UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Armenia

Project Title: Modern Parliament for a Modern Armenia
Project Number: 00082042-00091127
Implementing Partner: UNDP
Start Date: 15 August 2019   **End Date:** 31 December 2022   **PAC Meeting date:** 18 September 2019

Brief Description

The project is designed to strengthen the National Assembly in its new and fundamentally enhanced role within the governance system in carrying out key functions of *law making, oversight and representation*. With a long-term goal of enhancing the overall effectiveness of the Parliament as a policy-making institution, the project is designed to support the newly elected National Assembly to take the advantage of the modern governance tools and mechanisms that are focusing on improved quality, transparency and inclusiveness of parliamentary operations and enhanced parliamentary capacity for gender-responsive policy making.

The three components of the project are focused on the areas of Legislative capacity, Legislative transparency, and Legislative responsiveness. To that end, a *three-stage strategy will be applied: (i) catalytic stage of needs assessment, strategic agenda-setting and pilots of the designed approaches, (ii) full-fledged implementation of the strategic agenda, tested approaches and activities, (iii) evaluation of the implementation, policy recommendations and project closure.*

The project is planned for the period of four years (2019-2022) during the term of the National Assembly of the 7th Convocation (2019-2023). The project will be implemented through a basket fund model.

<table>
<tr><td colspan="2">Contributing Outcome (UNDAF/CPD)</td><td>Total resources required:</td><td colspan="2">$ 5,000,000</td></tr>
<tr><td colspan="2" rowspan="3">2016-2020 UNDAF Outcome 2 "By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights".

2016-2020 UNDP Country Programme Action Plan Outcome 2 "By 2020, people's expectations for voice accountability, transparency, and protection of human rights are met by improved systems of democratic governance." Output 2.4 "Frameworks and dialogue processes engaged for effective, transparent engagement of civil society and citizens in national and local development."</td><td rowspan="2">Total resources allocated:</td><td colspan="2">$4,132,307</td></tr>
<tr><td>Donors</td><td>Amount</td></tr>
<tr><td></td><td>The Swedish Ministry for Foreign Affairs</td><td>$ 209,754</td></tr>
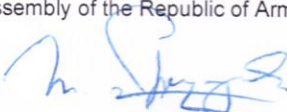<tr><td colspan="2">UNDP Strategic Plan 2018-2021 Output 2.2.2 "Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability".</td><td></td><td>UK</td><td>$2,029,287</td></tr>
<tr><td colspan="2" rowspan="2">SDG Target 16.6 Develop effective, accountable and transparent institutions at all levels.</td><td></td><td>Sida</td><td>$1,893,267</td></tr>
<tr><td rowspan="2"></td><td>Government in-kind contribution</td><td></td></tr>
<tr><td>Gender Marker 2</td><td>Unfunded:</td><td></td><td>$ 867,693</td></tr>
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I.   DEVELOPMENT CHALLENGE

The National Assembly of the Republic of Armenia	Implementing Partner
Ararat Mirzoyan President The National Assembly of the Republic of Armenia	Dmitry Mariyasin Resident Representative UNDP Armenia
Print Name:	Print Name:
Date:	Date:

Armenia has transformed into an essentially parliamentary republic through the constitutional amendments, which were adopted in 2015. This fundamental reform approved by the national referendum on 6 December 2015 envisaged transition of the country from a semi-presidential to a parliamentary form of governance, setting off a cascade of policy and legislative changes. Modifications are set to take place within the government, legislature, presidency and judiciary, gradually vesting new or amended institutional powers within the state governance system. These reforms give the National Assembly of Armenia an expanded and central role within the political system.

Some of the most prominent effects of these changes will come forward in a re-defined role and functions of the Parliament: the constitutional changes abolished the institute of directly elected presidency in Armenia and the Parliament became the only state body elected by the people thus holding a singular representative mandate. Subsequently, the legislature is granted with an expanded responsibility for formation and oversight of the executive. It is also envisaged to act as one of the key platforms for dialogue and co-operation between the citizens and the state authorities.

These changes were reflected in the new Rules of Parliamentary Procedure adopted in 2016. In keeping with the spirit of the parliamentary model of government, the Rules substantially expanded opportunities for the National Assembly's political minority, oversight, policy and law-making. They also set a greater scope for parliamentary openness, accountability and citizen engagement in the work of the legislature (see Box 1.)

Box 1   Key changes introduced by the Rules of Parliamentary Procedure (2016)

Legislative function: The role of the Standing Committees in the law-making process is expanded including possibility of discussing, voting and amending individual provisions of the drafts proposed by the executive.

Oversight function: The mandate for overseeing the executive is explicitly mentioned in Art. 88.3 of the Constitution, while the Rules of Procedure describe specific tools including (i) right to "inquiries" by factions that can lead to deliberations or a proposal to dismiss a cabinet member; (ii) establishment of "inquiry commissions" to investigate issues of special concern; (iii) new institute of "discussions on urgent matters" of public interest; (iv) invite the executive to submit report on progress of implementation of government programmes, (v) vote of no confidence to the Prime Minister.

Formation of state bodies: Election of President (from 2018), Prime Minister (unless majority is formed automatically as a result of elections), Ombudsman, the CEC and other.

Rights for political minority: Higher threshold for (i) specific categories of laws, e.g., those impacting fundamental human rights; (ii) formation of parliamentary and state bodies and nomination of Prosecutor General and heads of the CEC and the Central Bank; (iii) new opportunities in calling extraordinary sessions and initiating inquiry commissions, etc.

New parliamentary bodies: Establishment of a new governing body, the National Assembly Council that includes the Speaker, three Deputy Speakers, heads of factions and chairpersons of the Standing Committees.

Changes to status of MPs and amended list of conditions for calling off MPs' mandate (e.g., for disciplinary violations and non-ethical behaviour).

Armenia's current political landscape clearly reflects the Government's drive to reform and modernize the governance system. Priority areas of the Government for the upcoming five years cover strengthened protection of human rights, poverty alleviation, development of democratic institutions including strong and independent judiciary, introduction of effective checks and balances between three branches of power, combatting corruption, modernization of education sector, public administration reform including public finance management and mechanisms for enhanced accountability and transparency of public institutions, etc. In this process, the Government enjoys extensive public support. A national poll[1] conducted in Armenia in May 2019 by the International Republican Institute's Centre for Insights in Survey Research, revealed wide-spread optimism about the country's future and Prime Minister Pashinyan's government (see Box 2).

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[1] https://www.iri.org/country/armenia

The pre-term elections held on December 9, 2018 for the 7th Convocation of the National Assembly vested the Parliament with political legitimacy through a transparent and credible electoral process that enhances citizen interest, awareness and engagement with the work of the Parliament. This, in turn, requires the Parliament to strengthen its policy-making, law-making and oversight capacity and open new opportunities for MPs to actively engage and exercise their full potential within the new governance system. The new leadership of the Parliament has signalled strong political will to have technology-driven, efficient, transparent and accountable legislative body. Structural changes are also envisaged in the Parliaments' staff to ensure effective and timely support to the MPs.

The renewed political legitimacy resulting from the pre-term elections, extended responsibilities for formation and oversight of the executive and widespread support, however, will not alone be sufficient to respond to the hopes and expectations of citizens following the "velvet revolution": while the Parliament is gradually taking up on its new responsibilities and functions, challenges remain in terms of the Parliament's effectiveness in exercising its extended policy making, legislative, representative and oversight functions. While majority of the "new generation" of MPs is reform-oriented, many of them lack relevant knowledge and experience: 105 out of 132 MPs are newcomers (80%) with no experience in legislative work[2], 79 out of 132 MPs are under the age of 40 (60%). The assessment conducted in March-May 2019 by the NA in its turn, identified the areas of legislative and oversight functions, strategic leadership, research and training components, public hearings and inquiries, etc. as priorities for capacity development.

With a long-term goal of enhancing overall efficiency of the Parliament as policy-making institution, the proposed project is designed to support the newly elected National Assembly to perform efficiently, deliver on its mandate in a credible manner and take advantage of modern governance tools and mechanisms, as well as strengthen its capacity to support and monitor the implementation of the SDGs of the 2030 Agenda.

The project will be implemented in close co-operation and co-ordination with relevant national and international partners to ensure full synergies and complementarity with the ongoing and upcoming parliamentary assistance programmes supported by the European Union, the

Box 2. Excerpts from May 2019 National Poll (IRI)
A combined 69% view the new government "very positively" (28 percent) or "somewhat positively" (41 percent).
31% would like to see political reforms undertaken quickly, compared to 31 percent who prefer a "more gradual than not" (24%) or "definitely gradual" (25%percent) transformation.
Majority of respondents (60%) believe Armenia is going in the right direction, and a combined 69% think the future will "definitely be better" (29%) or "hope that the future will be somewhat better" (40%).

Federal Republic of Germany, USAID, the U.K, Sweden and other. The Parliament will take a leading role in the overall coordination of the donor assistance through periodic meetings of all stakeholders within a defined format of Project Management Board and technical group.

II.   STRATEGY

The project is designed to strengthen the National Assembly in its new and fundamentally enhanced role within the governance system. In keeping with a comprehensive approach to the law-making cycle, the project proposes to enhance capacities of the Armenian legislature in carrying out its key functions of law-making, oversight and representation, focusing on improved quality, transparency and inclusiveness of parliamentary operations in line with the principles accentuated in the 2030 Agenda of leaving no one behind.

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[2] Age group-wise: 24 MPs are 25-30-year-old, 27 are 31-35 year old, 28 are 36-40 year old, 53 are above 40.

SGDs and Innovation: The project will also support the Parliament in engaging with two areas of importance for Armenia's sustainable development objectives: strengthening the Parliament's role in implementing the Sustainable Development Goals (SDGs) and innovation policy to address complex challenges with successfully tested and durable solutions as well as to mainstream the practice of evidence-based policy-making.[3] Activities in this field will ensure parliamentarians are fully informed for eventual decision making and well-grounded and data-driven oversight over the executive.

The project additionally aims at cultivating innovation, design and technology as drivers of parliamentary strengthening. Following the model of the UK Parliament Design and Innovation Commission[4], MPs will be given an opportunity to zoom in state-of-the-art governance and technological approaches to enhanced governance, exploring the potential for their application and support in Armenia. By investing in an up-to-date and forward-looking Parliament, the project will create grounds for the legislature to work coherently with the executive towards the goal of modernisation and innovative solutions in governance stated by the Government in the 2019-2023 programme[5]. Moreover, by employing innovative citizen-centric approach in law-making process, the Parliament will ensure that no one is left behind and the policies reflect the needs and interests of all citizens. To that end, the project will support establishment, networking and operations of a task force on innovation/an informal group of innovation-savvy MPs and staffers.

Box 3. Examples of innovative solutions successfully tested by UNDP

UNDP will apply its toolbase of social innovation methodologies, including design thinking and crowdsourcing. Utilizing in-house capacity built by U.K-based NESTA, UNDP's Kolba Innovation Lab has accumulated proof of concept for both methodologies by applying design thinking and crowdsourcing first on development of UN's Development Strategy (UNDAF) in Armenia, then on co-designing Government's strategy on Open Government Partnership initiative together with the citizenry. With this approach, Armenia was recognized a pioneer in the global OGP network of 79 countries for bringing the citizen into the process of development of governance strategies on country level.

UNDP has applied design thinking to unleash internal talent capacity inside the bureaucracy in Armenian public agencies, ministries and PM's office. This was done through internal idea competitions among public servants and consequent co-design and idea incubation rounds in partnership with the U.K-based FutureGov. For the first time start-up incubation instruments were inside the public administration system to incubate what UNDP calls "policy start-ups", developed by public servants. Such start-ups already generate systemic impact in justice (e.g., E-request platform for citizen requests to the government), education (e.g., E-admission for secondary schools) and right protection (e.g., consumer rights chatbot).

UNDP has developed "Travelinsights" artificial intelligence tool to help improve the country's emerging tourism industry by gathering real-time perceptions of services and popular sites, to detect, collect and analyse all the online reviews about Armenia and provide customized information on each of the regions of Armenia.

Basket Fund model: The estimated budget of the project stands for 5 mln. USD; the project will be implemented though a multi-donor basket fund model successfully applied by UNDP for two generations of electoral support programmes. Jointly with the National Assembly

UNDP held rounds of consultations regarding possible support from the international community; as of mid-June 2019, the status of the basket fund negotiations stands for:

GGF commitment is 1,570,810 GBP, which as of today's UNORE of 0.777 is $ 2,021,634.

SIDA commitment is 18,200,000 SEK, which as of today's UNORE of 9.724 is $1,871,658.

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[3] While bringing innovative solutions in implementation of SDGs, UNDP will widely use the achievements of other projects like Kolba Lab, Social Innovation Camps, SDG National Innovation Lab, etc. where new tools and techniques of participatory governance, idea crowdsourcing, big data analysis and behavioral experiments were applied.

[4] http://www.policyconnect.org.uk/apdig/home

[5] For instance, National Assembly is already included in the list of public agencies in the e-request portal developed by the Ministry of Justice

- Contribution from U.K. Government/GGF of 1,570,810 GBP, which $ 2,021,634 (UNORE of 0.777 on 26 Nov 2019). It is committed, negotiations are finalized, the contract will be signed within days.

- Seed funding from the Swedish MFA in the amount of 2,000,000 Swedish Kronos (SEK) (209,754 USD) approved and allocated for the catalytic stage of the project.

- Negotiations with Sida for 18,200,000 SEK (UNORE of 9.724 is $1,871,658 on 26 Nov, 2019) in the framework of the upcoming bilateral cooperation with Armenia in the areas of democracy, human rights and the rule of law are in the final stage. The agreement is expected to be signed in November 2019.

- NA in-kind contribution: The NA budgeted for 2020 construction of new additional floors in the 3rd administrative building at the NA premises. The NA has envisaged upgrade of infrastructure, which is planned for a two-year period. The Research and Training Center (classes and administrative rooms) will be part of this upgrade together with a conference hall and a business style meeting room.

- For the unfunded $982,446, UNDP and the NA are continuing negotiations and consultations with international partners.

