

Reporting Agency: UNDP**Country: Armenia****MONITORING ACTION AND STANDARD PROGRESS REPORT¹****No. and title: Support to Armenia's Justice and Rule of Law reforms: Bringing justice closer to people****Reporting period: September 2020-December 2020****I. PURPOSE**

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

This project provides a solid basis for UNDP Armenia CO to support the Government in finding the most applicable solutions for the reform agenda in its transition process, to set-up platforms for policy dialogue on reforms and social cohesion, establishing a solid basis for justice, trust and rule of law in Armenia, as well as strengthen and improve anti-corruption "eco-system" leading to zero tolerance towards corruption. The project will also seek for new solutions as basis for efficient A2J mechanisms for the most vulnerable, in compliance with the UN human rights standards. This will be accompanied by design of a comprehensive communication framework, design of electronic management system for the courts, as well as investing in improving the integrity, efficiency and independence of the judiciary and fostering the capacities of newly established anti-corruption institutions. Finally, the Project will support Government to address the COVID-19 impacts in the justice and rule of law sectors through identifying ultimate needs for response and recovery. The project will apply a gender lens to all activities, to ensure that justice reforms are gender-responsive and that equal representation and participation of women in their design and development processes is duly followed.

The proposed project will deliver immediate support and will create a foundation for long-term support package, in line with the Legal and Judicial Strategy 2019-2023 and its Action Plans and Anti-Corruption Strategy 2019-2022 and its Action Plan, adopted in October 2019, as well as the recommendations of UNDP Scoping mission report. The project will be built on three interrelated outputs, which include the three building blocks identified in the Mission Report and as agreed with the Ministry of Justice and other key stakeholders. Under the suggested outputs the project will implement a set of catalytic activities that will ensure quick wins and enable UNDP to do medium- and long-term planning with the Ministry and other key stakeholders and attract resources for mid- and long-term reforms.

To this end the project aims for the following objectives:

- **Integrity, independence and efficiency of the judiciary supported through national policies and new mechanisms in place.**
- **Access to justice improved through increased service orientation of the judiciary.**
- **Anti-corruption "ecosystem" in the country improved and strengthened.**

The Project duration is from March 2020 to December 2021. Implementing partner for this Project is UNDP. The Project primary contact is the Ministry of Justice as the lead institution of policy making and reforms both in the judicial and anti-corruption sectors. In addition, the Project includes wide range of national actors, as Supreme Judicial Council, Corruption Prevention Commission, Anti-Corruption Committee, Anti-Corruption Court, Parliament, Judiciary, General prosecutor's office, Public Defender, Bar Association, legal aid providers and CSOs.

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

II. RESOURCES AND FINANCIAL PERFORMANCE

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

	Total Project Budget	Current Year (2020)			All Years Delivery as of SPR date (USD)	All Years Delivery rate as of SPR date (%)
		Annual Budget	Delivery as of SPR date (USD)	Delivery rate as of SPR date (%)		
GP	100,00	82,000	82,000	100%		
Funding Window CPSP	250,000	110,210		87%		
CO	48,000	48,000	48,000	100%		
Total	398,000					

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

III. RESULTS, PROGRESS, INNOVATIVE AND TRANSFORMATIVE ASPECTS

- Programme results: (1)** Indicate the project's progress vis-à-vis **UNDAF/CPD outcomes, outputs, baselines, and targets**, as well as (2) **UNDP Strategic Plan (SP)** and (3) **Sustainable Development Goals (SDG)**.

The **UNDAF** outcomes are grouped under four pillars. 2nd pillar refers to Democratic Governance. Outcome 2 of this pillar envisages that by 2020, **people benefit from improved systems of democratic governance and strengthened protection of human rights**. Under this Outcome, the UN will use policy development, institutional strengthening, participation and empowerment at national and local levels in priority areas of human rights, access to justice, accountability and transparency. In this case, the main objectives and goals are in full compliance with UNDAF outcomes under 2nd pillar. In particular, **the Project supported in implementation of 2019-2022 National Anti-Corruption Strategy and its Action Plan**, through assisting in institutional set-up of anti-corruption bodies, introduction of anti-corruption compliance system in public sector - Corruption risk assessment, Promoting anti-corruption education through supporting AC campaigns and gender-sensitive capacity development schemes for civil servants and integrity officers, mapping the E-Systems for instalment of unified investigation tool and etc.

At the same time, in accordance with UNDAF 2nd pillar's outcomes, **Project supported in strengthening free legal aid system in the country**. In this case, assessment of the legal aid needs, including introduction of gender responsive system and the current state of free legal aid system conducted and relevant recommendations provided to Ministry of Justice; Concept paper on free legal aid developed by the MoJ have been reviewed and relevant comments/suggestions have been presented; list of recommendations for introduction of pro-bono services provided and etc.

Third major output expected by UNDAF is **introduction of new mechanisms for systematic interaction between citizens and the government to better inform policy making**. In this context it should be mentioned that Project supported in development and implementation of Communication Strategy on Justice and Anti-Corruption reforms, in particular comprehensive Strategy has been developed by the local company hired by UNDP. Conditioned with war situation in the country, the implementation of the Strategy has been postponed until the beginning of 2021.

In accordance with outcome of UNDAF's 2nd pillar which envisages that by 2020 people will benefit from improved systems of democratic governance, it should be stated that Project supported in establishment of E-recruitment system of candidate judges, focusing on psychological testing. In this context, first ever psychological testing portal² in the country has been developed through which candidate judges passed psychological testing in accordance with the provisions of Judicial Code.

UNDP Strategic Plan proposes a series of signature solution that can be combined and configured to respond to the development settings. **The Signature solution 2 is to Strengthen effective, inclusive and accountable governance**. This solutions package will therefore focus on supporting diverse pathways towards peaceful, just and inclusive societies, building on the UNDP comparative advantage and long track record in governance.

