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## United Nations Development Programme

Country: Republic of Armenia

### Project Document

#### Project Title

***Modernization of Bagratashen, Bavra, Gogavan Border Crossing Points of the Republic of Armenia (MBBG BCPs)***

#### UNDAF Outcome: 2

Democratic governance is strengthened by improving accountability, promoting institutional and capacity development and expanding people's participation

#### Expected CP Outcome: 2.1

Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights.

#### Expected CP Output: 2.1.4

Capacity of government institutions to manage borders, migration, combat trafficking and effectively protect human rights enhanced

#### Implementing Partner:

State Revenue Committee (SRC) of the Government of the Republic of Armenia with UNDP support

#### Brief Description

*The overall objective of this Project is to support the Government of Armenia in implementation of the selected provisions of the Government Decree #482 (21.04.2011) on the approval of 2011-2015 IBM Action Plan*

*The specific objective of this Project is to support the Government of Armenia in modernisation of Bagratashen, Bavra and Gogavan border crossing points of Armenia for aligning them to the IBM international standards aimed at the facilitation of the movement of people and goods across the border.*

Programme Period: 2012-2015

Atlas Award ID:

Estimated Start date: 01.09.2012

Estimated End date: 31.12.2015

Project Appraisal Committee Meeting Date:

25.07.2012

Total resources required: **US\$ 52,838,236**  
**or EUR 43,116,000**

Total allocated resources:

Government of Armenia loan funding from:

EIB: 30,316,000 EUR

Government of Armenia grant funding from:

NIF: 12,000,000 EUR

UNDP regular resources: 800,000 EUR

*\*For the purposes of this document, a UN Operational Exchange Rate of 1 USD = 0.804 EUR has been assumed.*

Agreed by Gagik Khachatryan, Chairman of SRC, GoA

Agreed by Dirk Boberg, UNDP Resident Representative a.i. in Armenia

**27 August 2012**  
**YEREVAN**

*[Handwritten signatures]*

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## I. SITUATION ANALYSIS

Located at the crossroads of Western Asia and Eastern Europe, Republic of Armenia occupies the north-eastern part of the Armenian Highlands, in between the Caucasus and Western Asia (area between the Kura and Araks rivers). Republic of Armenia is a mountainous country with stormy rivers and rare woods, its area covered with numerous ridges, volcanic plateaus, highlands, depressions, deep canyons and gorges. This kind of terrain, as well as Armenia's geographical location leaves the impact on the country's territory causing significant differences in climate, vegetation, etc. Different physiographic peculiarities and vertical terrain leave an impact on human activity, complicate in-country movement and transport communication between different regions. The Republic of Armenia borders with Georgia in the North, Turkey and Autonomous Republic of Nakhijevan (Republic of Azerbaijan) in the West, Iran in the South and Azerbaijan in the East. The total length of Armenia's borders is 1,422 km, including 260km with Georgia, 910 km with Azerbaijan (including Nakhichevan), 42 km with Iran and 280 km with Turkey. In a straight line the distance from Armenia to the Black Sea is 145 km, to the Caspian Sea it is 175 km, to the Mediterranean Sea it is 750 km, and to the Persian Gulf it is 1000 km.

Armenia has 7 international state border crossing points (BCP), four of which are operational on the Georgian border: Bavra, Gogavan, Bagratashen and Ayrum, located by Ashotsk-Ninotsminda, Tashir-Bolnis, Bagratashen-Sadakhlo highways and Yerevan-Tbilisi railroad respectively, as well as two local border crossing points, Privolnoye and Jiliza, which are located by Provolnoye-Aghkyorpi and Jiliza-Chanaghchi highways, respectively. There are two Airports in Armenia with the operational international BCPs: Zvartnots and Shirak. There is also an Airport of local importance - "Erebuni", with its own BCP. The last, seventh international border crossing point of Armenia, Meghri, functions on the border with the Islamic Republic of Iran. The Armenian-Turkish border has been unilaterally closed by Turkey since 1993, and Margara automobile crossing point and Akhurik railroad crossing point located on the Turkish border are not functioning. In connection with the Nagorno-Karabagh conflict the border between Azerbaijan and Armenia is not operational.

The above mentioned state border crossing points are international border check-points on the Armenian-Georgian border and are of paramount importance as key trade and economic links between the two countries. The border crossing points have been identified as part of the European Union's proposed intercontinental trade and transport network – TRACECA (**T**ransport **C**orridor **E**urope-**C**aucasus-**A**sia). The relations between Armenia and Georgia are traditionally friendly and contribute significantly to the maintenance of stability in the region. Georgia is important as a state having a high-level relationship with Armenia in the region, and the development and advancement of mutually beneficial cooperation in various spheres is derived from the long-term strategic interests of Armenia and Georgia. This promotes the safe and reliable use of transit routes which are of vital importance for Armenia, as well as the possible resumption of operation of the Kars - Gyumri - Tbilisi – Sukhumi railroad.

"Bagratashen" BCP is located on highway M6 Yerevan - Tbilisi at a distance of around 200 km from Yerevan, 1km from Bagratashen community. The border crossing point is located in Tavush province (marz) of the Republic of Armenia. The BCP is situated on the bank of the river Debed, which is the border line between Georgia and Armenia. The port of entry in Georgia is „Sadakhlo" border crossing point. This is the main transport corridor which due to the political, economic and geographical factors connects Armenia with the Republic of Turkey and the Russian Federation. This corridor is also the main route for sea cargo to the destination of Armenia and vice versa.

"Bavra" BCP is located in Shirak marz, Ashotsk region, on highway M1, Yerevan - Tbilisi at the distance of around 150 km from Yerevan. The port of entry in Georgia is "Ninotsminda" border crossing point. This BCP is located at the elevation of 2150 meter above the sea level. The relief is mountainous; the climate is cold with long severe winters, extensive snow cover, strong winds, frequent fogs and snowstorms.

"Gogavan" BCP is located in Lori province (marz) of the Republic of Armenia at a distance of 170 km from Yerevan, next to Dzoramut community, Tashir region. The port of entry in Georgia is „Guguti" border crossing point. The BCP is located at the elevation of 1750 meter above the sea level. The climate is temperate, with long and cold winters and cool summers.



## MAP OF THE REPUBLIC OF ARMENIA AND PROJECT SITES' LOCATION



Pursuant to its commitments under UN Security Council Resolution #1373<sup>1</sup>, and in line with its commitments under the Eastern Partnership with European Union, the Government of the Republic of Armenia is in the process of upgrading its border management to international standards. Effective border management supports the expansion of Armenia's international involvement, development of economic, cultural and other ties with the countries of the region and integration in European and international community.

The existing situation of integrated border management (IBM) system does not fully meet the EU standards from the standpoint of limited level of interagency cooperation of border management agencies,

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<sup>1</sup> <http://www.un.org/News/Press/docs/2001/sc7158.doc.htm>

processing capacity of border crossing points (BCP), transparency and favourable conditions for business and trade, creation and effective operation of border infrastructure.

Main functions at the borders in Armenia are performed by the following agencies:

Function	Name of the Agency
Border Checks and Border Surveillance aimed at the protection of the Republic of Armenia state border, ensure the security and independence at the state border, and implement border control, state border regime and border regime at the state border crossing points.	Border Troops of the National Security Service (NSS) <sup>2</sup>
Customs Control and anti-smuggling operations on the border crossing points and inland.	State Revenues Committee (SRC)
Veterinary and Phyto-Sanitary Inspection has the control over the animals imported and exported through the state border crossing points, plants, food and raw material of animal origin, feed, supplements, bacteriological types, veterinary measures and veterinary medical means, as well as materials and the objects carrying the microbes of infectious diseases of animals.	State Food Security Service of the Ministry of Agriculture
Migration Control issue entry visa to foreigners.	Passport and Visa Registration Department of the Police (OVIR)
Health control	State Hygiene and Anti Epidemiological Inspectorate of the Ministry of Health.