Sustainability: While developing the project document, UNDP considered lessons learned from the previous projects with the Parliament (please see box 4 at page 9). In parallel, we summarized lessons learned from UNDP's projects on parliamentary assistance in the region (Georgia, Moldova, Ukraine, Belarus and Serbia):

1. Strengthen citizen engagement in legislature activities including innovative practices, mechanisms and tools, to deepen democratic processes.

2. Apply well-designed, workable and institutionally sound solutions to accelerate parliamentary oversight.

3. While improving research capacities of the parliaments, consider web-based solutions for sustainability.

4. Mainstream gender-sensitive approach in parliamentary activities, with a focus on gender responsive budgeting.

5. Apply flexible and tailor-made approach for capacity development and training programmes, adjust them to specific needs of various groups of MPs both content and methodology-wise. In addition to pre- and post-evaluations of trainings, it is recommended to use a continued "stream" of records and project reports to register successful and unsuccessful results, techniques, etc., for quick adjustments and quality improvements.

6. Strengthen capacities of the Parliaments in fighting against corruption (screening of incoming legislation, oversight, monitoring and evaluation of public expenditure, inter-parliamentary collaboration and networking, etc.).

7. Strengthen capacities to oversight compliance with SDG and other national and international frameworks (e.g., ensuring application of mechanisms for compliance with the UN, European, and other international convention in screening drafts acts, etc.)

The above-mentioned lessons learned informed UNDP's focus areas and strategy in the framework of the current project. This relates to sustainability of the planned achievements and mechanisms from long-term perspective that would allow the parliament to reach out to new level of functionality, ownership and inclusivity. In this regard creation of institutional units with capacitated staff, introduction of various platforms and tools, application of innovative practices, established learning platforms, knowledge and communication, etc., are considered important pillars of project's

sustainability and novelty. UNDP will also ensure signing of agreements with the leadership of the National Assembly to strengthen ownership of the outcomes and continued application of the practices, guides, tools, established networks, and other results and materials generated through the life of the project.

A three-stage strategy will be applied: (i) catalytic stage of needs assessment, agenda-setting and pilots of the designed approaches, (ii) full-fledged implementation of the agenda, tested approaches and activities, (iii) evaluation of the implementation, policy recommendation and learning for the possible future stages of the project.

At the first, catalytic stage (six months), the project will establish a team of national and international experts to:

(a) support the Parliament in assessing the needs for capacity-building, enforced representative function and legislative transparency. In relation to gender aspect, the needs assessment and respective capacity development will include such dimensions as:

- strengthened gender analysis of legislative and policy frameworks,
- compliance with and mechanisms for implementation of key national and international framework documents on gender equality and empowerment of women (CEDAW, Beijing Platform),
- areas to support parliamentary caucuses to discuss gender equality and women's empowerment,
- strengthened gender-sensitive communication of the NA,
- collaboration with the executive and other stakeholders on gender equality agenda.

(b) based on the findings, formulate strategy, approaches and time-bound fully-costed action plan for full-fledged implementation. As a general approach, the strategy will focus on establishing new institutions and/or building capacities of the existing ones. The strategy will aim to initiate practices that will eventually be institutionalized and thus trigger a longer-term sustainable changes in the Parliament.

(c) validate approaches using knowledge, technology and innovation to prototype and test the solutions before their upscale and application of the Action.

(d) the strategy, time-bound full-fledged action plan and Results Framework will be presented to the Project Management Board, with the participation of the donors contributing to the basket fund for review and approval in quarter 1, 2020.

The second stage (three years) stands for full-fledged implementation of the Parliamentary institutional enhancement strategy and action plan. By the end of the second stage the project will undergo an external evaluation and audit.

At the third, final stage the project will conclude all activities as per the objectives and costs, summarize the results and lessons learned, address recommendations of the evaluation and audit, prepare and present a final report. The wrap up stage will cover the last six months of the project's lifespan.

Gender Equality Dimension: The project has a focus on promotion of parity democracy, gender equality and respect for human rights, including integration of women, youth, people with disabilities and other vulnerable groups into parliamentary processes and decision-making. The project will put a special emphasis on inclusion of gender perspective in law- and policymaking and oversight, working with potential champion MPs for enhancing gender sensitivity within the Parliament and improving the Parliament's liaison with the executive.

In particular, the project will ensure synergies with UK/GGF-funded "Women in Politics" programme implemented jointly by UNDP and the OxYGen Foundation to strengthen integrated policy analysis and input, as well and cross-learning between both programmes. More specifically, UNDP, via GGF-funded Women in Politics project will uptake and support the RA National Assembly - NGO platform on issues related to gender equality and women empowerment, which is facilitated by the OxYGen Foundation, leadership advancement schemes for female parliamentarians, policy support work, programmatic components of bottom-up dialogue platforms6. In its turn, the project will partner with the OxYGen to broaden the scope of the topics to be discussed in the frame of the platform as well as support a series of complementary activities including policy dialogue, advocacy, etc.

In partnership with ICHD, the project will support establishment of gender focal points system (GFP), capacity development for GFPs, MPs and relevant staff, and development of a gender-sensitive policy framework to enhance gender mainstreaming of law-making and oversight processes of the Parliament.

UNDP will also coordinate and link with NDI work on women empowerment and establishment of a cross-faction Women Caucus. Gender mainstreaming framework will be developed at the first, catalytic stage of the project.

Theory of change is based on the following premises:

- If capacities of the Parliament to carry out effective oversight over the executive are enhanced;
- If capacities of the Parliament to deliver its extended mandate in a more accountable, transparent and citizen-informed way are enhanced;
- If capacities of the Parliament to perform its policy- and decision-making function based on evidence, data and citizen feedback are enhanced;
- If decision-making processes of the Parliament are inclusive with advanced representation and participation of women and other groups;
- Then, public confidence and trust in the integrity and efficiency of institution is improved and parliamentary democracy enhanced.

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[6] During the inception phase, involvement areas of the OxYGen Foundation will be precisely defined and sub-contractual modality on OxYGen involvement as a grant recipient will be applied.

Input	Process	Ouput	Outcome	Impact
Budget, staff, technical expertise, innovative methodologies	**Developing and implementing various activities on capacity strengthening, technical assistance and "experimental" pilots (MPs, staff, fellowship , etc.) jointly with the ICHD and the WFD** **Developing in-house research and training capacities (in coordination with GIZ)** **Strengthening** collaboration with other institutions (e.g., government agencies, Office of the Human Right Defender) as well as **inter-parliamentary collaboration and engagement with extra-parliamentary groups including from Diaspora** **Upgrading NA web-portal; developing design for the Visitor Center** **Establishing on-line and off-line platforms for data analysis, visualization and citizen engagement (jointly with "Women in Politics" project and OxYGen)**	**Capacities of the legislature to analyse, draft and amend legislation is enhanced** **Expert capacity of in-house research and training centre's staff is enhanced** **Inter-parliamentary cooperation is strengthened** **Public awareness of parliamentary activities is enhanced** Dialogue and collaboration with civil society and citizens is improved Citizen engagement in parliamentary processes is enhanced	Quality of legislative oversight and policy-making is improved Transparency and accountability of legislative processes is increased Legislative responsiveness, inclusivity and participatory approach is embedded in MPs work	**By 2022,** public confidence and trust in the integrity and efficiency of institution is improved and parliamentary democracy enhanced.

III.   RESULTS AND PARTNERSHIPS

Expected Results

The project proposes activities based on the principles of: (i) inter-connectivity of actions and their potential to achieve cumulative effect, (ii) synergistic relationship with other programmatic interventions of UNDP and other players in Armenia, (iii) coordination and partnering with other donor or CSO-driven initiatives to avoid duplication and ensure sustainability of the efforts, consideration of the results achieved and lessons learned from the previous programmes on parliamentary assistance (see box 4).

Box 4. Summary of lessons learned from programmes on parliamentary support delivered since 2012

In 2015-18, the National Assembly has received has technical assistance through several projects aimed at strengthening institutional capacities. The project "Support to the National Assembly of the Republic of Armenia in improving parliamentary oversight and communication with electorate" funded by the U.K and implemented by the ICHD (2018-2019), aimed to enhance oversight and representative capacities of the NA, and to work in a more accountable and transparent manner.

GIZ has been providing substantive support in strengthening professional capacity of the NA with two projects (2017-2020). The project on "Strengthening the Parliamentary Administration in the Eastern Partnership (EaP)" aims to create and maintain networks among parliamentary administrations of EaP-Countries and with Germany and enhances the capacities of several branches of parliamentary administrations such as the scientific service; the administrative capacities of a parliamentary administration in legislative processes and the implementation of legislation, as well as the participation and information of society. The main goals of the project on "Public Financial Management in the South Caucasus" is to develop the professional and institutional capacities to improve the scrutiny and analysis of draft budgets, budget execution and audit reports in the NA.

During 2012-2015, USAID implemented the project on "Support to the Armenian National Assembly Program"/SANAP to strengthen institutional capacities to ensure effective mechanisms of parliamentary oversight, proper level of citizen representation, improved analytical capacities as well as full-fledged application of rules and procedures.

Monitoring and evaluation of the mentioned projects has revealed key lessons learned which might be helpful for successful implementation of the current project:

- The NA needs technical capacities and skills to effectively handle negotiations.
- The NA lacks institutional capacities for implementation of oversight functions.
- Majority of newcomer MPs lack relevant experience, which hampers in taking responsibility for setting a public agenda and establish priorities both individually and within their factions.
- High level of staff turnover after elections.
- There is a lack of communication between the staff and MPs.
- The staff needs more intense capacity building programs.
- Level of research capacities of the staff is non-satisfactory.
- There is a need to engage young and talented experts to "equip" the staff with new skills and mindsets.

The final description of the activities and results will be formulated on the basis of the assessment of the gaps, needs and capacities to be carried out at the stage of project formulation or during the inception phase with consideration of the findings from other ongoing initiatives at the Parliament. Results of the assessment, recommendations and roadmap will be validated and agreed with the stakeholders.

Overview of the expected results:

- Quality of legislative function improved through enhanced oversight capacity, as well as strengthened in-house research and inter-parliamentary exchange and cooperation.

- Transparency of legislative processes increased with introduction of such tools as new inter-parliamentary web-portal and a hub for interactive public outreach (tentatively "Parliamentary Visitor and Information Centre").

- Legislative responsiveness, empathy and participatory approach embedded in MPs' work through a number of traditional and innovative tools connecting MPs with civil society and citizens.

To achieve these results, the project will provide support in the areas of *Legislative capacity, Legislative transparency and Legislative responsiveness.*

1. Legislative oversight: Changing quality of legislature

One of the Parliament's main functions is overseeing the executive's implementation of its programme in line with the budget voted by the Parliament. In order to facilitate this oversight role stemming from the expanded Rules of Procedures, the project will apply a number of both traditional and innovative tools under this output to develop capacities, including data visualisation and data-driven reports. Activities planned under this output will further enable increased parliamentary collaboration with civil society and interest groups - such as consumer groups and private sector groups - thus allowing MPs to benefit from the research capacities and sources of information from external groups, making use of external research and data in parliament's review of executive functions.

The activities on *legislative oversight* will be designed with issue-based approach and implemented in coordination with partner organizations engaged in parliamentary assistance programmes. Under this output the activities are clustered (with some overlaps) in three main categories of (1.1) capacity development, (1.2) research and (1.3) inter-parliamentary cooperation.

Outcome 1. Quality of legislative oversight and policymaking is improved

Output 1. Capacities of the legislature to analyse, draft and amend legislation is enhanced

In *capacity development* cluster, the project will:

1.1.1. Analyse resources, staffing, capacity needs (with consideration of existing assessments conducted by the Parliament and other partners), develop issue-based learning and capacity development plan and validate it with the beneficiaries (jointly with ICHD).

1.1.2. (Note: Activities 1.1.2, 1.1.3, 1.3.1 and 1.3.2. will be implemented with the International Center for Human Development (ICHD) as responsible party[7] and closely coordinated with other programmes including the ongoing programme of parliamentary assistance (e.g., "Public Financial management in the South Caucasus" implemented by GIZ). Cooperation with ICHD in the framework of other activities will be defined at the catalytic stage. End note.)

   o Deliver capacity development and coaching programmes to the NA Standing Committees, factions, MPs and staffers, on law making, legislative and regulatory oversight, post-legislative scrutiny, inter-committee coordination and synergy, political agenda setting, planning, policy and programme analysis, understanding and monitoring budgets, effective communication, consistency with procedures and tracking of election/campaign promises, etc8.

   o Develop guides for MPs and staffers on (i) effective implementation of NA Rules of Procedures (ii) the content and toolkit of parliamentary oversight, establishment of institutions of oversight and scrutiny, use of written inquiries as a parliamentary oversight tool.

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[7] Given the collaborative advantage of the ICHD in terms of experience and access to project-related groups of beneficiaries, UNDP will sign a Responsible Party agreement with the International Center for Human Development, to provide services to the project, carry out project activities and produce outputs using the project budget.
[8] Capacity development programmes will be designed with gender-sensitive approach.

o In parallel, enhance gender mainstreaming of law-making and oversight processes through establishing gender focal points (GFP), capacity development for GFPs, MPs and relevant staff, and supporting development of a gender-sensitive policy framework for the parliament.

1.1.3. Support capacity development through provision of training, expertise and consultancy for the parliamentary inquiry mandate for overseeing the executive in line with the expanded Rules of Procedures, including:
   o Questioning and inquiries by factions and MPs;
   o establishment of inquiry commissions to investigate issues of special concern;
   o new institute of "discussions on urgent matters" of public interest including development of integrated entry criteria for "urgency" such as demand of citizens (e.g., voting on the official website, employing "a la petition" mechanism with collection of signatures supporting the cause, etc.), priorities of the legislature (e.g., initiatives of MPs, decisions of the Committees, etc.);
   o hearings and presentation of reports from external groups and joint preparation of questions to the government.

1.1.4. Enhance ethical and procedural standards of Standing Committees by drafting ethical reform proposal and guides on conflict of interest, respective rules and procedures.

1.1.5. Provide high-level advisory support to the Presidium of the NA on strategic leadership, planning, oversight, management and - possibly – Parliament's role in donor coordination.

