

**Reporting Agency: UNDP**  
**Country: Armenia**

## **MONITORING ACTION AND STANDARD PROGRESS REPORT<sup>1</sup>**

**No. and title: 00102090-00104273 Women in Local Democracy 2/Phase 2**  
**Reporting period: 01 June 2017 – 31 March 2019**

### **I. PURPOSE**

**Goal:** The Women in Local Democracy 2/ Phase 2 (WiLD 2/2) project is based on the 2016-2020 United Nations Development Assistance Framework for Armenia and has applied series of principles aimed at ensuring national ownership, achieving maximum development impact, transparency, cost-efficiency and coordination with the Government of Armenia and bilateral/international organizations, partnering within the “Improvement of the Local Self Governance System in Armenia” Programme (hereafter LoGoPro) - SDC, USAID, GIZ, UNDP, the Council of Europe, and the World Bank/ATDF.

The overarching goal of the WiLD 2/2 is advancement of women leadership and gender equality in regions/communities of Armenia through enhanced knowledge and mechanisms for progressive realization of women’s rights at the local level. The Project will contribute to the goal of the joint LoGoPro. Within WiLD 2/2 the project expanded the project geography, adding Lori and Tavush regions of Armenia to initial Syunik and Vayots Dzor regions.

**Strategic objectives and outcomes:** The Project is implemented under UNDAF Outcome(s) 2: By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights. (corresponding to Outcome 3 of the joint Programme on the “Improvement of the Local Self Governance System in Armenia”: Municipalities have strengthened their governance and management.) and CPAP Output 3.1.2: Number of women benefitting from private/public measures to support women’s preparedness for leadership and decision-making roles. (corresponding to Output 3.4 of the joint Programme on “Improvement of the Local Self Governance System in Armenia”: Women are empowered to play a role in local governance and politics.)

**Project duration:** Project initial duration was June 2017 – December 2018. However, the endline survey of ATDF capital investment project was scheduled for March-April 2019 (by SDC and ATDF), due to which the project period was prolonged. Implementation the 6<sup>th</sup> component of Citizen Satisfaction Survey agreed with the donor to postpone till 2019 1<sup>st</sup> quarter. Due to further funding deficits in 2019 the project duration has been extended with UNDP TRAC allocation to implement Activity 6 of Citizen Satisfaction Endline Survey.

### **II. RESOURCES AND FINANCIAL PERFORMANCE**

	Total Project Budget	Current Year (2019)			All Years Delivery as of SPR date (USD)	All Years Delivery rate as of SPR date (%)
		Annual Budget	Delivery as of SPR date (USD)	Delivery rate as of SPR date (%)		
GIZ	186,592	417.50	-		186,174.50	99%
SDC	25,723	589.53	-		25,133.47	98%

<sup>1</sup> The report shall be **evidence-based**, short, but informative. Add up information through the monitoring cycles, thus the final report will contain information from all the years. Use the results language i.e., change vis-à-vis the baseline and target informing also about a ‘so what’ aspect. Financial performance to be indicated based on CDR amount (i.e., actual not committed). A second table on commitments-based delivery is optional. **UNDP Armenia timeline of monitoring action:** Q1 planning - 20 January; Q1 reporting - 15 April; Q2 - 15 July; Q3 - 15 October; Q4 provisional - 15 November; Q4 final - 20 January. Do not delete guidelines from the report. **Distribution and filing:** Atlas/Attachments; UNDP Armenia e-Archive/Project folder; Project Board; project files. Electronic files to be named in Atlas and in project files: e.g., quarterly - “2019 Q1 Progress Report”; annual - “2019 Annual Progress Report”.

UNDP	19,700	19,700	8,777.05	45%	8,777.05	45%
Total	<b>232,015</b>	<b>20,707.03</b>	<b>8,777.05</b>	<b>42%</b>	<b>220,085.02</b>	<b>95%</b>

The parallel funding amounting to USD 19,700 was allocated from UNDP TRAC resources in 2019 in order to ensure the effective implementation of the project covering the costs of the project expert's as well as the End-line assessment of the component of Citizen Satisfaction Survey.

### III. RESULTS, PROGRESS, INNOVATIVE AND TRANSFORMATIVE ASPECTS

**Outcome:** Within two years of the project implementation the project reached following major results:

- Contributed in the capacity development of 1302 women from 170 communities in Lori, Tavush, Syunik and Vayots Dzor regions for more effective leadership and decision-making roles.
- Through four small grant projects "Women Leadership School" graduates exercised their leadership and 1) increased the awareness of 280 residents on community budgeting issues and women political participation as well as 2) made the voice of about 500 community residents heard on community issues through participatory research and SMS polling.
- A recommendation package to increase women political participation developed by the project team was discussed with the RA Ministry of Territorial Administration and Development. Readiness to address some of the recommendations were expressed. In 2019 the package will be further discussed with new government.
- In cooperation with UNDP Sustainable Growth and Resilience Portfolio two women economic empowerment models were piloted and as a result nine women groups in Tavush and Lory regions were given an opportunity to start/enlarge textile and tourism business.
- Nine small-scale self-driven community initiatives on gender equality and direct democracy were implemented by "I AM the Community" youth model in all four target regions
- Eight recommendations on youth and women issues were developed by "I AM the Community" club members which later will be presented to respective ministries.
- Practical skills of 13 municipality staff members and "I AM the Community" youth leadership model graduates were strengthened to integrate the results of gender analysis into Annual Work Plans. In 2019 the engendered AWP's will be developed for Areni and Zaritap communities.
- Two new approaches were piloted to evaluate community services and increase resident interest and engagement in decision making processes in Vanadzor, Goris, Vayk and Yeghegnadzor communities.
- First ever baseline and end-line assessment with engagement of 11 youth as field workers was conducted to assess the community services in five enlarged communities (Meghri, Gorayk, Zaritap, Tegh and Jermuk) was conducted in advance of implementation of capital investment projects by Armenian Territorial Development Fund.

