representative of another category, it typically does so with a development partner representative. The Project Executive is: *UNDP Resident Representative.*

Beneficiary Representative(s): This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary Representatives are: *Director of the Center for Humanitarian Demining and Expertise, representatives of the Ministry of Defense of RA, Ministry of Infrastructure and Territorial Administration of RA, Ministry of Education, Science, Culture and Sports, Ministry of Foreign Affairs, Ministry of Labour and Social Affairs, Ministry of Interior.*

Development Partner(s): Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project[xxvi]. There can be multiple development partners representatives in a Project Board. The Development Partner(s) representative(s) are: *Deputy Head of Delegation of the European Union in Armenia, Programme Officer of the European External Action Service and the representative of the EUSR in Armenia, UNICEF Child Protection Specialist.*

A **UNDP representative must always be represented in the Project Board** in either the project executive or development partner role.

Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

Standard Project Board Protocols

The Project Board must meet one time annually at a minimum**.** It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Board will meet one times annually according to this provisional schedule.

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expeses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All Project Boards must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Board.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.[xxvii]

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

Standard Outputs of Project Board Meetings

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)

- Approval/review of annual work plans

- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[xxviii]

- Review and assessment of the Project Risk Log (with updating/amendments as needed)

- Assessment of project spending, based on a review of the combined delivery report

- Review of required resources versus available funding (if applicabel) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output of every Project Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities
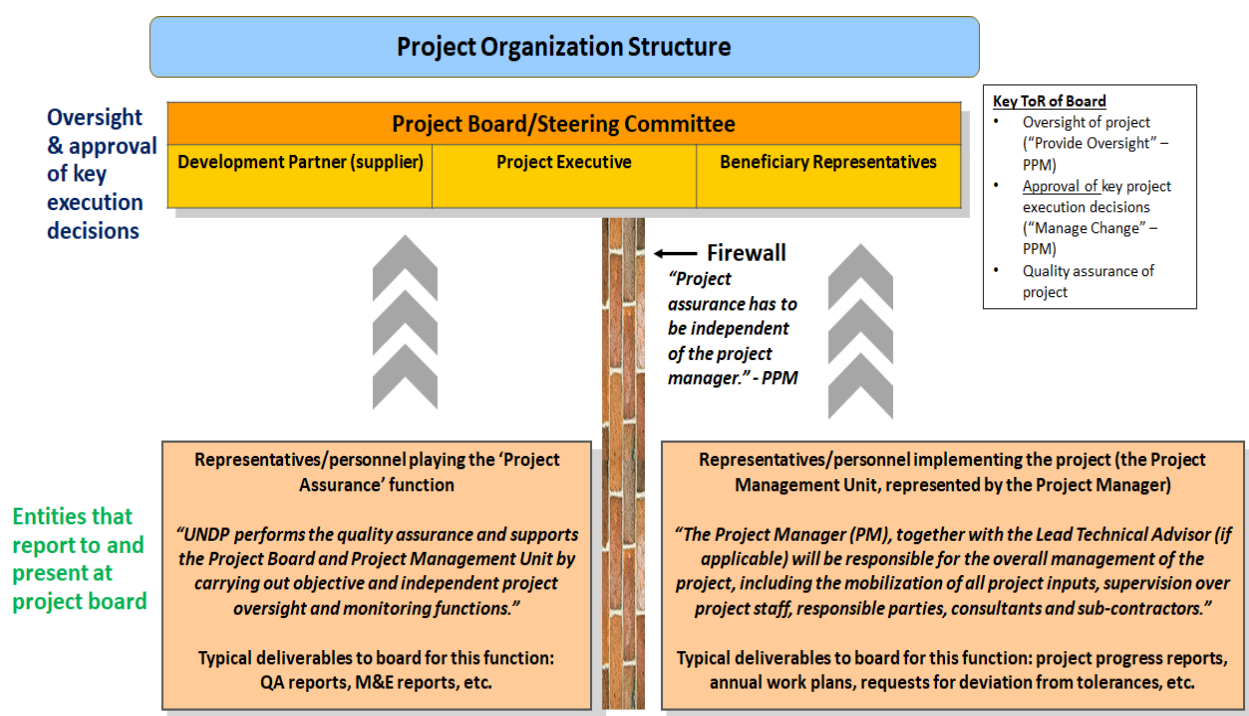
Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is: UNDP Programme Analyst Democratic Governance.