1.1.6. Support networking and experience sharing for MPs and staffers with other assemblies through study tours, visits, etc. This activity will be implemented in cooperation with the Westminster Foundation for Democracy; topics to be identified during the 1st, catalytic stage of the project[9].

Output 1.2: Expert capacity of in-house research and training centre's staff is enhanced

For the in-house research and training cluster, the project will:

1.2.1. Develop an organigram for a Research Center[10] and validate with the beneficiaries. Based on the organigram of the Center, support capacity development of researchers with elements of e-Learning, e-Archiving and data visualization for preparation of policy briefs, legal analysis, and background research.

1.2.2. Develop an on-line platform to take open data from the National Assembly and present it in an easy-to-follow way (based on examples from other countries, e.g., https://www.theyworkforyou.com/ tool created by "mySociety" UK-based social enterprise, https://rada.gov.ua/en of Ukraine, etc.). In this process consider also the possibility to upgrade the existing tool of Parliament Monitoring with visualization plugins and data (e.g., on parliaments operation, spending, votes, participation, etc.) in a format usable for data scientists of other CSOs to allow enhanced citizen monitoring and academic researches.

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[9] Cooperation with the Westminster Foundation for Democracy will be established through direct contract for services including study tours and ad hoc consultancy.

[10] The NA started restructuring of the Department of Information and Analysis into a Research Centre.

1.2.3. Develop new institutional set-up and an organigram for the Training Center and validate with the beneficiaries; re-organize and modernize the Training Center of the National Assembly, upgrade the curricula and design extra-parliamentary activities for the Training Center (schools, universities, etc.);

These activities will be closely coordinated with the ongoing regional programme on "Legal Approximation towards European Standards in the South Caucasus" implemented by GIZ.

Output 1.3. Inter-parliamentary cooperation is strengthened

In order to strengthen the quality of policy making and oversight overall, a better and more regular exchange between MPs and other institutions in Armenia, on the one hand, and with different national parliaments and parliamentary foras at the international stage, on the other, will be supported by the project.

1.3.1 With ICHD as responsible party, strengthen capacities of the MPs for effective cross-party dialogue and caucuses' work, as well as for collaboration, multi-stakeholder discussions and networking with other institutions in Armenia (e.g., government agencies, Office of the Human Rights Defender, think tanks, academia, CSOs, private businesses, etc., based on Chatham house practice as a platform for selective policy dialogue.)

1.3.2. With ICHD as responsible party, enhance capacity of the MPs and the staff of National Assembly's delegations to inter-parliamentary bodies in sharing experiences, discuss issues pertinent to the needs of the parliamentary groups at a given time, plan for the study tours and establish a functional culture of inter-parliamentary cooperation. In parallel, the project will also expose members of NA's delegations to best parliamentary practices and culture, including practices of cooperation with parliaments in the U.K. Sweden, Germany, Switzerland and other partner countries, as well as democracies in transition.

1.3.3. To innovate parliamentary democracy by broadening understanding of what it entails and how it works, capitalize on the collective Armenian Diaspora knowledge on the culture of parliamentarism with engagement of an active network of MPs (former and/or in service) of Armenian origin in many countries across the world to transfer knowledge. The format of such an engagement will be defined during the 1st, catalytic stage of the project; these activities will be coordinated with the office of the Chief Commissioner for Diaspora Affairs at the Prime-Minister's office.

2.   Legislative transparency: Changing culture of legislature

The project takes demands for transparency as a necessary stepping stone for the MPs to be open to, and truly representative of, the citizens electing them. Numerous steps have been taken to provide more clarity and accessibility on the activities of the National Assembly. While the current website of the Parliament publicises some key information, several areas can be improved to provide more complete data and render its information more accessibly. In order to maximize its impact, the transparency agenda of the project will be driven by concrete problems and needs, and aim at investing in meaningful tools and solutions linked to existing demands from the MPs, citizens, civil society, private sector and the media.

The project will work with the Parliament to identify bottlenecks for transparency, where additional data on parliament's procedures and exiting practices are needed, or where processes remain under-documented, informal or opaque and prevent responsiveness of the institution and clarity in its rules and proceedings. The project will also consider examples from the Open Data portals of different parliament, including the National Assembly of France (http://data.assemblee-nationale.fr/). To boost public outreach of the National Assembly, the project will also help to establish the Parliamentary Visitor and Information Centre which will function as a resource, outreach and policy debate platform. The focus will be to leverage technological solutions and tools to refine and revisit "business as usual" processes.

Under this output the project will support establishment of a new parliamentary web-portal and the Visitor and Information Center.

Outcome 2: Transparency and accountability of the Parliament is increased

Output 2.1. Tools for increased accountability and transparency of the NA in place

To establish the new parliamentary web-portal and to support establishment of a hub for interactive public outreach (tentatively "Parliamentary Visitor and Information Centre", see box 4) the project will:

2.1.1. Provide technical support in development of a software and design for a new parliamentary web-portal with search engine in accordance with the national security standards and requirements established for information systems exposed to the Internet. The portal will be linked to a media outreach site and database specifically designed to address needs of the media, and will allow, among other features,
- o access to and possibility to receive comments and implement feedback mechanisms on legal draft/oversight reports, to receive feedback through opinion polls to define information important for citizens, etc.;
- o visualize information on the national budget and public expenditures in user-friendly format;
- o engage constituents into law-making and decision making (e-participation) through digital tools;

The web-portal will also include an online dashboard to analyze data, ensure budget optimization and improve the overall quality of the legislative work through citizen feedback[11].

2.1.2. Provide equipment to support operation of the portal and media site. The list of equipment and specifications (servers, network equipment, firewalls, switches, storage items, etc.) for the mentioned purposes will be produced through a technical assessment to be conducted during the 1st stage. UNDP will explore possibilities to use the available hardware that was procured for the ESPA project (e.g., servers stocked in EKENG, cameras) given that these resources exist at the time of the activity and are compliant with technical requirements.

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[11] The portal will be fully compliant with the data security and privacy standards of e-Governance systems of Armenia, as well as with the requirements of the personal data protection law. One mitigation measure to ensure safety and security of citizens is to secured comments which require anonymity of the source from public viewing; specification of requirements and technical solutions will be designed and agreed with the counterparts and the public at the development stage of the portal.

2.1.3. Upgrade an Intranet system for digitalization of internal processes (upon request), introduction of e-Learning tool and digital tools for MPs which will be applied in capacity building process. The topics of the e-Learning tools will be specified during the first year of the project, the content will be developed with consideration of the manuals produced by the ICHD. Experience of the SDG National Innovation Lab in supporting the GoA in introduction of new technological solutions for digitization of internal processes will be widely used.

2.1.4. Conduct technical and infrastructure assessment for the Parliamentary Visitor and Information Center (including equipment and library resources) during inception phase. Develop preliminary design of the Centre to fully incorporate digital resources; formulate the next round of activities in support of the Centre based on the findings of the assessment and design estimations; handover to the NA.

Output 2.2. Public awareness of parliamentary activities is enhanced

2.2.1 Design and implement campaign(s) to promote the web-portal and expand the scope of its visitors. For example, during the development stage, a series of events to consult civil society on website design will be held, encouraging inputs from youth and the IT community (hackathons, etc.) through tested and innovative tools applied by other UNDP projects (Kolba Lab, Social Innovation Camps, SDG Lab, etc.

3. Legislative responsiveness: Changing faces of legislature

Inputs from constituents on their needs and demands serve as a crucial part of MPs mandate and should ultimately shape how laws affect their welfare. In turn, to provide meaningful inputs, citizens need to understand the roles and work of parliamentarians; they need to have easy-to-follow tools to check exactly what MPs do, how they vote and what they say in debates. This output is designed with an ambitious goal to connect MPs with their electors, and introduce new tools enabling citizens to follow and engage with the work of MPs. To achieve this goal, the project will, among other, introduce new tools to allow citizens to be informed and to be heard based on existing successful models (e.g., They Work For You the UK prototype which is aimed to humanize policy and make it understandable and acceptable by electorate (https://www.theyworkforyou.com/); "Said and Done" from the Sweden Riksdag (http://www.riksdagen.se/en/members-and-parties/); Datacamp and "Innovation Fellow Program" aimed at involving citizens in the work of the National Assembly of France, the Parliament Watch tool of the German Bundestag (https://www.abgeordnetenwatch.de/).

Box 5. To boost public outreach of the NA, **the Parliamentary Visitor and Information Centre** will – indicatively – perform the following functions:

- Access to an updated and modernized library of the NA, including digital resources;
- Tailored guidance to visitors of various ages and interests;
- Forum for regular briefings/discussions with expert communities and the general public on various aspects of policy and legislation (based on such models as the World Cafe or Chatham House);
- Outgoing events in regions (possibility of utilising online videoconferences will be considered);
- Campaigns targeting diverse groups e.g., to women, youth, civil society and other groups in line with "Leaving no one behind" principle, with use of innovative communication channels;
- Design of internship/attachment and other schemes as entry points for non-affiliated young professionals;
- Support to Youth Parliament (with consideration of the models of European Youth Parliament and/or the Swiss Youth Parliament), Parliament Open Day and other events in collaboration with civil society.
- Hackathons and other platforms for parliamentary officials and ICT specialists to discuss how to interpret technical issues related to law-making, budgetary issues, organization of open data, etc.

In parallel, to make the Parliament's exchanges with outside groups accessible and accountable to all, the project will focus on transparent tracking of citizens' and private interest groups' impact on legislation and oversight functions of the Parliament. The project will work with the MPs, civil society and interest groups to capture the responsiveness of the Parliament to the reasoned concerns of external groups through interactive tools. To test this responsiveness and to ensure the MPs are provided with the opportunity to adapt the legislation to the actual need and real-life experiences of users, activities will focus on 3-5 legislative and/or oversight projects a year. Strategic priority will be given to those which can directly improve the fair delivery of basic services, facilitate pro-poor policies, remove red-tape or significantly reduce unsustainable practices and negative impacts on the environment. Wide information campaigns and consultation sessions will be conducted on the drafts. All these tools will be aimed at developing (i) legislation closer to citizens' concerns and priorities; and, (ii) enhancing contacts and engagement between legislators and their constituencies.

Finally, the project will provide a space for groups and individuals to engage with the MPs on questions directly relevant to them. Citizens will be given the opportunity to interview politicians and parliamentarians on either the functioning of the National Assembly or a specific sector of legislation or oversight. Youth will be trained in researching and preparing interviews, formulating questions and drafting reports. Reports of the interviews and the exchanges will be published on the Parliament website and various additional platforms. If trials are successful, interviews could be recorded and used for radio and television clips to promote direct exchanges and questions to MPs.

Outcome 3: Legislative responsiveness, inclusivity and participatory approach is embedded in MPs work

Output 3.1.: Dialogue and collaboration with civil society and citizens is improved

To connect the MPs with citizens, the project will:
3.1.1. Capacitate the MPs to experiment with the latest thinking in user-centred design and behavioural approaches to make informed and evidence-based decisions[12].

3.1.2. Support from three to five behavioural experiments to foster citizen engagement by both digital and traditional channels to articulate, aggregate and prioritize issues, to increase civic activism, engage in agenda setting and decision-making processes. Ensure that at least two experiments are women-led.

3.1.3. Create opportunities for MPs to shadow and experience the decision-making processes of the citizens most concerned by the draft legislation, explore the most relevant ones.

3.1.4. Develop innovative tools for citizen engagement as well as for crowdsourcing ideas from the staff.

3.1.5. Support crowdsourcing among CSOs for expert opinion and background research that allows participation of a wide range of stakeholders in decision making beyond the boundaries of the country with the advantage of using the potential of the Diaspora.

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[12] Within upcoming Edu2Work project to be funded by GGF and implemented by the Institute of Public Policy together with the National SDG Innovation Lab, institutional partnership will be deepened with BiT and Nesta, including extensive capacity building efforts for the GoA. The Project will build upon the mentioned experience.

3.1.6. Develop the toolkit for MP assistants on constituency work (using, among other examples and methods for citizen dialogue in Sweden http://www.dialogguiden.se/article/index/study).

3.1.7. Conduct rounds of consultative campaigns (e.g., CSO week) to, among other, empower civil society actors for more effective monitoring and influencing the performance of the Parliament to strengthen social cohesion, inclusiveness and trust.

3.1.8. Support the Public Relations Department to develop communication strategy, social media guidelines and other tools for MPs communication and exchange with the society and their constituencies.

Output 3.2. Citizen engagement in parliamentary processes is enhanced

3.2.1. Conduct rounds of campaigns through both traditional and innovative formats, to introduce digital tools for citizen engagements.

3.2.2. In coordination with the WIP and other partners, develop and implement tailor-made capacity development workshops on citizen engagement in parliamentary activities (e.g., law making, public oversight, citizen budgeting, gender analysis, etc.) with engagement of already established community resource pools and groups led by women and youth.

3.2.3. Facilitate analysis of selected draft legislation through gender prism by the capacitated groups

3.2.4. Facilitate process of input and/or feedback generation from the capacitated groups through digital tools.

Resources Required:
- **Country Office support:** The project will charge costs arising from services provided by the Country Office in the implementation of the project and include: (1) Payments, disbursements and other financial transactions; (2) Recruitment of staff, project personnel, and consultants, (3) Procurement of services and equipment, and disposal/sale of equipment (3) Organization of training activities, conferences, workshops, fellowships, etc. (4)Travel authorizations, visa requests, ticketing, travel arrangements and ICT common services; (5) Shipment, custom clearance (6) Costs of maintaining and operating a Project Office.

- **The EU-UNDP Joint Task Force on Electoral Assistance:** The project recognizes the fact that the Parliament plays a key role in shaping the political culture overall. The quality of legislation, political culture (as reflected in the day-to-day work of the Parliament and interaction of the legislators) and inclusiveness of the legislative process, all impact the political ethos and ultimately contribute towards creating conditions for credible and peaceful electoral process. Recognizing this nexus between democratic institutions, elections and peace, the EU and UNDP launched a "Sustaining Peace through Elections" initiative, with an essential component of strengthening democratic institutions. The initiative provides tailor-made, long-term and holistic programmable strategies for peaceful elections targeting a number of beneficiaries, including in particular the legislative bodies.

