



# Terminal Evaluation Report

## “National Adaptation Plan to Advance Medium and Long-Term Adaptation Planning in Armenia”

United Nations Development Programme - Green Climate Fund



### Project Information

<b>Project Title:</b>	"National Adaptation Plan to Advance Medium and Long-Term Adaptation Planning in Armenia"
<b>Project ID:</b>	00102083
<b>Focal Area:</b>	Climate Change Adaptation
<b>UNDP Project PIMS:</b>	6036
<b>Country:</b>	Armenia
<b>Region:</b>	Transcaucasia
<b>Executing Agency:</b>	UNDP in Armenia
<b>Implementing Agency:</b>	UNDP
<b>Project Start Date (planned):</b>	January 2019
<b>Project Start Date (actual):</b>	12 July 2018
<b>Project End Date (original):</b>	11 July 2022
<b>Project End Date (adjusted):</b>	10 January 2023
<b>Evaluation Timeframe:</b>	September-December 2022
<b>Date of Final TE Report:</b>	December 2022
<b>TE Team Members:</b>	Elinor Bajraktari and Marianna Gasparyan

December 2022

## **Acknowledgements**

*The evaluation team would like to extend special thanks to the office of the United Nations Development Programme (UNDP) in Armenia and in particular the Project Team for providing key information and organizing the meetings with project stakeholders.*



## **Disclaimer**

*This report is the work of a team of two independent evaluators and does not necessarily represent the views, or policies, or intentions of the United Nations Development Programme (UNDP) and/or of the Government of Armenia.*

## Executive Summary

This report presents the findings of the terminal evaluation (TE) of the project “*National Adaptation Plan (NAP) to advance medium and long-term adaptation planning in Armenia*”, funded by the Green Climate Fund (GCF) and implemented by the United Nations Development Programme (UNDP) in close cooperation with the Government of Armenia (GoA). Commissioned by UNDP Armenia, the evaluation was carried out between September and December 2022 by two independent evaluation experts. It assessed the contribution of the NAP project towards the advancement of GoA’s medium and long-term adaptation planning capabilities, and in particular the development of specific sectoral and regional adaptation plans as models for the preparation of adaptations plans in the country. The evaluation was conducted on the basis of OECD DAC criteria and definitions and followed norms and standards established by the United Nations Evaluation Group. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned. Data for this evaluation was collected from three main sources: (i) review of project documentation; (ii) a questionnaire administered with the Project Team; and, (iii) semi-structured interviews and focus group discussions with key project stakeholders.

The findings of the evaluation are organized in three main categories: i) Project Design/Formulation; ii) Project Implementation; iii) Project Results.

### Project Design/Formulation

A key feature of the project’s approach was the manner in which the sectoral and regional adaptation plans were formulated. First of all, the project proceeded with the development of a national framework for adaptation planning that laid the key parameters of the planning process in the area of climate change adaptation. This framework opened the door for the formulation of sectoral and regional adaptation plans. The development of these plans was grounded on a consultative process that culminated with the preparation of “*risk and vulnerability*” assessments (as shown in the figure below). These assessments provided the evidence based (or the baseline) for the development of the adaptation plans. The same approach was taken both at the sectoral and regional level. To create sustainable capacity for adaptation planning within government institutions, the NAP project also organized multiple trainings and other events both in Yerevan and the regions. The project organized 29 trainings, 33 workshop/seminar/focus group meetings and 7 awareness-raising events to raise awareness and strengthen the capabilities of the participants. To ensure synergies with the activities of other international projects with similar objectives, the NAP project cooperated with several UNDP projects which implemented various activities related to the NAP project.

While the design of the NAP project had a number of positive features, participants in this evaluation also identified several challenges pertaining to the way the project was conceived.

- **Ambitious Scope** – With hindsight, we can conclude at the point of this evaluation, that the NAP project was designed with a level of ambition that was not matched by the financial resources available for the project.