Current infrastructure of the three BCPs does in global terms cope with processing of cross-border turnover, but it can in no way be categorized as complying with basic requirements of modern border management.

The review of passenger and vehicle traffic trends and forecast (see Table 1) shows that while in Bagratashen and Bavra BCPs trend is growing, in Gogavan BCP it remains almost unchanged due to the underdeveloped access road from the Armenian side to the BCP.

**Table 1. Passenger and vehicle traffic trends and forecast (daily average rates)**

BCP	Type, AADT		2008	2009	2010	2011	2015 (target)
<b>Bagratashen</b>	Persons	Entry to Armenia	885	908	1303	1,549	2000
		Exit from Armenia	871	888	1305	1,579	1800

<sup>2</sup> Russian border troops are attached to Armenian BG on border surveillance with Turkey and Iran

	Traffic (all type of vehicles)	Entry to Armenia	265	227	427	509	600
		Exit from Armenia	235	206	394	465	500
<b>Bavra</b>	Persons	Entry to Armenia	565	649	828	904	2000
		Exit from Armenia	558	669	851	933	1800
	Traffic (all type of vehicles)	Entry to Armenia	141	159	181	200	600
		Exit from Armenia	141	166	185	205	500
<b>Gogavan</b>	Persons	Entry to Armenia	108	110	123	114	200
		Exit from Armenia	112	108	125	116	220
	Traffic (all type of vehicles)	Entry to Armenia	26	24	26	31	50
		Exit from Armenia	23	22	25	30	50

During the recent years, a series of BCP needs assessment missions were organised by various international organizations, including the European Advisory Group (EUAG) in Armenia. The EUAG border assessment report of April 2010 advises that border management officials in the north of Armenia expect that changes in the traffic pattern and volume will occur once border crossings with Turkey are opened. The report also suggests that the traffic might increase respectively, because there has been a steady increase in volumes from one year to another in the last 3-4 years. If the BCPs infrastructures are improved and service enhanced, the assumption is that it is reasonable to expect an increase of traffic and freight volumes.

Therefore, it is believed that fundamental reconstruction and modernization of Bagratashen, Bavra and Gogavan BCPs, as well as improvement of the road conditions leading to Gogavan BCP, will contribute to further increase in traffic and passenger flows through the aforementioned crossing points, reduce waiting times spent on various BCP procedures (see Table 2) and, in the meantime, will significantly strengthen and enforce border and customs controls, and border security in general.

**Table 2. Current and targeted waiting times.**

<i><b>Name of the BCP</b></i>	<i><b>Current waiting time</b></i>	<i><b>Target waiting time</b></i>
Bagratashen		
---Pedestrians	Up to 15 min	Up to 3 min
---Bus passengers (up to 30 people)	Up to 45 min	Up to 20 min
---Passenger cars	Up to 20 min	Up to 5 min
---Commercial trucks (empty)	Up to 30 min	Up to 10 min
---Commercial trucks (loaded)	Up to 75 min	Up to 25 min
Bavra		

---Pedestrians ---Bus passengers (up to 30 people) ---Passenger cars ---Commercial trucks (empty) ---Commercial trucks (loaded)	Up to 15 min Up to 45 min  Up to 20 min Up to 30 min Up to 75 min	Up to 3 min Up to 20 min  Up to 5 min Up to 10 min Up to 25 min
<b>Gogavan</b> ---Pedestrians ---Bus passengers (up to 30 people) ---Passenger cars ---Commercial trucks (empty) ---Commercial trucks (loaded)	Up to 10 min Up to 40 min  Up to 15 min Up to 25 min Up to 60 min	Up to 3 min Up to 20 min  Up to 5 min Up to 10 min Up to 25 min

The suggested infrastructure will be able to accommodate required number of staff from the border management agencies to deliver 24/7 services. The estimated number of staff to be employed in each of the BCP is provided in the below table.

**Table 3. Forecasted number of staff on modernized Bagratashen, Bavra and Gogavan BCPs (each shift)**

<b>Name of the border crossing point</b>	<b>Bagratashen</b>	<b>Bavra</b>	<b>Gogavan</b>
<b>Borderguards</b>			
Head of BCP (8 w/hr)	1	1	1
First Deputy Head (8 w/hr)	1	1	1
Second Deputy Head (8 w/hr)	1	1	1
Senior Officer on staff training (8 w/hr)	1	1	1
Senior Investigative Officer (8 w/hr)	1	1	1
IT Communication Officer (8 w/hr)	1	1	1
Head of shift (four shifts)	1	1	1
Deputy Head of Shift (for Gogavan only Passport Examination) (four shifts)	1	1	1
Platform Guard (four shifts)	6	6	1
Patrol (four shifts)	2	2	1
Document examination warrant officer (four shifts)	12	12	5
Operational warrant officer for screening of technical means (four shifts)	2	2	1
Officer on duty (also armourer) (four shifts)	1	1	1
Warrant officers for screening of transportation means (four shifts)	4	4	2
Observation detail (four shifts)	6	6	2
Reserve (four shifts)	6	6	6

<b>Customs</b>			
Head /8 hours/	1	1	1
1st deputy /8 hours/	1	1	1
2nd deputy /8 hours/	1	1	1
Secretary /8 hours/	2	1	1
lawyer /8 hours/	1		
Accountant /8 hours/	1	1	1
Shift manager /4 shifts/	1	1	1
Anti smuggling officer (9 people working 24 hours)	9	1	1
Cynologists (four shifts)	12	12	12
Rapiscan operator (4 shifts)	2	0	0
Radiation Control Officer (four shifts)	2	2	1
Customs Inspection officers (four shifts)	5	8	6
Administrative workers only on day-time (four shifts)	7		
Customs clearance officers (four shifts)	8	5	4
<b>Passport Visa Dpt.</b>			
Head	1	1	1
Visa issuing officer	2	2	2
<b>State Food Security</b>			
Head of phyto-veterinarian sanitary service (8 hours)	1	1	1
Phyto-sanitary inspector (4 shifts)	4	4	4
Veterinary inspector (4 shifts)	4	4	4
Food security inspector (4 shifts)	4	4	4
<b>State Hygiene and Anti-Epidemiological Inspectorate</b>			
Head of Service (8 w/hr)	1	1	1
Statistician (8 w/hr)	1	1	1
Epidemiologist (12 w/hr) (two shifts)	4	1	3
Assistant to Epidemiologist (12 w/hr) (two shifts)	0	3	3
Driver	1	1	1
<b>Brokers</b>	4	4	2
<b>Bank</b>	2	2	2
<b>Total</b>	<b>129</b>	<b>110</b>	<b>86</b>

To address the challenges related with the transit routes used for illegal drug and human trafficking, possible illegal cross-border movement of nuclear and radioactive materials and bio-terrorism, the above-mentioned BCP facilities need to be equipped with the Border, Customs, Veterinary-Phytosanitary and Sanitary-Quarantine control equipment and IT solutions installed and operated by professionally trained personnel.. Together with the improved border management infrastructure and procedural reforms, installation of this new control equipment and IT systems will allow full and comprehensive use of the benefits of integrated border management system

The implementation of the Project on Modernization of Bagratashen, Bavra, Gogavan Border Crossing Points of the Republic of Armenia (MBBG BCPs) is aimed at addressing all the above critical for the country challenges. UNDP's assistance in this regard is fully aligned with the 2010 – 2015 Country Program Action Plan (CPAP) between the Government of Armenia and UNDP (see page 6, paragraph 4.22).