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative. The primary PMU representative attending board meetings is *the Project Coordinator.*

Annex to the TOR A – Acknowledgement of this ToR by each designated official Project Board member

ANNEX 5: PROJECT COORDINATOR TOR

Terms of Reference (TOR)
for functions under a National Personnel Service Agreement

Office/Unit/Project	UNDP ARM/DG Portfolio/ MAP 2.0 - Fostering Responsiveness, Effectiveness, Transparency, and Inclusiveness of Armenian Parliament (FORSETI)
Functional Title	Project Coordinator
Classified Level	
Duty station (City and Country)	Yerevan, Armenia
Type (Regular or Short term)	Regular
Office- or Home-based	Office- based
Expected starting date	March 2024
Expected Duration	12 months

Office/Unit/Project Description

Modern Parliament for a Modern Armenia (MAP) 2.0 - "Fostering Responsiveness, Effectiveness, Transparency and Inclusiveness of Armenian Parliament (FORSETI)" project (hereafter Project) is built on the results of the project "Modern Parliament for a Modern Armenia" (MAP), implemented by UNDP in 2019-2024 and funded by the Government of Sweden and the UK. The project efforts will focus on enhancing the institutional capacity of the National Assembly to fulfil its constitutional duties in more inclusive, responsive, transparent, accountable, and effective way, including, in engaging with citizens, civil society and public sector.

The expected outcome of the Project is that the National Assembly is more inclusive, responsive, transparent, accountable, and effective. The three key outputs of the Project are focused on:

- Output 1. Strategic vision of the National Assembly and roadmap for reforms, strategic communication and collaboration are consolidated empowering modern public policy and fostering inclusive practices.

- Output 2. The National Assembly is equipped with state-of-the-art methods and instruments for effectively pursuing its modern public policy agenda and improving performance of its core functions.

- Output 3. Competencies of the MPs and the staff of the National Assembly in utilising innovative methods, using and producing knowledge products towards advancing the modern public policy agenda and enhancing effectiveness of their core functions strengthened.

The project is planned for the period of three years (2024-2027) and supported by the Government of Sweden, Norwegian Ministry of Foreign Affairs, and the National Assembly of the Republic of Armenia. *Institutional Arrangement*

The Project Coordinator will work under the direct supervision and overall guidance of the Democratic Governance Portfolio Team Leader.

Minimum Qualifications of the Successful NPSA

Min. Academic Education	Master's degree in Economics, Business/Public Administration, Social science, or related field. A Bachelor's Degree with 2 additional years of experience can be taken into consideration in lieu of a Master's Degree.
Min. years of relevant Work experience	3 years of relevant experience at the national or international level in the field of project management. Alternatively, if in a possession of Bachelor's degree, 4 years of experience at the national or international level in the field of project management would be required.
Required skills and competencies	**Core-behavioral Competencies - Level 2** Achieve Results - Demonstrate a focus on achieving quality results and impact - Consistently strive to meet or exceed excellence standards - Hold self and others accountable for results - Efficiently establish appropriate plans and resources for self and others to accomplish goals Think Innovatively - Look beyond conventional approaches and established methods - Propose new ideas, approaches, and solutions to problems - Seek patterns and clarity outside boxes and categories while resisting false certainty and simplistic binary choice Learn Continuously - Actively pursue opportunities for learning and self-development professionally and personally - Keep abreast of new developments in one's professional area

