Reporting Agency: UNDP

Country: Armenia

STANDARD PROGRESS REPORT

No. and title: 00093319-00097620 **Support to Migration and Border Management in Armenia (MIBMA)**

Reporting period: 01 October 2016 – 31 December 2019

I. PURPOSE

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

To support the Government of Armenia in creating more favorable conditions for business and trade and managing the flow of passengers and vehicles at the borders, UNDP, with funding from the European Union and in partnership with the International Centre for Migration Policy Development (ICMPD), is implementing the "Support to Migration and Border Management in Armenia" (MIBMA) project.

The overall objective of the Project is to enhance the approximation of migration and border management in Armenia to the European standards of governance in order to increase security and facilitate trade. More specifically, the Project is aimed at:

- strengthening inter-agency cooperation through the further extension of the Integrated Border Management (IBM) concept and its principles into Armenia's border management system with a focus on core areas such as the simplification and harmonization of procedures;
- improving the service level for end users;
- facilitating trade;
- further developing transport corridors.

All activities are implementing in close cooperation with the Delegation of the European Union to the Republic of Armenia (EUD), as well as with border management agencies and other relevant national entities.

Project duration: 1 October 2016 till 31 December 2019;
Implementing partner: UNDP Armenia;
Responsible parties: UNDP Armenia.

II. RESOURCES AND FINANCIAL PERFORMANCE

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

	Total Project Budget (USD)	Current Year (2019)			All Years Delivery as of SPR date (USD)	All Years Delivery rate as of SPR date (%)
		Annual Budget (USD)	Delivery as of SPR date (USD)	Delivery rate as of SPR date (%)		
Donor (EU/ICMPD)	1.046.054,85	578.674,67	578.674,67	100	1.046.054,85	100%

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

III. RESULTS, PROGRESS

- ***Project's outcome, output and progress vis-à-vis the Country Programme** (UNDAF, CPD, SP, SDGs, etc.).*

Sustainable Development Goal 8, 9 and 16: Decent work and economic growth; Industry innovation and infrastructure; Peace, justice and strong institutions.

UNDAF Outcome 4: By 2020, migration, border, and asylum management systems are strengthened to promote and protect the rights of migrants and displaced people, especially women and girls.

CPD Outcome 2 (Outputs 2.3): By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance.

UNDP Strategic Plan Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

UNDP Strategic Plan Output 2.3: Capacities of government institutions to effectively manage borders and facilitate trade and legal flow of people in line with integrated border management standards enhanced.

The Project's components supported Armenia's efforts towards the UNDP Strategic Plan Output 2.3 through the following targets:

1. Simplification of trade facilitation and cross border cooperation via IT solutions for improving accountability and transparency in border management procedures;
2. Modernization of Meghri Border Crossing Point (BCP) on the Armenia-Iran border;
3. Organization of workshops on ATI (accountability, transparency and integrity) for the border agencies for improving their awareness on transparency and integrity standards.

The results achieved under the Project in the long-term will contribute to further facilitation of the movement of people and goods across the border between Armenia and Iran and the further increase of trade and transit indicators. Modernization and reconstruction solutions of the Meghri Border Crossing Point (BCP) will ensure the possibility of enhancing the BCP's processing capacity by improved control technologies, streamlined border crossing procedures and shortened crossing time. Enhanced capabilities of the border management agencies in managing the borders, emergencies and migration contributes to an increased respect towards the realization of human rights, including the protection of the rights of

migrants, as well as enhanced efficiency of humanitarian relief operations, combating human/drug trafficking and organized crime.

The organizations of workshops for border and custom agencies aims to raise awareness, enhance knowledge and further strengthen the capacities of staff. The ATI workshop, which was organized in December 2018, provided an overview of international standards and practices applied at the BCPs.

The IT solutions to enhance transparency and accessibility of border services for clients will result in an acceleration of the customs clearance process for goods and means of transportation and better means of controlling flows of goods and people. The specialized software to measure processing timed of trucks and passenger vehicles was developed and installed at BCPs, also enabling the users to leave electronic feedback on the services provided. Another software component enables the private persons to fill their customs declarations electronically at the BCPs.

Advanced electronic data exchange software is developed and tested, for the usage at both the Armenia-Georgia and Armenia-Iran BCPs. As a result, the processing time at the BCPs will decrease due to the reduced need for paper fillings and checking.

