



**IEO** | INDEPENDENT  
Evaluation Office  
United Nations Development Programme

# ANNEXES

## INDEPENDENT COUNTRY PROGRAMME EVALUATION - ARMENIA

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# Annex 1 – TERMS OF REFERENCE

## Cluster Evaluation of UNDP Country Programmes in Europe and the Commonwealth of Independent States

### 1. Background to the evaluation

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is undertaking a cluster evaluation of UNDP Country Programmes in 10 countries and 1 territory of Europe and the Commonwealth of Independent States (RBEC) each of which goes to the UNDP Executive Board in 2020 for the approval of their new Country Programme Documents (CPDs).

Each of the 11 countries (and territory) will undergo an Independent Country Programme Evaluation (ICPE), examining UNDP's work at the country level during the ongoing programme cycle 2016-2020. Results of the ICPEs are expected to provide a set of forward-looking recommendations as input to the new CPD development process for the next country programme development.

The UNDP programme countries under review, which can be grouped under three sub-regions based on their unique challenges and priorities, include:

**Central Asia:** Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan

**South Caucasus and Western CIS:** Armenia, Azerbaijan, Belarus and Georgia

**Western Balkans & Turkey:** North Macedonia, Serbia and Kosovo\*

The outputs of this cluster evaluation will include 11 Independent Country Programme Evaluation (ICPE) Reports and a Regional Synthesis Report building on the ICPEs.

### 2. RBEC Regional Context and UNDP Programme

The countries of Europe and the Commonwealth of Independent States have recorded upward human development progress and significantly improved states capacity over the past two decades. All countries have achieved middle income status and eradicated extreme poverty during this period. At the same time, region has witnessed growing disparities in terms of income distribution, gender, and access to quality and affordable public services.

While many countries have reached high and very high Human Development Indices, an estimated 70 million people in the region live on less than 10 USD/day and are vulnerable to poverty. According to the last regional HDR report for the region (2016), some countries identified up to 50 per cent of their workforce (particularly youth) as either long-term unemployed or engaged in precarious, informal employment. Social exclusion also affects ethnic minorities, including Roma communities, people living

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\* All references to Kosovo shall be understood to be in the context of the Security Council Resolution 1244 (1999)

with disabilities and in ill-health. Some of the countries in the region have seen rapid growth in HIV infection rates.

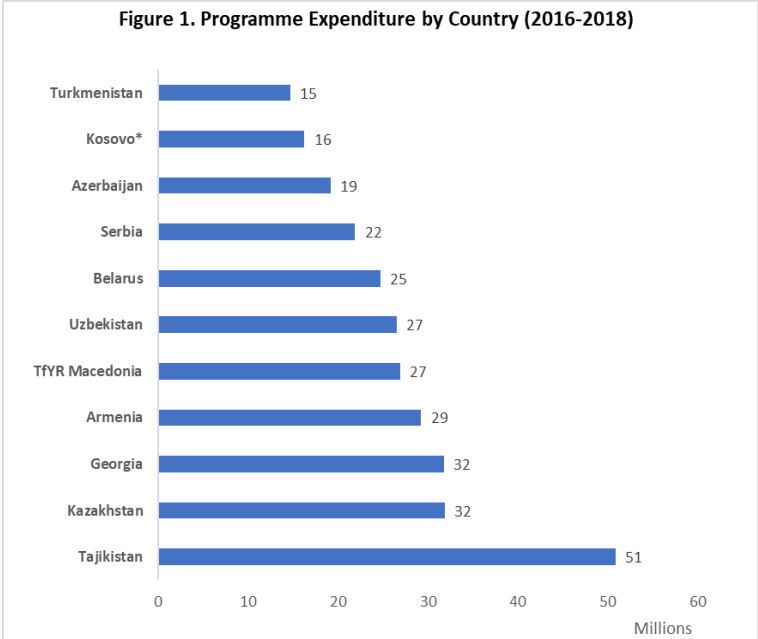
The countries of the region face similar governance challenges. Many are in need of public management reform, greater recognition and enforcement of the rule of law and access to justice, improved compliance with human rights and other international conventions, as well as greater engagement of women and civil society in government policy setting and decision making. The region is vulnerable to natural disasters including climate change related issues such as flooding, droughts, seismic risks, and environmental risks, some of which are exacerbated by human activities such as unsustainable water and land management practices, and high reliance on fossil fuels. All of these risks pose long terms threats to human security and biodiversity.

Geopolitical tensions continue to affect the region due to on-going conflicts and the heritage from past conflicts. This is exacerbated by the geographical position of this region located at the juncture between Western Europe, Asia, and the middle east, making the region an important transit area but also a source and destination for human migration.

Policy reforms at the sub regional level (Western Balkans, Central Asia, South Caucus and Western CIS) are influenced by the aspirations of countries to integrate with larger country groupings neighboring the regions, in particular the European Union.

**UNDP Programming in the region**

Between 2016-2018 (the review period), UNDP programmes in the 10 countries and 1 territory under



review have aimed to contribute to sustainable and inclusive growth, accounting for almost 38% of the expenditure (core and non-core), followed by support to institutions to deliver on universal access to basic services (32%) and democratic governance (15%), and lowering the risk of natural disasters including from climate change (10%). Gender equality and women’s empowerment cuts across all outcome areas, with evidence of explicit support to promote women’s empowerment. Efforts are also being made to assist countries mainstreaming the SDGs. Figure 1 highlights the total programme

expenditures by country for the 11 UNDP country programmes under review, the thematic distribution of which varies by country taking into account context, economic and social challenges in the three RBEC sub-regions.

**3. Scope of the evaluation**

The focus of the evaluation is the current country programme cycle (2016-2020) in the 10 countries and 1 territory, covering activities until the end of 2018. It will also include any ongoing projects and activities from the previous programme cycle that either continued or conclude in the current programme cycle.

The scope of each of these ICPEs will include the entirety of UNDP's activities in the country and therefore will cover interventions funded by all sources, including core UNDP resources, donor funds, government funds. Each of the ICPEs will pay particular attention to their sub-regional and regional development context within which the UNPD programme has operated. The roles and contributions of UNV and UNCDF in joint work with UNDP will also be captured by the evaluation.

#### **4. Key Evaluation Questions and Guiding Principles**

The ICPEs will address the following three questions.:

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programmes desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analyzed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be assessed under evaluation question 3. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan<sup>1</sup>, as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Special attention will be given to integrate a gender equality approach to data collection methods. To assess gender across the portfolio, the evaluation will use the gender marker<sup>2</sup> and the gender results effectiveness scale (GRES).<sup>3</sup>

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<sup>1</sup> These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

<sup>2</sup> A corporate tool to sensitize programme managers in advancing GEWE through assigning ratings to projects during project design to signify the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

<sup>3</sup> The GRES, developed as part of the corporate evaluation on UNDP's contribution to gender equality and women's

The regional synthesis will build on the findings from the ICPEs to analyze UNDPs corporate-level programme policy issues in addressing the unique challenges and priorities in the region, with special consideration to similarities across the three RBEC sub-regions, to consider the contribution of UNDP through its advisory and programmatic support at the regional level.

## 5. Approach and Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards<sup>4</sup>. Methods for data collection will be both quantitative and qualitative. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and project managers at the country level, Istanbul Regional Hub and at the UNDP Headquarters. Specific evaluation questions and the data collection method will be further detailed and outlined in an evaluation matrix.

**Stakeholder Analysis:** The evaluation will follow a participatory and transparent process to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase of each ICPE, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

**Desk review of documents:** The evaluation team will undertake an extensive review of documents. This will include, among others, background documents on the regional, sub-regional and national context, documents prepared by international partners and other UN agencies during the period under review; project and programme documents such as workplans, progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs) and project and programme evaluations conducted by the country office, regional bureau and partners, including the quality assurance and audit reports. All project, programme and background documents related to this evaluation will be posted on a dedicated IEO SharePoint website. IEO will share the link to this website with the Regional Hub and Country Offices.

**Pre-mission survey:** A pre-mission survey will be administered for the UNDP Country staff and their counterparts in the country; and one for the UNDP RBEC Regional Programme staff (at Headquarter and Istanbul Regional Hub) at the onset of data collection.

**Project and portfolio analysis:** A number of projects that represent a cross section of UNDPs work will be selected for in-depth review and analysis at both the country and regional level based on the programme coverage (projects covering the various thematic and cross-cutting areas); financial expenditure (a representative mix of both large and smaller projects); maturity (covering both completed and active

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empowerment, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

<sup>4</sup> <http://www.uneval.org/document/detail/1914>

projects); and the degree of “success” (coverage of successful projects, as well as projects reporting difficulties where lessons can be learned).

**Country missions and Key Informant Interviews:** Country missions for data collection will be undertaken to the UNDP programme countries to gather evidence and validate findings. Field visits will be undertaken to projects selected for in-depth review. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

**Triangulation:** All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to guide how each of the questions will be addressed and organize the available evidence by key evaluation question. This will facilitate the analysis and support the evaluation team in drawing well substantiated conclusions and recommendations.

**Evaluation quality assurance:** Quality assurance for the evaluation will be ensured by a member of the International Evaluation Advisory Panel, an independent body of development and evaluation experts. Quality assurance will be conducted in line with IEO principles and criteria, to ensure a sound and robust evaluation methodology and analysis of the evaluation findings, conclusions and recommendations. The expert will review the application of IEO norms and standards to ascertain the quality of the methodology, triangulation of data and analysis, independence of information and credibility of sources. The evaluation will also undergo internal IEO peer review prior to final clearance.