To do so, the initiative has developed several practical activities to support the role of elected assemblies in this context. The scope of activities covers, for example, training of elected parliamentarians in their role of oversight in time of elections, tools to ensure that electoral reform process is inclusive of marginalized groups, facilitating cooperation between the parliaments and other government agencies with a goal of ensuring peaceful elections, etc. Another key aspect of support package is to enhance the capacity of parliamentarians to

engage with other key stakeholders (CSOs, media, political parties, etc.) to bridge communities of practice and build efficient networks for inter-institutional capacity building. The initiative is managed by the EU-UNDP Joint Task Force on Electoral Assistance, which will provide the Project with support in formulating, designing and implementing context-specific activities.

- **Communication and visibility plan:** The main objective of the project's visibility actions is to communicate the positive results of the partnership, focusing on outputs and the impact of results. These will evolve throughout the project's implementation and will include – but not limited to - joint press releases, joint presentations, photo opportunities and policy-type publications. In addition to action-based communication activities, whenever possible and practical, communication and visibility should be strategic, and build on broader sets of activities or programmes, focusing on activities which better lend themselves to attract the target audiences.

- **Sustainability and Ownership:** According to the UN good practices in providing technical assistance to national legislature, the project will use a capacity building approach to daily work with the national counterparts, aimed at transferring technical knowledge to reinforce national capacities. The assumption is that national authorities will benefit from the support from the project also by acquiring capacities and knowledge for the long-term period. The day-to-day cooperation has demonstrated over the years to be most effective capacity building strategy and the project intends embedding its experts and advisors at the Parliament in order to facilitate this approach. UNDP will maintain low profile while providing parliamentary support for full-fledged national ownership of the process.

- **Partnership:** The project is planned to be implemented in close co-operation and co-ordination with relevant national and international partners and funded through a multi-donor UNDP Basket Fund. The National Assembly is the lead partner and main beneficiary of the project. In addition, the project will work with the Government and its agencies, in particular, with the Staff of the Government and the Ministry of Justice. A wide range of civil society groups, academia, think tanks, private sector organizations and media outlets will be involved in and consulted with, throughout the implementation of the project. The project will foster partnerships with key international actors as an integral part of its work, and will also act as a coordination platform.

  The main target groups of the project are MPs, assistants, staff of the Standing Committees, and NA departments. The initially suggested list is based on the criteria of (i) availability of external support, (ii) political pluralism and (iii) gender dimension and includes – but is not limited to:
  - Standing Committee on State and Legal Affairs
  - Standing Committee on Defence and Security
  - Standing Committee on Science, Education, Culture, Diaspora, Youth and Sport
  - Standing Committee on Protection of Human Rights and Public Affairs
  - Standing Committee on Economic Affairs
  - Standing Committee on Foreign Relations
  - NA Presidium/ Office of the Speaker and Vice-Speakers (as strategic leadership) (under Output 1)
  - NA Chief of Staff and Training Center (under Output 1)
  - Public Relations Department (under Output 1 and 2)
  - Department on Information and Analysis (under Output 1)[13]

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[13] It is envisaged that the Department of Information and Analysis will be re-organized to the Research Centre.

While needs and capacities of each target group differ, the project will consider establishment of a technical coordination group with representatives from the target committees and departments to ensure better coordination, planning, sharing and networking. If this model proves to be successful, the project will adopt a "spill over approach" and include other committees and departments.

Media and civil society groups, especially those working with the Parliament will also be targeted by the project and supported to advance their parliamentary engagement and to build skills in public consultation. These project activities will help to build a democratic synergy between parliamentary strengthening and citizen input and accountability.

- **Coordination:** The role of coordination is highly important for parliamentary assistance projects to ensure harmonization of various programmes and enable a more conducive environment for better results. UNDP jointly with the leadership of the National Assembly will assume a position of a convener of donor meetings, providing a platform for discussion and coordination of relevant actions and activities aimed at parliamentary support in Armenia, as well as presenting an opportunity for greater dialogue between the donors, implementing agencies and relevant stakeholders. Currently, the international partners implementing parliamentary support activities in the country include the European Union, US Agency for International Development with a Consortium of the International Foundation for Electoral Systems (IFES), the National Democratic Institute (NDI), and the International Republican Institute (IRI), the United Kingdom/U.K. Good Governance Fund, the Government of the Federal Republic of Germany through GIZ, the Ministry of Foreign Affairs of Sweden, Sida and the Canadian Parliamentary Center. A matrix with ongoing programmes on parliamentary support is presented in Annex 1; the Parliament periodically updates this matrix and shares with international partners with support from the MAP project.

PROJECT MANAGEMENT:

Cost Efficiency and Value for Money

- The project will employ the intervention schemes that have been applied and tested before (e.g., SEPA and ESPA projects with basket fund financing model).
- In their turn, the new initiatives will be built on the successful schemes and on available human and technical resources.
- The project will apply a number of no- or low-cost responsiveness/empathy building initiatives and offer new creative formats to tap into citizens' expertise with a "fail fast, fail cheap" approach.
- Procurement of goods and services will be conducted in compliance with UNDP Standard Operational Procedures to ensure acquisition of appropriate quality goods and services at the most competitive/lowest price in the market.
- The project will form partnerships and build synergies with other projects and stakeholders working in the fields of parliamentary support, governance and women and youth empowerment to avoid overlaps and ensure merging of financial and technical resources with partners in order to achieve the results in the most cost-effective way.
- The project will ensure equity in addressing its programmatic activities towards inclusion of the representatives of all political parties in the Parliament and gender mainstreaming.

The project will follow a two-tier management modality that provides for a policy oversight and technical-level coordination (Project Management Board and Technical Group). The Project Management Board will function as an overall management structure for the project to oversee transparency, accountability and efficiency of the project operations, assess opportunities, risks and political challenges. The Project Management Board will also oversee the progress of the project vis-à-vis monitoring plan, approve the annual work plans, progress and final reports prepared by the project and will take decisions on mid-year changes in project activities or financial allocations, if any.

The Project Management Board will hold annual meetings with the participation of the donors contributing to the basket fund with the purpose to 1) review progress in the implementation of the project including inter alia the results achieved and lessons-learned and 2) discuss strategic direction and adjustments for the remainder of the activity period. UNDP shall consult with donors on timing of such a meeting and make the documentation for the meeting available to one month in advance of the meeting.

The strategy action plan, Results Framework and Budget, which will be finalised after the initial phase of the project and cover the period 2020 – 2022, will be presented for review and final approval by the Project Management Board and donors to the basked fund, in the 1st quarter of 2020.

Coordination at technical level will be ensured through a Technical Group to be created for expert-level coordination and exchange; while Project Management Unit (PMU) ensures day-to-day implementation of the project and reports to the Project Management Board.

UNDP will also support the leadership of the National Assembly to put in place high-level donor coordination process to ensure links and synergies with other relevant initiatives in parliamentary assistance implemented by the government, civil society and development partners. The shape of the coordination mechanisms and the two-tier management structure suggested is as follows:

High-Level Donor Coordination

Convened by UNDP with the leadership of the NA at Ambassadorial or designated official level.

- Frequency: as required, but once every 1-2 months in the period of political issues and resource mobilization

Project Management Board (PMB) and Technical Group (TG)

Convened by the NA and/or UNDP

- Frequency: PMB will meet quarterly or more frequently if needed. TC will meet monthly or more frequently, depending on needs
- PMB Function: project oversight and decision making
- TG function: technical level coordination and exchange

Project Management Unit

Serving as secretariat to the PMB and Technical Committee.

- Function: day-to-day administration and management of the project

Risks and Assumptions

Risk Log

	Risk Description	Type	Probability	Impact	Mitigation
1	Citizens are not sufficiently interested to adequately engage with the legislature. This may also have repercussions for the overall satisfaction with the work of the NA	Political	Medium	Medium to High	The project team jointly with the NA will regularly advocate the importance of public outreach and support communication thru various channels. The project will also apply a number of innovative tools for citizen engagement.
2	Internal political developments which may disrupt the preparations for and implementation of the project	Political	Medium to High	Medium to High	Permanent monitoring of the political situation to envisage possible developments and their impact on the project. Prepare well in advance by developing alternative ways of delivery in case critical changes occur during the project cycle.
3.	Polarized opinions of NA factions over priority agenda of the NA	Political	Medium	Medium to Low	Respond on case-by-case basis, with a clear sequence of communication and risk minimization steps.
4.	Monopolization of access to project by strong factions	Political	Medium	Low to Medium	Monitor participation and representation of all parliamentary groups. Ensure fair distribution of project time and resources in planning and negotiations.
5.	Varying level of absorption capacity; low availability of staff and MPs for trainings and other events	Technical	Medium	Low to Medium	Flexible and issue-based approach for capacity development; planned trainings/visits and other learning events to be regularly

					discussed and agreed with the NA
6.	Lack of media awareness on the project activities.	Operational	Low	Low to Medium	Viable and sensible communication strategy to be developed in close consultation with national counterparts to ensure regular and comprehensive work with the media. Close, regular and extensive monitoring of media coverage of the project to allow rapid prevention of misinformation.
7.	Varying budget cycles of donors affect synchronized flow of respective financial contributions	Financial Operational	Medium	Medium	Ensure regular and calendar fixed Project Management Board / donor coordination meetings at the highest level to address the emerging issues at early stage. Ensure that the project budget and financial needs are regularly monitored and reported to the Project Management Board
8.	Escalation of conflict in the region disrupts implementation by diverting both the attention and resources away from the parliamentary support.	Operational	Medium to High	Medium to High	Immediate consultations with the national counterparts and donors to agree the next steps on either adjusting, postponing or suspending the project activities.
9.	Delays in decision-making on key needs (i.e., software specs) affect planning of procurement and delivery	Operational	Medium	Medium	Provide technical assistance (expertise) to the NA counterparts and other stakeholders as soon as possible. Develop delivery plan and closely monitor implementation timelines
10.	New technical assistance needs arise during the implementation of the project.	Financial	Low to Medium	Medium	The project team will conduct periodic "horizon scanning," inform the project board on emerging needs and suggest actions or revisions for additional activities that fall outside the parameters of the original technical needs assessment for prompt feedback and decisions.
	Political factions and leadership may be reluctant to participate in specific activities	Political	Low to Medium	Medium	Respond on case-by-case basis, with a clear sequence of communication and risk minimization steps.

Assumptions

1. National counterparts are fully engaged through the implementation of the project.
2. Effective platforms for partnership and coordination with civil society and international organizations are established and sustained to contribute to higher quality results of the project.
3. Citizens demonstrate high level of interest for engagement through the implementation of the project.
4. Effective mechanisms for knowledge and experience sharing at both national and international level are established.
5. Project activities contribute to transformational and behavioural change(s) in parliamentary law making, oversight and representation functions.

Stakeholder Engagement: The key stakeholders and target groups of the project will be:

- Parliamentary factions, inter-parliamentary groups and other parliamentary bodies
- Government and local level representatives for relevant interventions.
- Professional and legal entities in narrow focus areas of the project
- Civil society, academia, media, private sector as relevant, youth and women groups, individuals
- Entities ensuring the voice and rights of marginal groups for leaving no one behind

South-South and Triangular Cooperation (SSC/TrC): The projects international collaboration plan (South-South, Triangular, other) will be designed through the first year of implementation.

Knowledge: The Project will produce a number of knowledge products resulting from the activities ((databases, various innovative tools, media products, etc.) which will be shared with the stakeholders and the donors to create visibility for knowledge and lessons learned generated.

As the largest provider of technical assistance to parliaments, UNDP will built on its global knowledge and diverse parliamentary support experience of working with one in three parliaments around the world, including Eastern Europe, Caucasus and Central Asia, in wide-ranging projects to help MPs benefit from state-of-the-art thinking and tools and assists parliaments to become more open, accountable, and responsive to citizens. Key UNDP resources for expertise and good practice in legislative and transparency assistance see in Annex 3.