In the scope of the MIBMA's Component 1, a two-day workshop on Strategic Planning of the State Revenue Committee of the Republic of Armenia (SRC) was organized on 18-19 October 2019 in Gyumri, Armenia. The workshop was organized when SRC was finalizing the Strategic Program to be submitted to the Government of Armenia for approval. The workshop provided the opportunity to deepen the understating of the strategic goals and objectives and consolidate the approaches towards the implementation of the defined activities. The workshop once again emphasized the far-reaching and professional requirements for staff development, as well as presented the problems in the area of public revenue and ways of addressing them to the general public.

Another event was organized on 18-19 November 2019 in Yerevan, Armenia. The Regional Conference on "Digital Solutions for Cross-Border Cooperation and Trade Facilitation" brought together over 144 participants from 15 countries in the region, Europe and Central Asia, representing government agencies, private sector and international organizations. The Regional Conference was the first of its kind event at a regional level with a core focus on various issues linked to customs procedures for cross-border trade and discussing options for utilization of the newest risk management methods to facilitate cross-border trade and ensure economic growth through efficient customs management, as well as mechanisms for electronic information exchange between customs agencies. The ultimate objectives of the conference were to share experience, enhance communication, build networks and take initiatives in the area of customs digitalization and trade facilitation. During the conference two official documents were signed between the SRC and the Revenue Service of Georgia on electronic data exchange and e-seals, and between the SRC and the Customs Service of Iran on electronic data exchange. The agreements aimed at

improvement of cross-border cooperation of the participating countries that would lead to positive changes in the region and promote development and strengthening of external relations.

- ***Project's progress vis-à-vis the Results and Resources Framework of Prodoc.** Present additional results separately. The below table tracks the implementation status quarterly. Attach also the updated full RRF from prodoc (UNDP standard RRF template is attached for easy reference).*

Activity/Output	Expected Results	Amount ($)	Q1	Q2	Q3	Q4	Status	Comments
			Planned				Actual	
							Current Year 2019	
Organization of the regional conference on "Digital Solutions for Cross-Border Cooperation and Trade Facilitation"	• Meetings with ADB, EU and GoA.	N/A	X				Completed	
	• Hosting IBM Expert for the re-adjusting of the concept and formulating an action plan for the multi-literal conference.	USD 4.500,00		X			Completed	
	• Organization of the SRC Strategic Planning event	USD 30.000,00				X	Completed	
	• Organization of the regional conference.	USD 70.000,00				X	Completed	
Meghri BCP Design Package	• Meghri BCP Design Package submission to the independent state expertise and development of the video clip about the pre and post modernized Meghri BCP.		X				Completed	
	• Submission of Meghri BCP Design Package to the Urban Development Committee for the conduction of the comprehensive state expertise.		X		X		Completed	

Category	Activity	Cost					Status	Notes
	• The comprehensive state expertise's results have been received.				X		Completed	
	• Finalization of the Detail Design Package and Tender Documentation of the reconstruction of Meghri BCP	Total for Meghri BCP Detailed Design Package USD 274.715,00			X		Completed	The handover letter was sent to SRC.
Accountability, Transparency and Integrity	• Organization of a workshop in Tbilisi, Georgia.	USD 4.560,00	X				Completed	
	• Organization of a business meeting at the Meghri BCP with Iranian partners.	USD 1.800,00		X			Completed	
	• Evaluation of the pilot E-systems.	USD 2.096,00			X		Completed	The final reports both in Armenian and English languages along with the recommendations were sent to the SRC.
	• ToR for the Advanced Electronic Data Exchange Software was developed as a result of the first stage.	USD 22.706,37	X				Completed	
	• The system of the Advanced Electronic Data Exchange Software is tested and rolled out.				X		Completed	
	• The system of the Advanced Electronic Data Exchange Software is tested and rolled out.	USD 30.275,00			X		Completed	Second interim payment.
	• A system User Manual which will meet the specified requirements.	USD 22.706,37				X	Completed	Final payment. The handover letter was sent to SRC.
	• Development (in Armenian and English), design, publishing of	USD 13.000,00				X	In progress	The draft IBM Guide and Simplified Technological Scheme for Meghri BCP will be transferred to the