#### Outputs:

*Output 1. Women are empowered to advance their leadership potential and skills for community development.*

- In advance of November 5th, 2017 local elections in newly consolidated communities training and consultative support was provided to 30 women potential candidates from 17 communities of Lori, Tavush, Syunik and Vayots Dzor regions (2017).
- During 2017 local elections in Syunik, Lori, Tavush and Vayots Dzor regions 36 women candidates (community councillors) ran for local elections out of which 25 were the project beneficiaries. 20 women community councillors were elected out of which 17 (84%) were supported by WiLD 2/2 project. One female candidate ran for Mayor (Odzun) post and was not elected (2017).
- As a result of Women Leadership Model, four female project beneficiaries received small grants to implement projects that contributed in (i) more inclusive and accountable local governance and (ii) engagement of women and youth in governance processes. The small grants were implemented in 31 communities and settlements of Lori, Syunik and Vayots Dzor regions (2018).
- The community councillor of Shirakamut village Hasmik Mazmanyanyan who received a small grant after the Leadership School, organized 10 pre-electoral meetings in the communities that potentially will be consolidated in one enlarged municipality and reached out 115 potential women candidates using UNDP pre-electoral meeting format (2018).

*Output 2. Women are supported to advance their leadership potential and skills through economic*

*empowerment models.*

- Capacity of 23 women from seven bordering communities of Tavush region as well as five Armenian successful women entrepreneurs on how to start or expand their textile business, the challenges and opportunities of textile business, including value chain and market-related issues was strengthened through “Tavush Women Entrepreneurs” co-design workshop conducted on November 19 (2018).
- As a result of cooperation with “Integrated Support to Rural Development: Building Resilient Communities” and “Rural Tourism Development” projects it was possible to test two women economic empowerment models and support nine women led businesses:
  - Six groups in Tavush region received textile equipment to expand their businesses
  - One of successful women entrepreneurs, Sonya Avagyan, the founder of “Avagyan” brand, will develop the capacity of one women group of women in Vazashen community (Tavush) and will teach new skill of producing textile using carpet making technique.
  - Three business women will receive grants in the framework of “Innovation Challenge” to start tourism businesses in Tavush, Lory and Gegharkunik regions.

*Output 3 Active youth are promoters of women empowerment and local democracy*

- Capacity of 29 youth (16 women and 13 men) from Syunik, Lori, Tavush and Vayots Dzor regions were strengthened on gender equality and local governance through “I AM the Community” five-day community Leadership. 92% of the camp participants evaluated the knowledge received during the camp as excellent and good (2018).
- 13 graduates of the camp implemented 9 small-scale self-driven community initiatives on gender equality and direct democracy in 9 communities (2018).
- “I AM the Community” club was established to engage the young people who either fully or partially completed their small-scale self-driven community initiatives. In total the club unites 83 graduates. In 2018 three youth club meetings were conducted and 46 youth had a chance to discuss different youth related, community development and gender equality issues.
- Three recommendations on youth issues were developed by the club members 1) on non-formal education opportunities for youth in regions, 2) on youth entrepreneurship development in regions and 3) on professional orientation mechanisms for youth in regions. Five manifestos were developed by joint youth force including club members on i) Gender Equality and Participation, ii) Gender Equality and Violence against Children, iii) Gender Equality and Domestic Violence, iv) Gender Equality and Inclusion and v) Gender Equality and Sustainable Development Goals during UNDP, UNICEF, UNHCR, UNFPA and UNDPI joint event organized within 16 Days of Activism against Gender-Based Violence Campaign(2018). The project team will present the recommendations to the respective ministries.

*Output 4 Communities are equipped with knowledge, resource and tools for gender responsive & accountable local governance.*

- 42 (18 women and 24 men) LSG representatives from Meghri and Tegh enlarged municipalities strengthened their knowledge and skills in mainstreaming gender in five-year community development plans and in their day to day operations through two training sessions on “Gender Equality and LSG” (2017)
- Through joint conferences and round tables organized with LoGoPro project partners (GIZ, CoE and UNDP) and French Association of Rural Mayors (AMRF) about 205 LSG representatives received networking, capacity development and experience exchange sharing opportunities (2018).
- Seven LSG representatives and six youth advanced their knowledge and skills in gender analysis and how to engender the Annual Works Plans. Participants rated their readiness to conduct similar sessions for colleagues from other municipalities very high - 8.6 (out of 10) (2018).
- 24 elected women from 17 communities developed their capacity in local governance, project development and participatory democracy via Women Leadership School. Four women received opportunity to advance their community leadership in practice (2017-2018).
- In total six knowledge products were developed within the project implementation 1) Baseline Assessment of Citizen Satisfaction with Public Services and Infrastructure in Five Consolidated communities in Armenia (report), 2) I AM the Community 5 Steps for Youth Engagement, 3) Set of Recommendation on how to stimulate women engagement in local government, 4) “Citizen Engagement in Local Governance: Practices and Approaches” research (Available online via ISSUE, can be access via QR code both English and Armenian versions), 5) #DEMO Co-Design Lab (Report) and 6) How to conduct Gender Analysis (Step-by Step) (2017-2018).
- On June 12-13 the second #DEMO Co-Design Lab was held. Six pre-selected ideas on new models for