PROJECT DOCUMENT

Armenia

IV. RESULTS FRAMEWORK (INDICATIVE AT THIS STAGE, TO BE FURTHER DEVELOPED BASED ON COMMITTED FUNDS AND TIMEFRAME)

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:
Outcome 2: "By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights". **Output 2.4**. Frameworks and dialogue processes engaged for effective, transparent engagement of civil society and citizens in national and local development
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Number of mechanisms in place for meaningful citizen participation in policymaking at local and national levels *Baseline: 3 (Institute on Youth Studies, SMS polling tool, Kolba) 2013* *Target: 6 (2020)* *Data: Government data and reports, UNDP programme* *annual reports, media, Facebook, Twitter, evaluations*
Applicable Output from the UNDP Strategic Plan:
2.2.2 "Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability".
Project title and Atlas Project Number: 00082042-00091127 Modern Parliament for a Modern Armenia 2019-2022

EXPECTED OUTCOMES	EXPECTED OUTPUTS	OUTCOME/ OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS
				Value	Year	Year 1 2019	Year 2 2020	Year 3 2021	Year 4 2022	FINAL	
1. Quality of legislative oversight and policymaking is improved		1.1. Level of satisfaction of stakeholder groups (MPs, Government, civil society) with NA performance	Secondary data (e.g., surveys by IRI, NDI), Qualitative assessment by the project	According to May 2019 IRI poll, 57% respondents are "completely" (16%) or "somewhat" (41%) satisfied with the work of the NA. "Somewhat not satisfied" is 21% and "not at all satisfied" is 17%	2019	To be defined in the outcome of qualitative assessment	TBC based on baseline assessment	TBC	TBC	TBC	Surveys, focus groups

			Baseline	Year						
	1.2. % of recommendations from MPs, factions and standing committees reflected in government programmes	Research through project implementation	No data	2019	Baseline to be established	TBC based on baseline assessment	TBC	TBC	TBC	Document review
	1.3. Use of key oversight tools, e.g., questions, inquiries, interpellations, etc.	Research through project implementation	No data	2019	Baseline to be established	TBC based on baseline assessment	TBC	TBC	TBC	Web Analytics, document review, Survey, questionnaires
1.1. Capacities of the legislature to analyse, draft and amend legislation is enhanced	1.1.1 # of MPs, assistants and staffers trained thru capacity development and coaching programmes	NA, project and ICHD records	At least 18 workshops (induction, consultations and capacity development, budgeting) by ICHD and GIZ	June 2019	At least 8 CD programme plans/ curricula developed	At least 10 CD programme plans/ curricula developed and delivered At least five workshops on effective leadership Individual coaching sessions for at least 60 MPs and staffers	At least 10 CD programme plans/ curricula developed and delivered At least five workshops on effective leadership Individual coaching sessions for at least 60 MPs and staffers	At least 20 capacity development and on-demand programmes delivered	Up to 80 capacity development, leadership and individual sessions delivered	Document review and analytics

Output	Indicator	Source	Baseline value	Year						Means of verification
	1.1.2 % of MPs, assistants, staffers reporting increased knowledge or skills vis-à-vis total number of trainees of capacity development and coaching programmes (disaggregated by category and gender)	NA, ICHD, project data	0	2019		At least 40%	At least 60%	At least 80%	At least 80%	
1.2. Expert capacity of in-house Research and Training Centre's staff is enhanced	1.2.1 Availability of the in-house Research and Training Centre with relevant e-tools and sustainability plan (linked to Output 2.1)	NA records	0	2019	Draft organigram and curricula for Research and Training Center developed	Research and Training Center piloted; E-Systems developed and tested	Research and Training Center functional; E-Systems and sustainability plan in place,	Research and Training Center fully operational	Research and Training Center established and fully operational	Document review, surveys, focus groups, evaluations
	1.2.2 # of capacity development programmes for researchers, MPs and staffers delivered by the Centre	NA 2019 needs assessment, Project data	Insufficient research and training capacity of the NA	2019	Needs assessment conducted, training plan developed	At least 5 capacity development programmes delivered	At least 7 capacity development programmes delivered		At least 12 capacity development programmes delivered	

	Output	Indicator	Data source	Baseline value	Baseline year	Target	Target	Target	Target	Target	Means of verification
		1.2.3 Improved level of knowledge of researchers to address gender equality, gender mainstreaming and SDGs agenda in their "products"	NA, ICHD, Project Data	0	2019	Establishing baseline	TBC based on baseline analysis	TBC based on baseline analysis	TBC based on baseline analysis	TBC based on baseline analysis	Document review, surveys, focus groups
		1.2.4 % of MPs satisfied with In-house research and training centre staff support	NA 2019 needs assessment, Project data	0	2019	n/a	n/a	At least 30% of MPs	Additional 40% increase	At least 70% of MPs satisfied with support received from in-house research and training Center	Project records, surveys, interview summaries, focus group discussions
	1.3. Inter-parliamentary cooperation is strengthened	1.3.1 # of multi-stakeholder discussions and dialogue (with government, civil society, HRDO, Diaspora reps, etc.)	Lessons learned from programmes on parliamentary support delivered since 2012	At least 2 events by ICHD.	2019	At least 2 events organized	At least 10 events	At least 10 events	At least 10 events	Up to 32 events	Document review, surveys, focus groups
		1.3.2.# of initiatives and follow up actions stemming from the discussions and dialogue	NA and project records	Baseline and targets to be established at the catalytic stage to of the project	2019	At least 10 initiatives and/or follow up actions	At least 25 initiatives and/or follow up actions	At least 30 initiatives and/or follow up actions	At least 25 initiatives and/or follow up actions	At least 90 initiatives and/or follow up actions	

		Indicator		Baseline	Year						Means of verification
		1.3.3 # of demand-driven capacity development programmes for NA delegations		Up to 30 individual sessions/mentoring by ICHD 2 networks established by GIZ support: (i) for Cooperation and exchange of best practices and (ii) Eastern Partnership Parliaments' research network		At least 10 on-demand capacity development programmes delivered	At least 15 on-demand capacity development programmes delivered	At least 20 on-demand capacity development programmes delivered	At least 10 on-demand capacity development programmes delivered	Up to 55 capacity development programmes	
		1.3.4.# of initiatives and follow up actions stemming from capacity development programmes	NA and project records	Baseline and targets to be established at the catalytic stage of the project	2019	At least 5 initiatives and/or follow up actions	At least 15 initiatives and/or follow up actions	At least 20 initiatives and/or follow up actions	At least 15 initiatives and/or follow up actions	At least 55 initiatives and/or follow up actions	Document review, surveys or focus group discussions
2. Transparency and accountability of the NA is increased		2.1 Level of citizen satisfaction with accountability and transparency tools of the NA	NA web-site analytics and records	According to May 2019 IRI poll, 65% respondents are "completely" (18%) or "somewhat" (47%) satisfied with openness and transparency of the NA. "Somewhat not satisfied" are 24% and "not at all satisfied" 9%	2019	Baseline to be adjusted	Incremental increase based on baseline assessment	Incremental increase	Incremental increase	Incremental increase	Secondary data review, google analytics, etc.

		2.2 Tracking key follow up actions initiated by the NA vis-à-vis citizens' questions, suggestions, etc.	NA records, web-based or conventional surveys (CRRC, IRI, NDI, project)	Current NA website lacks interactive and user-friendly features	2019	Baseline to be established	TBC based on baseline assessment	TBC	TBC	TBC	TBC	Web analytics, document review, surveys, questionnaires
	2.1. Tools for NA increased transparency and accountability in place	2.1.1 Availability of upgraded NA web-portal with sustainability plan for at least 2 consecutive years	NA needs assessment	While NA website has some interactive elements, it is not user-friendly and does not effectively serve as a public awareness and citizen engagement tool	2019	Web-portal architecture designed, and list of equipment identified	Equipment for web-portal procured; web-portal tested and piloted,1st draft of sustainability plan	Web-portal up and running; sustainability plan approved vis-à-vis 2 consecutive years			Upgraded NA web-portal established and operational	NA records, media reports, project records, focus group discussion
		2.1.2 Preliminary Design of the Parliamentary Visitor and Information Center available	Project records, NA data	0		Development of preliminary Design of the Parliamentary Visitor and Information Center started	Preliminary Design of the Parliamentary Visitor and Information Center developed				Preliminary Design of the NA Visitor and Information Center is developed and handed over to the NA	Project records
	2.2. Public awareness of parliamentary activities is enhanced	2.2.1 Number of people accessing the upgraded NA web-portal	NA records	n/a		Baseline to be established	Incremental increase based on baseline assessment	Incremental increase	Incremental increase	Incremental increase	Incremental increase	NA web-site analytics
		2.2.2 Number of people reached through public awareness campaigns	Project data	0		n/a	Up to 300,000 people reached though at least 8 public	Up to 400,000 people reached through 10 public	Up to 300,000 people reached through 5 public	Up to 1,000,000 people reached through 23 public		Media reports, project records

							awareness campaigns	awareness campaigns	awareness campaigns	awareness campaigns	
		2.2.3 Level of citizen satisfaction from Parliamentary Visitor and Information Centre	Citizen satisfaction exit interviews	0	2019	n/a	n/a	Up to 50% for the first few month of operations 14	Addition increase by 30%	At least 80% of visitors satisfied with Parliamentary Visitor and Information Center	Citizen satisfaction reports
3. **Legislative responsiveness, inclusivity and participatory approach is embedded in MPs work**		**3.1 # of MPs and staff using innovative tools and**	**Research through project implementation**	**No data**	**2019**	**Baseline to be established**	**(TBC based on baseline assessment)**	**(TBC based on baseline assessment)**	**(TBC based on baseline assessment)**	**(TBC based on baseline assessment)**	**Document review, web and media analytics, surveys, questionnaires**
		3.2. # of MPs reflecting citizen feedback in legislation and day-to-day processes (% of total, disaggregated by gender)	**Research through project implementation**	**No data**	**2019**	**Baseline to be established**	**(TBC based on baseline assessment)**	**(TBC based on baseline assessment)**	**(TBC based on baseline assessment)**	**(TBC based on baseline assessment)**	**Document review, web and media analytics, surveys, questionnaires**
	3.1. Dialogue and collaboration with civil society and citizens is improved	3.1.1 # of experimental events and initiatives to connect MPs with citizens	NA website, project records, media sources	n/a	2019	At least 2 capacity development, innovative events and initiatives	At least 10 experimental initiatives for MPs (shadowing, behaviour experiments, crowdsourcing) in place	At least 8 experimental format for MPs (shadowing, behaviour experiments, crowdsourcing) in place	At least 4 experimental format for MPs (shadowing, behaviour experiments, crowdsourcing) in place	At least 34 initiatives to connect MPs with citizens conducted Toolkit on constituency work developed	Document review, web and media analytics, focus groups

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14 It is expected that the NA will – tentatively – complete construction of the Center by mid-2021, so for 2021 the Center will operate for several months only. It will be too ambitious to expect high level of satisfaction for these few months given that some processes might still require further improvement based on citizen feedback.

						Toolkit for MP assistants on constituency work developed At least 2 rounds of consultative campaigns for CSOs conducted	At least 4 rounds of consultative campaigns for CSOs conductive	At least 4 rounds of consultative campaigns for CSOs conductive		
	3.1.2 # of NA actions resulting from experimental initiatives to foster citizen engagement including needs of vulnerable groups	NA data, project records	n/a	2019	Baseline to be established	(TBC based on baseline assessment)	(TBC based on baseline assessment)	(TBC based on baseline assessment)	(TBC based on baseline assessment)	Document review, web and media analytics, surveys, questionnaires
	3.1.3 Toolkit for MPs and assistants on constituency work developed (communication strategy, innovation, social media guidelines, addressing needs of vulnerable groups etc.)	NA data, project records, citizen feedback records	n/a		Development of toolkits started	Toolkits developed, and validated	Toolkits finalized based on feedback from citizen and media experts; handed over to the NA		Communication toolkits available	Web and media analytics, focus groups
Output 3.2 Citizen engagement	3.2.1 of recommendations solicited	NA records and website, project data	0	2019	n/a	Up to 15	Up to 20	Up to 25	Up to 60	Document review, web

in parliamentary processes is enhanced	thru citizen feedback (linked to 2.2.)									analytics, focus groups
	3.2.2 Level of use of digital tools introduced for citizen engagement	NA website	0		Baseline to be established	Incremental increase based on baseline assessment	Incremental increase	Incremental increase	Incremental increase	Secondary data, web and media analytics, focus groups
	3.2.3 Number of recommendations on gender equality, women and youth empowerment stemming from community resource pools and groups reflected in NA agenda	NA and project records, media reports	0		At least 3	Up to 10	Up to 10	Up to 10	Up to 33	Document review, web analytics, focus groups

V.   MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually	Slower than expected progress will be addressed by project management.	UNDP, ICHD, OxYGEN, WFD	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, ICHD, OxYGEN, WFD	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP, ICHD, OxYGEN, WFD	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP, ICHD, OxYGEN, WFD	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP, ICHD, OxYGEN, WFD	
Project Review (Project Management Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least twice a year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan:

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Project will be monitored through the following:

➢ On a semi-annual basis, 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 Manager to facilitate tracking and resolution of potential problems or requests for change, when necessary during the Project implementation period.

➢ 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, annual Progress Reports as well as regular (e.g. quarterly) written updates on Project progress shall be submitted by the Project Manager, using the format agreed upon with the partners.

➢ A Lesson-learned log shall be filled in when necessary to ensure learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the Project, if necessary

➢ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

➢ On-going site visits will be conducted by both Project Team and Project Assurance to monitor implementation and address current issues.
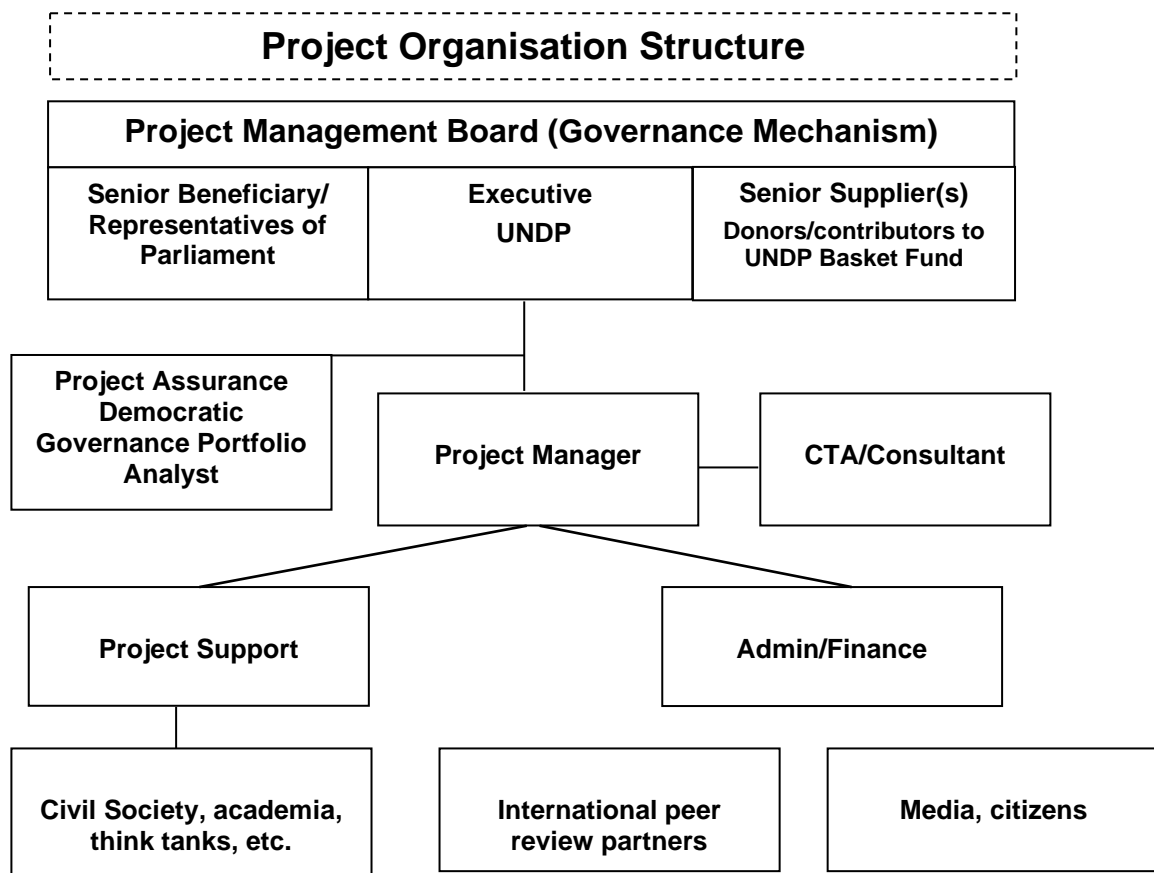
Evaluation Title	Partners (if joint)	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Review	ICHD, WFD, OxYGen Foundation	Q1 of 2021	The Parliament, civil society, academia, women groups	10,000 USD
Final Evaluation	ICHD, WFD, OxYGen Foundation	Mid-2022	The Parliament, civil society, academia, women groups	10,000 USD