² <https://psyttest.techdaisy.co/>

Some development contexts may require support for core governance functions, establishing local service provision, rule of law, anti-corruption capacities and access to justice. In this context, it should be stated that Project's aims and goals are in full compliance with Solution 2 of UNDP Strategic Plan, in particular the Project supported the implementation of Anti-Corruption and Judicial and Legal Strategies and their respective Action Plans, strengthening the rule of law in the country through capacity building of relevant agencies and bodies such as Supreme Judicial Council and Corruption Prevention Commission, improving access to justice mechanisms in the country, as well as introduction of innovative tools, such as Psychological testing portal.

The project is having a direct contribution to SDG 16 acknowledging the interconnection and interdependence between justice, rule of law, inclusion and peaceful societies and ensure that this approach makes part of the Government reform and programming. The project directly contributes to achievement of a number of SDG 16 targets, such as 16.3, 16.4, 16.5, 16.6, 16.7 and 16.10, and implicitly to target 16.1, as the increase of the trust in the institutions will inevitably contribute to prevention of any potential for future social unrest and related risks of conflict. The Project also contributes to implementation of SDG 16+ framework with particular focus on SDG 5 (with particular focus on targets SDG 5.5, 5.B and 5.C). UNDP is supporting Government in the integration of gender-responsive anti-corruption measures in national development agenda, and mainstreaming of anti-corruption targets of Goal 16 in national planning and budgetary processes. The Project demonstrates the "enabling" nature of SDG 16, by contributing to a creation of an environment enabling focus on sustainable development, rather than on democratic consolidation and transitional justice and will be complementary to the ongoing GP funded "Rule of Law and Agenda 2030" project.

- **Project results: (1) Present the narrative of the project's progress vis-à-vis the planned deliverables of the Results and Resources Framework of Prodoc, disaggregated by years. Present additional results with a separate subtitle. (2) Update RRF of Prodoc (see in annex a sample of UNDP standard RRF).**

Expected Outputs	Outputs Indicators ³	Project Progress and Results
Output 1 Integrity, independence and efficiency of the judiciary supported through national policies and new mechanisms in place	1.1 Integrity mechanisms in the judicial recruitment procedures through gender responsive merit-based and psychological testing developed.	- Need assessment on introduction of merit-based e-recruitment system focusing on psychological testing conducted and relevant recommendations presented to national partners. - Based on need assessment, internationally validated psychological tests acquired and translated into Armenian - Psychological testing portal developed ⁴ and pilot testing for candidate judges will be conducted in the beginning of next year.
	1.3. Design of interoperable e-recruitment system developed.	Design of Interoperable e-recruitment system developed and shared with national partners.
	1.6 New and innovative methods to set-up new culture of communication to the profession of judges and citizenry and to re-inaugurate the image and position of	Comprehensive Communication Strategy on Justice and Anti-Corruption reforms developed and public awareness materials have been prepared. The

³ Addressed Expected indicators envisaged for 2020.

⁴ <https://psytest.techdaisy.co/>

	the judge, including gender equality and women representation applied.	implementation of the Strategy and Action plan is envisaged in the beginning of 2021.
	1.7 Public awareness campaigns on equal access to justice (with particular focus on women groups), including through introduction of new judicial and anti-corruption reforms developed and implemented.	Access to justice components are integral part of Communication Strategy on Justice and AC reforms developed by the support of UNDP. The implementation of public awareness campaigns postponed due war situation in the country and planned during first half of 2021.
Output 2 Access to justice improved through increased service orientation of the judiciary	2.1 Package of design of efficient e-court/e-case-management system proposed with due consideration of gender responsive mechanisms and solutions in place.	Package of design of efficient e-court/case management system developed and shared with national partners, relevant feedback received and next steps agreed. During next year practical implementation will take place based on agreed action plan with Government.
	2.3 Free legal aid system assessed and package of proposals for improvement, including introduction of gender responsive system, provided.	<ul style="list-style-type: none"> - International and national experts hired for conducting free legal aid assessment. - The need assessment conducted and relevant recommendations for improvement have been provided to national partners. - Concept paper on free legal aid developed by MoJ has been reviewed and relevant suggestions/recommendations presented.
Output 3 Anti-corruption "ecosystem" in the country improved and strengthened.	3.1. Policy support package provided to CPC, comprehensive and gender responsive capacity building programs developed and implemented for members of CPC and its staff.	<ul style="list-style-type: none"> - The Policy support package has been developed by UNDP Anti-Corruption Global team and relevant recommendations provided to national partners. - With the support of 2 national experts institutionalization and operationalization of CPC strengthened, as well as capacity of CPC members enhanced.
	3.2. Corruption risk assessment with focus on gender dimensions is piloted in two line-ministries and capacity of respective bodies on monitoring and evaluation of anti-corruption reforms enhanced.	<ul style="list-style-type: none"> - Corruption risk assessment methodology has been reviewed by UNDP, relevant recommendations for improvement provided. - Next year UNDP will support the pilot on conducting corruption risk assessment in 2-3 line ministries.

	3.4. Anti-corruption education in the country promoted through organizing AC campaigns and trainings for civil servants and integrity officers, including gender dimension.	<ul style="list-style-type: none"> - AC online training modules for civil servants, special training module for integrity focal points, have been developed by national expert and shared with all relevant stakeholders. - Next year the modules will be installed in HRMIS system within Civil Service Council and trainings will be organized.
	3.5. Codes of Conduct and conflict of interest regulations in the public sector developed and adopted including the focus on gender responsive dimension.	<ul style="list-style-type: none"> - Codes of Conduct has been reviewed by UNDP and relevant feedback provided. - Proposal on possible sanctions for code of conduct violation have been developed by national expert and shared with all relevant stakeholders. - The adoption of the documents envisaged in the beginning of next year.

- **Innovative and transformative aspects:** Highlight innovative practices and any transformative changes so far.