								ICMPD office (as per mutual agreement) for the finalization, publishing and dissemination.
	the IBM Guide and Simplified Technological Scheme for Meghri BCP								
Programme Implementation	Current activities	USD 76.621,00	X	X	X	X	Completed		

IV. GENDER MAINSTREAMING RESULTS

- *Indicate the project's gender mainstreaming results vis-à-vis the prodoc framework.*

Gender mainstreaming actions of the project are in line with UNDP Armenia Gender Equality Strategy 2016-2020 and its annual action plans. UNDP Armenia Gender Equality Strategy consider addressed gender equality via seven parameters: Management, Capacities, Enabling Environment, Knowledge Management, Program/Projects, Partnerships, Gender Equality Impact, and applies Gender Marker tool to categorize the level of gender mainstreaming. Gender Marker Tool for UNDP Armenia Country Program Output 2.3 "Capacities of government institutions to effectively manage borders and facilitate trade and legal flow of people in line with integrated border management standards enhanced" is 2 out of 3 aimed at gender dimension to be one of significant objectives of the output.

The project corresponds to UNDP Gender Marker GEN-2 score, with gender equality and women's empowerment as an important objective of the project. Mainstreaming gender into MIBMA Project offers an opportunity for addressing gender vulnerabilities by applying a cross-cutting approach and ensuring sufficient representation of women in decision-making processes and actions. It will undertake dedicated actions by hiring a short-term Gender Advisor for enhancing gender-responsive programming (Gen2) intervention, addressing gender specific unique needs and values, work to incorporate gender and age specific knowledge into border management related action. It is worth to mention that at the ATI workshop organized from 11-13 of March 2019, 40% of participants were female and about 50% of speakers/moderators/experts were female as well. The project is constantly stressing the importance of gender mainstreaming in all its activities.

V. RISKS, CHALLENGES, LESSONS LEARNED

- *Indicate project issues, challenges and lesson learned with solutions proposed.*
- *Update the Project Risk Log (see sample attached). N.B. Risks that are no further relevant shall not be deleted from the Log; an explanation is to be provided regarding its status. Include SESP risks.*
- *Update risks in Atlas.*

Due to the political changes that are consistently happen in Armenia from spring 2018, the turn-over of the staff is very high in Governmental structure of the Republic of Armenia. Because of this, several planned activities have been prolonged for many times during previous and this year. That is why the project management decided to revise the time frame for some main activities and plan their implementation process for a longer time in order not to infringe the sequence of the actions.

See attached updated Risk Log.

VI. COMMUNICATION AND PARTNERSHIPS

- *Present planned and conducted international cooperation instances, cross-sectorial and inter-agency cooperation (if any).*
- *Summary of communication and visibility activities with evidence (in line with Communication plan).*

The UNDP's "Support to Migration and Border Management in Armenia" (MIBMA) project is being implemented with funding from the European Union and in partnership with the International Centre for Migration Policy Development (ICMPD).

The MIBMA Project has been collaborating with Georgian and Iranian customs agencies regarding to Component 1 (Trade facilitation) and Component 3 (ATI in border management). The Project has been on constant contact with EU as well as EBRD, EIB for funding related matters of the Component 2 (modernization of Meghri BCP).

VII. EVALUATIONS

- *Indicate project evaluations (planned and conducted); the numb.er of management responses completed and pending; other important highlights.*

No evaluation foreseen within the framework of the Project.

VIII. PRODOC CHANGES, HORIZON SCANNING

- *Indicate necessary changes conducted or to be conducted to the prodoc. For substantive revision, along with the revised prodoc provide brief LPAC notes to the approval of Project Board.*

N/A

IX. VALIDATION OF RESULTS (FIELD VISIT) AND QUALITY ASSURANCE

- *Annual validation of results to be provided with Q2 and Q4 SPRs. Lessons learned are part of this document. Please keep lessons learned highly strategic.*
- *Update quality assurance report in the system for discussion with manager. It is submitted in the system in Q4 only.*

X. FUTURE ACTIONS, WORK PLAN

- *Indicate key actions ahead.*
- *Attach multiyear AWP from Prodoc (sample is attached).*

The project will be closed on 31 December 2019.