VI. MULTI-YEAR WORK PLAN

EXPECTED OUTPUT	PROJECT OUTCOMES	PROJECT OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
				Y1	Y2	Y3	Y4		Funding Source	Amount USD
				2019	2020	2021	2022			
				USD	USD	USD	USD			
00082042-00091127 Modern Parliament for a Modern Armenia Gender Marker 2	**1. Quality of legislative oversight and policymaking is improved**	Output 1.1. Capacities of the legislature to analyze, draft and amend legislation is enhanced	Capacity development and coaching programmes for MPs and staffers	27,000	310,000	300,000		UNDP		637,000
		Output 1.2 Expert capacity of in-house research and training center's staff is enhanced	Establishment and set-up of Research and Training Center and e-tools, capacity development of Center's researchers	25,000	310,000	120,000		UNDP		455,000
		Output 1.3 Inter-parliamentary cooperation is strengthened	Multi-stakeholder discussions and dialogues, demand-driven capacity development programmes for NA delegations	27,800	160,000	180,000		UNDP		367,800
							Subtotal			**1,459,800.00**
							Unfunded			**640,000**
							Sub-Total for Output 1			**2,099,800**
	2. Increased transparency and accountability of the NA	Output 2.1. Tools for increased accountability and transparency of the NA in place	Establishment of upgraded NA web-portal and Preliminary Design of the Parliamentary Visitor and Information Center,	25,000	200,000	205,000	70,000	UNDP		500,000
		Output 2.2. Public awareness of parliamentary activities is enhanced	Conduct of public outreach campaigns			25,000	30,700			55,700

							Responsible party			Total
							Subtotal			**555,700**
							Unfunded			**543,930**
							Sub-Total for Output 2			**1,099,630**
3. Legislative responsiveness, inclusivity and participatory approach is embedded in MPs work	Output 3.1. Dialogue and collaboration with civil society and citizens is improved	Conduct of experimental events and initiatives to connect MPs with citizens, development of toolkit for MPs and assistants on constituency work	20,000	40,000	40,000		UNDP			120,000
	Output 3.2 Citizen engagement in parliamentary processes is enhanced	Campaigns, events and tailor-made capacity development workshops	10,000	70,000	30,000		UNDP			110,000
							Subtotal			**230,000**
							Unfunded			**570,000**
							Sub-Total for Output 3			**800,000**
4. Project management costs		**Evaluation and Audit**		10,000	10,000		UNDP			20,000
		Project Management	95,200	215,000	235,000	65,000				610,200
							Subtotal for Output 4			**630,200**
							Total for outputs 1-4 funded			**2,875,700**
							Total for outputs 1-4 unfunded			**1,753,930**
							General Management Service (8%) UNDP			**230,056.00**
							GMS unfunded			**140,314.40**
							GMS total			**370,370.37**
		TOTAL								**5,000,000.37**

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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│           Project Organisation Structure            │
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Project Management Board (Governance Mechanism)		
Senior Beneficiary/ Representatives of Parliament	**Executive UNDP**	**Senior Supplier(s)** Donors/contributors to UNDP Basket Fund

Project Assurance Democratic Governance Portfolio Analyst	Project Manager	CTA/Consultant

Project Support	Admin/Finance

Civil Society, academia, think tanks, etc.	International peer review partners	Media, citizens

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

Core PMU
– Chief Technical Adviser/Consultant (international)
– Project Coordinator (national)
– Project Associate (national)

Support team
- Short-term experts
- Programme Officer
- Programme Associate

Chief Technical Adviser/Consultant will be responsible for the strategic and policy direction, the linkage with the overall program in the sector, quality assurance and representation with state officials. The CTA will also offer firsthand expertise on international experiences and practices, provide trainings to national stakeholders as necessary and maintain an overall supervision of the quality control and reporting process.

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

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

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

Programme Officer supports the Project Board by carrying out objective and independent project oversight and monitoring functions. Programme Officer monitors the project on a regular basis; engages with national partners and project donors, contributes to enhancing coordination with other donors interventions in the project area and facilitates knowledge building.. Programme Officer attends project events and contributes to the projects reporting in line with the quality assurer, serves as the chair of the evaluation committees established by the project for the competitive procurement of goods and services, clears all contracts and travel authorisations, clears any project related information. Programme Officer will spend a minimum of 5% of her time on this project.

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

In addition, a designated **Focal Point from the Parliament** will be linked to the PMU. The Focal Point will be the main contact and resource person for the project who will provide strategic advice for the project and be involved in the elaboration of annual work plans.

VIII. LEGAL CONTEXT

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

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

IX. RISK MANAGEMENT

The project will apply direct implementation modality:

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

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][15] [UNDP funds received pursuant to the Project Document][16] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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

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

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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

    a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

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

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

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[15] To be used where UNDP is the Implementing Partner

[16] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

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

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

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

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

g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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

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

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

X.   ANNEXES

1. **Matrix with ongoing programmes on parliamentary support**
2. **Overview of UNDP Parliament Initiatives in the ECIS**
3. **Project Quality Assurance report (attached as a separate file)**
4. **Social and Environmental Screening Template (the signed one attached as a separate file)**
5. **Project Board Terms of Reference and TORs of key management positions**

Annex 1. Ongoing Programmes on Parliamentary Support

UK/GGF	International Centre for Human Development	Series of capacity building opportunities for members and staff of National Assembly; orientation workshops for newly elected MPs; trainings on leadership, strategic planning and communication skills, U.K. experience in parliamentary oversight.
GIZ	PFM "Public Financial management in the South Caucasus" Programme, co-financed by the EU	**Module Objective (Outcome):** Subsystems of public finances in Armenia and Georgia approach European and international standards in the fields of result orientation, efficiency and accountability (since 2012).
		Programme partners: the RA National Assembly, Ministry of Finance, Audit Chamber, State Revenue Committee.
		Main focus of the programme: (i) development of professional and institutional capacities for effective oversight of the budget process to improve the scrutiny and analysis of draft budgets, budget execution and audit reports in the parliament; (ii) creating an effective platform for the dialogue between Government, the media and civil society. Assistance provided covers areas like the establishment of a legal and methodological framework, the provision of technical and practical trainings of MPs, experts and staff, the creation of a dialogue platform among PFM key role players and the enhancement of the regional cooperation between the Armenian and Georgian Legislatures.
		The Programme runs until March 2020.
		In cooperation with the RA NA Standing Committee on Financial-Credit and Budgetary Affairs and the RA NA Staff and with the support of PFM Programme, professional and structural capacity-building activities are implemented in the Parliament, including:
		• Establishment of the RA NA Budget Office and professional development; • Improving the professional competence of the RA NA deputies and staff in the field of program budgeting (PB); • Implementation of the cooperation framework for budget programmes KPIs development engaging Parliamentary standing (sectoral) committees and ministries; • Formation of external audit legislative framework in line with international standards; • Establishment of parliamentary audit and audit subcommittee (to be re-established); • Study and introduction of post-legislative oversight systems of the Parliament; • Introduction of legislative and executive cooperation system of budgetary reforms; • Implementation of professional trainings and seminars for the NA staff; • Formation of regional cooperation platform and engagement in international cooperation; • Cooperation with civil society; • Public awareness and initiation of a dialogue; • Awareness raising campaigns for civil society and media representatives.
	Program on "Legal Approximation towards European Standards in the South Caucasus"	GIZ Legal Program implements *a regional parliamentary project "Strengthening the Parliamentary Administration in the Eastern Partnership"*.
		Project objectives:
		• to establish and strengthen cooperation platforms/networks among parliamentary administrations of EaP countries and German Bundestag • to strengthen analytical-research service of parliaments • to strengthen capacities of the secretariats of parliaments; • to strengthen administrative capacities of a parliamentary administration in parliamentary oversight, legislative processes and the implementation of legislation, • to strengthen administrative capacities of a parliamentary administration in promoting participation and information of society on parliament's activities.
USAID	National Democratic Institute	Technical assistance for development of political parties and fraction represented in the NA (to be updated based on NDI Action Plan starting from April 2019)
USAID	International Republican Institute	IRI partners with the Armenian government and the National Assembly to strengthen their institutional capacity to devise and implement data-based and responsive policies, improve strategic communications as well as advise on operational governance capacity and inter-agency coordination.
		In cooperation with the Baltic Surveys/The Gallup Organization, IRI regularly conducts public opinion surveys in Armenia followed by polling briefings for the government, the parliament, and the public. IRI works with the mid and senior staff of the National Assembly and Ministries. The overall purpose of this work will be to engage the staff in the process of developing

		new and/or improved internal, external and inter-agency reform formulation and communication strategies and strengthen their ability to devise and deliver informed and responsive policies.
USAID	International Foundation for Electoral Systems	Support to the Standing Committee on State and Legal Issues on the Electoral Code and the Law on Referendum
OSI	"Mandat" Parliamentary Monitoring Organisation	"Mandat" PMO carries out monitoring of the parliamentary work through provision of comprehensive statistics and updates on parliamentary developments; information available at http://www.parliamentmonitoring.am/
Sweden	OxyGen Foundation	Support to OxyGen Armenia in the scope of the project "Equal: Supporting women's political participation at national level in Armenia". Promoting discourse on women's political participation, building up and contributing to the capacity of women leaders when it comes to participating in electoral processes and empowering women MPs to successfully influence the decision-making process in the Parliament. Recently, a platform has been established between civil society organizations and the National Assembly for an ongoing conversation on gender equal possibilities; it was also agreed that GGF/UNDP/Women in Politics project will inherit the platform.

Annex 2: Overview of UNDP Parliament Initiatives in the ECIS, June 2019

UNDP – parliamentary support and SDGs implementation: UNDP is the world's largest provider of parliamentary strengthening support working with more than 60 parliaments. UNDP is supporting parliaments at both the national and sub-national levels to fulfill their mandate to implement the Sustainable Development Goals through the provision of technical expertise, peer-to-peer sharing of knowledge, and high-quality publications and knowledge products.

UNDP Country Office Initiatives: Partnerships are essential to achieve Agenda 2030 and the 17 SDGs. UNDP applies a partnership approach to parliamentary development, and the two main publications on Parliaments and SDGs have been developed together with partners in the field. In this spirit, UNDP Country Offices are encouraged to approach parliamentary information, self-assessment and action plan development working with local, national, regional and global partners as relevant as feasible in each context.

UNDP in Georgia: "Strengthening Parliamentary Democracy" project (donor: Geo Government, EC, Nlevd Int'l, 2009-2019, ongoing)

The EU and UNDP provide complex support to the Parliament of Georgia in its efforts to implement institutional reforms, promote legislative openness, effectively represent the needs and views of the citizens, streamline law-making processes and enhance governmental control. The programme also supports cooperation with the European counterparts and public dialogue about European integration and the development of multi-year action plans for select parliamentary committees that define committee goals, objectives and activities for effective law-making, oversight and public outreach/citizen engagement. Activities under each committee objective make reference to concrete SDGs and Georgia adjusts targets to reflect a close link between national policies and global agenda and raise awareness of the MPs and other stakeholders on the SDGs. The Georgian Parliament has committed to conducting a baseline assessment of the Parliament's current status in the SDG implementation using UNDP/IPU SDG self-assessment toolkit.

Results:

- Parliament of Georgia reformed and adopted the new Rules of Procedure bringing them in compliance with the new Constitution of Georgia and introducing new mechanisms for stronger and more effective government oversight. The Project provided critical support during the process through provision of national and international high-level expertise, facilitation of workshops with different stakeholders, including civil society organizations, academia and donors.
- As part of institutional reforms, the Parliament through Project high-level advisory support, launched the reform of its Research Services to provide professional, independent and evidence-based research and analytical services to the Members of Parliament and support the exercise of the Parliament's legislative and oversight activities.
- Parliament continued its active engagement in Open Government Partnership (OGP) initiative. Project supported the Permanent Parliamentary Council on Open Governance with the development and adoption of the 3rd Open Parliament Action Plan for 2018-2019.

Within the project frames, a number of openness commitments have been also implemented, including amendments to parliamentary procedures allowing for citizen e-petitions, collecting e-signatures for legislative initiatives, introducing mechanism for feedback to citizen comments on draft laws and other. Parliament has started the adaptation of its Tbilisi building for the persons with disabilities based on the Adaptability Plan developed by the Project in the previous year. Parliament has also hosted the Open Parliament Day as part of the OGP Global Summit in Georgia in July 2018. Project was actively involved in the design and development of the conference program, mobilization of high-level speakers as well as production of promotional materials, including a brochure and a video on the Parliament's achievements toward openness reforms.

UNDP in Moldova: "Strengthening Parliamentary Governance" project (donor: Sweden, 2016-2019, ongoing)

UNDP works with the Parliament of the Republic of Moldova to strengthen its law-making, oversight and representation functions with a specific focus on EU integration and the Sustainable Development Goals (SDGs). The project directly assists standing committees and the secretariat of the Parliament in the implementation of their mandate. Project interventions include training, technical assistance, easy-to-read publications, exchanges and opportunities for learning from other parliaments, as well as the provision of specialized technical equipment. Through this support, the Parliament has an improved capacity to strengthen

the legal framework and successfully engage in oversight through multi-stakeholder action involving civil society, professional associations and the general public. Activities will offer and encourage equal opportunity for male and female participation and gender is mainstreamed throughout the project.