	• Proactively seek feedback, demonstrates a desire to learn from others as well as from experiences, both positive and negative
	• Contribute to the learning of others
	Adapt with Agility
	• Be flexible in handling change, and adopt new ideas, approaches and ways of working
	• Seamlessly adapt to working within new situations or contexts, with new people, and in different ways
	• Participate in, support, contribute to or drive meaningful change in UNDP
	• Be comfortable with ambiguity and effectively managing multiple demands
	Act with Determination
	• Pursue everything with motivation and drive
	• Not give up in the face of adversity and setbacks; demonstrate resilience and composure
	• Demonstrate courage, self-motivation, and initiative to act on opportunities without being prompted by others
	• Be authentic and modest, get things done without unnecessary noise
	Engage and Partner
	• Act in a way that demonstrates empathy and emotional intelligence, showing consideration for the needs and feelings of others
	• Demonstrate and encourage teamwork and co-creation internally and externally to achieve joint objectives and results
	• Establish and develop networks that deliver powerful collaborations
	• Encourage and respect the views of others; accept views and ideas other than one's own
	Enable Diversity and Inclusion
	• Treat all individuals with respect, consider ethical implications, and respond sensitively to all differences among people
	• Fully accept and value all people, creating an inclusive environment
	• Understand that inclusion is multi-faceted (e.g. race, gender, age, disability, culture, etc.)
	• Understand and appreciate issues from the perspective of others
	• Treat everyone fairly and equally
	• Demonstrate honesty and transparency
	Functional competencies - Level 2
	• Excellent organizational and planning skills;
	• Strong communication and interpersonal skills, demonstrated ability to build trust;
	• Provides information and documentation on specific stages of projects implementation;
	• Documents and tracks innovative strategies/best practices/new approaches;
	• Demonstrated ability to work effectively in teams, delivering through and with others;
	• Responds positively to new approaches;
	• Understands the main processes and methods of work regarding to the position;
	• Demonstrates good knowledge of information technology and applies it in work assignments;
	• Reports to internal and external clients in a timely and appropriate fashion;
	• Organizes and prioritizes work schedule to meet client needs and deadlines;
	• Responds to client needs promptly
	• Ability to work effectively within a team and develop good relationships with counterparts and stakeholders.
	• Ability to establish effective working relations in a multicultural team environment.
Desired additional skills and competencies	• High level of integrity and professionalism.
	• Demonstrated strong team spirit.
	• Hands-on experience in the design, monitoring, and evaluation of development projects;
	• Experience in the development of analytical documents, briefs, and project proposals.
	• Excellent written and oral communication skills;
	• Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and knowledge of spreadsheet and database packages, experience in handling web-based management systems.
Required Language(s) (at working level)	Fluency in Armenian and English is required.
Professional Certificates	Certification in Project Management is an asset.

Travel: Field visits and international travel may be required.

Approval

This TOR is approved by:

Signature

Name and Designation

Date of Signing

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[i] Public awareness of the National Assembly has undergone significant changes between 2020 and 2023. While over 55% of respondents were informed about the Assembly's work in 2022, compared to 46% in 2021 and 36% in 2020, fewer people reported following the Assembly's work in 2022. In 2020 and 2021, over 90% of respondents followed the Assembly's work, while in 2022, only about 68% did. The willingness to participate in the Assembly's work also decreased, with less than 25% expressing willingness in 2022, compared to over 30% in 2021 and 28% in 2020. Despite these changes, the level of public awareness about the Speaker's role has remained consistent. In 2022, approximately half (47%) of the respondents believed that information about the MPs' work was accessible and transparent, which is an improvement from the 2021 poll where only 29% thought so. However, respondents reported that MPs were less open to communicating with the public through the media. While over 35% of the respondents believed that the quality of the National Assembly's work had somewhat improved in 2022, slightly over 30% saw no improvement, and over 20% perceived a decline in the overall quality and effectiveness of the NA's work. The representativeness of the MPs decreased significantly, with only 3% of voters contacting MPs in 2022 compared to 8% in 2021 and 10% in 2020. Roughly 35% of the respondents believed that the National Assembly was responsive, while around 30% found it difficult or refused to answer. Accountability. In 2022, over 50% of respondents believed that the National Assembly is accountable to citizens, but only one-third agreed that MPs consider their constituents' opinions in decision-making processes. More than half of the respondents reported that MPs elected from their community or region never visited, and only about 10% believed that representatives visited monthly, biannually, or annually, indicating a decrease from the 2020 data of 22%. The polls reveal that attitudes towards democracy play a vital role in shaping citizens' perceptions of and attitudes towards the National Assembly. According to the 2020-2022 public polls, people who do not appreciate democratic values are less inclined to participate in the work of the National Assembly and have lower levels of trust while being more sceptic about the transparency, effectiveness, and accountability of the National Assembly. Data source: Public Opinion Poll in the frames of the UNDP "Modern Parliament for a Modern Armenia" Project (RFP 118/22). December 2022. Prisma LLC.