citizen engagement, youth and women participation in decision making and community cohesion were turned into prototypes. Two ideas for community service assessment and citizen engagement were selected for seed awards and prototyping in Vayk, Yeghegnadzor, Goris and Vanadzor communities (2018).

*Output 6 Baseline and endline Citizen Satisfaction Assessment of five infrastructure projects, implemented by ATDF is conducted and presented to stakeholders.*

- Through five Community Score-Card Discussions (CSDs) 142 (33% women) service providers from Gorayk, Jermuk, Meghri, Tegh and Zaritap enlarged municipalities assessed community services (agriculture, transportation, garbage collection, roads) they provide (2017 and 2019).
- In total 1063 residents (which makes 4% of total population) from 37 settlements of five target cluster communities had a chance to express their opinion on the infrastructure and service issues in their community via participation in focus groups, scoring-card sessions and survey (2017 and 2019).
- Fieldwork of the Baseline Assessment was conducted by 11 graduates of “I AM the Community” Youth Leadership Camp. In prior the capacity of 11 research field workers (3 men, 8 female) on how to conduct focus group discussions and survey interviews was build (two training sessions) (2017).
- In total 202 active residents and LSG representatives from Gorayk, Jermuk, Meghri, Tegh and Zaritap enlarged municipalities were engaged in participatory discussion on community services through 12 focus group discussions and five community score-card discussions (2017).
- During the End-line assessment in total 102 service users (41) and providers (61) participated in five Score Card Discussion as well as 379 residents were interviewed via the survey. Final comparative report was prepared based on the results of the Baseline (2017) and End-Line (2019).

		Current Year (2019)						
		Planned				Actual		
Activity/Output	Expected Annual Targets/Indicators	Amount (\$)	Q1	Q2	Q3	Q4	Status	Comments
Citizen Satisfaction Survey	Number of potential service providers inquired	19,700 \$	50				Completed	
	Percentage/representation of inquired potential recipients of the surveys (citizens)		5%				Completed	
	Number of youth activists involved in the assessment (considered as internship with UNDP)		11				Completed	
	Number of assessment reports produced		1				Completed for Q1	Will be completed in April

#### IV. GENDER MAINSTREAMING, CROSSCUTTING RESULTS, TARGETING

WiLD2/2 is GEN 3 project

#### V. RISKS AND CHALLENGES

Though positive dynamics were obvious, political, socio-economic and cultural barriers still exist for women participation, such as: political parties do not fully encourage women leadership; there are no sufficient mechanisms and regulations to advance gender equality at the national level; financial limitation (e.g. cost of registration); limited access to resource for economic empowerment; narrow gender identities; lack of female leadership culture and support networks; power distance; lack of confidence and skills among women; perceptions of the role of community councils, etc. Altogether, these barriers limit opportunities for building a critical mass of female cadre in the area of local governance.

On top of that, the 2016 elections in the newly-consolidated communities confirmed that women are pushed out in competition for local self-government posts. A number of women formerly serving in local governments have not been elected in the cluster communities. This segment of local women leaders is, however, very important. Bearing knowledge and experience of local governance, and in their current citizen

role, they can contribute to ‘natural’ democratization of the communities, and the cultivation of a culture of demand towards accountability and transparency of local government. Moreover, the leadership potential of this segment of women shall be maintained, as well as directed towards alternative avenues, e.g. advisory support to local government, civic activism, (social) entrepreneurship, local, business and other.

The local context also presents several challenges to the goal of participation, empowerment and gender equality, linked to decentralization and Territorial and Administrative Reform in Armenia (TARA). Under decentralization, there is often a mismatch between the delegated responsibilities and functions of local governments and the transferred financial resources or revenue raising authorities that are needed. Local government capacity needs enhancement to deliver public services in a gender responsive way. Due systems of accountability and transparency at municipal and community level are yet to be established.

## **VI. PRODOC CHANGES, HORIZON SCANNING**

The project was planned to accomplish by the end of 2018, however as per request of the SDC (donor), and ATDF the project period was prolonged to accommodate the Endline Assessment of the ATDF’s Capital Investment projects in five consolidated communities of Armenia. Since the project ends by 2<sup>st</sup> quarter 2019, no upcoming changes are foreseen in the ProDoc.

## **VII. PARTNERSHIPS, COMMUNICATION, KNOWLEDGE MATERIALS**

The Project have targeted several groups of beneficiaries, including female leaders, community active women, local self-government bodies, municipal servants, youth groups and young leaders, civil society organizations.

As a part of the “Local Governance Programme in Armenia” WiLD 2 Phase 2 is implemented in partnership with the RA Ministry of Territorial Administration and Development and GIZ office in Armenia, in close coordination and synergy with Council of Europe representation in Armenia, Armenian Territorial Development Fund, Swiss Agency for Development and Cooperation and USAID Armenia.