Output Verification Template

Field Visit Report Format

Date of visit: December 26, 2019

Subject and venue of visit: Project 00093319-00097620 "Support to Migration and Border Management in Armenia" (MIBMA) Project office

Purpose of the field visit: Annual validation of project results

Outcomes	Update on Outcomes	Outputs	Update on outputs	Reasons if progress below target	Update on partnership strategies	Recommendations and proposed action
Capacities of government institutions to effectively manage borders and facilitate trade and legal flow of people in line with integrated border management standards enhanced.	The role of the Armenian Government in establishing modern border crossing infrastructures for ensuring favourable conditions for secure and easy transit of people and goods, simplified and harmonised border management procedures, improved service delivery, and facilitated trade and transit is strengthened. Best practices and innovative IT solutions are introduced and in process to further enhance the integrated border management, trade facilitation and legal flow of people.	-Number of initiatives to strengthen capacities of border agencies; -Number of new key initiatives seeking to improve integrated border management system, address emerging cross border issues and facilitate legal flows of people and goals.	-One ATI related workshop is conducted for border agencies. Another workshop and a Conference were organized in Q4 of 2019; -The new Software package is developed, applied and tested; -The Detailed Design Package was developed; the independent state expertise and the comprehensive state expertise have been conducted. The whole package was submitted to SRC.	Due to delays in implementation of related activities from the GoA caused by the political situation in Armenia.		

PROJECT PERFORMANCE—IMPLEMENTATION ISSUES

PROGRESS TOWARDS RESULTS

The project generally meets its annual targets and results:the detailed design package for modernization and reconstruction of the Meghri border crossing point (BCP) along with the independent state expertise as well as the comprehensive state expertise has been submitted to the SRC. Two business meetings have been organized in Georgia and Nordooz-Meghri BCP, with Georgian and Iranian partners accordingly. The development process of the software for electronic data exchange has been accomplished, the software has been applied and tested. The drafts of the detailed Guide on Integrated Border Management (IBM) and the Simplified Technological Scheme for the Meghri Border Crossing Point (BCP) have been developed (they will be transferred to the ICMPD for finalization, publication and dissemination). The purpose of the IBM Guide is to provide a user-friendly description, both narrative and graphic, of the processes and procedures required for cargos, passenger vehicles, buses and citizens clearance at the BCP. This Guide comprises the description of border procedures applied by border agencies and their sequence for all categories of BCP users. The Simplified Technological Scheme for the Meghri BCP is developed to be used by the Meghri BCP operational staff for easy reference and consultation while performing their daily duties.

A two-day workshop on Strategic Planning of the State Revenue Committee of the Republic of Armenia (SRC) was organized on 18-19 October 2019 in Gyumri, Armenia. The workshop was organized when SRC was finalizing the Strategic Program to be submitted to the Government of Armenia for approval. The workshop provided the opportunity to deepen the understating of the strategic goals and objectives and consolidate the approaches towards the implementation of the defined activities. The workshop once again emphasized the far-reaching and professional requirements for staff development, as well as presented the problems in the area of public revenue and ways of addressing them to the general public. Another event was organized on 18-19 November 2019 in Yerevan, Armenia. The Regional Conference on "Digital Solutions for Cross-Border Cooperation and Trade Facilitation" brought together over 144 participants from 15 countries in the region, Europe and Central Asia, representing government agencies, private sector and international organizations. The Regional Conference was the first of its kind event at a regional level with a core focus on various issues linked to customs procedures for cross-border trade and discussing options for utilization of the newest risk management methods to facilitate cross-border trade and ensure economic growth through efficient customs management, as well as mechanisms for electronic information exchange between customs agencies. The ultimate objectives of the conference were to share experience, enhance communication, build networks and take initiatives in the area of customs digitalization and trade facilitation. During the conference two official documents were signed between the SRC and the Revenue Service of Georgia on electronic data exchange and e-seals, and

between the SRC and the Customs Service of Iran on electronic data exchange. The agreements aimed at improvement of cross-border cooperation of the participating countries that would lead to positive changes in the region and promote development and strengthening of external relations.

LESSONS LEARNED

Due to the political changes that are consistently happen in Armenia from spring 2018, the turn-over of the staff is very high in Governmental structure of the Republic of Armenia till now. Because of this several planned activities have been prolonged for many times during this year. That is why the project management decided to revise the time frame for some main activities and plan their implementation process for a longer time in order not to infringe the sequence of the actions.