- Limited Timeframe – In relation to the point above, the implementation of the project proved that four years allocated for the implementation of all envisaged activities was not sufficient.
- Dispersal of Activities – Another peculiar feature of the NAP project was the wide dispersal of a large number of activities across sectors (six large sectors such as water and agriculture) and geographical areas. While this body of work has been valuable for the respective national stakeholders, several evaluation participants pointed out the need for greater focus on fewer sectors and types of activities, which would have created greater efficiencies, more depth and greater specialization.
- Consolidated NAP Platform – With NAP being a cross-cutting issue, many of the activities around NAP are dispersed around various sectors and levels of government. Given the diversity of activities and stakeholders involved, it would have been useful if the NAP project had a component that would enable the establishment of a centralized platform for the coordination of all NAP-related activities.
- Financing Strategy – While the adaptation plans (sectoral and regional) that resulted from the activities of this project did incorporate financing elements – such as the identification of general financing sources or financing requirements – the project did not create an overall financing strategy for the adaptation sector in Armenia.
- The main challenges that materialized during the project's lifetime were quite different from the risks identified in the Project Document.
- Although the Project Document presented a good overview of the country situation in the area of climate change adaptation, the conception of the NAP project did not benefit from any lessons drawn from other relevant projects in the design phase.

### Project Implementation

The NAP project was implemented under Direct Implementation Modality (DIM), with UNDP Armenia taking on the role of Implementing Partner. UNDP Armenia had the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively required inputs in order to reach the expected outputs. From the side of the Government of Armenia, the Ministry of Environment has had the primary function to ensure the realization of project results. The Ministry of Environment, as the main coordinator of the project, has shown adequate ownership of the project. It has supported the project team by creating the necessary space within the Government for this project to function. A major challenge has been the frequent change of individuals in key positions in the Ministry.

The project was financed entirely by the GCF through a grant in the amount of US\$ 2,726,902. The project team consisted of professionals with significant expertise in their respective areas. One of the key features of the NAP project has been the extensive engagement of organizations and entities from the Government (both national and sub-national level), civil society and the private sector in project activities. The NAP project was subject to a well-rounded and well-defined monitoring system. The design of the Monitoring and Evaluation (M&E) system provided in the Project Document was overall adequate. Furthermore, the project team was

able to establish an adequate monitoring procedure through which they tracked effectively project activities.

The project experienced several challenges that had a direct bearing on the pace of project activities. In response to the challenging circumstances that the project faced during its implementation and which are described further in this section, the project team and stakeholders took a flexible approach and tried a variety of options, approaches and alternatives to achieve the set objectives. The project's response to the difficulties encountered during the implementation period was imaginative and adaptive. Despite the restrictive measures taken by the authorities in response to the COVID-19 pandemic, the project managed to make progress towards the achievement of project targets. However, the project would have benefitted from a more direct involvement of the Ministry of Finance and the Ministry of Justice.

### Project Results

The NAP project has been very relevant to Armenia's need for a strong administrative capability and policy framework in the area of climate change adaptation at both the national and sub-national level. The project's goal was also aligned with UNDP's Country Programme and has directly contributed to the achievement of Sustainable Development Goals. The management of the project has overall been efficient under the challenging circumstances that the project encountered and the fact that the project timelines were quite tight. National ownership and leadership of the NAP project have been varied, with moderate overall engagement by the respective governmental institutions. The NAP project was designed to have a significant focus on gender equality and empowerment of women. Furthermore, in the implementation process, gender concerns were brought to the forefront of project activities.

The project was implemented under challenging external circumstances – primarily, the COVID-19 crisis and the escalating tensions in and around Nagorno-Karabakh. In addition to these, the project team had to navigate considerable institutional uncertainty. Also, the lack of national capacities in the area of climate change adaptation caused many delays in the process as the project team had to spend significant time proofreading draft reports and providing comments to external experts. Nevertheless, the project was able to complete most of the activities identified at the beginning. The main aim of the project's policy development component was the formulation of the sectoral and regional adaptation plans. Another area of contribution by the NAP project was the development of Armenia's legislative framework. The project also supported the development of key guidelines for the practice of climate adaptation measures by national and sub-national authorities. The project also organized a significant number of trainings and events related to the conduct of vulnerability and risk assessments and the development of adaptation plans. The most important project activity that is still pending is the approval of the four adaptation plans – for agriculture, tourism, energy and health. These plans have not been approved for several reasons. First of all, the development of some of these plans (especially the energy one) took a long time, depending on the degree of interest and involvement of the respective leading ministries. Another challenge was to find the right level of expertise in the country for the development of these plans.