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## II. STRATEGY

Under the Armenia-EU European Neighborhood Policy Action Plan, Republic of Armenia undertook to increase its share of responsibility for international cooperation in the field of border management in the South Caucasus and bring the level of interagency cooperation between border management agencies represented at the state border crossing points in compliance with European standards. On 12<sup>th</sup> February 2010, an Inter-Agency Working Group was established under the chairmanship of the Secretary of the National Security Council of the Republic of Armenia (NSC, RA), involving senior-level representatives of all relevant state border management agencies: the Border Troops of the National Security Service (NSS), State Revenue Committee (Customs), the Visa and Passport Department of the Police of Armenia, the State Food Safety Service of the Ministry of Agriculture and the State Hygiene and Anti-Epidemiological Inspectorate of the Ministry of Health. The NSC plays a key role in coordinating and monitoring the work of all border agencies.

Armenia's commitment to the EU standards and best practices implies establishment of a modern integrated border management systems to ensure Armenia's strengthened border security and to facilitate the movement of people and goods across the borders.

The EU-funded and UNDP-implemented South Caucasus Integrated Border Management Programme (SCIBM) supported the National Security Council of the Republic of Armenia to draft the Strategy of Border Security and Integrated State Border Management of the Republic of Armenia which was adopted by the Order of the President of Armenia on 3<sup>rd</sup> November 2010. The SCIBM further supported the Government of Armenia to draft the 2011-2015 Action Plan and Timetable for the Implementation of Strategy of Border Security and Integrated State Border Management of the Republic of Armenia, which was adopted on 21<sup>st</sup> April 2011 by the Decree of the Government of Armenia. The 2011-2015 IBM Action Plan suggests a series of activities to be implemented by all actors involved in the field of border management and a key prerequisite is the modernization of existing border crossing point infrastructure of Armenia. Armenian authorities have prioritised the three land border crossing points in the north of the country bordering with Georgia for modernization in line with European standards, including application of European IBM methodologies designed to ensure border security whilst facilitating legitimate trade and transit.

In November 2010, the Secretary of the National Security Council of the Republic of Armenia requested support of UNDP to prepare design outlines and tender documentation for the construction of three new border crossing points at Bavra, Bagratashen and Gogavan. Terms of Reference for the production of the required design engineering documentation were approved by the Protocol Decision of the Government of Armenia #29.6/[62150]-11(6) on 17<sup>th</sup> February 2011. Based on the Terms of Reference, and as a result of competitive selection process, UNDP outsourced to the Latvian engineering company the development of the following documents for the reconstruction of three border crossing points fully consistent with FIDIC (International Federation of Consulting Engineers) standards:

- 1) Construction tender dossier;
- 2) Equipment and supplies tender dossier;
- 3) Technical supervision and consultancy tender dossier.

These tender dossiers were formally provided to the NSC on 1<sup>st</sup> September 2011.

Further discussions and negotiations were held between the Armenian authorities, the European Union and the UNDP to identify the most efficient way of implementation of the MBBG project and agree on the timescale of project implementation. This project falls under the Democratic Governance Portfolio of the 2010-2015 Country Program Action Plan signed between the Government of the Republic of Armenia and UNDP.

The project is understood within the broad context of the overall partnership between the Government of the Republic of Armenia and the European Union aimed at the upgrade of Armenian border management system to European standards. In this regard, due attention will be paid to the efforts of both the Government and the European Union. Visibility is one of the critical components of the project and the UNDP will ensure proper visibility for project stakeholders in line with the EU guidelines and requirements.

It will organise regular press conferences to launch the project, prequalification exercise, tender announcement and tender award, the completion of milestone events and the final handover of facilities. Billboards at project sites will acknowledge the financial contribution of the Government and the European Union. All visibility materials and processes will be organised in conjunction with the Government and European Union Delegation, and will be consistent with the EC-UNDP Joint Visibility Guidelines agreed between the two organizations.

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### **III. RESULTS & RESOURCES FRAMEWORK**

The overall objective of this project is to support the Government of Armenia in establishing state-of-the-art BCP infrastructure to ensure improved conditions for business and trade, safe, secure, gender friendly and facilitated movement of people and goods across the border.

The MBBG Project specific objectives are:

- To facilitate free movement of persons and goods across borders while at the same time maintaining secure borders of the Republic of Armenia by provision of all necessary conditions for effective performance of border, customs, phyto-sanitary, veterinary and health controls;
- To enhance inter-agency cooperation efficiency, including technical capacity for information exchange between executive authorities on border management related issues and on border control operational procedures;
- To strengthen the international cooperation between the South Caucasus countries, EU Member States and other international stakeholders for securing the legal movement of people and goods;
- To ensure the modern equipment is provided to 3 BCPs,
- To ensure that EU adopted best IBM standards and gender-sensitive policies and procedures are employed by the border management agencies.

The project main components are:

1. Construction works in Bagratashen, Bavra and Gogavan BCPs, including provision of fixed-placed equipment to be included in a turn-key construction contract,
2. Provision of a supervision and consultancy contract,
3. Installation of the off-the-site gas-supply, power-supply and fibre-optics networks in Gogavan BCP,
4. Provision of the portable equipment and IT systems to three BCPs,
5. Enhancement of capacities of border management agencies through the trainings on use of the provided equipment and joint use of IT systems, and
6. Overall management of all project components.

Along with the above mentioned objectives, through the implementation of the project, the capacity of local government bodies will be improved and support to the development of communities close to Gogavan BCP provided. Particularly, the installation of gas network fibre-optics and improvement of Gogavan access road conditions will increase the quality of life for local population, as well as give them additional opportunity for development of small scale economic activities.

The gasification component of the project will bring a positive impact and will create favourable conditions for around 296 inhabitants of Dzoramut community, Lori marz. The population in this community uses wood and manure during the winter season, as well as throughout the year for heating purposes and daily consumption.

The whole population of this community will benefit of gasification and the inhabitants will have an opportunity to increase the scope of agricultural food processing, which will support to the job opportunities and increased revenues.

The improvement of Gogavan access road, connecting the neighbouring communities, as well as the installation of new electrical and fibre-optics networks as envisaged by the MBBG project, will also contribute to the improvement of living standards of the community inhabitants.

Considering the fact that the proposed activities will have short-term and localized environmental impacts during construction phase and long-term during further operation and maintenance, an Environmental Assessment will be conducted by the identified Construction Contractor and will be based on results and findings of the initial EIA of the proposed project. Assessment should incorporate the natural environment (air, water, and land); human health and safety; natural disaster risk and vulnerability assessment; and trans-boundary aspects. Therefore, an Environmental Management Plan (EMP) will be developed summarizing the recommended design measures, methods of construction as well as proposed supervision and monitoring actions to be taken upon completion of the project to minimize and/or avoid potential environmental impacts.

Enhanced capacities of the border management agencies in managing the borders, emergencies and migration will contribute to increased respect to realization of human rights, including protection of the rights of migrants, refugees and asylum seekers, as well as enhanced efficiency of humanitarian relief operations, combating human/drug trafficking and organized crime.

It is expected that the result achieved under the MBBG project, in a long-term will contribute to further facilitation of the movement of people and goods across the three border crossing points and to further increase of trade and transit indicators. Moreover, reconstruction solutions will ensure the possibility of future increase of the BCP's throughput capacity by improved border control technologies, including streamlined border crossing procedures and shortened border crossing time (see table 2 above).

**It is expected that at the end of the project, the following specific results will be achieved:**

1. Border security situation in Bagratashen, Bavra and Gogavan border crossing points upgraded/improved.
2. Legitimate trade and transit of goods, vehicles and people facilitated between Armenia and Georgia and further to EU countries.
3. Capacities of border management agencies strengthened to implement European principles of integrated border management, including quality of services and increased respect for human rights.
4. Infrastructures of three border crossing points are developed with consideration of needs of vulnerable groups (e.g., persons with special abilities, women) where relevant.
5. Off-the site networks (gas, electricity, fibre-optics) are installed in Gogavan BCP to enable the efficient operation of the BCP.
6. As a result of installation of the off-the-site networks, the opportunities for improved living conditions in Dzoramut Community close to Gogavan BCP are enhanced.