Local self-governments in the targeted marzes and communities was involved in the project both as contributors in the planned initiatives, as well as recipients of the support.

## **VIII. EVALUATIONS**

- In April 2018, SDC conducted “Improvement of the Local Governance System of Armenia” evaluation of LoGoPro project. The evaluation covers all four of the project’s components and covers the entire funding phase. The evaluation was conducted applying the four DAC (Development Assistance Committee of the OECD) evaluation criteria Relevance, Effectiveness, Efficiency and Sustainability. The methodology employed was based on the analysis of relevant documents including the internal monitoring data and reports from GIZ, UNDP, CoE and ATDF as well as on a large number of semi-structured group and individual interviews conducted with relevant partners and municipalities. Overall evaluation of UNDP component was very positive. The major recommendation was to continue efforts to involve more women in Local Development and to expand the scope the following recommendations were made:  
The women’s networks need to be transformed into more formal groups to influence local decision-making. Many of the existing networks should be able to formalize as NGOs with proper vision and mission statements and an action plan. It should be considered to give the new NGOs small grants so that they can implement their own projects.
- The scope of the project activities is currently limited to pilot areas. These should be expanded for the next funding phase. The evaluation team recommends that the funds available should be raised to cover more areas and to use further message multipliers. UNDP staff should slowly withdraw from direct implementation and become project managers overseeing a multitude of volunteer and partially paid agents working on the implementation of the project.
- A very important topic is the preparation of the women’s networks and hopefully NGOs for the next local elections. GIZ is barred by its mandate to work directly with political parties. However, UNDP has abundant experience doing this in other countries. It seems to the evaluation team that an effort to sensitive political parties in a non-partisan manner to make clear the advantages of having a much higher rate of women candidates on “safe” spots on the electoral lists would be worthwhile.

All these recommendations were taken into consideration and reflected in the new project document for the Local Governance Programme Phase 2 to be implemented from July 2019 – June 2021.

## **IX. DONOR REPORTS**

<b>Reporting date</b>	<b>Donor</b>	<b>Status</b>	<b>Tranche date</b>
July 2017	GIZ	Completed	July 2017
January 2018	GIZ	Completed	January 2018
January 2018	SDC	Completed	January 2018
June 2019	SDC		-

## **X. VALIDATION OF RESULTS (FIELD VISIT) AND QUALITY ASSURANCE**

This project was a continuation of the Women in Local Democracy 2 (WiLD 2) project, implemented from December 2014 to May 2017. The project has built on the achievements and results from the previous phase, as well as the lessons learnt. With five-year uninterrupted effort, UNDP Armenia has built a solid basis for advancement of the women participation in community decision-making.

## **XI. FUTURE ACTIONS, WORK PLAN**

Starting July 2019 the Local Governance Programme will enter its second phase by SDC's funding and in partnership with RA MTAD, GIZ, and CoE). The work will be undertaken to support 52 so-far consolidated communities of Armenia. UNDP's niche will be work on women and youth leadership and support with innovative public services.

## Results Framework<sup>2</sup>

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b> By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights. (corresponding to Outcome 3 of the joint Programme on the “Improvement of the Local Self Governance System in Armenia”: Municipalities have strengthened their governance and management.)													
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b> CPAP Output(s) 3.1.2. Number of women benefitting from private/public measures to support women’s preparedness for leadership and decision-making roles. (corresponding to Output 3.4 of the joint Programme on “Improvement of the Local Self Governance System in Armenia”: Women are empowered to play a role in local governance and politics.)													
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> The Project will be implemented through the system of the following outcomes and outputs (aligned with Outcome 4, Output 4.4 of the UNDP Strategic Plan 2014-2017)													
<b>Project title and Atlas Project Number:</b>													
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2017		Year 2018		Year 2019		FINAL		
					Plan ned	Actu al	Plann ed	Actu al	Planned	Actu al	Planne d	Actua l	
<b>Output 1</b> <b>Women</b> are empowered to advance their <b>leadership potential</b> and skills for community development	1.1 Number of women benefitting from the pre-electoral support of the project in new cluster communities	WiLD Project Database of beneficiaries  Post-event evaluation results  Events participants list	0  (3,000 by 2016, result of WiLD, WILD 2)	2017	200	30	200	115	0	0	400	169	Monitoring of training events  Surveys among beneficiaries  Analysis of post-training evaluation results   RISK: low turnout of women for the trainings

<sup>2</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>3</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	1.2 Number of female beneficiaries running for elections in new cluster communities	Central Electoral Commission website WiLD Project Database	0  (225/ in massive cycle of elections in 2016, result of WiLD/ WILD 2)	2017	15	25	15	0	0	0	30	25	Regular update of project database of beneficiaries CEC website data  RISK: Factors reducing the level of motivation among women to run (political, personal reasons, lack of self-confidence)
	1.3 Number of female beneficiaries elected to local self-government (mayors/councilors)	Central Electoral Committee website WiLD Project Database	0  (178 by 2016 massive cycle of elections, result of WiLD, WILD 2)	2017	10	17	10	0	0	0	20	17	Regular update of project database of beneficiaries CEC website data  RISK: high competition in cluster communities, women getting insufficient number of votes
	1.4 Number of local initiatives piloted and led by WiLD 2-supported women	Event documentation: agenda, lists of participants, hand-out materials  Feedback of participants  Produced knowledge products: electronic and print	0  (3 by 2016, result of WiLD, WILD 2)	2017	5	0	5	4	0	0	10	4	Survey among beneficiary women Monitoring visits/observations Interviews with local government representatives  RISK: lack of support network in the communities
<b>Output 2</b> <b>Women</b> are supported to advance their leadership potential and skills through economic empowerment	2.1 Number of women supported for economic development activity	WiLD Project Database of beneficiaries Post-event evaluation results Events participants list	0	2017	15	0	15	28	0	0	30	28	Monitoring of training events Surveys among beneficiaries Analysis of post-training evaluation results  RISK: lack of support network in the communities