As it has been already mentioned, within the Project first ever psychological testing portal⁵ in Armenia has been established. This can be considered an innovative tool within justice sector. This portal will give an opportunity to candidate judges to conduct psychological testing through web portal and receive integrated report on their psychological situation.

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

		Current Year (2020)						
		Planned				Actual		
Activity/Output	Expected Annual Targets/Indicators	Amount (\$) Total 126,984 \$	Q1	Q2	Q3	Q4	Status	Comments
1. Integrity, independence and efficiency of the judiciary supported through national policies and new mechanisms in place	Integrity mechanisms in the judicial recruitment procedures through gender responsive merit-based and psychological testing developed.	55,992			27,996	27,996	Completed	
	Design of interoperable e-recruitment system developed.	55,992			27,996	27,996	Completed	
	New and innovative methods to set-up new culture of	8,000			8,000		Completed	The implementation is envisaged in

⁵ <https://psyttest.techdaisy.co/>

	communication to the profession of judges and citizenry and to re-inaugurate the image and position of the judge, including gender equality and women representation applied.							the beginning of next year.
	Public awareness campaigns on equal access to justice (with particular focus on women groups), including through introduction of new judicial and anti-corruption reforms developed and implemented.	7,000			7,000		Completed	Access to justice components are integral part of Communication Strategy on Justice and AC reforms developed by the support of UNDP. The implementation of public awareness campaigns postponed due war situation in the country and planned during first half of 2021.
2. Access to justice improved through increased service orientation of the judiciary	Package of design of efficient e-court/e-case-management system proposed with due consideration of gender responsive mechanisms and solutions in place.	32,000			16,000	16,000	Completed	
	Free legal aid system assessed and package of proposals for improvement, including introduction of gender responsive system, provided.	24,000			12,000	12,000	Completed/In process	The free legal aid component is in process of implementation and will continue during next year.
4. Anti-corruption "ecosystem" in the country improved and strengthened.	Policy support package provided to CPC, comprehensive and gender responsive capacity building programs developed and implemented for members of CPC and its staff.	17,698USD 11,500			5,750	5,750	Completed	
	Anti-corruption education in the country promoted through organizing AC campaigns and trainings for civil servants and integrity officers, including gender dimension.	3,099			3,099		Completed/In process	The trainings will be organized next year.

	Codes of Conduct and conflict of interest regulations in the public sector developed and adopted including the focus on gender responsive dimension.	3,099			3,099		Completed/In process	The adoption of documents envisaged in the beginning of 2021.
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IV. GENDER MAINSTREAMING, CROSSCUTTING RESULTS, TARGETING

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

This Project applies a gender lens to all activities, to ensure that justice reforms are gender-responsive and that equal representation and participation of women in their design and development processes is duly followed. The Project also contributes to implementation of SDG 16+ framework with particular focus on SDG 5 (with particular focus on targets SDG 5.5, 5.B and 5.C). UNDP supports Government in the integration of gender-responsive anti-corruption measures in national development agenda, and mainstreaming of anti-corruption targets of Goal 16 in national planning and budgetary processes.

The Project engages a team of gender experts to ensure gender-responsiveness and sensitivity of the legal and policy framework, as well as the respective curricula and other materials to be developed. Special focus will be on understanding the mechanisms and tools for supporting progress towards gender balance in the judiciary and ensuring that access to justice and legal aid activities are gender responsive. The project activities for anti-corruption measures are built on a UNDP project "Island of Integrity" implemented within the Women Empowerment and Gender Equality Portfolio. The latter produced a Code of Conduct for one of the local communities, which will be scaled up to other institutions in broader public sector in the framework of the proposed project.

To ensure that justice reforms are gender-responsive, the Project will initiate targeted capacity building workshops with relevant officials, when circumstances will allow. The gender dimensions of this Project are more explicit under such components as (i) free legal aid, where particular attention is paid to the due representation of women eligible for free legal aid; (ii) ADR mechanisms, focusing on current statistics of cases and on type of mediation support women get in disputes and how to improve; (iii) recruitment of judges and psychological testing with inclusion of specific gender sensitive questions and situations; and (iv) communication strategy and campaigns with particular focus on gender equality and women judges, and gender responsive judiciary. Participation of diverse women's groups in the design and decision making on all the above mentioned components is ensured.

Concerning Project results vis-à-vis gender-responsive and gender-transformative results, it should be highlighted that merit-based psychological testing has been integrated into recruitment process and gender responsive e-recruitment system has been designed. The Communication Strategy, inter alia, set a target to change the image of judges in the society, as well as promote women's representation in the judiciary. Also, gender-differentiated aspects of access to justice are in special focus. Communications efforts will highlight the important role of the judiciary in upholding women's rights and equal access to justice, and eliminating gender stereotypes. It will present the judiciary as an equal-opportunity employer, at entry level and leadership posts. Legal aid needs and efficiency of the use of current state-guaranteed legal aid system assessed with particular focus on survivors of GBV/DV, single mothers, women in difficult life situations and other vulnerabilities.

V. RISKS AND CHALLENGES

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

It is evident that COVID-19 pandemic crucially challenging the effective implementation of all the Projects; RoL and Justice Project is not an exemption. COVID-19 slowing down the proper implementation of the Project. Besides that, Armenia faced a disastrous challenges conditioned with war situation in Artsakh. During September-November 2020 country has been paralyzed: all public agencies and institutions changed their priorities and planned actions, which, indeed, could not affect negatively on the effective implementation of this Project. At the same time, political instability that was occurred after September-November events, had also negative impact. As a result, some activities within this Project have been postponed, e.g. the implementation of the Action Plan deriving from Communications Strategy, introduction of e-court/case management system, trainings and other public events for Anti-Corruption bodies and etc.

However, through applying relevant risks mitigation mechanisms, the Project managed to deliver concrete results envisaged by Prodoc. The Project team worked very closely with all relevant stakeholders and minimized all risks that occurred during the implementation of the Project. In addition, very good partnership and collaboration have been established with MoJ, SJC and CPC which gave an opportunity to minimize risks during the implementation of the Project. The established close and effective relationships permitted to address major risks occurred during the implementation of the actions envisaged by Prodoc for this year.