**Resources:**

The Government of Armenia has applied to the European Investment Bank (EIB) for receiving loans to fulfil the objectives of MBBG project. The EIB will coordinate the activities for applying to the Neighbourhood Investment Facility (NIF) for receiving an additional EU Grant.

The breakdown of financial resources of the MBBG project is the following:

Government of Armenia loan funding from:

EIB: 30,316,000 EUR

Government of Armenia grant funding from:

NIF: 12,000,000 EUR

UNDP regular resources:

800,000 EUR.

Provisional schedule of payments is spelled out in the Article IV below. The detailed schedule of payments will be elaborated based on the detailed Project procurement plan and contracts entered by UNDP with suppliers. The schedule will take into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of Project delivery.

In parallel, it is expected that in 2012 and 2013 the European Union will launch two projects under the EU's Eastern Partnership IBM Flagship Initiative aimed at the further improvement of border management system in line with EU standards. These two projects will support the MBBG Programme activities in terms of upgrading the infrastructures, including off-the-site networks, provision of IT systems and equipment, as well as providing the trainings aimed at capacity development of the staff of border management agencies:

Those two IBM Flagship Initiative projects are:

Enhancement of the border management capabilities at the Ninotsminda - Bavra border crossing point between Georgia and Armenia (estimated start in August-September 2012);

- Provision of equipment and infrastructure for BCPs Bagratashen – Sadakhlo between Armenia and Georgia and enhancement of their capacities (estimated start in August 2013).



<b>Intended Outcome as stated in the United Nations Development Assistance Framework:</b> Outcome 2: Democratic Governance is Strengthened by Improving accountability, promoting institutional and capacity development and expanding people's participation					
<b>Country Program Outcome:</b> Outcome 2.1: Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights.					
<b>Outcome indicators as stated in the Country Program Results and Resources Framework, including baseline and targets: Note*:</b> <i><b>Indicator:</b></i> Border infrastructures upgraded; border crossing procedures improved and the movement of persons and goods across borders facilitated. <i><b>Baseline:</b></i> Border infrastructure is underdeveloped and border management and border crossing procedures are not yet fully harmonized in line with international standards and are time and effort-consuming. <i><b>Target:</b></i> Border infrastructure upgraded, border crossing procedures improved and harmonized with EC requirements by end 2015.					
<b>Partnership Strategy:</b> UNDP will seek and forge close collaboration with the national government, local authorities, international and donor organizations and civil society in preparation, monitoring and implementation of the activities. Main Government counterpart will be the State Revenue Committee of the Government of the Republic of Armenia.					
<b>Project title and ID (ATLAS Award ID):</b>					
Intended Outputs	Output Targets	Indicative Activities	Responsible Party	Implementing Party	Inputs in EUR
<b>Output 1: Capacity of government institutions to manage borders, migration, combat trafficking and effectively protect human rights enhanced</b>  <u>Baseline:</u> Land border crossing points in the north of Armenia are underdeveloped;  Level of interagency and cross-border cooperation between border management agencies is insufficient;  Border crossing operational procedures are not streamlined in line with IBM standards; The environment for effective border crossing aimed at business development is not sufficiently enabling.  <u>Indicators:</u>  Three BCPs in Bagratashen, Bavra and Gogavan are modernised, including provision of fixed-placed equipment; Off-the-site gas-supply, power-supply and fibre-optics networks in Gogavan BCP installed; Portable equipment and IT systems provided to the three BCPs;  Capacities of border management agencies on application of new	<b>Infrastructure of three BCPs in the north of Armenia is upgraded in line with international standards;</b>  <b>Cooperation of border management agencies on Interagency and cross-border levels is enhanced in line with IBM principles;</b>  <b>Border crossing procedures for persons and businesses streamlined and harmonized</b>	<b>Action 1.1. Organization of open international tendering procedure for procurement of FIDIC Engineer's services;</b> <b>Action 1.2. Establishment of liaison between Project implementation team and Engineer' team</b> <b>Action 1.3. Performance of Author's supervision services ;</b>	UNDP	<b>State Revenues Committee of the GOAM</b>	<b>€1,590,305</b>
		<b>Action 2.1. Organization of open international ITB for procurement of civil construction services;</b> <b>Action 2.2. Signing of a Contract for Design-Build (FIDIC "New Yellow Book" 1999 construction contract conditions);</b> <b>Action 2.3. Development and approval of Design Documentation;</b> <b>Action 2.4. Execution of construction works;</b> <b>Action 2.5. Procurement and installation of built-in equipment;</b> <b>Action 2.6. Acceptance and handing over of the Works to the Government of Armenia,</b>			<b>€28,747,478</b>
		<b>Action 3.1. Development and approval of Design Documentation;</b> <b>Action 3.2. Announcing the tender for identification of supervising engineer (s)</b> <b>Action 3.3. Announcing the tender for identification of the Contractor</b> <b>Action 3.4 Execution of installation, testing and handing over works;</b>			<b>€745,324</b>
		<b>Action 4.1. Development of specifications</b> <b>Action 4.2. Procurement, Installation and testing</b>			
		<b>Action 5.1. Development of the TORs for the suppliers of the equipment including the envisaged trainings for border management services</b> <b>Action 5.2. Conduction of the trainings on how to use the provided equipment aimed at the strengthening of interagency cooperation and due implementation of standard operational procedures ,</b>  <b>Action 6.1. Development and approval of Design Documentation;</b>			<b>€5,636,963</b>  <b>€78,462</b>

<p>procedures and use of the provided equipment/IT systems developed.</p> <p>The border crossing time for passengers and goods is reduced at least by 50%.</p>		<p>Action 6.2. Announcing the tender for identification of supervising engineer  Action 6.3. Development and approval of Design Documentation;  Action 6.4. Execution of construction works;  Action 6.5. Acceptance and handing over of the works.</p> <p>Action 7.1. Recruitment of project personnel;  Action 7.2. Development of monitoring &amp; measurement mechanisms;  Action 7.3. Conduct effective coordination, administration and monitoring of project activities.  Action 7.4. Ensure full achievement of the project outputs.  Action 7.5. Prepare and submit all necessary reports, as well as the project-management related documents such as risk/issue logs, results' matrices to UNDP and the donor.  Action 7.6. Ensure visibility of the project and its contributors</p> <p>Contingency</p>			<p>€3,007,887</p> <p>€721,538</p> <p>€ 2,588,043</p>
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#### IV. MANAGEMENT ARRANGEMENTS

**A Project Steering Committee (PSC)** will be established to oversee the management of the project, comprising the representatives of the State Revenue Committee of the Government of the Republic of Armenia, Ministry of Finance of the Republic of Armenia, Ministry of Transport and Communication of the Republic of Armenia, UNDP, and funding institutions (EIB, NIF). The PSC will be guided by the principles of constructive and mutually beneficial partnership bringing together national counterparts, beneficiaries, development partners and UNDP on an equal basis to decide on project management issues, and in line with UNDP Program and Operations Policy and Procedure and other documents. Each institution will formally appoint a representative to the Steering Committee.

The PSC is the group responsible for making by consensus, management decisions for the project, when guidance is required by the Project Manager (i.e. the CTA), including recommendations for UNDP / implementing partner, approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Steering Committee decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the PSC, final decision shall rest with the UNDP Programme Manager<sup>3</sup>.

The PSC meetings will be scheduled at designated decision-making points during the project implementation period, or as necessary when requested by the Project Chief Technical Advisor / Project Manager. Based on the approved annual work plan (AWP), the PSC may review and approve project quarterly plans when required and authorize any major deviation from the quarterly plans agreed previously. It will ensure that required resources are committed and arbitrate on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. The composition and rules of procedures of the PSC are set forth in UNDP 'Programme and Operations Policy and Procedure (POPP).