Participants in the field visit:

Prepared by (Project Coordinator): Arsen Avetisyan, MIBMA Project Manager_____
(Name, title)

Approved by: Alla Bakunts, DG Portfolio Analyst_____
(Name, title)

Results Framework

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:
Sustainable Development Goal 8, 9 and 16: Decent work and economic growth; Industry innovation and infrastructure; Peace, justice and strong institutions.
UNDAF Outcome 4: By 2020, migration, border, and asylum management systems are strengthened to promote and protect the rights of migrants and displaced people, especially women and girls.
CPD Outcome 2 (Outputs 2.3): By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator 2.3.1 Number of initiatives to strengthen capacities of border agencies. Baseline: 0; Target: 3

Indicator 2.3.2 Number of new key initiatives seeking to improve integrated border management system, address emerging cross-border issues and facilitate legal flows of people and goods.
Baseline: 0; Target: 2

Applicable Output(s) from the UNDP Strategic Plan:

Output 2.3 Capacities of government institutions to effectively manage borders and facilitate trade and legal flow of people in line with integrated border management standards enhanced

Project title and Atlas Project Number: Support to Migration and Border Management in Armenia (MIBMA) 000093319-00097620

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 2017		Year 2 2018		Year 3 2019 (extension)		Final		
					Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	

11

Output 1 Conference for representatives of relevant public entities and private sector (logistic providers, traders, exporters/impor ers, distributors, wholesalers, etc.) number of initiatives to strengthen capacities of border agencies Baseline:0 Target: 3												
1.1 Exchanges between Iranian and Armenian border agencies	*Project Progress Report*	0	2016	1	1	0	0	0	0	1	1	*LoP, Final Report*
Organization of the regional conference on "Digital Solutions for Cross-Border Cooperation and Trade Facilitation"	*Project Progress Report*	0	2016	1	0	1	0	1	1	1	1	*LoP, Final Report*

Output 2

Detailed Design Package and Tender Documentation for reconstruction of Meghri BCP.

Output / Indicator	Means of Verification	Baseline	Year										Notes
Organization of the SRC Strategic Planning event	Project Progress Report	0	2016	0	0	0	0	0	1	0	1	1	
2.1 Final Detail Design Package is submitted along with the positive results of 1.independent state expertise and 2.comprehensive state expertise.	Project Progress Report	0	2016	1	0	1	1	1	1	2	2	2	*Final package is approved by the Inter-agency Working Group. The final package was transferred to the SRC.*
2.2 Tender documentation for the reconstruction of Meghri BCP is ready.	Project Progress Report	0	2016	0	1	0	0	1	1	1	1	1	*Final tender documentation package*
Output 3 — Accountability, Transparency, Integrity (ATI) Number of new key initiatives seeking to improve integrated border management system, address emerging cross-border issues and facilitate legal flows of people and goods. Baseline: 0 Target: 3													
3.1 Organization of the ATI thematic workshops. (At least two workshops accountability, transparency and integrity standards conducted).	Project Progress Report	0	2016	1	0	1	1	1	1	2	2	2	*LoP, Final Report*
3.2 Development of the pilot E-systems measuring times at BCP. Baseline: 0 Target: 2	Project Progress Report	0	2016	1	0	0	0	1	1	1			*Final software is ready and applied.*

13

3.2 The specialized software package "Advanced Electronic Data Exchange" is developed and applied.	Project Progress Report	0	2016	1	0	1	1	0	1	1	1	Final software is ready and applied. The handover letter was sent to SRC.