models	2.2 Number of business initiatives piloted and led by WiLD 2-supported women	Event documentation: agenda, lists of participants, hand-out materials  Feedback of participants  Produced knowledge products: electronic and print  Data on business set-up and progress	0	2017	0	0	5	9	0	0	5	9	Survey among beneficiary women Monitoring visits/observations Interviews with local government representatives  RISK: lack of support network in the communities
<b>Output 3</b> <b>Active youth</b> are promoters of women empowerment and local democracy	3.1. Number of young women and men benefitting from leadership advancement schemes	Project Database of beneficiaries Events Participants List Post-event evaluation results	0  103 by 2016, result of WiLD, WILD 2)	2017	30	0	20	29	0	0	50	29	Survey among participants Analysis of post-training/event evaluation results
	3.2 Number of self-driven initiatives implemented by youth on community cohesion	Event documentation: agenda, lists of participants, hand-out materials Produced knowledge products: electronic and print	0  (44 by 2016, result of WiLD, WILD 2)	2017	15	0	10	9	0	0	25	9	Surveys among beneficiary women Monitoring visits/observations Interviews with local government representatives
	3.3. Number of participants of youth club events in average	Event documentation: agenda, lists of participants, hand-out materials	0	2017	40	0	50	46	0	0	90	46	Surveys among participants Speakers' feedback
	3.4 Number of policy recommendations for community development made by project-supported youth	Copies of packages shared with the Government	0	2017	5	0	5	8	0	0	10	8	Observations/report from the events, during which the recommendations are designed Feedback of the local and

													national governments Records from discussions RISK: application/address of the recommendations by the national and local governments is unpredictable
<b>Output 4 Communities</b> are equipped with knowledge, resource and tools for <b>gender responsive &amp; accountable local governance</b> . The <b>Territorial Administration Reform</b> is implemented with consideration of <b>gender dimension</b> .	4.1. Number of local government male and female representatives benefitting from the capacity development events	Project Database of beneficiaries Events Participants List Post-event evaluation results	0  (30 by 2016, result of WiLD, WILD 2)	2017	50	66	50	68	0	0	100	134	Monitoring of training events Surveys among beneficiaries Analysis of post-training evaluation results  RISK: low interest towards the topic, lack of motivations to engage in the training events
	4.2. Number of LSG representatives capacitated as trainers on gender mainstreaming in local government	Project Database of beneficiaries Events Participants List Post-event evaluation results	0	2017	10	0	10	13 (7 LSG rep and 6 youth)	0	0	20	13	Observing the level of interest in promoting gender equality aspects in other communities Commitment to engage in trainers' group by active participants  RISK: low interest towards the topic, lack of motivations to engage in the training events
	4.3. Number of knowledge products developed on gender mainstreaming in local government and TARA process	Print and electronic products Feedback of stakeholders	0  (2 by 2016, result of WiLD, WILD 2)	2017	3	3	3	3	0	0	6	6	Surveys among stakeholders – potential users of the products
	4.4. Number of solutions co-designed by multi-stakeholder	Co-design events documentation: agenda, lists of	0  (3 by	2015-2016	5	0	5	2	0	0	10	2	Feedback from stakeholders on the solutions Feedback from local

	groups for public services or participatory and cohesive governance	participants, hand-out materials  Reports from the event with description of solutions	2016, result of WILD, WILD 2)										governments on the applicability of the solutions
<b>Output 6</b> Baseline and endline <b>Citizen Satisfaction Assessment</b> of five infrastructure projects, implemented by ATDF is conducted and presented to stakeholders.	6.1. Number of potential service providers inquired	Assessment methodology Participants' lists Records from the discussions Photos Documentation on logistical arrangements (transport, meals, etc.)	0	2017	50	81	0	0	61	50	111	142	Participation/ observation of the events  Review of records from the discussions  RISK: low turnout due to harvest season
	6.2. Percentage/representation of inquired potential recipients of the surveys (citizens)	Assessment methodology Questionnaires Transportation documentation Groups' action plans	0	2017	5%	2%	5%	0	2%	2%	5%	4%	Review of the questionnaires Random telephone inquiries Following the specially-created closed Facebook group for fieldworkers' feedback and brief reports from the field.
	6.3. Number of youth activists involved in the assessment (considered as internship with UNDP)	Internship contracts Groups' action plans Photos, records, transcripts of the events Record of communication with all involved parties	0	2017	11	11	0	0	11	11	22	11	ASSUMPTION: the same individuals will be engaged in baseline and endline assessment  Applications of the young women and men for the assessment fieldwork  Monitoring the training of the young people by the Researcher and the Expert  Random review of records,