## 6. Management arrangements

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the evaluation in consultation with the UNDP offices, the respective governments, the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) and other key partners at national, regional and international levels. IEO will lead and manage the evaluation and meet all costs directly related to the conduct of the evaluation.

**UNDP Country Offices in the RBEC region:** Each of the UNDP offices in the 10 RBEC countries and a territory will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, and provide factual verifications to the draft report on a timely basis. The CO will provide support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; assistance for field site visits). To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the CO and IEO will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference, where findings and results of the evaluation will be presented. Once finalized, the CO will prepare a management response in consultation with the Regional Bureau and support the outreach and dissemination of the final evaluation report.

**UNDP RBEC and its Regional Hub:** IEO will work closely with the Istanbul Regional Hub in coordinating the implementation of the ICPEs. UNDP RBEC and its Regional Hub will make available to the evaluation team

all necessary information regarding UNDP's Regional programming and Hub activities and provide factual verifications to the draft report on a timely basis. The Regional Hub and the Bureau will help the evaluation team identify and liaise with key partners and stakeholders and help in arranging meetings and interviews. To ensure the anonymity of interviewees, UNDP staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the regional Hub and Bureau will participate in discussions on emerging conclusions and recommendations from the regional synthesis and support the outreach and dissemination of the final report.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the RBEC cluster evaluation. The likely composition of the evaluation team will be as follows.

- **IEO Evaluation Team:** IEO will put together an evaluation team comprising of three Lead Evaluators. Each of the three Lead Evaluators will have the responsibility for leading and coordinating the ICPEs for the countries in their respective RBEC sub-regions. Working together with an external research/ consultancy firm, they will be responsible for the finalization of the ICPE reports for their assigned countries and finalizing the sub-regional synthesis reports for their sub-region and contribute in the finalization of the regional synthesis report. One of the Lead Evaluators will have the additional responsibility for the overall coordination of the entire cluster evaluation process and deliverables.
- **External Consultancy Team:** IEO will launch a 'Request for Proposals/ Expression of Interest' inviting consulting firms/ think tanks/ research institutions/ individual consultants and put together a team of evaluation experts with substantial work experience and knowledge of the countries in the region/ sub-region and bring to the team their evaluation expertise in one or more of the UNDP work areas in the region, which include:
  - **Governance and Inclusive Sustainable Development** (including rule of law, justice, public administration, service delivery, poverty reduction, economic transformation and related areas)
  - **Environment and Natural Resources Management** (including climate change adaptation, resilience and disaster risk reduction, environmental governance and related areas)

IEO will recruit up-to a maximum of three external consultancy teams to cover UNDP countries in each of the three sub-regions, with one Team Leader for each of the three sub-regions.

Under the direct supervision of the IEO Lead Evaluator, the recruited consulting teams will be responsible for research, data collection, analysis of findings, conclusions and recommendations leading to the preparation of the ICPE reports. The Team Leaders for the three sub-regions will also be responsible for drafting a sub-regional synthesis report, and contribute in the finalization of the regional synthesis report.

## 7. Evaluation Process

The cluster evaluation will be conducted according to the approved IEO evaluation processes and methodologies. The following represents a summary of the key evaluation phases and the process, which will constitute the framework for conduct of the RBEC cluster evaluation.



**Phase 1: Preparatory work.** The IEO will prepare the TOR and evaluation design and recruit the external consultancy teams and finalize the Evaluation teams for the each of the three RBEC sub-regions. In order to allow for comparability and a strong high-level synthesis across the ICPEs, the evaluation design will identify and include the evaluation components to be used in the sub-regional synthesis. With the help of the UNDP country offices, IEO will initiate data collection. The evaluation questions will be finalized in an evaluation matrix containing detailed questions and means of data collection and verification to guide data collection, analysis and synthesis.

*External Consultancy Teams on-boarding workshop (Skype Meeting):* Following the finalization and recruitment of the external consultancy teams for the three RBEC sub-regions, IEO Lead Evaluators, will organize a virtual on-boarding orientation workshop for the Team Leaders and Members of the external consultancy teams. The purpose is to orient the Teams on the ICPE code of conduct, methodology and quality assurance procedures, evaluation templates and processes, clarification on the roles and responsibilities of the IEO team members and the external consultancy teams, expected outputs and the quality of deliverables and finalization of the detailed work-plans for the ICPEs in the three sub-regions.

**Phase 2: Desk analysis.** Evaluation team members will conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection. The data collection will be supplemented by administering survey(s) and interviews (via phone, Skype etc.) with key stakeholders, including country and regional office staff. Based on the desk analysis, survey results and preliminary discussion with the regional and country level staff, the evaluation team will prepare an initial draft report on the emerging findings, data gaps, field data collection and validation mission plans.

**Phase 3: Field data collection.** This will be an intense 3-4 weeks period during which the evaluation teams will conduct the ICPE country missions (5-7 days per country) with back-to-back country missions. During this phase, the evaluation team will undertake missions to the ICPE countries to engage in data collection activities and validation of preliminary findings. The evaluation team will liaise with regional hub and the country office staff and management, key government stakeholders, other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debriefing presentation of the key preliminary findings at the country office. IEO Lead Evaluators will join the External Evaluation Teams in most of the ICPE Country missions.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the IEO Lead Evaluators, together with the external consultancy team will initiate the analysis and synthesis process to prepare the ICPE report for each of the countries in their respective RBEC sub-region. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO staff and then circulated to the respective country office and the UNDP Regional Bureau for any factual corrections. The second draft will be shared with national stakeholders in each country for further comments. Any necessary additional corrections will be made, and UNDP country office management will prepare the required management response, under the oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation will be presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP.

Taking into account the discussion at the stakeholder event, the final country evaluation report will be published.

The individual ICPE reports will be used for preparing the three sub-regional evaluation synthesis reports and. IEO Lead Evaluators will lead the preparation of the overall regional synthesis report in consultation with the three sub-regional Team Leaders. Prior to finalization, this will be shared with the Regional Hub and the Bureau for any factual corrections and comments.

**Phase 5: Publication and dissemination.** The ICPEs and the Regional Synthesis Report with their brief summaries will be widely distributed in hard and electronic versions. The individual ICPE reports will be made available to the UNDP Executive Board at the time of approval of the new Country Programme Documents in June and September 2020. The UNDP country offices and the respective Governments will disseminate the report to stakeholders in each country. The individual reports with the management response will be published on the UNDP website<sup>5</sup> as well as in the Evaluation Resource Centre. The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.<sup>6</sup>

The Regional Synthesis Report will be presented to the Executive Board at its Annual session in June 2020. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The RBEC Regional Bureau will be responsible for generating a management response, which will be published together with the final report.

## 8. Evaluation timeline and responsibilities

The timeframe and responsibilities for the evaluation process are tentatively<sup>7</sup> as follows:

Timeframe for the cluster evaluation of UNDP 11 Country Programmes in Europe and the CIS Region		
Activity	Responsible party	Proposed timeframe
<b>Phase 1: Preparatory work</b>		
TOR – approval by the Independent Evaluation Office	LE	Sep 2018
Launch ‘Request for Proposals/ Expression of Interest’ for external consultancy teams	LE	Oct 2018

<sup>5</sup> [web.undp.org/evaluation](http://web.undp.org/evaluation)

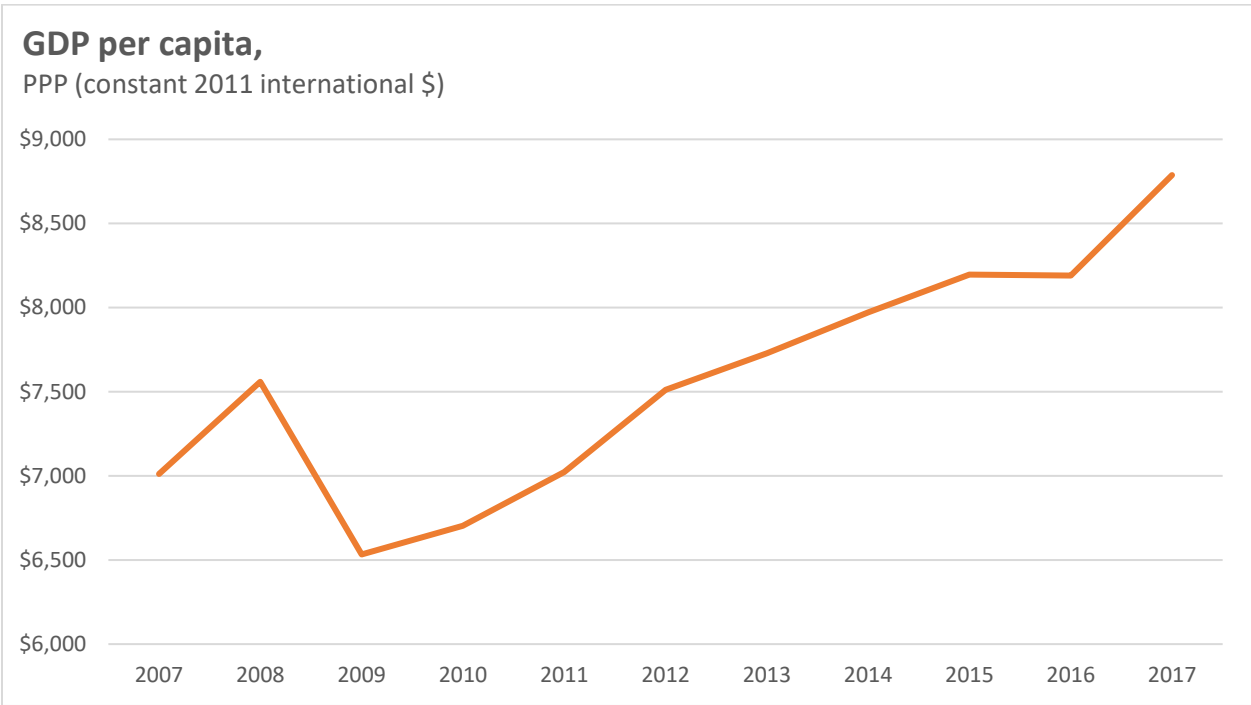
<sup>6</sup> [erc.undp.org](http://erc.undp.org)

<sup>7</sup> The timeframe and deadlines are indicative and may be subject to change.