VI. PRODOC CHANGES, HORIZON SCANNING

- *Present the analysis in your project's field (horizon scanning) regarding new opportunities, emerged stakeholders/donors, etc and hence the necessary changes recommended to the project document.*

The Project is catalytic in nature, aiming to create a ground for UNDP to mobilize donor funding and support the government with the broader and longer-term reform agenda, yet starting with short- and medium-term actions in three main areas: a) Integrity, independence and efficiency of the judiciary, b) Access to justice and improved service orientation of the judiciary, c) Effective and sustainable anti-corruption 'ecosystem' in the country. This Project will create strong basis for further involvement of the donors, international agencies. Project team already has been in close contact with several international development agencies and established good basis for further discussions. During next year Project team will continue discussions with relevant partners for top-up this Project.

- *State changes to the project document (both proposed and approved by Project Board). For substantive revision, a documented LPAC endorsement is to be presented to the Project Board. [N.B. Necessary actions regarding revised prodoc will follow].*

There is no need for substantive revision of this Project. The actions planned for 2021 will be implemented accordingly.

VII. PARTNERSHIPS, COMMUNICATION, KNOWLEDGE MATERIALS

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

It should be stated that during the implementation of the Project excellent relationship and cooperation have been established with all major player in justice sector, including Ministry of Justice, Supreme Judicial Council, Corruption Prevention Commission, Chamber of Advocates and etc. This cooperation enabled to achieve major results during 2020, which can be regarded very bizarre and difficult year. Under overall coordination of the Ministry of Justice, planned activities within Prodoc have been achieved. This collaboration will create very good basis for building up this Project and further effective implementation.

Besides, excellent partnerships and cooperation have been established with donor community, international partners and other development partners. In this context, MoU between UNDP Armenia and OSCE has been signed for promoting Anti-Corruption reforms in the country. This document will give an opportunity to both

parties to collaborate on strengthening Anti-Corruption eco-system in Armenia. Good partnership established also with EU in introducing e-justice system components. Next year concrete results will be visible. With USAID UNDP Armenia cooperates in the sphere of corruption prevention through building capacity of newly created body. UNDP and Council of Europe supporting in development of Codes of conduct of civil servants, in particular Code has been developed by CoE based on UNDP recommendations.

At the same time, excellent relationships have been established with UNDP Anti-Corruption Global team based on Singapore. This team developed policy document for CPC, supported in capacity building of the Commission. In addition, cooperation also established with Seoul Policy Centre and South Korean Anti-Corruption Prevention Commission.

- *Present a summary of communication and visibility activities with evidences (in line with Communication plan). It is recommended to include a table presenting events and links.*

COVID-19 pandemic and war situation increasingly reduced the communication and visibility activities, as well as major events have been postponed due above mentioned circumstances.

- *Present the project's analytical and knowledge products in a similar table as in the above bullet point.*

Within the Project analytical tool has been developed which is merit-based psychological testing portal for candidate judges. This portal produces one integrated report through analysing psychological situation of the candidate.

VIII. EVALUATIONS

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

Within this Project during May-December 2020 the following major results and deliverables have been achieved, in particular: Merit-based E-Recruitment system- Psychological testing portal developed and pilot testing for candidate judges conducted; Communication Strategy on Justice and Anti-Corruption reforms developed and public awareness materials have been prepared; Package of design of efficient e-court/case management system developed and shared with national partners, relevant feedback received and next steps agreed; Free legal aid system assessed and package of proposals for improvement, including introduction of gender responsive system, provided; The Policy support package developed by UNDP Anti-Corruption Global team provided to national partners. 2 national experts have been hired to support in institutionalization and operationalization of CPC; Corruption risk assessment methodology has been reviewed and relevant recommendations for improvement provided; AC online training modules for civil servants, special training module for integrity focal points have been developed and shared with all relevant stakeholders; Codes of Conduct has been reviewed by UNDP and relevant feedback provided. Proposal on possible sanctions for code of conduct violation have been developed by national expert and shared with all relevant stakeholders; UNDP-CPC 2020-2021 Work-plan developed and agreed with Corruption Prevention Commission.

At the same time, very close partnerships and collaboration have been established with relevant stakeholders, including Ministry of Justice, Supreme Judicial Council, Corruption Prevention Commission and other agencies. In addition, during reporting period good cooperation has also been established with other donor organizations and international partners, including OSCE, EU, Council of Europe, USAID and etc.

These performances will let to build up on already achieved results and create good basis for top up and continuation of this Project.

IX. DONOR REPORTS

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

This Project does not include donor engagement.

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

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

Quality assurance report is updated in the system.

XI. FUTURE ACTIONS, WORK PLAN

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

Project team will continue to implement actions envisaged by AWP from Prodoc. Here are the key deliverables which envisaged for next year:

- Apply E-recruitment and E-court systems as integral parts of broader E-justice system.
- Implement public awareness campaigns on Justice and AC reforms.
- Assess current ADR measures and suggest the design of potential alternative dispute resolution electronic system.
- Incentivize implementation of justice and anti-corruption innovative solutions.
- Strengthen and enhance institutional capacity of newly established AC bodies, CPC & ACC and AC court.