Results:

- The capacities of parliamentary staff supporting the work of Parliamentary Council for European Integration were strengthened through a series of trainings focused on legal compliance with EU legislation;
- A system of M&E indicators was designed to track progress on the implementation of legal reforms, as part of the European integration process. Two parliamentary Progress Report on EU were developed and the first was discussed in the Council for EU Integration and shared with European Parliament;
- The Parliament improved its oversight function through the development and implementation of a Methodology on Ex-Post Impact Assessment of legislation. Standard Operating Procedures for parliamentary oversight were also developed;
- The Gender Equality Action Plan (GEAP) of the Parliament for (years) was approved by the Permanent Bureau of the PRM, GEAP provides a range of strategies and activities in four action areas to achieve the objective of becoming a more gender-sensitive Parliament;
- Parliament joined the Global Organization of Parliamentarians against Corruption (GOPAC) by creating a Moldova Chapter. Membership was doubled from 9 active members in 2016 to 18 members at the end of 2017. This parliamentary platform focusses on fighting corruption and promoting good governance through mutual support and knowledge sharing. The Anti-Corruption Action Plan of the Parliament of Moldova for (years) was approved by the Standing Bureau;
- A new Parliament Communication Strategy and the Action Plan for 2016–2019 were developed and approved by the Standing Bureau. Standard operating procedures for the communication and public relations department were developed, as well as a social media policy, guidelines for outreach to citizens, templates and a new Parliament's brand book;
- A Functional and Institutional Analysis of GPA was carried out. For the first time an internship programme at the Parliament of Moldova for Gagauz People's Assembly staff was organized, ensuring peer-to-peer transfer of knowledge related to the legislative process, parliamentary documentation, public outreach and the organization of plenary sessions; and
- The first ever Strategic Development Plan (SDP) of the GPA for (years) was developed in an inclusive and participatory manner involving interviews with all staff and almost every assembly member. The plan sets clear priorities for the institutional reform of the Assembly.

UNDP in Belarus: "Support to the NC and Parliament on SDGs" project (UNDP, UNFPA, UNICEF, 2017-2019, ongoing)

Support is provided to strengthening the role of the Parliament in the Implementation of the SDGs, establish a system of the SDG Coordinator and the Parliamentary Group on SDGs including representatives of both chambers of the National Assembly as well as the Partnership Group including civil society, private sector, UN Global Compact network and international organizations. The Declaration on the results of the parliamentary hearings were adopted by the highest chamber - Council of the Republic and sent to the Prime-Minister of the Republic of Belarus. The project will also support the Parliament to test the application of the SDG impact measurement in the process of law-making.

Results:

- Support to the National Coordinator on implementation of Sustainable Development Goals, Council for Sustainable Development and Ministry of Foreign Affairs as their Secretariat is provided.
- Involvement of the Parliament in the issues of SDGs implementation is increased.
- International cooperation in the context of SDGs implementation is enhanced
- A national review of the implementation of the Agenda – 2030 in the format of the National Forum on Sustainable Development held 24 January 2019 in Minsk (450 participants).

UNDP in Ukraine: "Parliamentary Reform Project" (donor: EU, 2019-2021)

The EU and the UNDP are launching a new "Parliamentary Reform Project" to foster internal reform and strengthen institutional capacity of the Verkhovna Rada of Ukraine so that it can efficiently carry out its

constitutional responsibilities, including timely and effective implementation of the EU-Ukraine Association Agreement.

The project will particularly focus on improving legislative development process, strengthening parliamentary oversight and enhancing horizontal management functions within the Verkhovna Rada Secretariat, namely, strategic planning, internal organisation and operational management, human resource management, communications, civil education, introduction of IT tools into the parliamentary processes, etc.

UNDP in Serbia: "Strengthening the Oversight Role and Transparency of the Parliament (2nd phase)"

project (donors: UNDP Funding Windows, SDC, Government of Serbia, 2015-2019)

Objective of the Project is to foster accountability in the National and local assemblies. The purpose is to bring MPs and local assembly representatives closer to their electorate, improve practices and transmit experiences from the national to the local level in terms of oversight and representation tools and close the accountability circle towards citizens. The National Assembly is working with GOPAC Serbia and UNDP to create a budget and expenditures portal that will enable better monitoring of public budget expenditures.

Results:

- 20% decrease in the laws submitted under urgent procedure. As much as 1234 amendments submitted to 2 Laws regulating education submitted in the National Assembly in 2017.
- 4 mobile sessions organized where the Ministry of Economy Report on the privatization process was adopted and 70% of the SAI recommendations were adopted by the Committee on Finance.
- Legislative Drafting Monograph Published as part of mandatory curricula of the Faculty of Law and widely distributed. Bulletins and News Articles on SDG published and distributed among the Parliamentary Committees. 2nd Global Parliamentary report translated and promoted in the NARS
- Focus group on oversight and portal organized for cross-sectoral multi-stakeholders was established.
- Legislative drafting Course on the Faculty of Law organized though grant for 120 attendees from all ministries, 50 students and Parliamentary Staff.
- SDGs amendment to the Law on Budget 2019 for inter-ministerial group adopted. Gender budgeting for women innovative entrepreneurship adopted.
- Istanbul Conventions on Domestic Violence scrutiny Hearing in Pancevo with CEDAW recommendations. Vrnjacka Banja hearing on Ministry of Finance recommendations on natural resources tax. Recommendations adopted and send to the Ministry. Hearing on Nuclear safety wit dismissing he proposed law and a number of mobile sessions of the Committee on Finance and Education.
- Local Assemblies Accountability Index developed and measured in 25 pilot assemblies.
- Amendments proposed by the Project to introduce oversight role and public hearings adopted by the working group of the Ministry of Public Administration and Local Self-government. Expert debates on amending Law on Local Self-government at the Induction seminar for new LMPs.
- 5 women parliamentary networks formed.

Resources

Together with key partners in the field of parliamentary development UNDP has published materials on legislatures and the SDGs to assist the institution, its member and staff to better understand their role in Agenda 2030, assess their current readiness to promote and monitor implementation of the Goals, and build their capacities to do so.

The key available resources are:

- UNDP/ IPU (2016) Parliaments and the Sustainable Development Goals: A self-assessment toolkit. Available in English, French, Spanish and Arabic here.
- UNDP/GOPAC/IDB (2017) Parliament's Role in Implementing the Sustainable Development Goals: A Parliamentary Handbook. Available in English, Russian and Arabic here and as an online training here.
- **Fast Facts – SDGs and Parliaments**
- Parliamentary Transformation: Challenges and Achievements - Report
- Open parliament: Interim Activity Report
- **Agora - Portal for Parliamentary Development**

Annex 4: Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Modern Parliament for a Modern Armenia
2. Project Number	00082042-00091127
3. Location (Global/Region/Country)	Republic of Armenia

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The project has a particular focus on promotion of parity democracy, gender equality and respect for human rights, including integration of women, youth, people with disabilities and other vulnerable groups into parliamentary processes and decision-making. The Project also aims to improve the democratic governance systems promoting accountability, transparency, and protection of human rights.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
The project will put a special emphasis on inclusion of gender perspective in law- and policy-making and oversight, working with potential champion MPs for enhancing gender sensitivity within the Parliament and improving the Parliament's liaison with the executive. In partnership with ICHD and OxYGen, the project will support establishment of gender focal points system (GFP), capacity development for GFPs, MPs and relevant staff, and development of a gender-sensitive policy framework to enhance gender mainstreaming of law-making and oversight processes of the Parliament. UNDP will also coordinate and link with NDI and other partners' work on women empowerment and establishment of a cross-faction Women Caucus. Gender mainstreaming framework will be developed at the first, catalytic stage of the project.
Briefly describe in the space below how the Project mainstreams environmental sustainability
The project and programme-related activities will be conducted in a manner consistent with the UNDP Social and Environmental Standards Social. Environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards and related Accountability Mechanism.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.		QUESTION 3: What is the level of significance of the potential social and environmental risks? Note: Respond to Questions 4 and 5 below before proceeding to Question 6		QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description No Risks Identified	**Impact and Probability (1-5)**	**Significance (Low, Moderate, High)**	**Comments**	**Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.**
	I = P =			
	I = P =			
	I = P =			
	I = P =			

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		**Comments**
	Low Risk	☒	
	Moderate Risk	☐	
	High Risk	☐	

	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		Comments
	Principle 1: Human Rights	☐	
	Principle 2: Gender Equality and Women's Empowerment	☐	
	1. Biodiversity Conservation and Natural Resource Management	☐	
	2. Climate Change Mitigation and Adaptation	☐	
	3. Community Health, Safety and Working Conditions	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	
	7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	Date	Description
QA Assessor Alla Bakunts DG Portfolio Analyst	23/09.2019	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver Mihaela Stojkoska Deputy Resident Representative		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	
Principles 1: Human Rights	**Answer (Yes/No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [17]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	

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[17] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation	
2.1 Will the proposed Project result in significant[18] greenhouse gas emissions or may exacerbate climate change?	No

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[18] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No

5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[19]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No

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[19]   Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 5. Project Board Terms of Reference and TORs of key management positions

MAP Project Board Terms of Reference

The Project Board is project's governance mechanism; it hold regular project reviews at least once every six months but it can convene as and when necessary on an ad hoc basis including virtually as urgent need arises, to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. The Board will ensure the project remains on track with its goals and work plans.The Project Board is responsible for the following:

• Provide general, high-level, strategic oversight to the project activities including financial oversight;
• Provide project and policy implementation oversight;
• Provide overall guidance and direction to the project, ensuring it remains within specified constraints;
• Approve annual work plans and budgets; and based on the approved annual work plans (AWP) authorize any major deviation from the approved work plans and budgets;
• Conduct meetings at least twice a year to review Project Progress Reports and provide direction and recommendations to ensure agreed deliverables are produced satisfactorily according to plans;
• Approve changes and amendments to the existing project document;
• Consider recommendations from the Technical Working Group (if any);
• Monitor progressive achievement of project objectives and provide guidance on long term sustainability of the project's achievements;
• Provide high-level quality assurance for project results and input and advice to on-going risk analysis;
• Undertake mobilization of funding for the project and consider funding for emerging issues;
• Review and approve the Final Project Review Report, including lessons learned;
• Commission project evaluation when required;
• Invite representatives of other project beneficiaries to inform on their specific activities and needs.

The Co-chairs of the Project Board may establish sub-committees to deal with specific tasks or needs. The Project Board will make decisions on the basis of consensus and in case of any disagreements only then issues will be put to the Board members for a decision, which will be governed by majority vote. All board members will strive for representation in board meetings at a level appropriate for political guidance and decision-making.

The Board will have the following membership:
Voting Members:
1. Co-chairs: the Speaker of the National Assembly and the UNDP Resident Representative
2. Representatives from donors at Ambassador or Head of Aid levels
Non-Voting Members:
3. Secretary General of the National Assembly
4. UNDP Programme Manager
5. UNDP Chief Technical Advisor for the MAP Project
Observers: The Project Board may decide to invite key stakeholders to participate in the meetings as observers.

The Project Board plays a critical role in UNDP commissioned evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the duration of the Project or as necessary when raised by the CTA. The Board is consulted by the CTA for decisions when his/her tolerances (normally in terms of time and budget) have been exceeded. Based on the approved annual work plan (AWP), the Project Board may also review and approve quarterly plans when required and authorize any major deviation from these agreed quarterly plans.

Terms of Reference for key management personnel: Chief Technical Advisor and Project Manager

I. Position Information	
Job Title: **CTA (Chief Technical Adviser)**	Grade Level: **P4**
Project: Modern Parliament for a Modern Armenia	Duty Station: **Yerevan, Armenia**
Position Number: **00151239**	Family Duty Station as of Date of Issuance:
Job ID number: 28290	Date of Issuance: 20 January 2020
Department: **UNDP**	Closing Date**: TBC**
Reports to: **DRR**	Duration and Type of Assignment: **Less than a year; Temporary Appointment**
Direct Reports: **Project Employees**	
Position Status: Non-Rotational	
Job Family: Yes	

II. Job Purpose and Organizational Context
With a long-term goal of enhancing the overall effectiveness of the National Assembly of Armenia as a policy-making institution, UNDP launched a project on "Modern Parliament for a Modern Armenia" (MAP) to support the newly elected National Assembly to perform efficiently, deliver on its mandate in a credible manner and take the advantage of the modern governance tools and mechanisms, as well as strengthen its capacity to support and monitor the implementation of the SDGs of the 2030 Agenda and for gender-responsive policy making. The project is designed to strengthen the National Assembly in its new and fundamentally enhanced role within the governance system in carrying out key functions of law making, oversight and representation.

The project is planned for the period of four years (2019-2022) during the term of the National Assembly of the 7th Convocation (2019-2023). The three components of the project are focused on the areas of Legislative capacity, Legislative transparency, and Legislative responsiveness. To that end, a three-stage strategy will be applied: (i) catalytic stage of needs assessment, strategic agenda-setting and pilots of the designed approaches, (ii) full-fledged implementation of the strategic agenda, tested approaches and activities, (iii) evaluation of the implementation, policy recommendations and project closure.

The project is implemented through a basket fund model in close co-operation and co-ordination with relevant national and international partners to ensure full synergies and complementarity with the ongoing and upcoming parliamentary assistance programmes supported by the European Union, the Federal Republic of Germany, USAID, the U.K, Sweden and other. The Parliament will take a leading role in the overall coordination of the donor assistance through periodic meetings of all stakeholders within a defined format of Steering Committee and technical group.

The Chief Technical Advisor (hereinafter the CTA) will be responsible for delivering all aspects of this project as outlined in the project document, to the required standards of quality and taking into account the implications of time and cost. He/she will liaise closely with the national authorities working on parliamentary assistance sector, the donor community, and UNDP programmes.