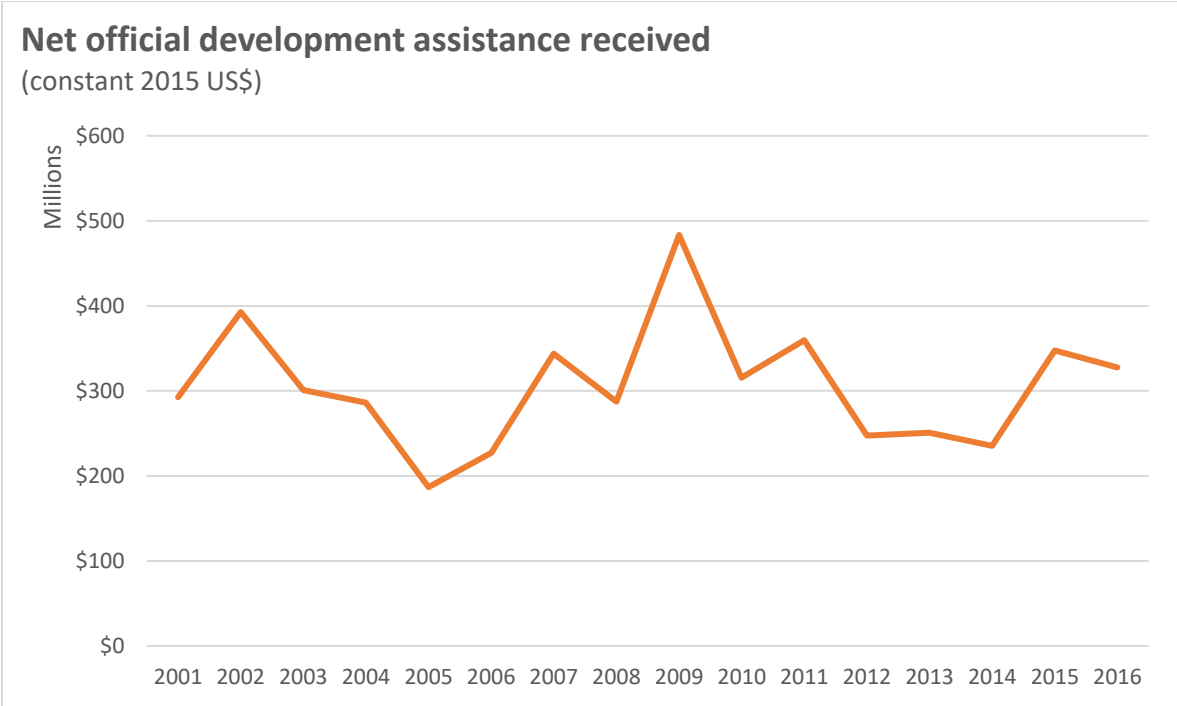
Finalization of the External Consultancy Team	LE	Nov-Dec 2018
On-boarding workshop for the Team Leaders of external consultancy teams (workshop date will depend on the recruitment of the external consulting teams)	IEO Evaluation Team	Jan-Feb 2019
<b>Phase 2: Desk analysis</b>		
Preliminary analysis of available data and context analysis	External Consulting Team/LE	Jan-Mar 2019
Launch of pre-mission surveys (Country offices, RBEC Regional Programme and Regional Hub)	External Consulting Team/LE	Jan/Feb 2019
Preparation of draft pre-mission country analysis papers	External Consulting Team/LE	15 Mar 2019
<b>Phase 3: Data Collection and Validation</b>		
Data collection and validation country missions (5-7 days per country over a period of 3-4 weeks with back-to-back country missions)	External Consulting Team/LE	May/ Early June 2019
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
ICPE Analysis and Synthesis	LE/External Consulting Team	Jun-Jul 2019
Zero draft ICPE report for clearance by IEO and EAP	LE/External Consulting Team	Aug 2019
First draft ICPE report for CO/RBEC review	CO/RBEC/LEs	Sep 2019
Final (Second draft) ICPE report shared with GOV	CO/GOV/LEs	Sep-Oct 2019
Sub-regional evaluation synthesis report	LE/TLS	Sep-Oct 2019
UNDP management response to ICPE	CO/RBEC	Oct 2019
Regional evaluation synthesis report (Draft)	LE/TLS	Oct 2019
Final ICPE debriefing with national stakeholders	CO/LEs	Nov-Dec 2019
Final Regional Synthesis Paper	LEs	Nov-Dec 2019
<b>Phase 5: Production and Follow-up</b>		
Editing and formatting	IEO	Dec 2019
Final report and Evaluation Brief	IEO	Jan 2020

Dissemination of the final report	IEO/CO	Feb 2020
<b>Phase 6: Executive Board Presentation</b>		
EB Paper	EM/LE	Feb 2020
EB Presentation	IEO	May-Jun 2020