													reports, transcripts  Following the specially-created closed Facebook group for fieldworkers' feedback and brief reports from the field.
	6.4. Number of participatory discussions / focus groups	Assessment methodology Records/transcripts from focus group and scoring discussions Participants' lists Photos Documentation on logistical arrangements (transport, meals, etc.)	0	2017	27	17	0	0	27	5	54	22	Participation/ observation of the events  Random review of records, reports, transcripts  Following the specially-created closed Facebook group for fieldworkers' feedback and brief reports from the field.  RISK: low turnout due to harvest season
	6.5. Number of assessment reports produced.	Assessment methodology Filled-in questionnaires Field mission documentation	0	2017	1	1	1	0	1	1	2	2	Participation in the stakeholder discussion on the report  Availability of the Report in electronic and print version

## OFFLINE RISK LOG

#		Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
	<b>GUIDANCE:</b>	Enter a brief description of the risk. Risk description should include future event and cause.  Risks identified through HACT, SES, Private Sector Due Diligence, and other assessments should be included.	Social and Environmental Financial Operational Organizational Political Regulatory Strategic Other  Subcategories for each risk type should be consulted to understand each risk type (see Enterprise Risk Management Policy)	Describe the potential <b>effect</b> on the project if the future event were to occur.  Enter <b>probability</b> based on 1-5 scale (1 = Not likely; 5 = Expected)  Enter <b>impact</b> based on 1-5 scale (1 = Low; 5 = Critical)	What actions have been taken/will be taken to manage this risk.	The person or entity with the responsibility to manage the risk.
1		Slow progress in implementation of the TARA and decentralization reform	Political	Text  P =3 I = 4	The format of the joint Programme implies close coordination with the MTAD, to allow, among other, early-stage identification of the risk of delays and respective adjustments in planning	Project Coordinator
2		Possible amendments in regulatory framework on local elections are made without due consideration of gender perspective	Political	Text  P =3 I = 3	Close monitoring of the process of drafting of electoral amendments to ensure the decisions are made with consideration of gender equality principles	Project Coordinator
3		Low level of engagement and commitment from local counterparts due to apathy, lack of trust, and/or other reasons	Political	Text  P =3 I = 3	Reach out to the all possible local partners. Motivate them to engage, possibly through high profile events, spend more time, efforts and targeted advocacy campaigns at local level. Engage community networks established under various programs (GIZ, CoE, OSCE, etc.)	Project Coordinator
		Territorial	Political	Text	Advocating for gender quota at the local level in all	Project Coordinator

	Administration Reform increases competition for local public office, which can de-motivate women from running for elections		P =3 I = 3	communities. Persistence in building motivation among women in communities	
	Major natural disaster, e.g. earthquake. Nagorno-Karabakh conflict escalation may disrupt the process too.	Environmental, Political	Text  P =2 I = 4	Potential need for deviation from the original plan for the project implementation due to possible transfer of attention (human and financial resources) to the emergency response and early recovery efforts The ongoing DRR programme in UNDP Armenia can provide expertise.	Project Coordinator

## ANNUAL/MULTIYEAR WORK PLAN AND BUDGET FROM PRODOC <sup>45</sup>

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019		Funding Source	Budget Description	Amount
<b>Output 1.</b>  Increased Leadership Capacity of Women	1.1 Provide pre-electoral capacity development of females and youth interested in running for 2017-2018 local elections in consolidated communities	-	791.00	-	MTAD	GIZ-11688	DPC Staff	791.00
		299.12	1,816.11	-	MTAD	GIZ-11688	Local Cons.	2,115.23
		3,016.15	5,281.22	-	MTAD	GIZ-11688	Contr. Serv. - Ind.-PE	8,297.37
		-	2,367.42	-	MTAD	GIZ-11688	Travel	2,367.42
		851.78	629.79	-	MTAD	GIZ-11688	Contractual Serv.-Comp	1,481.57

<sup>4</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>5</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.2 Capacity development of women newly elected to local self-government	-	98.36	-	MTAD	GIZ-11688	Supplies	98.36
		286.12	623.27	-	MTAD	GIZ-11688	Audio Visual Printing Production	909.39
		1,111.50	1,183.65	-	MTAD	GIZ-11688	DPC General Operational Expenditure	2,295.15
		4,618.07	1,562.84	-	MTAD	GIZ-11688	Trainings, Workshops & Conferences	6,180.91
		(7.80)	(3.13)	-	MTAD	GIZ-11688	Exchange Loss and Gain	(10.93)
		814.62	1,148.31	-	MTAD	GIZ-11688	DPC Staff	1,962.93
	MONITORING	complete	complete	By June 2019				<b>26,488.40</b>
	<b>Sub-Total for Output 1</b>							
<b>Output 2</b>  Economic Empowerment of Women in one pilot community	2.1 Capacity development of women in pilot cluster community on entrepreneurship, business development and incubation	-	853.00	-	MTAD	GIZ-11688	DPC Staff	853.00
		3,016.15	5,281.22	-	MTAD	GIZ-11688	Contr. Serv. - Ind.-PE	8,297.37
		-	-	-	MTAD	GIZ-11688	Travel	-
		-	-	-	MTAD	GIZ-11688	Supplies	-
		-	-	-	MTAD	GIZ-11688	Audio Visual Printing Production	-
		20.08	31.30	-	MTAD	GIZ-11688	DPC General Operational Expenditure	51.38
		242.90	493.26	-	MTAD	GIZ-11688	Facilities and Administration (8%)	736.16
	MONITORING							
	<b>Sub-Total for Output 2</b>							<b>9,937.91</b>
<b>Output 3.</b>  Increased community leadership capacity of youth	3.1. Upscale the “I AM the Community” Youth Leadership Model:	-	1,909.13	-	MTAD	GIZ-11688	DPC Staff	1,909.13
		417.00	604.25	-	MTAD	GIZ-11688	Local Cons. Tec	1,021.25
	3.2. Initiation of “I AM the Community” youth club for the graduates (Ref 3.3):	3,016.15	5,281.22	-	MTAD	GIZ-11688	Contr. Serv. - Ind.-PE	8,297.37
		-	50.83	-	MTAD	GIZ-11688	Travel	50.83
	3.3. Provide webspace (e.g. Exposure, Medium) for youth to raise voices	272.68	814.67	-	MTAD	GIZ-11688	Contractual Serv.-Comp	1,087.35
		-	136.88	-	MTAD	GIZ-11688	Materials and Goods	136.88
		-	80.49	-	MTAD	GIZ-11688	Supplies	80.49
		-		-				