**Project Execution Committee:** State Revenue Committee of the GoA (SRC), National Security Service of the GoA, Ministry of Transport and Communication, RA, other selected national authorities if needed and UNDP will form together a Project Execution Committee (PEC) to ensure coordination of all stakeholders at the technical level, enable uninterrupted functioning of the project site facilities, receipt of required licenses and permissions, etc.

**Implementing Partner<sup>4</sup>:** The State Revenue Committee (SRC) of the Government of the Republic of Armenia will act as the Implementing Partner for the project. The SRC will sign a Letter of Agreement with UNDP and the Ministry of Finance, RA. SRC will nominate an individual engineer with the experience in managing construction contracts in accordance with FIDIC contract conditions, who will liaise with the Supervision **Company (the Engineer in FIDIC terms)**, as well as with the International Engineer on the scope and quality of the delivered works and services, and act as the government focal point on project-related technical matters.

The implementing partner shall:

- a) During the implementation of works, for the three BCPs, in conjunction with other relevant agencies, produce "The Plan for organising the cross-border movement of people and transportation means and ensuring the security of BCPs and Project personnel" (hereinafter the Security Plan) in consideration of the requirements

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● <sup>3</sup> **The UNDP Programme Manager** (as defined in the POPP) is responsible for the successful programme management and contribution to the achievement of programme outcomes. The UNDP Resident Representative holds the role of the Programme Manager, and can designate this role to another UNDP staff.

<sup>4</sup> The Implementing Partner is the entity responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. A single Implementing Partner is designated to manage each UNDP-supported project. The Implementing Partner may enter into agreements with other organizations or entities to assist in successfully delivering project outputs.

of the National Strategy on Border Security and Integrated Border Management approved by the Order of the President of Armenia on 3 November 2010 and taking into account the security situation in the country where the project is being carried;

- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.
- c) Provide a continuous support to the Project team and the Supervision Company (the Engineer in FIDIC terms) for studying the work of the Contractor and subcontractors and informing the Employer in advance on any possible deviation from the approved design and the workplan, to exclude any possible risk for delaying the works of the contracted companies;

**Senior Beneficiary:** The SRC at the same time will act as the **Senior Beneficiary** for the project and will support the Project Implementation Team throughout the process of project implementation and will acknowledge the Acts of Acceptance of Works (Payment Certificates) issued by the construction contractors. The SRC will also ensure, that all necessary permissions from the national authorities that may be required, are received in a timely manner.

**The UNDP:** The UNDP will provide support services to the Implementing Partner in accordance with the Letter of Agreement to be signed between SRC, MOF and UNDP and as listed in the Annex 2 to this document. In FIDIC terms UNDP Resident Representative in Armenia will act as an "Employer".

Project management personnel will include:

- **International Chief Technical Adviser (CTA)**, who will report to the UNDP and the PSC. The CTA will monitor project progress and will be responsible for quality assurance, as well as will provide guidance and advice to the Engineer and Project support team, as required. He/she will supervise the work of the FIDIC Engineer. In FIDIC terms the CTA will act as "Employer's Representative".
- **National Project Coordinator (NPC)**, who will report to the CTA. The NPC will be responsible for the overall coordination and delivery of the project. He/she will coordinate the project activities with other UNDP programme activities in the field, liaise with all national stakeholders. The NPC will line manage all project support staff and contractors.
- **The CTA and NPC will be supported by a Project Support Team comprised of:**
  - The part-time International Engineer, fully funded by the project, for the advises, as may be required by the Project Coordinator;
  - National experts on Road Infrastructure, Administration and Finance, Transport & logistics, IT systems and networks will work on a full-time time basis. Other support staff will be recruited on an *ad hoc* basis.

The UNDP shall also:

- a) Review and provide recommendations to the implementing partner on the Security Plan and coordinate all committed Works in a way so not to impeded the regular work of the BCPs;
- b) If necessary, during the recruitment process of the individual engineer by the implementing partner to provide the expert recommendations on the qualification requirements of the incumbent;
- c) Check the evidences, trustworthiness and reasonability of the information on deviation of the works from the design and the workplan and if necessary revise the workplan concerting those changes with national beneficiaries.

Supervision on all construction works under the project will be outsourced to a company, which in FIDIC terms will act as The Engineer. The company will be contracted by UNDP through a competitive process. It will perform all the duties emanating from FIDIC conditions of contract. The Supervision Company (the



Engineer in FIDIC terms) will report to the UNDP through the CTA and will supervise the construction works performed by other contractors.

A technical team will be established by the “**Supervision Company**”. Key experts will be, inter alia:

- **Representative of Supervision Company**, who will have full responsibility for the implementation of the contract.
- **Three Resident Engineers** (1 for each location) and respective site teams.

The Representative of Supervision Company will also be supported by a pool of experts for the Design Review and for the Works implementation – (such as the engineers on electrical/mechanical/networking and light currents issues, etc., as required by the project).

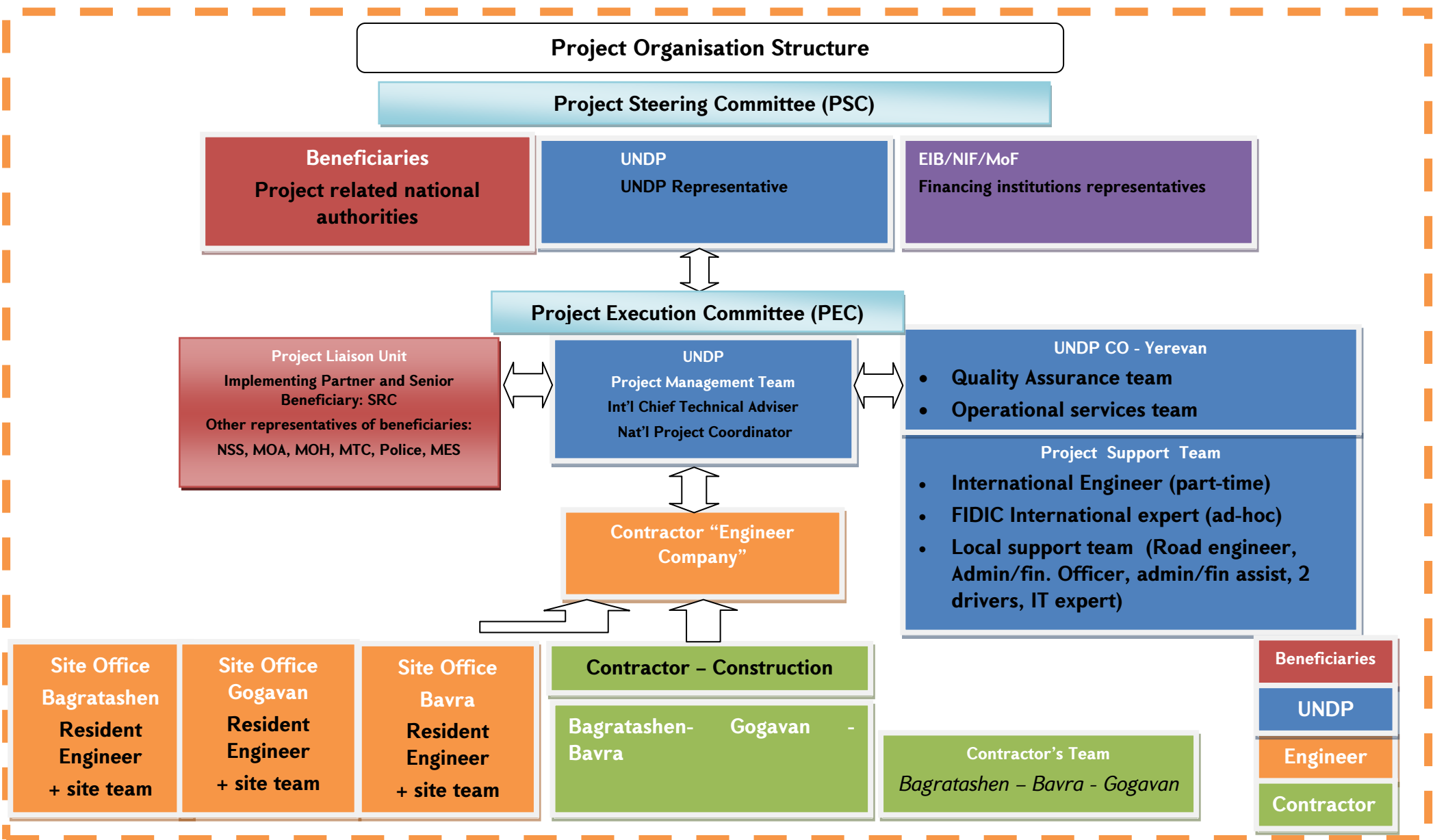
Contractor will be selected through the ITB process and be responsible for design, execution and completion of the Works according to FIDIC Yellow Book conditions of Contract.