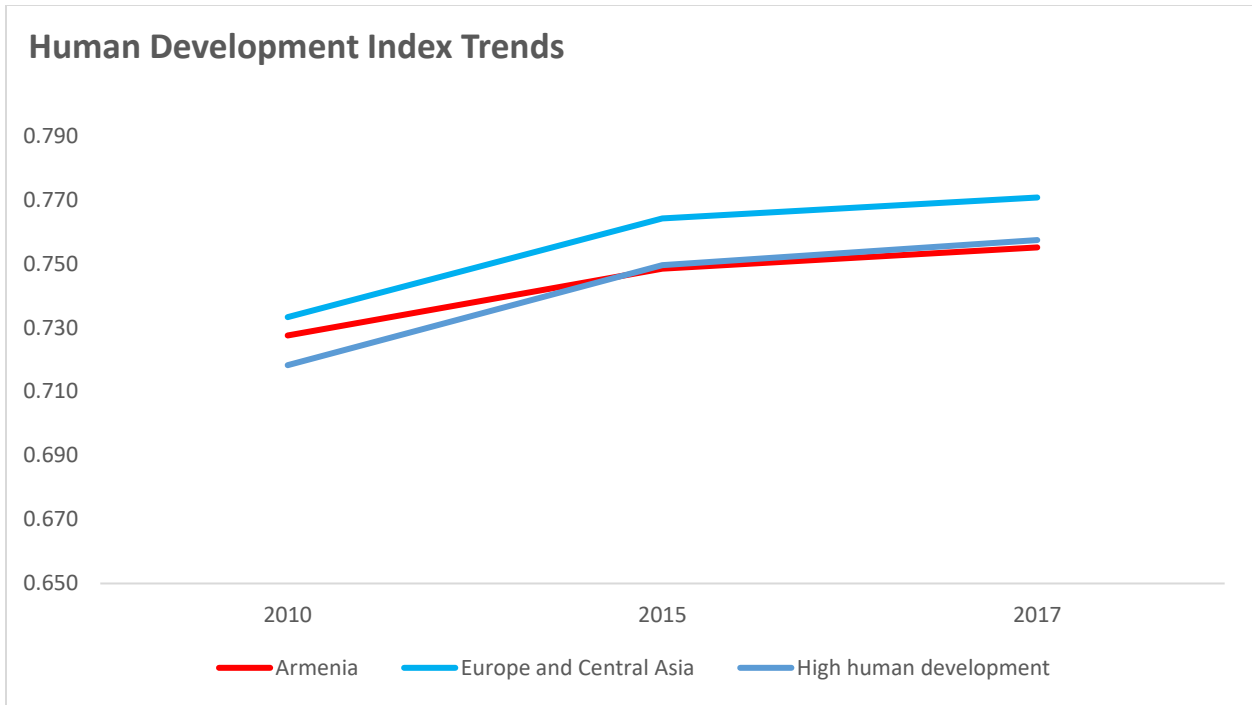
# Annex 2 – COUNTRY AT A GLANCE



Source: World Bank

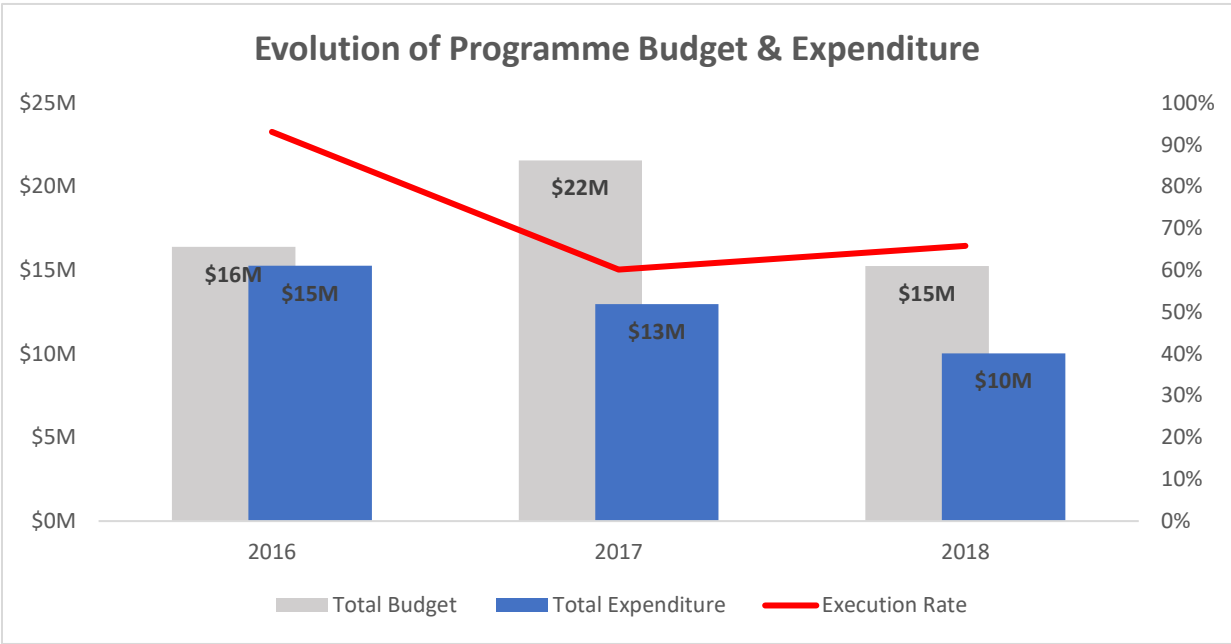


Source: OECD



Source: UNDP Human Development Report

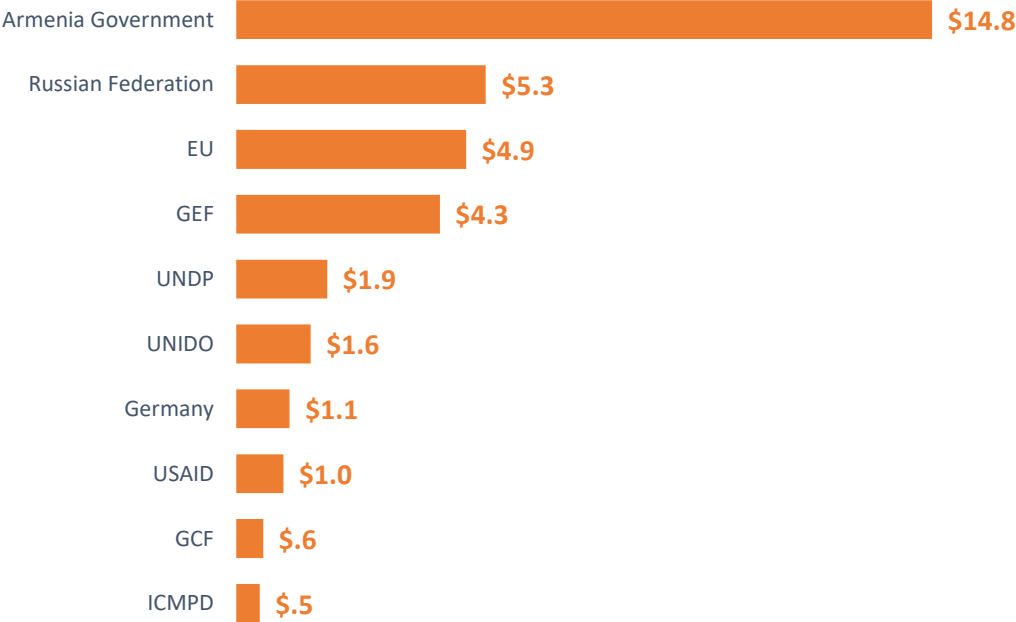
# Annex 3. COUNTRY OFFICE AT A GLANCE



Source: Project List (Power BI/Atlas)

## Top 10 Donors

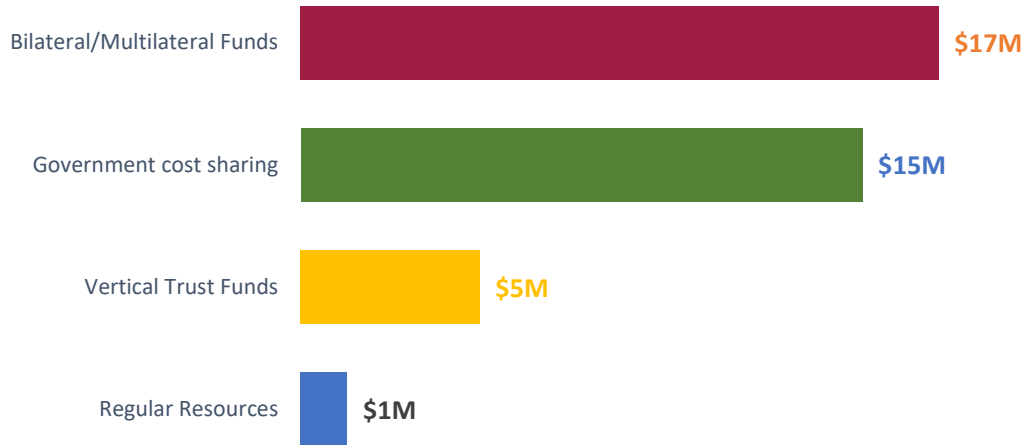
Millions



Source: Project List (Power BI/Atlas)

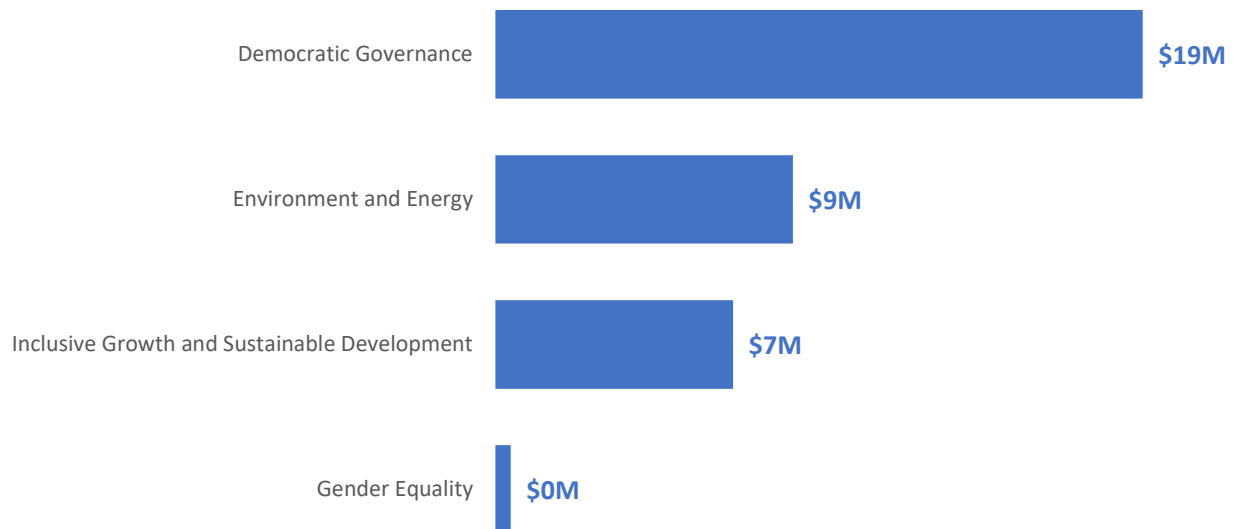
## Total Expenditure by Fund Category, 2016-2018

Millions



Source: Project List (Power BI/Atlas)

## Evolution of expenditure by thematic area (total)

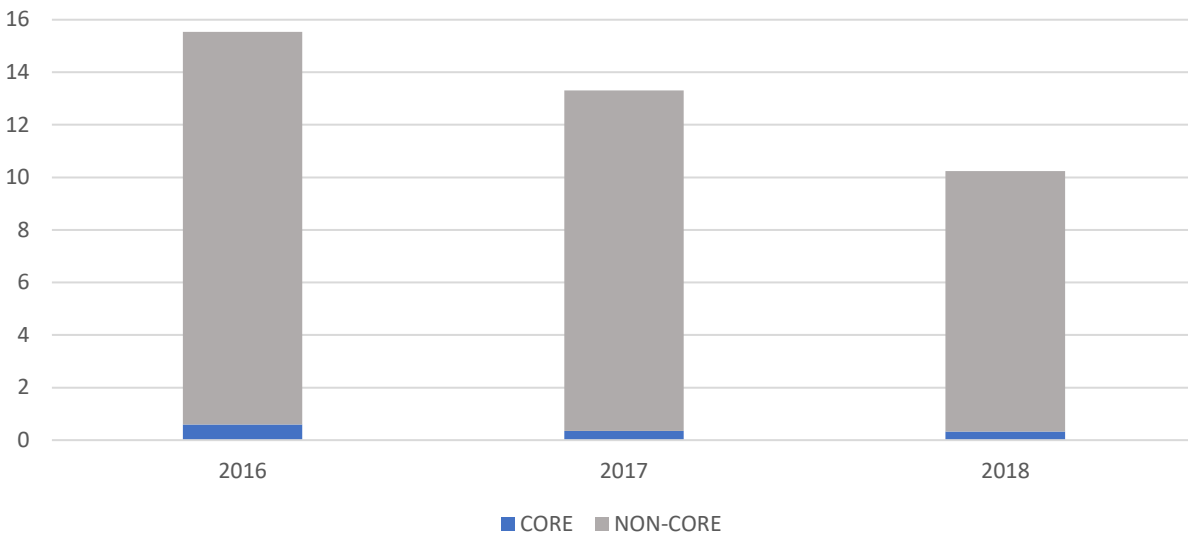


Source: Project List (Power BI/Atlas)