FLINE RISK LOG

Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures
Low commitment and willingness to cooperate among beneficiary agencies.	Operational	Medium I = 1 P = 3	Armenian authorities have been consulted in the course of project development and confirmed their commitment to cooperate and achieve results of the project. Ongoing dialogue on the high (Steering Group meetings) and operation level (Working Groups), as well as regular ad hoc meetings with the beneficiaries will assist in monitoring the level of their commitment.
Institutions and agencies do not incorporate project initiatives in their national strategic and operational levels	Political	Medium I = 1 P = 3	Regular dialogue with beneficiaries and stakeholders during the implementation period will aim to reassure that the project, its objectives and expected outcomes are clear to all involved agencies and adhered.
Insufficient institutional memory due to high staff turn-over in Armenian migration and border agencies	Operational	Medium I = 3 P = 3	Sufficient time for the project implementation on the one hand, and project activities, which are designed to achieve sustainable results in policy development and ensure an effective knowledge transfer shall mitigate the risk. Furthermore, involvement of the counterparts at the political and technical levels shall ensure sustainability of the results.
Lack of willingness of the civil society and traders to cooperate in the course of the outreach activities	Operational	Medium I = 2 P = 2	The project will seek to establish contacts with other projects implemented for the traders and civil society, ensure support of the Embassies and other international stakeholders in order to minimize this risk.

14

ANNUAL/MULTIYEAR WORK PLAN AND BUDGET FROM PRODOC

...l 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		
		2016 USD	2017 USD	2018 USD	2019 USD	Total USD		Funding Source	Budget Description	Amount, USD
NDP Country Programme Output 2.3. Capacities of government institutions to effectively manage borders and facilitate trade and legal flow of people in line with integrated border management standards enhanced Indicator .3.1 Number of initiatives to strengthen capacities of border agencies Baseline: 0; Target: 3	Activity 1. **Series of Workshops between Armenian-Iranian entrepreneurs/respective border agencies.**	$0.00	$15,749.23	$0.00	$97,370	$113,119.23	UNDP	10514	64300 Staf Mng Costs-UIP staff	34.31
									71200 International Consultants-Econ. Dev.	6,000
									71300 Local Cons	5,768.27
									71600 Travel	41,325.93
									72100 Contractual Services	0.00
									74500 Cost recovery charges	34.68
									75100 Facilities and Admin	7,401.57
									75700 Learning/Workshops/Conferences	51,375.44
icator 3.2 Number of new key initiatives seeking to improve integrated border management system, address emerging cross-border issues and facilitate legal flows of people and goods Baseline: 0;	Activity 2. **Tender for Meghri BCP**	$5,627.98	$31,675.80	$120,512.20	$214,401.05	$372,217.02	UNDP	10514	71200 International Consultants-Border mgt	21,597.32
									71300 Local Cons.	39,269.65
									71600 Travel	11,752.84
									72100 Contractual Services	274,715.05
									74200 Audio Visual Printing Production	530.77
									74500 MiscExp	15.84

Target: 2

Activity	Budget Line	Amount	Amount	Amount	Amount	Donor	Fund	Target
Activity 3. ATI	75100 Facilities and Admin							24,342.18
	71300 Local Cons.							5,500.00
	71600 Travel							5,101.34
	72100 Contractual Services	$0.00	$0.00	$137,365.50	173,248.47	$310,613.97	UNDP	253,414.46
	74200 Audio Visual Printing Production					10514		277.55
	75100 Facilities and Admin							20,320.53
	75700 Learning/Workshops/Conferences							19,000.00
	64300 Programme management							23,947.00
	71400 Contr. Serv. - Ind. - PC							128,784.80
	71600 Travel							20,688.24
	72100 Contractual Services							21,31
	72200 Accomodation							1,340.99
	72300 Fuel, oils							4,739.18
	72400 Com., Aud.&Vis. Equip.							3,874.88
Activity 4. Project Implementation	72500 Supplies	$6,139.48	$65,519.12	$84,502.19	$96,621.00	$250,104.63	UNDP	2,941.59
	72800 IT Equipment					10514		1,309.05
	73100 Rent&Maint. - Premises							176,01
	73300 Maint soft							4,936.63
	73400 Rent&Maint. - Other Eq.							3,799.11
	74200 Audio Visual Printing Production							7,051.84
	74500 Cost Recovery Charges							9,090.84
	75100 Facilities and Admin							15,136.72
	75700 Learning/Workshops/Conferences							990,05
	77600 Dep. Vehicle							6,673.91
MONITORING								
Sub-Total for Output 1		$11,767.46	$112,944.15	$342,379.89	$578,674.67	$1,046,054.85	UNDP	
EVALUATION						10514		
luation (as relevant)								$1,046,054.85
TAL		$11,767.46	$112,944.15	$342,379.89	$578,674.67	$1,046,054.85	UNDP	$1,046,054.85
						10514		