Procurement of works and services will be conducted following UNDP’s procurement rules and regulations, and through the use of FIDIC conditions of contract.

Prior to launching the procurement processes, UNDP will obtain written confirmation from SRC, as well as other relevant project beneficiaries if needed, on the specification of different materials, goods, equipment, IT systems and software to be procured, with the objective of ensuring their compatibility with the existing goods in the possession and use by SRC and beneficiaries.

The funds borrowed by the Government of Armenia will be made available to UNDP on an advanced basis, as per the below provisional Payment Schedule:

<b>Year</b>	<b>quarter</b>	<b>Amount in EUR</b>
2013	I	3,316,000
2013	II	1,500,000
2013	III	5,500,000
2013	IV	7,000,000
2014	I	5,500,000
2014	II	5,000,000
2014	III	5,000,000
2014	IV	5,000,000
2015	I	2,500,000
2015	II	0
2015	III	0
2015	IV	2,000,000



## V. ANNUAL WORK PLAN AND BUDGET<sup>5</sup>

**Output 2.1.4:** Capacity of government institutions to manage borders, migration, combat trafficking and effectively protect their rights enhanced.

**Project Output:** The three border crossing points in the north of Armenia bordering with Georgia modernized to facilitate the movement of persons and goods across borders while at the same time maintaining secure borders and improved living conditions in the neighbouring communities;

**CP Baseline and Indicators:** *The infrastructures of Bagratashen, Bavra and Gogavan BCPs are underdeveloped, which hinders the economic development of the country, threatens security, reduces the effectiveness of the work of border management agencies.*

*Passenger and vehicle traffic trends and forecast, as per Table 1; Current and target waiting times, as per Table 2; Forecasted number of staff on Bagratashen, Bavra and Gogavan BCPs (each shift) as per Table 3.*

The budget below considers the UN Operational Rate of Exchange for August 2012<sup>6</sup> (1 EUR = 0.816USD)

PLANNED ACTIVITIES	DESCRIPTION	SEP – DEC 12	JAN – JUN 13	JUL-DEC 13	JAN – JUN 14	JUL – DEC 14	JAN – JUN 15	JUL-DEC 15	Fund	Donor	Code	Total (USD)	Year 2012 (USD)	Year 2013 (USD)	Year 2014 (USD)	Year 2015 (USD)	Total EUR
<b>Activity 1:</b> <u>Civil works quality assurance</u> Action 1.1. Organisation of open international tendering procedure for procurement of FIDIC Engineer's services;  Action 1.2. Establishment of liaison between Project implementation team and Engineer' team  Action 1.3. Performance of Author's supervision services ;	Engineering Services (supervision and monitoring), excluding Bagratashen bridge.								30071	01059	72100	1,892,139		756,856	756,856	378,428	1,543,985
	Facilities and administration (3%)								30071	01059	75100	56,764		22,706	22,706	11,353	46,320
<b>Activity 2:</b> <u>Implementation of Construction Works in all 3 BCPs</u>	Civil works for Bagratashen BCP, excluding costs for Bagratashen BCP bridge.								30071	01059	72100	13,547,538		4,741,638	8,128,523	677,377	11,054,791

<sup>5</sup> Please note that UNDP will be implementing EU Eastern Partnership IBM Flagship Initiative Project "Enhancement of the border management capabilities at the Ninotsminda-Bavra border crossing point between Georgia and Armenia, which will complement the MBBG Programme

<sup>6</sup> <http://treasury.un.org/operationalrates/OperationalRates.aspx>

Action 2.1. Organisation of open international ITB for procurement of civil construction services;																		
Action 2.2. Signing of a Contract for Design-Build (FIDIC "New Yellow Book" 1999 construction contract conditions);																		
Action 2.3. Development and approval of Design Documentation;	Civil works for Bavra BCP							30071	01059	72100	12,943,847		6,471,924	5,177,539	1,294,385	10,562,179		
Action 2.4. Execution of construction works;	Civil works for Gogavan BCP							30071	01059	72100	7,712,259		3,856,129	3,084,903	771,226	6,293,203		
Action 2.6. Acceptance and handing over of the Works to the Government of Armenia	Facilities and administration (3%)							30071	01059	75100	1,026,109		452,091	491,729	82,290	837,305		
<b>Activity 3:</b> <b><u>Installation of network services in Gogavan.</u></b>	Installation of Gas Supply network in Gogavan BCP							30071	01059	72100	254,525		254,525			207,692		
Action 3.1. Development and approval of Design Documentation	Installation of Fiber Optics in Gogavan BCP							30071	01059	72100	196,738		196,738			160,538		
Action 3.2. Announcing the tender for identification of supervising engineer (s)	Installation of Electrical Supply Network in Gogavan BCP							30071	01059	72100	435,520		370,192	65,328		355,385		
Action 3.3. Announcing the tender for identification of the Contractor																		
Action 3.4. Execution of installation, testing and handing over works	Facilities and administration (3%)							30071	01059	75100	26,604		24,644	1,960		21,708		
<b>Activity 4:</b> <b><u>Provision of Equipment and IT systems for all 3 BCPs</u></b>	Provision of Equipment and IT systems (Bavra, Bagratashen, Gogavan BCPs)							30071	01059	72400	6,706,837		1,978,405	3,521,651	1,206,781	5,472,779		
Action 4.1. Development of specifications																		
Action 4.2. Procurement, installation and testing																		
	Facilities and administration (3%)							30071	01059	75100	201,205		59,352	105,650	36,203	164,183		
<b>Activity 5:</b> <b><u>Capacity Development</u></b>	Capacity Building and Trainings							04000	00012	75700	96,154		38,462	57,692		78,462		
Action 5.1. Development of the TORs for the suppliers of the equipment, including the envisaged trainings for border management services																		