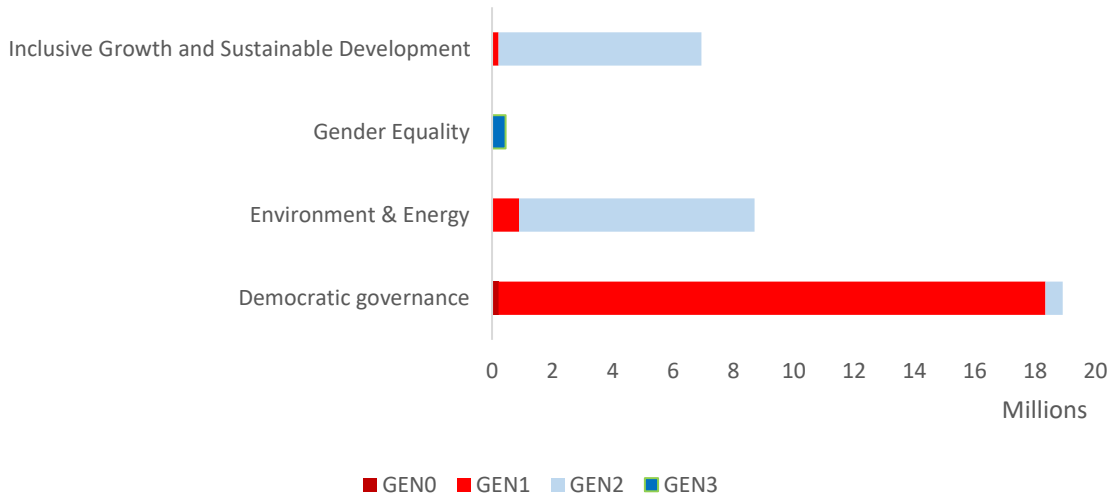
### Evolution of Programme Expenditure by Source

Millions



Source: Project List (Power BI/Atlas)

### Expenditure by Gender Marker and Thematic Area



Source: Project List (Power BI/Atlas)

## Annex 4. PROJECT LIST

Project title	Start	End	Budget	Expenditures
<b>Inclusive growth</b>				
Global Compact Armenia Phase II	12/1/2010	12/31/2018	131,699.72	53,366.12
Value Chain Development	1/1/2015	12/31/2018	2,380,837.49	1,579,260.19
Integrated Support to Rural Development	3/18/2015	3/18/2020	5,165,654.13	2,946,366.93
Full Scale Agricultural Census	10/20/2014	12/31/2017	442,923.72	264,829.77
Integrated Rural Tourism Development	7/4/2016	12/31/2019	2,400,141.97	1,455,497.12
E-governance as an electronic tool to attract investment	1/1/2018	12/31/2019	298,692.36	211,637.13
Human security & resilient society in communities	10/25/2018	10/30/2021	696,063.85	-
Future skills and job for youth in regions of Armenia	2/1/2019	1/31/2021	800,000.00	-
<b>Democratic governance</b>				
Modern Parliament for Modern Armenia	1/1/2019	12/31/2022	-	-
Rule of Law and SDG in Armenia Reform Agenda	1/16/2019	1/31/2020	-	-
Modernization of Bagratashen, Bavra, Gogavan BCPs	9/1/2012	12/31/2018	16,709,712.84	10,859,394.42
Bagratashen-Sadakhlo Border Crossing Point	11/29/2013	12/31/2016	56,750.86	21,575.63
Support to Migration and Border Management in Armenia	8/1/2016	12/31/2018	1,087,007.96	499,053.00
Persons with Disabilities	9/1/2014	12/31/2017	90,763.58	88,076.30

Persons with Disabilities 2	1/1/2017	12/31/2019	117,259.00	103,296.12
Human Rights in Armenia	11/1/2016	12/31/2019	373,894.83	214,439.90
Innovation for Development in Armenia	10/22/2015	12/31/2018	457,303.29	383,959.82
Support to the Electoral Process in Armenia (SEPA)	9/30/2016	12/31/2017	6,792,127.80	6,699,901.21
Electoral Support Project in Armenia (ESPA) 2018-2020	6/1/2018	12/31/2019	3,367,834.20	3,099,631.45
SDG Innovation Lab: Phase I	7/17/2017	12/31/2018	197,060.00	50,143.42
<b>Gender</b>				
Women in Local Democracy 2	1/1/2014	12/31/2017	219,043.96	235,900.40
Women in Local Democracy 2: Phase 2	6/1/2017	12/31/2018	227,080.19	211,107.90
Gender Equality in Public Administration of Armenia	1/20/2019	6/20/2020	300,000.00	-
Women in Politics	10/1/2018	3/31/2021	1,451,373.00	-
Women Economic Empowerment	1/1/2018	6/20/2021	637,000.00	-
<b>Environment and Energy</b>				
Support to National Disaster Preparedness	8/9/2010	5/31/2019	884,653.97	733,821.02
Small Grants Programme	1/25/2007	12/31/2018	107,563.73	94,987.00
Improving Energy Efficiency in Building	6/1/2010	12/31/2016	117,078.34	115,127.91
Catalyzing Financial Sustainability of Protected Areas	9/1/2010	12/31/2017	58,876.23	55,498.76
Ozone Layer Protection	8/1/2011	12/31/2016	25,980.83	(88,424.82)
Sustainable management of pastures and forests	4/1/2013	12/31/2017	826,395.00	780,593.05
Green Urban Lighting	9/1/2013	10/31/2018	1,348,134.28	1,214,994.73

Climate Risk Management in Armenia	10/1/2013	6/30/2016	62,140.00	63,013.11
Armenia's First Biennial Update Report 2014 to UNFCCC	3/14/2014	12/31/2016	69,256.83	68,895.47
Elimination of Persistent Organic Pollutants	4/1/2015	4/30/2019	1,276,692.38	739,589.35
Environmental Education	8/1/2015	11/3/2019	643,821.03	474,878.63
Sustainable Land and Forest Management	10/1/2015	12/31/2019	2,358,940.02	1,751,066.34
Climate Risk Mitigation: passive solar greenhouses	7/18/2016	12/29/2017	75,157.43	74,427.04
De-risking Investment in Energy Efficient Retrofits	1/18/2017	12/31/2023	2,122,560.91	1,548,013.52
HCFC Phase out Management Plan, stage II	2/1/2017	12/31/2020	105,000.00	98,806.82
Energy Efficiency Regulatory Framework in EEU	12/1/2017	12/31/2019	624,580.00	443,213.87
Enhanced capacity for wildfires management in Armenia	9/12/2017	9/30/2020	580,760.22	318,872.57
Innovative Solutions for SDG Implementation in Armenia	4/1/2018	12/31/2020	709,843.37	177,074.70
Passive Solar Greenhouse in Gegharkunik region	5/31/2018	12/31/2018	35,000.00	33,872.88
Climate Change Education and Awareness - Climate Box	9/1/2017	8/31/2019	12,960.00	4,538.47
Climate Smart Solutions in communities	4/18/2019	12/31/2019	100,840.00	-
EU4Climate	1/1/2019	12/31/2022	9,365,600.00	-
National Adaptation Plan Armenia	1/1/2019	12/31/2022	2,999,593.00	-
Hydro-meteorological Service Modernization	1/1/2019	12/31/2020	800,000.00	-
Enhancing Access to Climate Finance in the ECIS Region	1/8/2017	12/31/2019	1,500,000.00	-
IV National Communication & II Biennial Report to UNFCCC	10/1/2016	9/30/2020	465,104.53	435,440.18
<b>Other</b>				
Technology for SDGs financing platform	6/15/2018	12/31/2019	500,000.00	
Innovation Facility	6/1/2014	12/31/2018	93,462.17	96116.59
Engagement Facility	1/1/2018	12/31/2018	88,093.32	48,467.12