Results Framework⁶

⁶ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:**OUTCOME UNDAF Outcome(s) 2:** By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.**CPD/CPAP Outcome 2:** By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance.**CPAP Output 2.2:** Institutions and systems strengthened to improve protection of human rights.**Support to Armenia's Rule of Law and Justice Reform (Bringing Justice Closer to People)****Applicable Output(s) from the UNDP Strategic Plan:** Output 2.2.3 Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalized groups.**Project title and Atlas Project Number:** 00121670-00117601

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	First half	Second half	FINAL	
Output 1 Integrity, independence and efficiency of the judiciary supported through national policies and new mechanisms in place	1.1 Integrity mechanisms in the judicial recruitment procedures through gender responsive merit-based and psychological testing developed.		0	2020	0	1	1	<i>Package of merit-based judicial recruitment procedures in place</i> <i>Risks- unpredictable factors that can change the approach and need for a merit-based recruitment process</i>
	1.2 Strengthened integrity component of the judicial curricula in the Academy of Justice, including with focus on gender sensitive topics.		0	2021	1		1	<i>Gender sensitive modules with integrity and ethics components added to JA curricula</i>
	1.3 Design of interoperable e-recruitment system developed.		0	2020	0	1	1	<i>Design package available.</i> <i>Risks- with changing environment of e-justice arrangements, development of e-recruitment system becomes impossible</i>
	1.4. E-recruitment system applied as an integral part of broader e-justice system.		0	2021	1	0	1	<i>E-recruitment system is in place.</i> <i>Risks- Lack of coordination between the Gov agencies.</i>
	1.5 Existing Alternative Dispute Resolutions methods reviewed and proposal for improvement developed, <i>inter alia</i> , addressing gender dimension.		0	2021	1	0	1	<i>Package of findings and recommendations</i> <i>Risks- N/A</i>

	1.6 New and innovative methods to set-up new culture of communication to the profession of judges and citizenry and to re-inaugurate the image and position of the judge, including gender equality and women representation applied.		0	2020	0	1	1	<i>Communication Strategy and roadmap in place, gender specific dimensions outlined and implemented</i> <i>Risks- unpredictable political developments related to the current judicial reform that can influence the related activities</i>
	1.7 Public awareness campaigns on equal access to justice (with particular focus on women groups), including through introduction of new judicial and anti-corruption reforms developed and implemented.		0	2020	2	2	4	Number of campaigns, including on access to justice for survivors of GBV/DV, single mothers, women in difficult life situations and other vulnerabilities. . <hr/> <i>Risks – N/A</i>
	1.8. Constitution review process supported through building capacity of the Constitutional Reform Commission and its Secretariat and strengthening CSO participation.		0	2020		1	1	<i>Documented workshops, knowledge products, comparative research documents.</i> <i>Risks- Political environment of the country affecting the process.</i>
Output 2 Access to justice improved through increased service orientation of the judiciary	2.1 Package of design of efficient e-court/e-case-management system proposed with due consideration of gender responsive mechanisms and solutions in place.		0	2020	0	1	1	<i>The gender responsive design packages</i> <i>Risks- given the changing environment of e-justice arrangements, development of e-court/e-case management system becomes impossible</i>
	2.2. Basic systems and capacities for efficient e-court/e-case-management system as part of e-justice system developed and applied, including gender equality and gender responsive dimension		0	2021	1	1	2	<i>Capacity development package developed including gender responsive dimension</i> <i>Risks- Lack of coordination, technical, financial and human capacities within Government.</i> <i>Match of available funds and proposed model of e-court.</i>
	2.3 Free legal aid system assessed and package of proposals for improvement, including introduction of gender responsive system, provided.		1	2021	1	0	1	Assessment report and package of recommendations, including on survivors of GBV/DV, single mothers, women in difficult life situations and other vulnerabilities. <hr/> <i>Risks- unpredictable reprioritization of issues that can impact the assessment</i>

	2.4 Innovative Justice Forum conducted, and small grant schemes started.		0	2021	1	1	2	<i>Project reports, records Justice and anti-corruption innovative tools developed. COVID-19 situation pandemic which will not allow to organize live Forum. As a response, UNDP will support the organization of online Forum in 2020 and offline in 2021 when the travel is allowed.</i>
Output 3 Anti-corruption "ecosystem" in the country improved and strengthened.	3.1. Policy support package provided to CPC, comprehensive and gender responsive capacity building programs developed and implemented for members of CPC and its staff.		0	2020/21	0	2	2	<i>Policy support package and training programme developed, including gender responsive curricula and modules. Risks- N/A</i>
	3.2. Corruption risk assessment with focus on gender dimensions is piloted in two line-ministries and capacity of respective bodies on monitoring and evaluation of anti-corruption reforms enhanced.		0	2021	1	1	2	<i>CRA assessment report and methodology including with focus on gender dimensions. N/A</i>
	3.3. Capacity building program and trainings, including gender dimension, for AC court judges in Armenia developed and implemented.		0	2021	1	1	2	<i>Gender responsive capacity building programme available Risks- N/A</i>
	3.4. Anti-corruption education in the country promoted through organizing AC campaigns and trainings for civil servants and integrity officers, including gender dimension.		0	2021	1	1	2	<i>Developed training modules, including with focus on gender dimensions. Risks-Unpredictable political vector changes that can influence this process.</i>
	3.5. Codes of Conduct and conflict of interest regulations in the public sector developed and adopted including the focus on gender responsive dimension.		0	2020		1	1	<i>Gender responsive regulations Risks-Unpredictable political vector changes that can influence this process.</i>