[ii] The Index of Parliament Perception (IPP) is a composite measure that aims to identify the perceptions and attitudes of the Armenian citizens towards the National Assembly and assess the level of their awareness of the parliamentary processes. IPP is calculated using primary data, collected through annual public opinion polls. It serves as an effective tool for observing changes in the public opinion over time, as well as highlighting the factors that affect trust towards the parliament. The IPP has seven sub-indices: (1) public awareness, (2) public participation, (3) public trust, (4) transparency, (5) effectiveness, (6) responsiveness, and (7) accountability. The IPP Public Participation Score measures the extent to which the NA engages the public in the decision-making process and considers the opinions, interests, needs and values of the public in decision-making. The Parliamentary Responsiveness Score measures to what extent the parliament responds to the needs of citizens in the sphere of human rights, law-making, public services, corruption, and other regulations. The Parliamentary Transparency Score measures the extent to which the National Assembly provides reliable, accessible, and timely information on matters relating to its functions and responsibilities, as well as to what extent its policies and regulations enable citizens to enforce their rights to access public information. The Parliamentary Accountability Score measures the extent to which citizens are able to control and hold the National Assembly to account ensuring transparency, freedom of the media, the rule of law, elections, etc. The IPP Parliamentary Effectiveness Score measures the ability of the parliament to perform its three main functions - representation, law-making and oversight, necessary for the democratic process to work. Finally, the Public Awareness Score measures the level of public understanding of processes, programs, and activities on parliamentary issues. The IPP is measured on a scale from 0 to 100, where 0 indicates very negative perception and 100 reflects the highest level of positive perception of parliament by citizens. The IPP scale includes five descriptors of perception: (a) very negative [0-20]; (b) negative [21-40]; (c) neutral [41-60]; (d) positive [61-80]; and (e) very positive [81-100]. The data for determining the IPP is generated through annual Public Opinion Polls in the frames of the UNDP "Modern Parliament for a Modern Armenia" project. Under the IPP dimension of Public Participation the poll collects data for two indicators: (a) participation rate in the parliamentary elections, and (b) willingness to participate in the work of the NA. The above-mentioned dimensions were measured in 2020, 2021 and 2022. The latest IPP is 40, which shows negative perception of the National Assembly, though the score is at the borderline with the 'neutral perception'. The lowest scores were in Public Participation and Public Trust, 19 and 34 respectively, while the highest was in Parliamentary Responsiveness (57).

[iii] Measured using the theory and methods of organisational readiness for change. Change readiness is a measure of confidence of decision makers, and the readiness for change of institutions. Competences refer to the project training in areas ranging from SDGs and parliamentary oversight to electoral reforms and open data agenda.

[iv] Including but not limited to specific thematic areas of: (i) SDGs and parliamentary oversight of the implementation of the SDG engaging five focal SCs; (ii) GRB and Programme Budgeting engaging MPs and staff; (iii) climate change, environmental protection and biodiversity (promoting policies that protect the environment and biodiversity, and address the impacts of climate change); (iv) Open data agenda in the parliament and OGP; (v) digital transformation and e-government (using technology to enhance government services, improve transparency and accountability, and promote citizen engagement); (vi) inclusive and sustainable economic growth (promoting policies that support economic growth and job creation, while also addressing inequality and environmental sustainability); (vii) health and well-being (developing policies that address health challenges, promote healthy lifestyles, and improve access to health care); (viii) education and skills development (investing in education and skills development to build a knowledgeable, innovative, and competitive workforce); (ix) gender equality and social inclusion (promoting gender equality, women's empowerment and social inclusion through policies and programs that address discrimination, empower women and girls and prevent discrimination); (x) migration, refugees and displaced persons (developing policies to manage migration and address the needs of refugees, displaced persons and migrants, while also promoting integration and social cohesion); (xi) human rights and rule of law (promoting policies that protect human rights, ensure the rule of law, and strengthen the independence of the judiciary); (xii) peace and security (promoting policies that prevent and resolve conflicts, and ensure peace and stability at the national and regional levels); (xiii) anti-corruption and good governance (promoting policies that fight corruption and promote transparency, accountability, and good governance at all levels of government).

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ᵛ This indicator is a contributor to GERF 2.29 level 2 indicator (relevant to SP) measuring progress in the strategic priority area of "Governance, Peace and Security" towards SDG 16.7 "Ensure responsive, inclusive, participatory and representative decision-making at all levels". Ibid.

ᵛⁱ Including draft laws debated at the National Assembly after public consultations; 14 amended; 2 amendments directly initiated by the NA-CSO platform supported by the MAP project.

ᵛⁱⁱ This indicator is fully in line with IcSP/NDICI - Crisis response and Peace, Stability and Conflict Prevention (Peacebuilding) indicators. List of core indicators for IcSP/NDICI - Crisis response and Peace, Stability and Conflict Prevention (Peacebuilding). https://fpi.ec.europa.eu/system/files/2022-01/4%20IcSP%20NDICI%20-%20Crisis%20Response%20and%20NDICI-%20Peace%2C%20Stability%20and%20Conflict%20Prevention%20-%20Peace%20building.pdf.