## Annex 5. PEOPLE CONSULTED

### UNDP

1. Dmitry Mariassin, Resident Representative
2. Artashes Darbinyan, Operations Manager
3. Armen Martirosyan, Sustainable Growth and Resilience Portfolio Manager
4. Georgi Arzumanyan, Programme Policy Advisor
5. Tatevik Koloyan, Programme Officer
6. Tatevik Koloyan, Innovation Team Lead, Programme Officer
7. Ruzanna Safaryan, ImpactAim Accelerator Lead
8. Vahagn Voskanyan, Impact Investment Advisor
9. Armine Hovhannisyan, Programme Officer for RBM, M&E, Gender Seal
10. Alla Bakunts, Democratic Governance Portfolio Manager
11. Arsen Avetisyan, Support to Migration and Border Management in Armenia Project Coordinator
12. Anna Gyurjyan, Programme Officer
13. Armen Tiraturyan, Integrated Support to Rural Development Project Coordinator
14. Ruzanna Hayrapetyan, Integrated Rural Tourism Development Project Associate
15. Artak Poghosyan, Electronic Tool to Attract Investment Project Coordinator
16. Georgi Arzumanyan, Programme Policy Advisor
17. Hovik Sayadyan, Sustainable Land and Forest Management Project Coordinator
18. Lusine Sargsyan, Project Assistant for Enhanced Capacity for Wildfires Management and Sustainable Land and Forest Management Projects in Armenia
19. Armine Poghosyan, Environmental Education Project Coordinator
20. Gayane Gharagebakyan, Elimination of Persistent Organic Pollutants Project Coordinator
21. Hovhannes Ghazaryan, GEF Small Grants Programme Coordinator
22. Armen Chilingaryan, Disaster Risk Reduction Programme Manager
23. Artak Voskanyan, Enhancing Human Security in Communities of Armenia Project Coordinator
24. Marina Mkhitarian, Citizen Engagement Projects, Kolba Lab
25. Natalya Harutyunyan, Gender Programme Manager
26. Zhanna Harutyunyan, Women in Local Democracy Project Expert
27. Davit Harutyunyan, Public Administration Advisor
28. Tatevik Koloyan, Innovation Portfolio
29. Maria Silvanyan, Human Rights Project Coordinator
30. Marina Malkhasyan, Persons with Disabilities Project Coordinator
31. Anush Khachatryan, Human Rights Project Expert (Gender-Based Violence)
32. Shalva Kipshidze, CTA
33. Araks Babayan, Project Coordinator
34. Diana Harutyunyan, Climate Change and Energy Efficiency Programme Coordinator
35. Vahram Jalalyan, De-Risking and Scaling-up Investment in Energy Efficient Building Retrofits Project Coordinator
36. Gohar Hovhannisyan, National Adaptation Plan of Armenia Project Coordinator
37. Suren Gyurjinyan, Energy Efficiency Regulatory Framework at Eastern Europe Project Coordinator
38. Arman Valesyan, Rural Tourism Project Coordinator

## **United Nations**

1. Shombi Sharp, Resident Coordinator, United Nations
2. Tigran Tovmasyan, DRR Programme Officer, UNICEF
3. Ilona Ter-Minasyan, Head, IOM
4. Sergey Matevosyan, Project Coordinator (Human Security), UNIDO
5. Jelena Milosevic, Country Director, WFP
6. Arpine Porsughyan, M&E Officer, WFP
7. Vahan Arakelyan, Field Monitoring Assistant, WFP
8. Lusine Sargsyan, Programme Analyst, UNFPA
9. Maya Simonyan, Education Officer, UNICEF
10. Hayk Khemchyan, Child Protection Specialist, UNICEF
11. Nvard Manasyan, Gender Equality Officer, UNICEF
12. Tatevik Badalyan, Senior Community Services Assistant, UNHCR

## **National and local government**

1. Arman Hovhannisyan, Head of UN Division, Ministry of Foreign Affairs
2. Vache Terteryan, First Deputy Minister, Ministry of Territorial Administration and Development
3. Aram Tananyan, Advisor to the Chairman, State Revenue Committee
4. Davit Harutyunyan, Former Minister/Chief of Staff of the Government of Armenia
5. Stepan Margaryan, Lead, SDG Lab
6. Tigran Tshorokhyan, Public Policy Innovation Lead, SDG Lab
7. Anzhela Movsisyan, Research and Development Expert, SDG Lab
8. Hamlet Matevosyan, Rector, Crisis Management State Academy
9. Armine Hayrapetyan, National Sendai Focal Point, Ministry of Emergency Situations
10. Hovhannes Hovhannisyan, Population and community protection department specialist of Rescue Service, Ministry of Emergency Situations
11. Ara Barseghyan, Acting director, DRR National Platform
12. Sofi Baghtamyanyan, DRR Specialist, Parliamentary Committee on Defense and Security
13. Hrach Sargsyan, Deputy mayor, Municipality of Yerevan
14. Tigran Sargsyan, Head of Development and Investment Programs Department, Municipality of Yerevan
15. Hayk Badalyan, Head of Energy Department, Ministry of Energy Infrastructures and Natural Resources
16. Artak Kamalyan, Deputy Minister, Ministry of Agriculture
17. Vigen Kocharyan, Deputy Minister, Ministry of Justice
18. Gemafin Gasparyan, First Deputy Minister, Ministry of Labor and Social Affairs
19. Anna Hakobyan, Head of Division of Persons with Disabilities, Ministry of Labor and Social Affairs
20. Tigran Mukuchyan, Chairman, Central Electoral Commission
21. Christine Hovsepyan, Leading Specialist, Financial and Social-Economic Development Department Lori provincial administration
22. Hasmik Mazmanyanyan, Community Councilor, Shirakamut
23. Melanya Vardanyan, Community Councilor, Lori Bert
24. Anahit Karapetyan, Community Councilor, Vanadzor

25. Anahit Safyan, Board member, State Council on Statistics
26. Vache Gabriliyan, former Deputy Prime Minister
27. Susanna Safaryan, Chairperson, State Tourism Committee
28. Irina Ghaplanyan, First Deputy Minister, Ministry of Nature Protection
29. Ruzanna Grigoryan, Head of International Cooperation Department, Ministry of Nature Protection

### **Civil Society, academia, and private sector**

1. Ruben Petrosyan, Advisor, HayAntar SNCO
2. Simon Papyan, Adviser “Environmental Monitoring and Information Center” SNCO
3. Hektor Babayan, Head, Georisk Scientific company
4. Vahagn Vermishyan, Chairman, Urban Development Committee
5. Armen Ghularyan, First Deputy, Urban Development Committee
6. Lilit Apujanyan, Head of Department, SME Development National Center
7. Hayk Malkhasyan, Head of Legal Department, Datalex innovation project
8. Alvard Mkrtchyan, Director, YMCA Spitak
9. Sargis Markosyan, Board Member, YMCA Spitak
10. Vahe Khachikyan, NGO Project Coordinator, Civil Society Development
11. Zhirayr Janjughazyan, Community Consolidator, Community Consolidation and Support Center
12. Davit Amiryan, Executive Assistant, Armenian Progressive Youth NGO
13. Gagik Palyan, Head, “Mets Parni community” climate public revolving fund
14. Artashes Khalafyan, Director, Artsap Buckwheat Cooperative
15. Syuzanna Petrosyan, Coordinator, R&D Center Ijevan
16. Artak Tsutsulyan, Acting Director, Yerevan State University Branch
17. Vardan Sardaryan, Head, Lusadzor community
18. Marzpet Mkhitarian, Director, Gristmill Foundation
19. Pierre Hennes, Tech4SDGs Impact Fund / Co-Founder and Partner, Granatus Venture Fund
20. Areg Gevorgyan, Innovative Solutions and Technology center
21. Mari Barseghyan, Founder’s Institute
22. Gayane Hakobyan, Enterprise Incubator Foundation
23. Artak Poghosyan, Chief Financial Officer, Business Armenia
24. Arman Khachatryan, Expert, Business Armenia
25. Vahagn Petrosyan, Independent expert
26. Armine Mkhitarian, Head, Social Assistance Division, National Institute of Labor and Social Research
27. Armenuhi Kyureghyan, Independent Gender Equality Expert
28. Alina Hartyunyan, Head, Nor Yerznka Community, Kotayk Region
29. Lyudmila Petrova, Head, Verin Dvin Community, Ararat Region
30. Gohar Simonyan, HRDO International Cooperation Department
31. Hasmik Ghukasyan, Head, ESI Consulting

### **Bilateral and international partners**

1. Dmitry Stepanov, Counsellor, Embassy of the Russian Federation
2. Zara Allahverdyan, Head of International Cooperation, Swiss Cooperation Office in Armenia
3. Sergey Hovhannisyan, National Programme Officer, Swiss Cooperation Office in Armenia
4. Nora Harutyunyan, Research Analyst Tourism, the World Bank Group

5. Simon Sargsyan, Project Management Specialist, Sustainable Development Office, USAID
6. Areg Gevorgyan, Manager, USAID
7. Wilhelm Hugo, Team Leader, GIZ
8. Gonzalo Serrano De La Rosa, Head of Cooperation Section, EU
9. Gregory Tsouris, Deputy Head of Cooperation Section, EU
10. Andrea Baggioli, International Aid/Cooperation Officer, EU



## **Annex 6. DOCUMENTS CONSULTED**

### **Background documents**

1. The economic situation in Armenia: opportunities and challenges in 2017, Compass Center
2. Armenia country gender assessment, World Bank, 2016
3. Armenia Human rights report, 2017
4. Human development indices and indicators: 2018 Statistical update, UNDP
5. SDG implementation voluntary national review, High-level political forum on Sustainable Development, 2018

### **UNDP documents**

1. Strategic Plan 2014-17
2. Strategic Plan 2018-20
3. Country Programme Document 2016-20
4. Country Programme Action Plan between the government of Armenia and UNDP, 2016-20
5. Mid-term review of the 2016-20 Country Programme Document, 2018
6. Strategy notes 2016-19
7. Gender Equality Strategy 2016-20
8. UNDP Armenia: Communications strategy
9. Results Oriented Annual Reports 2016-18
10. Standard Operational Procedures, 2018
11. Mainstreaming DRR into Development Programme
12. Mid-term and terminal project evaluations, 2016-18
13. Project monitoring reports, 2016-18
14. Audit of UNDP Country Office in Armenia, 2018
15. GSS Survey Armenia, 2016 and 2018
16. Armenia innovation assessment, 2017