OFFLINE RISK LOG

#	Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
	<p>Enter a brief description of the risk. Risk description should include future event and cause.</p> <p>Risks identified through HACT, SES, Private Sector Due Diligence, and other assessments should be added to risk log</p>	<p>Social and Environmental Financial Operational Organizational Political Regulatory Strategic Other</p> <p>Subcategories for each risk type should be consulted to understand each risk type (see Enterprise Risk Management Policy)</p>	<p>Describe the potential effect on the project if the future event were to occur.</p> <p>Enter probability based on 1-5 scale (1 = Not likely; 5 = Expected)</p> <p>Enter impact based on 1-5 scale (1 = Low; 5 = Critical)</p>	<p>What actions have been taken/will be taken to manage this risk.</p>	<p>The person or entity with the responsibility to manage the risk.</p>
1	COVID-19 pandemic and its impact	<p>Financial Operational Organizational Political Regulatory Strategic</p>	<p>Text</p> <p>P = 5 I = 3</p>	<p>Close cooperation and partnerships with relevant state agencies allowed to minimize the implementation risks</p>	<p>UNDP, Ministry of Justice, Supreme Judicial Council, Corruption prevention commission</p>
2	War situation and its negative circumstances	<p>Social and Environmental Financial Operational Organizational Political Regulatory Strategic</p>	<p>Text</p> <p>P = 5 I = 4</p>	<p>Project team will closely follow the developments in the country and will adjust its position accordingly within the justice sector reforms. In this case excellent cooperation and partnership with relevant agencies are at utmost importance</p>	<p>UNDP, Ministry of Justice, Supreme Judicial Council, Corruption prevention commission</p>
3	Given the scarcity of resources in the e-justice sector	<p>Financial Operational Organizational</p>	<p>I = 4 P = 1</p>	<p>The Project team and CO are working on possibilities to extend the projects</p>	<p>UNDP</p>

	and in this particular initiation project the scale of development of e-court/e-case management system might be revisited	Political Regulatory Strategic		support scheme and resource mobilization with donors.	
4	Unpredictable reprioritization of issues that can impact the assessment of free legal aid system as the key guarantor for access to justice of people.	Financial Operational Organizational Political Regulatory Strategic	I = 4 P = 1	This issue stays on priority list for quite some time already and will be discussed and prioritized with the MoJ again, as one of priority areas on UN access to justice agenda and one of the weakest areas in Armenian justice system that requires urgent attention.	UNDP
5	Government is in process of implementing large-scale reforms in the sphere of combatting corruption and institutionalizing the fight against corruption. However lack of relevant human, financial and technical capacities, as well as relevant coordination mechanisms can have huge impact on achieving tangible results.	Financial Operational Organizational Political Regulatory Strategic	I = 4 P = 1	UNDP CO worked very closely with all stakeholders in the sphere of fight against corruption in order to minimize the mentioned risks and to create sustainable anti-corruption eco-system through close partnerships and collaboration.	UNDP

6	Risk on project's adverse impacts on gender equality and/or the situation of women and girls	Operational Organizational	P=1 I=3	<p>Gender equality considerations are central in the project design and implementation. The project engaged a team of gender experts to ensure gender-responsiveness and sensitivity of the legal and policy framework, as well as the respective curricula and other materials to be developed. Special focus will be on understanding the mechanisms and tools for supporting progress towards gender balance in the judiciary and ensuring that access to justice and legal aid activities are gender responsive. Gender equality is in the heart of the program implementation by ensuring balanced participation of women in capacity building trainings (at least 40%).</p> <p>The activities and objectives have been designed to open space for equal representation of women and men in expert teams. Gender mainstreaming and gender responsive policy formulation and processes are part of all activities, need assessments and development of recommendations packages in the recruitment system of judges, the judicial curricula and the e-court management system.</p>	UNDP
7	The risk on exclusion of any potentially affected stakeholders, in particular marginalized	Operational Organizational	P=1 I=3	The centrality of human rights is underlined in the Project goal and objectives. The human rights-based approach is mainstreamed throughout the Project activities, outputs and results by applying diversity of HRBA principles. The Project was developed	UNDP

	groups, from fully participating in decisions that may affect them			in close consultation with all parties involved. Within the free legal aid and access to justice component, where the most risks potentially may occurred, the Project will organize relevant discussions, work-shops or webinars with all stakeholders, in particular with marginalized groups in order to address their concerns.	
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ANNUAL/MULTIYEAR WORK PLAN AND BUDGET FROM PRODOC ⁷⁸

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year	RESPONSIBLE PARTY	PLANNED BUDGET		
				Y1 and Y2	Funding Source	Budget Description
Output 1: <i>Integrity, independence and efficiency of the judiciary supported through national policies and new mechanisms are in place</i>	Activity 1.1: Put in place integrity mechanisms in the judicial recruitment procedures and strengthening integrity component of the judicial curricula. 1.1.1 Develop gender responsive merit-based and psychological tests for recruitment of judges. 1.1.2 Develop the design of interoperable e-recruitment system. 1.1.3 Apply e-recruitment system as an integral part of broader e-justice system. 1.1.4 Look into linkages of integrity check package for acting judges connected to merit-based recruitment.	Y1 and Y2	UNDP		71200 Int Consultants	22,000
					71300 Local Consultants	6,000
					71600 Travel	3,000
					74200 Audio Visual & Print Prod Costs	4,000

⁷ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁸ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.1.5 Develop gender responsive integrity and ethics modules for JA curricula, with focus on gender sensitive areas.					
	<p>Activity 1.2: Apply new and innovative methods to set-up new culture of communication to the profession and citizenry to re-inaugurate the image and position of the judge.</p> <p>1.2.1. Develop gender responsive comprehensive Communication strategy and Action Plan on Justice and Anti-Corruption reforms.</p> <p>1.2.2. Implement communication campaign activities in accordance with developed Action Plan with focus on gender equality, equal access to justice and women representation in the judiciary.</p>	Y1 and Y2	UNDP		72100 Contractual services- Companies	25,000
					74200 Audio Visual&Print Prod Costs	4,500
					74500 Miscellaneous Expenses	600
					75700 Trainings, Workshops & Conferences	4,000
	<p>Activity 1.3: Identify and assess options for reducing court workload, including through assessment of the ADR measures and develop a strategy for improvement</p> <p>1.3.1 Assess the current ADR measures, including through gender dimensions, and produce report with package of recommendations for improvement and putting in place a gender responsive mechanism,</p>	Y1 and Y2	UNDP		71200 Int Consultants	10,000
					71300 Local Consultants	10,000