Thanks to the contributions of this project, the Government of Armenia now sees the NAP process as a key step to achieving its climate change adaptation objectives. The project covered five sectors out of the seven identified in Armenia's INDC/NDC – water resources, agriculture, health, energy, and tourism. Trainings and extensive consultations were organized to support the formulation of adaptation plans. These events were crucial for the preparation of the adaptation plans. The project encountered several challenges, in response to which the project team had to take several adaptive measures. The next step going forward will be to secure the approval of all adaptation plans that were formulated with the project's support. Following that, the NAP stakeholders need to focus on the implementation of these adaptation plans. The parties will have to demonstrate the practical benefits of the implementation plans – the kind of projects that will result from these plans and the benefits that will accrue from them. Hence, the importance of a good tracking and monitoring system that will enable the stakeholders to showcase the value of adaptation investments. Further, the climate change adaptation stakeholders will have to put in place a process for the full development of adaptation plans in the other sub-sectors within each sector. This remains work in progress. In addition, new sectors might be identified that will require the development of respective adaptation plans. The same applies to the regional level, where additional adaptation plans are expected to be formulated. Two new UNDP projects are envisaged to support the formulation of two adaptation plans each, for a total of four adaptation plans for four regions.

The project's rating is summarized in the table below.

<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating<sup>1</sup></b>
M&E design at entry	4-MS
M&E Plan Implementation	5-S
Overall Quality of M&E	4- MS
<b>Implementation &amp; Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	5-S
Quality of Implementing Partner Execution	5-S
Overall quality of Implementation/Execution	5-S
<b>Assessment of Outcomes</b>	<b>Rating</b>
Relevance	5-S
Effectiveness	5-S
Efficiency	4-MS
Overall Project Outcome Rating	5-S
<b>Sustainability</b>	<b>Rating</b>
Financial resources	3-ML
Socio-political/economic	4-L
Institutional framework and governance	3-ML
Environmental	4-L
Overall Likelihood of Sustainability	4-L

<sup>1</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (UL)

## Recommendations

The evaluation also identified the following key recommendations for project stakeholders. Given that the project is at its closing stage, some of these recommendations are forward-looking in nature and relate to measures that could be taken to promote the project's objectives and carry the agenda forward.

<b>Recommendation</b>	<b>Responsible Entity</b>	<b>Timeframe</b>
<p><b><i>Recommendation 1: Completing the Endorsement of Adaptation Plans</i></b></p> <p>As a first and urgent step, project stakeholders (in particular, the Ministry of Environment, with the necessary support from UNDP), should complete the approval of adaptation plans and the respective government decrees.</p>	<b>MoE and UNDP</b>	<b>Short-term</b>
<p><b><i>Recommendation 2: Follow-up Support the Establishment of the Coordination Platform</i></b></p> <p>The ongoing research (consultancy) that UNDP Armenia has commissioned for continued support to the area of climate change adaptation in Armenia is a step in the right direction. This work should be grounded in a highly consultative process that should result in the identification of the real needs of the country following the completion of the NAP project.</p> <p>The follow up support for the climate change adaptation sector in Armenia should focus simultaneously on the expansion of the planning process to new sub-sectors (within the five sectors) and other sectors, and at the same time support for the implementation of these plans.</p> <p>As a follow up activity to the NAP project, the GoA is well positioned to establish an effective coordination and monitoring platform (including an M&amp;E system) at the national level for the tracking of the country's progress in the area of climate change adaptation. There is potential for UNDP to further support this process, including the strengthening of the Inter-agency Climate Change Coordination Council and the technical working groups, which will play a crucial role in the coordination of adaptation activities in the country.</p> <p>The project partners should complete the design and establishment of the platform that will host Armenia's NAP progress, including all the policies, their goals, responsible institutions, the extent to which they have been implemented, how they link with each other etc. The platform will allow for a better alignment of actions implemented by different</p>	<b>GoA and UNDP</b>	<b>Future</b>