The incumbent will work under direct supervision of the UNDP Armenia Deputy Resident Representative and the daily management of the Democratic Governance Team Leader and the MAP team and in close collaboration with relevant UNDP program and other projects. The CTA will be expected to work with the project experts and counterparts from the National Assembly of Armenia, as well as to engage with other national institutions, international organizations and other relevant actors.

III. Duties and Responsibilities

Summary of key functions:

- Strategic development of UNDP's response to the challenges and priorities of the parliamentary development in Armenia.
- Technical support to UNDP's MAP Project and other related UNDP initiatives in the context of engagement with the National Assembly of Armenia.
- High level policy advisory services to the National Assembly.
- Development and maintenance of strategic partnership and resource mobilization for parliamentary development and assistance programmes.

Ensures strategic directions of UNDP's response to the priorities and challenges of the parliamentary development in Armenia including:

1. Conduct thorough analysis of the political, social and economic situation in the immediate response context and provide strategic advice to the CO Management and the Project Team on issues related to parliamentary reform and development;
2. Identify linkages between country and regional programmes in the area of parliamentary development, opportunities for synergies and/or joint programming with UN agencies and other development partners, and support integration of the best practices into the MAP Project activities;
3. Provide intellectual or substantive leadership in the subject area through identification of key policy issues and formulation of best possible and alternative policy options for UNDP.
4. Ensure alignment and coordination of the MAP project with other programme activities of the CO and capitalize on synergies where possible;
5. Ensure mainstreaming of cross-cutting UN/UNDP priorities in the MAP project activities, including SDGs, environmental sustainability, gender, human rights and resilience;
6. Partner with practitioners and members of the UNDP regional and global networks, leadership of the practice and sub-practice teams in RBEC, BPPS and other related Bureaus;
7. Ensure that the MAP project contributes to the promotion of gender equality by reaching, involving and benefiting both women and men in its activities (gender mainstreaming).

Provides technical support to UNDP's MAP Project and other UNDP initiatives in the context of engagement with the National Assembly of Armenia including:

- Advise on the design of the MAP project, its objectives, subsequent activities and implementation of work plans;
- Provide technical expertise and strategic guidance to the project team in planning of all project components, following the project objectives, mid- and long-term targets against the quality criteria, as stipulated in the project document/work plan;
- Jointly with the project national advisor and experts, coordinate and lead technical input into the drafting of key documents such as draft policies, procedures, regulations and/or work plans;
- Support the project Task Lead by contributing to the design and implementation of the project monitoring and evaluation framework;
- Provide inputs to the project team for drafting of progress reports, activity reports and situational analyses;
- Assist the project team in ensuring the quality of the reports of national and international consultants, regular monthly, quarterly and annual reports prepared by the Project and their timely dissemination to the project board, national and international counterparts and other key stakeholders;
- Support the project team in developing knowledge products, codification of experiences and lessons learnt at the national and regional levels;
- Provide inputs to the project team to ensure operational excellence in communications, human resources, financial management, asset management, IT and procurement management in line with UNDP rules and regulations;
- Provide inputs into development of Terms of Reference for responsible parties and sub-contracts, recommend best approaches, provide technical peer function to sub-contractors; provide training and backstopping where necessary;
- Help the project national advisor to guide and coordinate the work of all key local and international consultants, ensuring the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
- Enhance capacities of the CO staff in the area of parliamentary development.

Ensures provision of top-quality high-level strategic policy advisory services to the Parliament and facilitates knowledge and capacity building on parliamentary development issues including:

- Provide technical and expert assistance to the leadership of the National Assembly, parliamentary factions, MPs and the Secretariat of the National Assembly on parliamentary development issues;
- Advise MPs on effective support and monitoring of the implementation of the Agenda 2030 and its Global Goals including issues related to promotion and adoption of people-centered policies and legislation to ensure that no one is left behind;

• Lead advocacy for and strengthening of national capacity for planning and coordination of the parliamentary development programmes; • Contribute to policy dialogue between the National Assembly, Government, civil society, academia, media and donor organizations; on the issues of parliamentary development; • Ensure the identification, sharing and application of international best practices and lessons on parliamentary development relevant to the country's reform agenda and parliamentary development.	

Develops and maintains strategic partnership and resource mobilization for parliamentary development and assistance programmes, including:

- Establish and coordinate partnerships in the area of parliamentary development sector including the UN Agencies, IFI's, government institutions, bi-lateral and multi-lateral donors, private sector, civil society, etc.;
- Mobilize and network with the experts of international development community, government partners, UN Agencies and prominent think-tanks to support positioning of UNDP in the area of parliamentary development;
- Support the project team to collect and analyse information on ongoing and upcoming programmes on parliamentary assistance, to prepare substantive briefs on possible areas of cooperation and to identify of opportunities for cost-sharing;
- Support the project team in preparing concept/position papers and project proposals for bi-lateral and multi-lateral donor, international development organizations, non-government organizations and the private sector for mobilization of human, technical or financial resources.
- Provide regular briefings and written reports to UNDP senior management, donors and other stakeholders;
- Perform other responsibilities as may be assigned by the UNDP management.

Impact of Results

The key results to impact the design, operation and programming of activities, creation of strategic partnerships and resource mobilization targets, include but are not limited to:

- Strategic guidance and advice for UNDP's response to the challenges and priorities of the parliamentary development in Armenia is provided.
- Technical support to UNDP's MAP project and other UNDP initiatives in the context of engagement with the National Assembly of Armenia is delivered.
- High level policy advisory services to the National Assembly are delivered.
- Strategic partnership and resource mobilization for parliamentary development and assistance programmes is developed and maintained.
- Regular briefs with main information on the respective policy sector (key legislation, national and international commitment and priorities, key issues, stakeholders, related external assistance projects, etc.) and mission results as well as future needs for assistance are prepared and presented to the leadership of the National Assembly and UNDP.

IV. COMPETENCIES AND SELECTION CRITERIA	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
In this section list **all** core competencies as well as the most relevant technical/functional competencies the role will require along with the appropriate level. A Detailed list of competencies can be accessed through the following link: https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx	
Core	
Leadership *Plans and acts transparently, actively works to removes barriers*	Level 5: Creates new and relevant ideas and leads others to implement them
Innovation *Creates new and relevant ideas and leads others to implement them*	Level 5: Plans and acts transparently, actively works to remove barriers
People Management *Ability to improve performance and satisfaction*	Level 5: Models high professional standards and motivates excellence in others
Communication and relationship management *Ability to listen, adapt, persuade and transform*	Level 5: Gains trust of peers, partners, clients by presenting complex concepts in practical terms to others
Delivery *Ability to get things done while exercising sound judgement*	Level 5: Critically assesses value and relevance of existing policy / practice and contributes to enhanced delivery of products, services, and innovative solutions

Technical/Functional	Detailed list of competencies can be accessed through https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx and hiring managers are encouraged to familiarize themselves for more information
Building Strategic Partnerships *Analyzes and selects materials for strengthening strategic alliances with partners and stakeholders*	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Resource Mobilization *Analyzes information, identifies opportunities for project proposals for presentation to donors*	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Knowledge management *Ability to capture, develop, share and effectively use information and knowledge*	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Development and Operational Effectiveness *Ability to manage skillfully the projects in line with UNDP rules and procedures*	Level 5:Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Team Building *Ability to work effectively with diverse group of professionals towards common goals*	Level 5:Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Gender Mainstreaming *Ability to apply systems for gender mainstreaming for strategic and practical solutions and promote gender equality in project's activities*	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Promoting Organization Learning and Knowledge Sharing *Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things*	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise

V. Recruitment Qualifications	
Education:	Master's degree or equivalent in International Development, Public Administration, Political/Social Sciences, Law or other relevant discipline(s)
Experience:	• At least 7 years of progressively responsible experience in parliamentary development in international development work; experience in the countries of Eastern Europe and/or the Caucasus is an asset; • Demonstrated background in supporting parliamentarians, leading capacity building initiatives to strengthen legislative processes and enhance legislative effectiveness; • Leadership of at least two programs of comparable size and complexity to this assignment; • Experience with project planning and consulting, including the effective provision of substantive leadership and guidance, oversight, monitoring and reporting for projects/programmes with similar scale, scope and complexity. • Experience in fostering networks and partnerships and ability to provide coordination with the UN Agencies, international and other organizations present in the sector.

	• Knowledge of parliamentary issues & methodology, particularly in the context of Armenia and the Caucasus
Language Requirements:	Proficiency in written and spoken English; working knowledge of Armenian or Russian languages is an asset

I. Position Information

Post Title: Programme Manager
Agency: UNDP
Type of Contract: Service Contract
Grade: SB5
Position: 00145883
Duty Station: Yerevan, Armenia

II. ORGANIZATIONAL CONTEXT/ BACKGROUND

Under the direct supervision of the Chief Technical Advisor and overall guidance of the Democratic Governance and IBM Portfolio Analyst, the incumbent will supervise and lead the Programme on parliamentary assistance within DG and IBM Portfoliio, coordinate activities of the project's employees as they relate to her/his Programme.

The Programme Manager will be responsible for innovate development programme in a major sector of activity; design activities and promote organization's capacity as a reliable partner with national counterparts; she/he will ensure coordination of sectoral activities with broader country programme as well as advocate on behalf of organization's goals.

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:
1. Programme Management and implementation in accordance with UNDP rules and regulations
2. Support Programme operations (finance, asset management, administration, HR) in line with UNDP corporate rules, regulations and policies
3. Support partnership activities at programme/project level
4. Facilitate knowledge building and knowledge sharing, provide guidance to all stakeholders on programme management and operational matters

1. ***Programme Management and implementation in accordance with UNDP rules and regulations***
- Ensure efficient implementation of activities of the Programme, timely delivery of the expected outputs in compliance with projects' criteria and requirements.
- Coordinate Programme implementation with the implementing partners and agencies, introduce performance indicators/success criteria, targets and milestones
- Prepare annual project workplans and related sub-plans (procurement plan, quarterly plans if required, and others as necessary) and ensure timely and good-quality implementation of workplan activities.
- Continuously monitor progress against the approved work-plan; identify changes in the external environment and promptly agree necessary solutions/actions (related to the planning and implementation of activities, need for new activities) with UNDP Office and Project Board;
- Develop annual and quarterly workplans, reports, knowledge products and other documents to be submitted to the Project Board's approval and ensure ongoing operations of the Programme.
- Review and finalize Programme progress reports according to the procedures reflected in cost-sharing agreements with the partners.
- Monitor expenditure to ensure that it is in line with approved budgets and UNDP Programme/Financial policies.

• Participate in negotiations to mobilize external resources from Development partners;

2. Ensure effective CO programme finance, asset, procurement and HR management focusing on the achievement of the following results:

- Implement effective internal controls, proper functioning of a client-oriented financial resources management system.
- Develop and submit for approval the Programme work plans including procurement and recruitment work plans in compliance with Project documents.
- Ensure financial and substantive monitoring and evaluation of the Programme, identify operational and financial problems, develop and propose solutions.
- Ensure timely budget delivery.
- Conduct periodic monitoring of dashboards and exceptions, identification of remedial actions.
- Systematically apply best practice in project/programme management and implementation of the programme.
- Coordinate elaboration of TORs for international and national experts and sub-contractors, and evaluate tender documents.

3. Support partnership activities at project level

- Be familiar with the activities of other development projects in the sector/area, establish contact and keep up-to date with their work
- Create and maintain partnerships with local institutions, private sector, NGOs in programme target areas.
- Provide technical assistance to the Responsible partners throughout implementation of the Programme.
- Support UNDP in providing guidance and technical expertise on the formulation of Programme strategies and proposals in the related field and activities.
- Support the Portfolio Analyst in initiation and development of the pipeline projects, and networking with financial mechanisms, partners and donors.

4. Ensure facilitation of knowledge building and knowledge sharing, guidance to all stakeholders on financial matters focusing on the achievement of the following results:

- Ensure regular exchange of information/experience with other projects, cross-learning and sharing results and good practices.
- Provide sound and regular contributions to knowledge networks and communities of practice with particular attention to best practices published in social networks.
- Participate in regular internal meetings, develop and disseminate knowledge products and other information on the Programme activities and results.
- Participate in training events, communities of practice, codify and share knowledge
- Ensure development and application of innovative tools across the Programme.
- Facilitate and organise trainings for project staff to enable them to perform at the required level

V. COMPETENCIES	

Corporate Competencies:
- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Promotes the vision, mission, and strategic goals of UNDP

Functional Competencies:

Management and Leadership

- Good managerial and leading skills;
- Demonstrate strong coordination and organizational skills;
- Ability to work as a part of a team, sharing information and coordinating efforts within the team;
- Consistently approaches to work with energy and a positive and constructive attitude;
- Excellent analytical and writing skills.
- Provides leadership and takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

Communication

- Good communication skill both in writing and oral including networking and interpersonal skills;
- Proven ability to persuade and influence others to cooperate.

Partnership

- Build, coordinate and advise on strategic and programmatic partnership
- Facilitate the engagement of major stakeholders or groups in environment and sustainable development decision making, their access to and sharing of information for effective compliance.

Knowledge management and Learning
- Promote knowledge management in UNDP and a learning environment in the office through leadership and personal example
- Actively work towards continuing personal learning and development in one or more Practice Areas, act on learning plan and applies newly acquired skills.

VI. Recruitment Qualifications	
Education:	Advanced university degree (Master's degree or equivalent) in political and/or social sciences, public administration or related field.
Experience:	- A minimum five (5) years (with Masters' degree) of extensive working experience in development, project/program coordination, policy development, analysis is required; - Proven experience and knowledge in Development Effectiveness and cooperation, gender equality and its related issues; - Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advanced knowledge of spreadsheet and database packages, experience in handling of web based management systems
Skills	- Demonstrated capacity to innovate and think creatively; - Strong organizational and problem-solving skills; - Ability to negotiate and to troubleshoot relationships with variety of stakeholders; - Ability to adapt quickly to new work environments, to establish and maintain good working relations with individuals of different backgrounds, and to work under pressure;

	▪ Fluency in work processing, spread sheets, project management and internet technology.
Language Requirements:	▪ Excellent knowledge of English, both spoken and written, and the national language of the duty station
Computer skills:	Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.