ᵛⁱⁱⁱ The strategic vision will include but not limited to the following components: (i) mission statement (a clear and concise statement that defines the purpose of the NA, such as representing the interests of the people, making laws, overseeing the executive branch, and ensuring good governance); (ii) core values (the principles and values that guide the work of the NA, which may include transparency, accountability, democracy, and justice); (iii) long-term goals (the overarching objectives that the NA aims to achieve in the coming years that may relate to legislative initiatives, institutional strengthening, and public engagement); (iv) key priorities (specific areas or issues that the NA intends to focus on, such as healthcare, education, economic development, or national security); (v) stakeholder engagement (a commitment to involving various stakeholders, including civil society organizations, citizens, and other branches of government, in the legislative process); (vi) ethical standards (s commitment to upholding ethical standards and codes of conduct for MPs and NA staff), etc.

ⁱˣ The Roadmap of reforms will include the following elements: (i) identifying areas of reform (an assessment of the current state of the NA, including its strengths, weaknesses, and areas in need of reform); (ii) prioritizing reforms (determining which reforms are most urgent and important, and establishing a clear order of priority); (iii) setting timelines (defining specific timeframes for each reform initiative or milestone); (iv) resource allocation (identifying the financial, human, and technological resources required to implement reforms successfully); (v) legislative changes (proposing and enacting changes to the rules, procedures, and laws governing the National Assembly to facilitate reform efforts); (vi) engagement and communication (developing strategies to engage with stakeholders, build public support for reforms, and communicate progress); (vii) monitoring and evaluation (establishing mechanisms for ongoing monitoring and evaluation to assess the impact of reforms and make adjustments as needed); (viii) capacity building (providing training and capacity-building programs for members and staff to equip them with the skills and knowledge necessary for effective reform implementation).

ˣ This may include dimensions, such as what is the vision of the Parliament by the MPs, political actors, civil society, academia and citizenry, how the National Assembly sees itself e (in long- and mid-term perspectives and in the near future). The strategic vision shall be shaped into strategy (agreed blueprint and road map for further reform which shall be designed by consolidating the building blocks that we have created jointly by all stakeholders in the past years.

ˣⁱ This will include support to the civil service reform in the National Assembly targeting the parliament staff. The project will utilize the experience of the efforts for transition to civil service in the HRDO staff (2023), as well as UNDP's ongoing efforts to pilot a new civil service model in the MOI (2024-2026). The project will target nearly 80% of the staff of NA to comply with the competencies of civil service in line with the Strategic Vision and the Road Map of the NA, as well as the priorities of the 2030 PAR strategy and the recommendations delivered by the Sida supported UNDP project on functional reform in the NA

ˣⁱⁱ This will include, but not limited to targets, such as: the involvement of at least 50 social/civic organisations/entities in dialogue with the parliament; at least three new dialogue fora and communication channels established between the NA and CSOs; at least 35% of MPs engaged in regular, informed, and productive discussions with citizens, experts, CSOs and other stakeholders (both local and international).

ˣⁱⁱⁱ This may include specific strategies, projects, and plans.

ˣⁱᵛ In 2021, the MAP project supported development of the *Gender Equality Plan of the National Assembly of the Republic of Armenia for 2021-2023 (GEP)*, to support the process of the transformation of the National Assembly into a key institution which promotes positive gender norms and attitudes. The GEP provides a theory of change and a roadmap of actions aimed at ensuring gender equality in the parliament by advancing women's equal participation in decision-making; identifying and addressing all forms of gender-based discrimination, negative stereotypes, and gender bias; raising gender awareness and transferring relevant knowledge; redressing gender imbalance and contributing to the development of a culture of equality and equity. The GEP sets out the overarching goal and objectives of gender mainstreaming in the parliament; identifies challenges; recommends interventions in a given timeline; and identifies the responsible parties for implementation, monitoring and evaluation of the GEP implementation. In 2022 the GEP was presented and discussed with the MPs and the leadership of the NA Staff in order to kick off a holistic gender equality agenda at the NA. However, as the leadership of the NA Staff changed in early 2023, the advocacy efforts for GEP implementation will need to be re-launched.

ˣᵛ General Functional Module (GFM) interrelated with Functional Analysis Based Organigramme and internal operational procedures); Reporting and Visualization Tool (RVT), upgraded Session Management system and digitalised HRMIS. The new digitalized systems will utilize KPIs for the PDC and RTC to be developed and submitted to the NA by this Project. Administration system (AS) module is developed with UNDP and Sida support and will be functional by 2024.