Action 5.2. Conduction of the trainings on how to use the equipment																		
<b><u>Activity 6:</u></b> <b><u>Implementation of access Road and Bridges Construction Works to Gogavan BCP</u></b>  Action 6.1. Development and approval of Design Documentation Action 6.2. Announcing the tender for identification of supervising engineer Action 6.3. Announcing the tender for identifying the Constructor and contracting Action 6.4. Execution of construction works	Gogavan BCP access road, including reconstruction of 2 bridges							30071	01059	72100	3,578,772			930,481	2,648,292			2,920,278
Action 6.5. Acceptance and handing over of the works	Facilities and administration (3%)							30071	01059	75100	107,363			27,914	79,449			87,608
<b><u>Activity 7:</u></b>  <b><u>Project Management</u></b>  Action 7.2. Development of monitoring & measurement mechanisms;  Action 7.3. Conduct effective coordination, administration and monitoring of project activities.  Action 7.4. Ensure full achievement of the project outputs.  Action 7.5. Prepare and submit all necessary reports as well as the project-management related documents such as risk/issue logs and the results matrices to UNDP and the donor.  Action 7.6. Ensure visibility of the project and its contributors	International Chief Technical Advisor							04000	00012	61300	412,025			206,013	206,013			336,213
	International Engineer/FIDIC Consultant, part-time							04000	00012	71200	33,937	3,771		14,140	14,140	1,885		27,692
	National Project Coordinator							04000	00012	71400	28,301	2,164		8,656	8,656	8,826		23,094
	Road infrastructure engineer							04000	00012	71400	23,689	2,120		8,481	8,481	4,607		19,330
	IT networking expert							04000	00012	71400	39,593	3,054		12,217	12,217	12,104		32,308
	Admin/Finance Officer							04000	00012	71400	35,822	3,619		14,477	14,477	3,249		29,231
	Admin/Finance Assistant							04000	00012	71400	31,109	2,602		10,407	10,407	7,692		25,385
	Driver – Clerk (2 positions)							04000	00012	71400	35,822	3,855		15,984	15,984			29,231

	Office Rent (Costs of conferences/seminars - hall/equipment rental)							04000	00012	73100	37,707	2,074	15,083	15,083	5,468	30,769
	Purchase of vehicle (new office equipment)							04000	00012	72200	37,707	37,707				30,769
	Vehicle Costs							04000	00012	73400	28,281	1,885	13,198	13,198		23,077
	Communications and utilities (tel/fax, HVAC, maintenance)							04000	00012	72400	13,198	471	4,713	4,713	3,299	10,769
	Audio Visual and Print/Prod Costs (incl. translation, visibility costs)							04000	00012	74200	20,525	491	8,563	8,563	2,907	16,748
	Supplies (stationery)							04000	00012	72500	29,223	1,885	9,427	9,427	8,484	23,846
	Computer hardware							04000	00012	72800	9,427		4,713	4,713		7,692
	Travel (DSA)							04000	00012	71600	16,968	1,885	5,845	5,845	3,394	13,846
	Travel ATKts (25 flights)							04000	00012	71600	22,624	1,810	9,050	9,050	2,715	18,462
	Miscellaneous							04000	00012	74500	28,281	943	14,140	6,599	6,599	23,077
<b>Contingency</b>	Contingency										3,171,521	4,492	1,312,744	1,565,155	289,231	2,588,043
<b>GRAND TOTAL</b>											<b>\$52,838,236</b>	74,828	21,869,908	26,074,997	4,818,503	<b>43,116,000</b>

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## VI. MONITORING FRAMEWORK

The Project Steering Committee (PSC) during its meetings will evaluate the project implementation and sign the appropriate Minutes of the Meeting.

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

### Within the annual cycle

- On a quarterly basis and upon specified provisions a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas<sup>7</sup>, a Project Progress Reports (PPR) shall be submitted by the Project Coordinator to the PSC through Project Assurance, using the standard report format available in the Executive Snapshot.
- Project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- a Monitoring Schedule Plan shall be activated in ATLAS and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the International Project Manager and shared with the Project Steering Committee. As minimum requirement, the Annual Review Report shall consist of the ATLAS standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR, as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

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<sup>7</sup> Atlas is a UNDP run enterprise resource planning system and a project management module which supports to integrate results-based management methods, to allow for quality tracking and monitoring of projects, linking resources to results, facilitate reporting and monitoring, permit the user to interface for budget revisions, ensure electronic payments, etc. ATLAS environment also allows the users to maintain quality assessment, risk logs for effective project implementation.

## VII. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

The below table will be further refined during the process "Initiating a Project".

OUTPUT 1: The three border crossing points in the north of Armenia bordering with Georgia modernized to facilitate the movement of persons and goods across borders while at the same time maintaining secure borders and improved living conditions in the neighbouring communities		
<b>Activity 1</b>	<b>Civil Works Quality Assurance</b>	<b>Dates: 3<sup>rd</sup> Quarter 2012 – 4<sup>th</sup> Quarter 2015</b>
<b>Purpose</b>	<i>To ensure performance of program activities in full compliance with program strategy and implementation plan, high quality of deliverables, professional excellence of provided services,</i>	
<b>Description</b>	<i>Action 1.1. Organisation of open international tendering procedure for procurement of FIDIC Engineer's services;</i> <i>Action 1.2. Establishment of liaison between Project implementation team and Engineer' team;</i> <i>Action 1.3. Performance of Author's supervision services.</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of in-compliances with agreed quality standards	Analysis of records regularly made in Construction Works Register, Author's Supervision Register, minutes of site meetings, Engineer's records and reports, Analysis of defects notification and remediation documents	Monthly, quarterly and semi-annual reporting
Level of personnel individual performance	Interviews and questionnaires	Monthly, quarterly and semi-annual reporting
Time spent on preventive and corrective activities	Analysis of internal audits	Monthly, quarterly and semi-annual reporting
<b>Activity 2</b>	<b>Implementation of Construction Works in all 3 BCPs</b>	<b>Dates: 3<sup>rd</sup> Quarter 2012 – 4<sup>th</sup> Quarter 2015</b>
<b>Purpose</b>	<i>To modernize infrastructure of three BCPs</i>	
<b>Description</b>	<i>Action 2.1. Organisation of open international ITB for procurement of civil construction services;</i> <i>Action 2.2. Signing of a Contract for Design-Build (FIDIC "New Yellow Book" 1999 construction contract conditions);</i> <i>Action 2.3. Development and approval of Design Documentation;</i> <i>Action 2.4. Execution of construction works;</i> <i>Action 2.5. Procurement and installation of built-in equipment;</i> <i>Action 2.6. Acceptance and handing over of the Works to the Government of Armenia.</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Compliance of developed technical design documentation with defined requirements (national building codes and regulations,	Analysis of Design projects state expertise assessment	Upon completion of Design documentation development, approval,

Employer's requirements, EIA requirements, Engineer remarks etc) expressed in number and content of negative comments receive from responsible authorities and time spent to get Building board accept ("red stamp").	report and other responses received from national and local authorities.	state expertise and acceptance.
Compliance of Construction works performance with defined requirements (national building codes and regulations, Employer's requirements, Environment requirements, Engineer remarks etc) expressed in number and meanings of identified in-compliances.	Analysis of records regularly made in Construction Works Register, Author's Supervision Register, minutes of site meetings,. Engineer's records and reports.	Weekly by internal Contractor's reporting to the Engineer Monthly by Engineer's reporting to the Project Coordinator Quarterly by Project Coordinator Reporting to Project Coordination Board.
Compliance of Construction works results with defined requirements expressed in number and quality of defects identified during Defects Notification Period; time spent on remediation of defects	Analysis of defects notification and remediation documents.	Upon completion of Defects Notification Period.
The National Operator for the three BCPs identified and capable to run the operations of facilities in a sustainable manner.	The Government Decree adopted on nomination of the Authorised Agency	At least 3 months before completion of the MBBG Project
Level of public perception of program goals and achievements	Questionnaires, analysis of NGO feedback, etc	Quarterly and semi-annual reporting
<b>Activity 3:</b>	<i>Installation of network services in Gogavan,</i>	<b>Dates: 1<sup>st</sup> Quarter 2013 – 1<sup>st</sup> Quarter 2014</b>
<b>Purpose</b>	To ensure the access of Gogavan border crossing points to engineering networks for continuous operation	
<b>Description</b>	<i>Action 3.1. Development and approval of Design Documentation;</i> <i>Action 3.2. Announcing the tender for identification of supervising engineering company;</i> <i>Action 3.3. Announcing the tender for identification of the Contractor;</i> <i>Action 3.4. Execution of installation, testing and handing over works;</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Compliance of Construction works performance with defined requirements (national building codes and regulations, Employer's requirements, Engineer remarks etc, expressed in number and weight of identified in-compliances	Analysis of records regularly made in Construction Works Register, Author's Supervision Register, minutes of site meetings, Engineer's records and reports	Weekly by internal Contractor's reporting to the Engineer Monthly by Engineer's reporting to the Project Coordinator Quarterly by Project Coordinator Reporting to Project Coordination Board
<b>Activity 4:</b>	<i>Provision of Equipment and IT systems for all 3 BCPs</i>	<b>Dates: 4<sup>th</sup> Quarter 2013 – 1<sup>st</sup> Quarter 2015</b>
<b>Purpose</b>	To ensure the effective implementation of the works of border management	