### **UN documents**

17. United Nations Development Assistance Framework 2016-20
18. Armenia Business Operations Strategy 2017-20
19. UNCT SWAP Scorecard, 2018
20. Strategic Summary of Coordination Results, 2016-18
21. UN Country Results report 2016-17

## Annex 7. SUMMARY OF CPD INDICATORS AND STATUS AS REPORTED BY COUNTRY OFFICE

Indicator	Baseline	Target	Progress		
			2016	2017	2018
<b>Outcome 1. By 2020, Competitiveness is improved and population, including vulnerable groups, have greater access to sustainable economic opportunities.</b>					
No. and quality of policies to ensure decent work and an improved business environment in line with sustainable development principles.	Insufficient adequate policies	Policies improved	Through its rural development work, UNDP was able to show that income-generating practices can also be inclusive, sustainable, climate resilient and employment intensive. In 2016, some 32 households benefited from innovative agricultural practices of drip irrigation and	In 2017, UNDP created 416 full-time jobs/alternative incomes for 147 women and 269 men and about 27 local income-generating schemes that improved livelihoods in targeted rural/urban communities in 7 out of 10 regions of Armenia. Since 2014, these figures have doubled - 935 (292 women-31%; 643 men), exceeding the targets and strengthening livelihoods for 6670 people (49% women). The new schemes involved over 70 agro-units producing highly demanded/new market products; more than 1000 tons crops from 520 ha lands (300 ha previously unused); introduced greenhouses; intensive orchards; agromachinery pools; collection/cold storage/agro-processing centers, vine production; drip-irrigation, anti-hail nets, water saving technologies. Among other this contributed to increased income in rural areas. This also created sustainable ground for another UNDP project - Integrated Rural Tourism in Armenia.	In 2018, there were two full-fledged projects under CPD Output 1.1 that contributed to the creation of sustainable income generation opportunities and introduction of innovative and new production technologies at local level. Through CPD mid-term review jointly with the Government, a new programmatic direction was introduced aimed at exploring innovative financial solutions to unlock private funding for SDGs. This new programmatic direction is in line also with UNDP Strategic Plan 1.1.2; 1.2.2.
Global Competitiveness Index improved	85	80	greenhouse production. With UNDP support, 124 jobs were created (64/52% for females) and 6943 people (3198/46% females) benefited from strengthened livelihood, including in sustainable agriculture. UNDP helped bring back to Armenia the value chain of cultivating and processing buckwheat (a local staple that was 100% imported) as well as other non-traditional and high added value vegetables. To make it		In 2018, 239 people at local level received alternative income generating opportunities, out of which 119 (50%) were female beneficiaries. Hence, if counting from the beginning of the Country Programme, this made the total number of beneficiaries 1,174, out of which 410 were women (35%). Additional 2,022 people improved their livelihoods, out of who 1,024 (50%) women. This brought the
Poverty rate decreased	32	13			
Unemployment rates disaggregated by sex, age and region, improved	Unemployment rate: 16.2 Female: 18.1; male: 14.4 Urban: 23.4; rural: 6 Youth (15-24) 33.1	Unemployment rate:13 Female: 15; Male: 12 Urban: 19; rural: 5 Youth: 30			
Income level of rural population increased	Average monthly income per capita: AMD 41,514	51,500			

			<p>happen, 40 new business-oriented agricultural cooperatives were registered with 582 members (30.5% youth, 20.3% women). A new strategic programmatic direction on rural tourism started in partnership with Russia.</p>	<p>In parallel, UNDP in 2017 helped made available the first-ever Agricultural Census, which is internationally comparable and up-to-date data on agriculture/rural sectors for planning and policy-making. Independent evaluation highlighted that "capacities of national and local institutions were enhanced to collect, analyse and manage disaggregated by gender, age, area socioeconomic data for evidence-based policy making. Stakeholders are now using this data for sector/investment research, teaching, marketing"</p>	<p>total number of beneficiaries from the beginning of CPD to 19,615, out of which 9,427 (48%) women and girls.</p> <p>[[00100450 - Integrated Rural Tourism Development]]: created sustainable income generating opportunities in 60 rural dwelling places in Armenia thus contributing to:</p> <p>1) bringing down the level of poverty, 2) equal territorial development and 3) creating conducive environment for inclusive growth.</p> <p>[[00091029 - Support to Rural Development]]: contributed to decreasing poverty rates in Tavush region of Armenia. The key results in 2018 included: - 30 new greenhouses established. - 8 pieces of equipment provided, based on which homemade wine production started. - Over 18.5 ha of new fruit orchards were planted in the region for non-formal farmer groups cultivating more efficient "intensive" sorts of fruit trees, which created ground to maximize the crop yield - Over 24 ha of water-saving irrigation technologies (drip irrigation systems) were installed;</p>
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					<p>- Agro-machinery pools were established in the region for a cluster of communities that resulted in more agricultural production and decreased losses during the harvesting and land cultivation. The horticulture-focused agricultural machinery pool leads the local efforts to re-start producing local high-quality fruit tree seedlings to meet the market demand.</p> <p>UNDP in 2018 applied new e-Regulations system created by UNCTAD for mapping and simplification of business procedures. E-Regulations is a step-by-step guide on investment procedures. Amid this two-year project implementation, which is ending in 2019, E-Regulations system is established and functional and has a facility to be viewed in over 100 languages. 6 out of 16 investment procedures are in place already. Another 4 priority procedures are suggested for simplification using e-Regulations system, in line with UNCTAD 10 principles to simplify administrative procedures.</p>
<b>Outcome 2. By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance</b>					
Transparency International Corruption Perception Index	94th out of 175 countries	in the 60-70 group of countries	UNDP entered into a high-impact programming area of support to elections, with potential to directly	CP Outcome target on modernizing three BCPs with Georgia [[CP Output 00068950-00083816 Modernization of Bagratashen,	UNDP met UNDAF/CPD Outcome indicator on Border Crossing Points (BCPs) and helped drastically improve border infrastructure in

improved			influence their transparency (a new \$6,5 million project started in record time, with one third of funding coming from the government. Further, UNDP's high-profile border management initiative brought results, with the President of Armenia and Prime Minister of Georgia inaugurating two fully modernized border crossing points between the two countries enabling faster and simplified transit. Another step from early success to sustainable impact was for the first time applying Kolba Lab's social innovation techniques in the public sector, within Ministry of Justice and Prime Minister's Office, including an inside-government crowdsourcing campaign to feed the new Open Government Partnership Action Plan	Bavra, Gogavan Border Crossing Points of the Republic of Armenia]] was achieved, resulting in simplified procedures, reduced waiting time, and increased security for travelers. Building on this experience, UNDP started work to upgrade BCP with Iran.  For the first time in Armenia's history, 4000 voter authentication devices were introduced in all polling stations in the country, over 6000 operators trained, a unique awareness campaign raising done - which served as an important factor for effective election administration and transparency.  UNDP Kolba Lab piloted 11 innovative signature projects in justice, education, health and other sectors, thus bringing total number of "out-of-the- box" tools applied in 2015-2017 to strengthen citizen engagement and unleash creative thinking inside public sector to 22.  UNDP jointly with UNICEF and UNFPA further cemented UN's leading role as a key player in human rights by (i) start of a new human rights project to support Government in putting in place protection mechanisms in key human rights areas; (iii) support to	three BCPs with Georgia, resulting in simplified procedures, reduced waiting time, and increased security for travellers. At present, UNDP supports design works to upgrade the Southern BCP on the border with Iran.  UNDP managed high-stakes Electoral Support twice during this programme cycle. For the first time in Armenia's electoral history, an innovative technology for voter authentication was introduced. Armenia first time applied new technology for voter authentication at 2017 Parliamentary elections, and then in May 2017 and October 2018 Yerevan municipal elections and round of local elections. In relation to 9 December 2018 parliamentary elections, UNDP provided electoral support in a record time. International Election Observation Mission called these elections as well-administered, conducted with respect for fundamental freedoms and the one that enjoying broad public trust. UNDP's supported the important process of Open Government Partnership with
No. of recommendations from United Nations human rights mechanisms acted upon (% of total)	Human Rights Action Plan adopted in April 2014. Monitoring mechanism to assess implementation not yet in place	Action Plan implemented by at least 70%			
Integrated and modernized border management system in place at three border crossing points, in line with international integrated border management standards.	Infrastructure of the three border crossing points copes with processing of cross-border turnover but does not comply with integrated border management requirements	Three border crossing points equipped with the border, customs, veterinary-phytosanitary and sanitary control equipment; information technology solutions installed and operated by professionally trained personnel			
Voice and accountability indicator on the World Bank Governance Index improved	Percentile rank 29.4	Percentile rank 64			