ˣᵛⁱ The digital solutions will streamline the AC processes and functions and will facilitate the effective use of the AC products by the MPs and SCs and the implementation of their oversight function.

ˣᵛⁱⁱ All three target instruments have been developed and piloted with Sida and UNDP support in 2022-2023. The proposed project will strive to institutionalize these instruments and will support the parliament to develop relevant protocols and procedures, sustain the budget allocations for these instruments in 2024-2028 and will further build capacities of the key actors in the parliament and civil society to increase the effectiveness and efficiency of implementation of the instruments. The project will also support the National Assembly to develop and introduce effective monitoring and evaluation tools for track the effectiveness of these instruments.

ˣᵛⁱⁱⁱ Such as policy briefs, research reports, and training materials.

xix Including but not limited to (i) data analytics and visualisation (using data to inform and guide policy decisions, such as through interactive dashboards and visualisations); (ii) evidence-based policy making (relying on research, data, and best practices to inform policy decisions and measure their impact); (iii) digital engagement and crowdsourcing (using online platforms and social media to engage with citizens and solicit feedback on policy proposals); (iv) Predictive modelling and simulations - using computer models to predict and simulate the impact of policy decisions on various outcomes; (v) open data and transparency (making government data and information publicly accessible to promote transparency and accountability); (vi) design thinking and user-centred design (using a human-centred approach to design policies that are tailored to the needs and preferences of citizens and stakeholders); (vii) artificial intelligence and machine learning (using AI and machine learning algorithms to analyse and process large amounts of data, identify patterns, and make predictions); (viii) gamification and behavioural economics (using game mechanics and psychological insights to encourage citizens to engage with policies and make informed decisions); (ix) blockchain and distributed ledger technologies (using blockchain technology to increase transparency and trust in government systems and processes); (x) multi-stakeholder partnerships (engaging a diverse range of stakeholders, including citizens, businesses, CSOs, and academia, to develop and implement policies and practices that are informed by multiple perspectives and address complex challenges, such as town hall meetings). UNDP will also engage in this process the genuine capacity of its SDG innovation Lab to promote the innovation in the National Assembly, for example through behavioural experiments.

xx Such as think tanks, universities, and tech companies.

xxi This includes developed and piloted curricula, education resources, and trainers.

xxii The performance audit supported by the project will focus on the areas of modern policy agenda, including but not limited to environment, gender, and SDGs.

xxiii This indicator is fully in line with IcSP/NDICI - Crisis response and Peace, Stability and Conflict Prevention (Peacebuilding) indicators. List of core indicators for IcSP/NDICI - Crisis response and Peace, Stability and Conflict Prevention (Peacebuilding). https://fpi.ec.europa.eu/system/files/2022-01/4%20IcSP%20NDICI%20-%20Crisis%20Response%20and%20NDICI-%20Peace%2C%20Stability%20and%20Conflict%20Prevention%20-%20Peace%20building.pdf.

xxiv The Index of Parliament Perception (IPP) is a composite measure that aims to identify the perceptions and attitudes of the Armenian citizens towards the National Assembly and assess the level of their awareness of the parliamentary processes. IPP is calculated using primary data, collected through annual public opinion polls. It serves as an effective tool for observing changes in the public opinion over time, as well as highlighting the factors that affect trust towards the parliament. The IPP has seven sub-indices: (1) public awareness, (2) public participation, (3) public trust, (4) transparency, (5) effectiveness, (6) responsiveness, and (7) accountability. The IPP is measured on a scale from 0 to 100, where 0 indicates very negative perception and 100 reflects the highest level of positive perception of parliament by citizens. The IPP scale includes five descriptors of perception: (a) very negative [0-20]; (b) negative [21-40]; (c) neutral [41-60]; (d) positive [61-80]; and (e) very positive [81-100]. The above-mentioned dimensions were measured in 2020, 2021 and 2022. The latest IPP is 40, which shows negative perception of the National Assembly, though the score is at the borderline with the 'neutral perception'. The lowest scores were in Public Participation and Public Trust, 19 and 34 respectively, while the highest was in Parliamentary Responsiveness (57).

xxv The responsibilities of the board in this regard should follow UNDP's Social and Environmental Standards (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

xxvi With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

xxvii UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

xxviii Including audit reports and spot checks.