	<p>1.3.2. Suggest the design of potential alternative dispute resolution electronic system.</p> <p>1.3.3 Validate with national partners and develop proposal for strengthening of the system.</p> <p>1.3.4 Organise public awareness campaigns on equal access to justice (with particular focus on women's groups).</p>				72100 Contractual services- Companies	10,000
	<p>Activity 1.4: Provide technical assistance in the Constitutional review process.</p> <p>1.4.1. Assisting in design process of Constitutional review, including quick comparative research and analysis on certain topics.</p> <p>1.4.2. Support in Communication and outreach.</p> <p>1.4.3. Building capacity of the Constitutional Reform Commission and its Secretariat.</p> <p>1.4.4. Strengthening CSO participation in Constitutional review process.</p>	Y1 and Y2	UNDP		71200 Int Consultants	8,000
71300 Local consultants					8,000	
75700 Trainings, Workshops & Conferences					6,000	
	Sub-Total for Output 1	121,100				121,100
<p>Output 2</p> <p><i>Access to justice mechanisms improved through increased service orientation of the judiciary with attention to gender dimensions</i></p>	<p>Activity 2.1: Support development of efficient e-court/e-case management system</p> <p>2.1.1 Conduct assessment of current status of e-court/e-case management system and interoperability with overall e-justice system.</p> <p>2.1.2 Develop the design of interoperable e-court/case management system.</p>	Y1 and Y2	UNDP		71200 Int Consultants	20,000
					71300 Local Consultants	10,000

	<p>2.1.3 Apply some components of e-court/case management system as an integral part of broader e-justice system.</p> <p>2.1.4 Support gender review of the designed system and ensure the draft design framework is validated with number of representative groups of the judiciary and beneficiaries with equal representation by women.</p>				72100 Contractual services-Companies	30,000
	<p>Activity 2.2: Assess free legal aid needs (with particular focus on women groups) and the use of current state-guaranteed legal aid system and suggest areas for strengthening.</p> <p>2.2.1 Conduct assessment of the legal aid needs, including introduction of gender responsive system and the current state of free legal aid system.</p> <p>2.2.2. Validate with national counterparts and suggest proposal for comprehensive support scheme.</p>	Y2			71200 Int Consultants	10,000
					74500 Miscellaneous Expenses	1,000
					75700 Trainings, Workshops & Conferences	3,000
	<p>Activity 2.3: Incentivize implementation of justice and anti-corruption innovative solutions</p> <p>2.3.1 Assure interoperability and interconnection between merit-based e-recruitment system and integrity check of judges.</p> <p>2.3.2 Develop electronic platform to enhance monitoring and evaluation mechanisms of Justice and Anti-Corruption strategic documents in order to promote public awareness on justice and anti-corruption reforms initiated by the Government, and engage public in the implementation of the reform processes, with strong gender dimension and gender mainstreaming.</p>	Y2	UNDP		71300 Local Consultants	10,000
					71600 Travel	4,000
					72100 Contractual services-Companies	22,000

	2.3.3 Support in organization of Justice and Anti-Corruption Innovative International forum in Armenia.				75700 Trainings, Workshops & Conferences	20,000
	Sub-Total for Output 2	130,000				130,000
<i>Output 3</i> <i>Anti-corruption "ecosystem" in the country improved and strengthened.</i>	Activity 3.1. Strengthen and enhance institutional capacity of newly established AC bodies, CPC & ACC. 3.1.1 Develop comprehensive and gender responsive capacity building program for CPC and ACC staff. 3.1.2. Conduct trainings for members of CPC and its staff and for ACC staff.	Y1 and Y2	UNDP		71200 Int Consultants	43,000
					75700 Trainings, Workshops & Conferences	34,000
					74200 Audio Visual & Print Prod Costs	4,000
	Activity 3.2. Pilot Corruption risk assessment in two line-ministries and enhance capacity of respective bodies on monitoring and evaluation of anti-corruption reforms, including through gender lens. 3.2.1 Analyze current situation of anti-corruption system in line ministries and support introduction of anti-corruption standards, measures and monitoring procedures in line ministries.	Y1 and Y2	UNDP			

	<p>3.2.2. Based on initial review support in piloting corruption risk assessment in two line-ministries.</p> <p>3.2.3. Develop relevant Monitoring and Evaluation methodology and conduct training for relevant stakeholders.</p>					
	<p>Activity 3.3. Develop and implement comprehensive and gender responsive capacity building program and trainings for AC court judges in Armenia</p> <p>3.3.1. In close cooperation with UNODC and in line with UNCAC provisions develop comprehensive and gender responsive capacity building program and validate with national partners.</p> <p>3.3.2. Conduct trainings for AC court judges in Armenia focusing on asset recovery aspects.</p>	Y2	UNDP			
	<p>Activity 3.4. Promote Anti-corruption education in the country through organizing AC campaigns and trainings for civil servants and integrity officers including the gender dimension.</p> <p>3.4.1. Conduct assessment of the anti-corruption education system in Armenia through analysis of existing training courses including the gender dimension and consultation with key stakeholders in the field.</p>	Y1	UNDP			

	<p>3.4.2. Develop and adapt online and offline gender-responsive anti-corruption training curriculum for civil servants and integrity officers.</p> <p>3.4.3. Incorporate training curriculums on HRMIS under Civil Service Office of RA.</p> <p>3.4.4. Develop and conduct capacity building trainings and workshops for the public servants and representatives of the judiciary on gender mainstreaming, gender equality and gender responsive programming.</p>					
	<p>Activity 3.5. Develop and adopt Codes of Conduct and conflict of interest regulations in the public sector.</p> <p>3.5.1. Support national partners in developing and adopting of gender responsive Code of Conduct based on UNDP global expertise.</p> <p>3.5.2. Promote the use of Codes of Conduct within public sector by organizing public awareness campaigns.</p>	Y1	UNDP			
	Sub-Total for Output 3	81,000				81,000
Project Management:	Staff /part-time Programme Manager, Task Leader & 20% project assistant				71400 Contractual services/individuals	35,000
	DPC				64300 Direct Project Cost Staff	3,000
	Supplies				72500 Supplies	500
	Office rent				73100 Rent&Maint. – Premises	1,000