		-	1,089.46	-	MTAD	GIZ-11688	Audio Visual Printing Production	1,089.46
		322.98	824.73	-	MTAD	GIZ-11688	DPC General Operational Expenditure	1,147.71
		164.29	6,971.41	-	MTAD	GIZ-11688	Trainings, Workshops & Conferences	7,135.70
		335.46	1,420.84	-	MTAD	GIZ-11688	Facilities and Administration (8%)	1,756.30
		MONITORING						
	Sub-Total for Output 3							23,712.47
Output 4.  Gender dimension of the Territorial Administration Reform is reinforced	4.1. Capacity development of the local self-government bodies in selected cluster communities on gender mainstreaming in local governance:  4.2. Replicate successful and or develop new user-friendly models for citizen participation in governance processes (SMS-polling, other):	-	1,707.00	-	MTAD	GIZ-11688	DPC Staff	1,707.00
		-	4,595.63	-	MTAD	GIZ-11688	Local Consultant	4,595.63
		3,016.13	5,389.31	-	MTAD	GIZ-11688	Contr. Serv. - Ind.-PE	8,405.44
		882.42	1,586.97	-	MTAD	GIZ-11688	Travel	2,469.39
		80.98	911.53	-	MTAD	GIZ-11688	Contractual Serv.-Comp	992.51
		88.59	-	-	MTAD	GIZ-11688	Materials and Goods	88.59
		-	19.71	-	MTAD	GIZ-11688	Supplies	19.71
		56.77	2,659.64	-	MTAD	GIZ-11688	Audio Visual Printing Production	2,716.41
		500.48	1,133.85	-	MTAD	GIZ-11688	DPC General Operational Expenditure	1,634.33
		739.20	5,512.94	-	MTAD	GIZ-11688	Trainings, Workshops & Conferences	6,252.14
		(5.44)	0.07	-	MTAD	GIZ-11688	Exchange Loss and Gain	(5.37)
		429.18	1,881.35	-	MTAD	GIZ-11688	Facilities and Administration (8%)	2,310.53
		MONITORING						
	Sub-Total for Output 4							31,186.31
Output 5  Programme Implementation,	5.1. Programme Implementation, Monitoring and Evaluation	20,535.3	26,018.00		MTAD	GIZ-11688	Contr. Serv. - Ind. - PC	46,553.34
		-	11,524.00		MTAD	GIZ-11688	Contr. Serv. - Ind. - PA	11,524.00



Monitoring and Evaluation		-	1,656.85		MTAD	GIZ-11688	Contr. Serv. - Ind. - Dr	1,656.85	
		797.15	1,320.96		MTAD	GIZ-11688	Materials and Goods	2,118.11	
		3,871.10	557.45		MTAD	GIZ-11688	Communications and Audio Visual Eq.	4,428.55	
		232.06	113.12		MTAD	GIZ-11688	Supplies	345.18	
		1,046.12	-		MTAD	GIZ-11688	IT Equipment (BA007)	1,046.12	
		45.15	23.45		MTAD	GIZ-11688	Rental and Maint. Premises	68.60	
		1,218.00	1,494.45		MTAD	GIZ-11688	Rental and Maint. of Information Technology Eq.	2,712.45	
		300.78	216.51		MTAD	GIZ-11688	Rental and mnt.of other equipment	517.29	
		-	1,811.53	-	MTAD	GIZ-11688	Professional Services	1,811.53	
		156.02	-		MTAD	GIZ-11688	Audio Visual Printing Production	156.02	
		6,902.01	6,583.56	130.00	MTAD	GIZ-11688	DPC General Operational Expenditure	13,485.57	
		690.29	578.41	256.57	MTAD	GIZ-11688	Trainings, Workshops & Conferences	1,268.70	
		(44.57)	0.05		MTAD	GIZ-11688	Exchange Loss and Gain	(44.52)	
		2,863.50	4,151.89	30.93	MTAD	GIZ-11688	Facilities and Administration (8%)	7,046.32	
		-	556.77	-	MTAD	SDC-11403	Materials and Goods	556.77	
		-	44.54	-	MTAD	SDC-11403	Facilities and Administration (8%)	44.54	
		MONITORING							
		Sub-Total for Output 5							95,080.68
	Output 6  Citizen Satisfaction Survey	6.1. Citizen Satisfaction Survey, baseline and end-line assessment	3,127.51	430.17	-	MTAD	SDC-11403	Local Consultant	3,557.68
3,182.26			565.74	-	MTAD	SDC-11403	Contr. Serv. - Ind. - PC	3,748.00	
-			430.00	-	MTAD	SDC-11403	Contr. Serv. - Ind. - PE	430.00	
-			2,335.12	-	MTAD	SDC-11403	Contr. Serv. - Ind. - PA	2,335.12	
-			240.00	-	MTAD	SDC-11403	Contr. Serv. - Ind. - Dr	240.00	