	agencies by using the modern equipment, and provide an automated system for facilitation of cross border movements.	
<b>Description</b>	<i>Action 4.1. Development of specifications;</i> <i>Action 4.2. Procurement, Installation and testing.</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Specification listed in the tender documents and project documents	Use of modern equipment during applying the procedures by the border management services. Analysis of satisfaction survey results of the clients	After the installation of equipment and provision of automated system for facilitation of cross-border movements.
<b>Activity 5:</b>	<i>Capacity Development</i>	<b>Dates: 4<sup>th</sup> Quarter 2013 – 4<sup>th</sup> Quarter 2014</b>
<b>Purpose</b>	To increase the capacities of border management agencies on IBM, operational techniques and procedures, accountable and transparent approaches in their work.	
<b>Description</b>	<i>Action 5.1. Development of the TORs for the suppliers of the equipment, including the envisaged trainings for border management services;</i> <i>Action 5.2. Conduction of the trainings on how to use the provided equipment aimed at the strengthening of interagency cooperation and due implementation of standard operational procedures.</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
TORs and specifications for purchasing the portable equipment, including the training developed/upgraded.	The TORs reviewed and approved by the national and international experts.	At the end of the courses.
Trainings on the use of equipment and IT systems provided by the suppliers and the BM staff capacitated.	The responsible agency assigned for maintaining the equipment and coordinating the trainings, Inventory lists and maintenance journals for the provided equipment in place. Protocols of Cooperation and/or MOUs signed between the BM agencies on joint use of equipment and IT systems.	After the provision of equipment, installation of IT systems, testing and handing over.
<b>Activity 6:</b>	<i>Implementation of access Road and Bridges Construction Works to Gogavan BCP</i>	<b>Dates: 2<sup>nd</sup> Quarter 2013 – 4<sup>th</sup> Quarter 2014</b>
<b>Purpose</b>	To improve the condition of the access road to Gogavan BCP for ensuring the free, secure and facilitated movement of transportation means, as well as the living conditions of the neighbouring communities.	
<b>Description</b>	<i>Action 6.1. Development and approval of Design Documentation;</i> <i>Action 6.2. Announcing the tender for identification of supervising engineer</i> <i>Action 6.3. Announcing the tender for identifying the Constructor and contracting;</i> <i>Action 6.4. Execution of construction works;</i> <i>Action 6.5. Acceptance and handing over of the works.</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Compliance of Construction works performance with defined requirements (national building codes and regulations, Employer's requirements,	Analysis of records regularly made in Construction Works	Weekly by internal Contractor's reporting to the Engineer;

Engineer remarks etc) expressed in number and meanings of identified in-compliances	Register, Author's Supervision Register, minutes of site meetings, Engineer's records and reports	Monthly by Engineer's reporting to the Project Coordinator; Quarterly by Project Coordinator Reporting to Project Coordination Board.
<b>Activity 7:</b>	<i>Project Management</i>	<b>Dates: 3<sup>rd</sup> Quarter 2012 – 4<sup>th</sup> Quarter 2015</b>
<b>Purpose</b>	To ensure financial, contractual, operational, and administrative management activities to support the successful achievement of project goals.	
<b>Description</b>	<i>Action 7.1. Recruitment of project personnel;</i> <i>Action 7.2. Development of monitoring &amp; measurement mechanisms;</i> <i>Action 7.3. Conduct effective coordination, administration and monitoring of project activities;</i> <i>Action 7.4. Ensure full achievement of the project outputs;</i> <i>Action 7.5. Prepare and submit all necessary reports, as well as the project-management related documents such as risk/issue logs, results' matrices to UNDP and the donor;</i> <i>Action 7.6. Ensure visibility of the project and its contributors.</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of personnel failures in regular duties performance	Peer review, self-assessment etc	Monthly, quarterly and semi-annual reporting
Length of delays of project schedule performance	Analysis of the actual performance vs to the planned	Monthly, quarterly and semi-annual reporting
Level of public perception of program goals and achievements	Questionnaires, analysis of NGO feedback, etc	Monthly, quarterly and semi-annual reporting



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## **VIII. LEGAL CONTEXT**

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

## **Annex 1. Risk Analysis**

### **Assumptions:**

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- *Socio-economic and political stability in the South Caucasus region in general and in Republic of Armenia and in Georgia in particular;*
- *Project implementation institutions – the State Revenue Committee and UNDP Armenia have assigned sufficient human technical resources available for program activities implementation, high-level administrative and managerial support for program monitoring and quality assurance;*
- *Expressed commitment of all program stakeholders ( governmental bodies of the Republic of Armenia) to share information, harmonise procedures, systems and practices for border control;*

**The following Risks** shall be taken into consideration during the implementation of the program (PESTEL model):

#### **Political:**

*Changes of political situation in the South Caucasus and relations between Georgia and Armenia in particular; changes in the state policies towards integrated border management in Armenia and Georgia; breach of agreements between Georgian and Armenian authorities for management of the common border and “Bagratashen”, “Bavra”, “Gogavan” BCPs;*

#### **Economic:**

*Due to the second wave of global economic crisis, the negative changes in the regional economic development, changes in trade policies and transit and in-land freight and passengers flows, changes in the state tax and customs policies, changes of priorities for the implementations of transportation infrastructure development programs; lack of accountability and transparency in border management services;*

#### **Social:**

*Border management agencies are not sensitized and capacitated to address different issues like gender, social, ethnical, etc; low level of public awareness on the program goals and objectives;*

#### **Technical:**

*Low quality level of the results of geodetic-geological, hydrological and other surveys; inadequate engineering solutions and capacities will cause the need for re-developing and improvement of design documentation and delays in Civil Works; insufficient level of competences of managing authorities.*

#### **Environmental:**

*Natural disasters; low quality of environment impact assessment of planned activities; insufficient measures for prevention of negative anthropogenic impact, improper level of analysis of geophysical characteristics of the planned construction area would cause additional engineering solutions thus causing the increase of construction costs.*

#### **Legislative:**

*Changes in legal regulations in the field of protection of natural resources state border management; changes in existing building and design norms, procurement regulations, etc.*

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## Annex 2. Description of UNDP Country Office Support Services

1. Reference is made to consultations between State Revenue Committee, the institution designated by the Government of Armenia and officials of UNDP with respect to the provision of support services by the UNDP country office for the implementation of MBBG project.

2. The UNDP country office shall provide support services for the MBBG *Project* as described below.

Support services	Schedule for the provision of the support services
1. Conducting procurement of works works, services and goods.	2012-2014
2. Signing and managing contracts on civil works for infrastructure component, performing the function of the “Employer” for Works contract as per FIDIC Yellow Book conditions of contract.	2012-2014
3. Signing and managing professional services contract for supervision and monitoring of works in accordance with FIDIC.	2012-2014
4. Signing and managing contract for the supply and installation of equipment.	2014
5. Conducting training of Senior Beneficiary and other institutions’ staff on the use of equipment and other capacity building measures including preparation and implementation of standard operating procedures.	2014-2015
6. Recruiting project management personnel and managing contracts.	2012-2015