				<p>ongoing disability classification reform, which resulted in a) establishing a new Model of Disability Assessment and Certification; b) recognizing specific needs of children with disabilities; c) introducing gender-responsive methodology for Individual Rehabilitation Planning.</p>	<p>application of innovative Kolba social enterprise methodologies. In 2018, UNDP brought its support with the focus on catalysing impact through an Open Governance Research and Development Unit, which built on the momentum and took further open governance, citizen participation and transparent public administration processes in Armenia.</p> <p>During the current programme cycle, Kolba helped produce overall 27 “out-of-box” signature solutions of citizen engagement modalities in public sector, including justice, education, and health.</p> <p>UNDP, jointly with UNICEF and UNFPA, further cemented UN’s leading role as a key player in human rights [[by implementing a new human rights project to support the Government in implementing EU Budget Support on Human Rights and putting in place protection mechanisms in key areas of prevention of torture and ill-treatment, anti-discrimination, gender-based violence and child protection.]] In relation to ongoing disability classification reform, UNDP jointly with UN Agencies</p>
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					helped introduce a new model for Disability Assessment and Certification with its very important component of gender-responsive methodology for Individual Rehabilitation Planning.
<b>Outcome 3. By 2020, Armenia has achieved greater progress in reducing gender inequality and gender-based violence and in promoting women's empowerment.</b>					
No. and quality of new or improved laws, policies, action plans adopted to reduce gender inequality, gender-based violence and promote women empowerment	1 gender equality law	5	UNDP supported a range of measures aimed at increasing women's participation in local governance. In 2016, in two regions of Armenia, of 127 women running for the office 85 were UNDP beneficiaries, out of which 64, or 74%, were elected. The innovative SMS polling tool was introduced since 2014 in 6 communities and scaled-up covering 19 towns and villages. Project evaluation emphasized that promising results have been achieved by UNDP in terms of women's empowerment at the local level, even if the environment is not always conducive	In 20 communities of 4 regions of Armenia, 36 female candidates ran for local office and 20 were elected, out of which 25 and 17 respectively are WILD project beneficiaries. To strengthen female cadre in local governance, WILD capacitated 37 "newcomer" females on leadership, essentials of community development, gender equality and participatory democracy; 33 male reps of local governance were trained on gender mainstreaming in local planning. UNDP developed a package of policy Recommendations on women engagement in local governance based on our 5-year experience and inputs from project beneficiaries; the package will be presented to the Government in 2018.  Alumni of UNDP Youth Leadership Camp engaged in development of 2018-22 National Youth Strategy and National Human Development Report on Youth, and contributed to community life by (i) 18 zero-	UNDP introduced various women and youth empowerment schemes at local level as part of its WILD project. As a result, in 20 communities across four regions of Armenia, 36 female candidates ran for local office and 20 were elected, out of which 25 and 17 respectively are WILD project beneficiaries.  - In follow up to Women Leadership School four local female leaders, via small grant projects, exercised their leadership: 1) increased the awareness of 280 residents on community budgeting issues and women political participation; 2) made the voice of about 500 community residents heard on community issues through participatory research and SMS polling.  - A package of recommendations to increase women political participation at local of Territorial Administration and Development level was developed by the project team and was discussed with the
Percentage of decision-making positions (executive, legislative and judicial) occupied by women at national and local levels increased	11% Legislative; 24% judicial; 14% high-ranking executive 1.9% local community heads, 8,6% local council members	10% increase at local level			
Global gender gap index improved	0.662 Economic participation:0.648 Political empowerment:0.068 Health and survival: 0.933 Educational attainment: 1	0.665 Economic participation:0.658 Political empowerment: 0.071 Health and survival: 0.944 Educational attainment: 1			

				<p>budget small local initiatives in 14 communities and (ii) collecting data for citizen satisfaction on infrastructure and public service programs in five cluster communities thus setting a baseline for SDC-funded investments. A winner of UNDP competitions for innovative ideas of Demo Lab model, created and tested “B’Comm” mobile app to connect youth with local government and voice youth opinion prior to meetings of local councils; UNDP will upscale this model in consolidated communities in 2018.</p>	<p>RA Ministry. Several of the recommendations have good prospects to be adopted, follow up advocacy work will continue in 2019.</p> <ul style="list-style-type: none"> <li>- In cooperation with UNDP Sustainable Growth and Resilience Portfolio two women economic empowerment models were piloted, in result of which nine women groups in Tavush and Lory regions got an opportunity to start/enlarge textile and tourism businesses.</li> <li>- Well-established “I AM the Community” youth community leadership model capacitated 29 young women and men from four regions of Armenia. Furthermore, nine small-scale self-driven zero-budget community initiatives on gender equality and direct democracy were carried out by the participants of the model.</li> <li>- On the basis of "I AM the Community" leadership model a respective Youth Club was established, which served as a platform for youth voice in policy dialogue. Eight recommendations on youth and women affairs (gender-based violence, youth engagement and the relevant policies, etc) were developed by “I AM the</li> </ul>
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					<p>Community” club members, to be presented and discussed with national and local authorities in 2019.</p> <ul style="list-style-type: none"> <li>- Practical skills of 13 municipality staff members and representatives of “I AM the community” youth force was strengthened to integrate the results of gender analysis into Community Annual Work Plans. In 2018, the engendered Plans were developed for Areni and Zaritap communities.</li> <li>- 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. Partnership with French Association of Rural Mayors was established and joint event organized on the margins of Francophonie Summit in Armenia focusing on strengthening partnership and communication between Armenian and French mayors/local councilors on issues of gender equality, participatory democracy and community development.</li> <li>- New format of joint events was set between the partners of Local Governance Programme on topical issues at the intersection of</li> </ul>
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					<p>participatory local governance and gender equality; two events were jointly held by the Ministry of Territorial Administration and Development, UNDP, GIZ, and Council of Europe.</p> <p>- During two years of the project implementation 1302 women from 170 communities in Lori, Tavush, Syunik and Vayots Dzor regions were capacitated with knowledge and skills for more effectively leadership roles and participation in decision-making.</p> <p>- In total, six knowledge products were developed on citizen participation, youth engagement and gender issues in Armenia.</p>
<b>Outcome 7. By 2020, sustainable development principles and good practices for environmental sustainability resilience building, climate change adaptation and mitigation, and green economy are introduced and applied</b>					
No. of innovative tools/approaches introduced to promote environmental sustainability and resilience principles	0	20	Within this signature service line, UNDP achieved important policy-level change, as well as stepped up its downstream delivery. On Climate Change, in 2016, UNDP helped the Government develop the Intended Nationally Determined Contributions and follow up to the Paris Agreement. New Energy Efficiency Laws and norms were adopted and a strategy on Disaster Risk	In 2017, 1844 (853 women, 991 men) benefited from alternative income generating schemes coming from management of natural resources and green jobs. Overall, since 2014, 3317 people benefited from this modality (40% women-led businesses) with the overall number of people benefiting from improved livelihood exceeding 200,000.	UNDAF/CPD Outcome on environmental sustainability and resilience saw significant progress and reached two CP targets on innovative resilient practices, green technologies and jobs. 853 women and 991 men benefited from alternative income-generating schemes related to sustainable management of natural resources. Overall since 2014 (the baseline period) 3317 people benefited from this modality (40% women-led businesses) with the overall
No. of communities benefiting from innovative disaster risk reduction/resilience measures and practices	0	500		Country's access to climate finance increased largely from 2014, though with still partial progress on	
No. of hectares of rehabilitated	0	20,000			

landscapes and areas demonstrating sustainable use practices			<p>Management developed, both with UNDP support. Armenia was the first in the ECIS region to access Green Climate Fund, approved in 2016, as a result of an innovative partnership with EIB, which served as a testing ground for UNDP and EIB corporate partnership</p>	<p>implementation, verification, and monitoring capacities.</p> <p>New development partnerships increased on improved energy efficiency and/or sustainable energy solutions. In 2017 the Government established Energy Efficiency Revolving Funds in additional 9 municipalities with its cofunding.</p> <p>Government made Disaster Risk Management as one of its priorities and included in Government Programme 2017-2022. To mitigate negative social implications associated with losses in agricultural sector from hail storms, the Government subsidized anti-hail and drip irrigation loans bringing cost down from 12% to 2%. Armenia started also, risk-informed urban development and city resilience plans, with tests completed at local level.</p> <p>Further to International Conference in Armenia on Disaster Risk Reduction in 2017, Armenia prepares to host the Sub-Regional DRR CASC Platform in 2018 and Sub regional DRR European Platform in 2020.</p>	<p>number of people benefiting from livelihood improvement at around 200,000.</p> <p>Armenia's access to climate finance increased substantially, though with still partial progress on implementation, verification, and monitoring capacities. In particular, UNDP helped the Government of Armenia launch the first in the region at the time Green Climate Fund project aimed at transforming the financial model of how energy efficiency is dealt with in the residential sector.</p> <p>At present, state entities in 16 towns co-finance Energy Efficiency funds. Government of Armenia made Disaster Risk Management as one of its priorities and included it in its Government Programme 2017-2022. To mitigate negative social implications associated with losses in agricultural sector from hail storms, the Government subsidized anti-hail and drip irrigation loans bringing the cost down from 12% to 2%. Armenia started also risk-informed urban development and city resilience plans, with tests done at local level. In addition to the International Conference in Armenia on Disaster Risk Reduction in 2017, Armenia</p>
No. of policy documents and legal acts for, and carbon dioxide-equivalent emission reduction from, application of climate change adaptation and mitigation	0	90 Kilotons carbon dioxide-equivalent; 10 policy documents and legal acts			
No. of people or enterprises benefiting from application of 'green' technologies and 'green' jobs	0	630			
No. of tools addressing poverty and environment	0	2			

					hosted the Sub-Regional Disaster Risk Reduction “Central Asia and South Caucasus” Platform in 2018 and will suggest also hosting the European Forum for Disaster Risk Reduction in 2020.
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