		1,799.70	-	-	MTAD	SDC-11403	Travel	1,799.70	
		2,079.88	-	-	MTAD	SDC-11403	Contractual Serv.-Comp	2,079.88	
		-	55.98	-	MTAD	SDC-11403	Materials and Goods	55.98	
		2,595.73	-	-	MTAD	SDC-11403	Acquisition of Computer Wquipment	2,595.73	
		-	-	-	MTAD	SDC-11403	Supplies	-	
		-	-	-	MTAD	SDC-11403	IT Equipment	-	
		892.33	479.79	-	MTAD	SDC-11403	Audio Visual Printing Production	1,372.12	
		1,403.43	2,277.19	100.00	MTAD	SDC-11403	DPC General Operational Expenditure	3,780.62	
		987.63	-	445.86	MTAD	SDC-11403	Trainings, Workshops & Conferences	1,433.49	
		5.31			MTAD	SDC-11403	Exchange Loss and Gain	5.31	
		1,285.47	545.11	43.67	MTAD	SDC-11403	Facilities and Administration (8%)	1,874.25	
		-	-	11,400.00	MTAD	UNDP-00012	Contr. Serv. - Ind. - PE	11,400.00	
		-	-	4,750.00	MTAD	UNDP-00012	Local Consultant	4,750.00	
		-	-	800.00	MTAD	UNDP-00012	Travel	800.00	
		-	-	2,150.00	MTAD	UNDP-00012	Trainings, Workshops & Conferences	2,150.00	
		-	-	600.00	MTAD	UNDP-00012	DPC General Operational Expenditure	600.00	
	MONITORING								
	Sub-Total for Output 6								45,007.88
	TOTAL								232,014.96

## Output Verification Template

## Field Visit Report Format

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

**Date of visit:** May 3, 2019

**Subject and venue of visit: 00104273 Women in Local Democracy 2 phase 2**

[Project number(s) and title(s), venue visited]

**Purpose of the field visit:**

<b>Outcomes</b>	<b>Update on outcomes</b>	<b>Outputs</b>	<b>Update on outputs</b>	<b>Reasons if progress below target</b>	<b>Update on partnership strategies</b>	<b>Recommendations and proposed action</b>
UNDAF/CPD 2: By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights. (corresponding to Outcome 3 of the joint Programme on the “Improvement of the Local Self Governance System in Armenia”: Municipalities have strengthened their governance and management.)	WiLD 2/2 project was ensuring the gender dimension of “Improvement of the Local Self Governance System in Armenia” project by -empowering women to advance their leadership potential and skills for community development; - advancing women leadership potential and skills through economic empowerment models; - engaging active youth as promoters of women empowerment and local democracy; - equipping communities with knowledge, resource and tools for gender responsive & accountable local governance and - organizing “Citizen	CPAP Output(s) 3.1.2. Number of women benefitting from private/public measures to support women’s preparedness for leadership and decision-making roles. (2020 Target: 2,448) (corresponding to Output 3.4 of the joint Programme on “Improvement of the Local Self Governance System in Armenia”: Women are empowered to play a role in local governance and politics.).	Output 1 Women are empowered to advance their leadership potential and skills for community development (partially achieved)	The planned municipality enlargement (2018) and respective local elections were postponed because of the spring ‘velvet revolution’ and transfer of Government that followed. In the result, the pre-electoral support component of the project was limited, as compared to the initial projection.	Successful collaboration with UNDP Sustainable Growth and Resilience Portfolio projects	The project is over. New phase will start in July 2019
			Output 2 Women are supported to advance their leadership potential and skills through economic empowerment models (over achieved)			The project team will present the recommendation developed by youth to respective ministries
			Output 3 Active youth are promoters of women empowerment and local democracy			

	Satisfaction Assessment” baseline and endline of five infrastructure projects, implemented by ATDF is conducted and presented to stakeholders.		(mostly achieved)  Output 4 Communities are equipped with knowledge, resource and tools for gender responsive & accountable local governance (mostly achieved)  Output 6 Baseline and Endline Citizen Satisfaction Assessment of five infrastructure projects, implemented by ATDF is conducted and presented to stakeholders		More intensive collaboration with LoGoPro project partners and new cooperation with French Association of Rural Mayors (AMRF)	In March to April 2019 the Edline assessment will be conducted.
--	--	--	---	--	---	---

## PROJECT PERFORMANCE—IMPLEMENTATION ISSUES

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

---



---

## LESSONS LEARNED

Describe briefly key lessons learned during the project:

---



---