	Comms facilities				74200 Audio Visual & Print Prod Costs	1,500
	Sub-Total for Output 4:	40,000				40,000
	General Management Support, 8%:	25,926				25,926
Total:	Global Program:	100,000				100,000
	Funding Window (CPSP):	250,000				250,000
	Total GP & FW:	349,926				349,926
	UNDP CO :	48,000				48,000
Total Budget:						397,926

Output Verification Template

Field Visit Report Format

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

Date of visit: 29.12.2020

Subject and venue of visit: “Support to Armenia’s Justice and Rule of Law” Project

Purpose of the field visit:

Outcomes	Update on Outcomes	Outputs	Update on Outputs	Reasons if progress below target	Update on partnership strategies	Recommendations and proposed action
By 2020, people’s expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance.	The Outcome also addresses the improvements in justice and anti-corruption sectors sector.	Integrity, independence and efficiency of the judiciary supported through national policies and new mechanisms are in place	UNDP helped the Government to introduce merit-based and gender-sensitive psychological testing tool integrated into the recruitment process as part of the newly designed judicial e-recruitment system. In addition, the Communication Strategy on Justice and AC reforms targeted changing the image of judges in the society and promoting women’s representation in the judiciary as an equal-opportunity employer.	COVID-19 and war situation in the country had negative impact on implementation of Communication Strategy. UNDP agreed with Ministry of Justice to start the implementation of Communication Strategy during February-March 2021.	Successful and effective collaboration and partnership established with Supreme Judicial Council. As a result of fruitful cooperation, first ever psychological testing web-portal has been established in the country. The excellent partnership continued with Ministry of Justice, as a leading agency in this sphere.	It is recommended to continue on already achieved results and start the introduction of e-recruitment system as an integral part of broader e-justice system. At the same time it is recommended to start planning the implementation process of Communication Strategy with Ministry of Justice. Continue building on international and local partnerships to engage diverse expertise and generate new ideas.
		Access to justice mechanisms improved through increased service orientation of the judiciary with attention to gender dimensions	Package of design of efficient e-court/case management system developed and shared with national partners, relevant feedback received and next steps	COVID-19 and war situation postponed the organization of the meetings with relevant stakeholders on free legal aid system.	Excellent partnership established with Ministry of Justice, as a result the steps on introducing e-court/case management system	It is recommended to raise funds and top up the budget of the Project in order to establish e-court/case management system as an integral part of broader e-justice system. Relevant consultations and discussions needed with

			<p>agreed. During next year practical implementation will take place based on agreed action plan with Government.</p> <p>Legal aid needs and efficiency of the use of current state-guaranteed legal aid system assessed by UNDP experts included particular focus on survivors of Gender-Based Violence/Domestic Violence (GBV/DV), single mothers, and women in difficult life circumstances.</p>		<p>have been agreed with Ministry.</p>	<p>international donor organizations and other agencies.</p>
		<p>Anti-corruption “ecosystem” in the country improved and strengthened</p>	<p>-Anti-Corruption online training modules for civil servants developed jointly with the Civil Service Council and newly established Corruption Prevention Commission, with a dedicated module for integrity focal points (to be applied from 2021 as part of the Human Resources Management System under the Civil Service Council);</p> <p>-The E-Systems for instalment of unified investigation tool mapped and recommendations provided to serve as a core resource for introduction of this tool in Armenia;</p> <p>-UNDP in tandem with the AC Global team supported (i) institutionalization and</p>		<p>UNDP signed a MoU with OSCE on promoting Anti-Corruption reforms in Armenia, and established cooperation with Seoul Policy Centre and South Korean Corruption Prevention Commission for institutional building of Corruption Prevention Commission.</p> <p>Excellent and effective partnership established with Corruption Prevention Commission.</p>	<p>It is recommended to raise funds in order to further improve UNDP’s role in anti-corruption sector.</p>

			operationalization of the Corruption Prevention Commission and the development of "Corruption risks assessment methodology" in cooperation with the Council of Europe, USAID and other partners, and (ii) development of a strategy to improve Armenia's performance vis-a-vis the Transparency International's Corruption Perception Index.			
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PROJECT PERFORMANCE—IMPLEMENTATION ISSUES

[If the person conducting the field visit observes problems that are generic and not related to any specific output, or that apply to all of them, he or she should address the 'top three' such challenges.] List the main challenges experienced during implementation and propose a way forward.

The main implementation issues of the Project were related to the COVID-19 outbreak in Armenia and the heavy fighting between Armenia and Azerbaijan from September to November 2020. The declared state of emergency, followed by martial law and general mobilizations have significantly shifted Government priorities, resulting to the reallocation of resources of different partners on addressing the twofold crisis in the country. This led to the delay of some of the activities envisaged by Project document. However, Project team worked hard during this difficult period and highlighted some tangible achievements and results. The reason of those achievements are excellent coordination and established partnership with main stakeholders. Despite the challenges and impediments in Project implementation, the Project team has succeeded in advancing a number of key project components with significant results and with 100% project delivery.

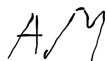
LESSONS LEARNED

Having to operate during a health crisis and state of emergency, as well as war, the Project team has generated important lessons learned process-wise to be applied to future undertakings. The Project team also successfully learned the process of smoothly shifting from initially-design activities to for flexible arrangements, which have greatly contributed to the progress made even during the COVID-19 crisis and the war.

Participants in the field visit:

Prepared by (Project Coordinator):

Mr. Alen Mkrtchyan, "Support to Armenia's Justice and Rule of Law" Project



19-Jan-2021

Approved by (Program Manager):

Ms. Marine Malkhasyan

Marine Malkhasyan

19-Jan-2021

Approved by (Head of Governance and IBM Unit)

Ms. Alla Bakunts

Alla Bakunts

20-Jan-2021