Recommendation	Responsible Entity	Timeframe
<p>ministerial and other stakeholders. It will also serve as a source of information for the implementation of the NAP communication strategy.</p> <p>The platform should be used to track the country's progress with NAP policies and implementation (e.g., all NAP policies, their goals, responsible institutions, the extent to which they have been implemented, how they link with each other, etc.). Such a platform would allow for the monitoring of NAP indicators on a continued basis and the formulation of reports in an efficient and consistent way. Such a platform would allow for a better alignment of actions implemented by different governmental and non-governmental stakeholders. It would also serve as a source of information during NAP communication strategy implementation.</p> <p>In a forthcoming cooperation, the project partners should also seek to establish similar coordination mechanisms at the sub-national level where a range of stakeholders with diverse responsibilities will need to be coordinated more effectively.</p>		
<p><b><i>Recommendation 3: Improving Financing for the Adaptation Sector</i></b></p> <p>The stakeholders under the leadership of the MoE should formulate an overall financing strategy for the adaptation sector in Armenia. Financing will be crucial for the enactment of the reforms and policy actions that are prescribed in the adaptation plans formulated with the help of the NAP project. This financing should be continued over time – it should be a stream of financing linked to an adaptation process that is continually updated based on a well-established set of rules and processes that are followed through by the main government ministries and agencies, as well as local authorities. A financing strategy in this sense will be extremely important. The strategy should lay out the way in which the state budget, combined with external resources from development partners and the private sector, provides continued financing to the adaptation sector.</p> <p>The role and the potential of the private sector should be assessed more carefully in the upcoming stages of this work, especially in light of the need for a certain rate of return from these investments.</p>	<p><b>GoA and UNDP</b></p>	<p><b>Future</b></p>
<p><b><i>Recommendation 4: Strengthen the sustainability of the project by further institutionalizing project outputs and promoting the dissemination of project approaches</i></b></p>	<p><b>GoA and UNDP</b></p>	<p><b>Short and Medium-Term</b></p>



Recommendation	Responsible Entity	Timeframe
<p>To strengthen the sustainability of project results, UNDP and MoE should focus more intensively on the way in which some of the structures created by the project will be operated going forward and how the experiences and results of the project will be disseminated in other locations. In the remaining period of this project, the two partners should take a more proactive approach for the upscaling and replication of the adaptation project measures in other marzes.</p> <p>GoA is recommended to take over from the project the responsibility for the dissemination of project results in other localities in the country. UNDP and MoE should develop an action plan for the dissemination of project results, underpinned by specific actions and timelines, and the commitment of the Government to carry out this work.</p>		
<p><b><i>Recommendation 5: Engagement with the Ministry of Finance and Ministry of Justice</i></b></p> <p>In future projects similar to the NAP project, project stakeholders should be careful to engage more closely the Ministry of Finance and the Ministry of Justice to avoid delays with budget approvals and endorsement of draft laws and regulations.</p> <p>In projects that involve investments from the public sector, it will be essential to have the commitment and involvement of the Ministry of Finance right from the start.</p> <p>In projects that involve changes in the legal framework, it will be important to have the engagement and commitment of the Ministry of Justice.</p>	<p><b>UNDP and GoA</b></p>	<p><b>Future</b></p>
<p><b><i>Recommendation 6: Strengthen Engagement with SDGs at the Sub-national Level</i></b></p> <p>In future projects related to climate change adaptation, GoA and UNDP should consider linking more effectively some of the project activities to the SDG-related activities going on in the country. Project stakeholders should explore how to use the adaptation platform to promote more actively the SDGs at the sub-national level. Such linkages could be ensured by linking adaptation measures to local governance processes, as described earlier in this report.</p>	<p><b>UNDP and GoA</b></p>	<p><b>Future</b></p>
<p><b><i>Recommendation 7: Stronger Results Frameworks at the Project at National Level</i></b></p>	<p><b>UNDP</b></p>	<p><b>Future</b></p>

Recommendation	Responsible Entity	Timeframe
<ul style="list-style-type: none"> <li>▪ In future projects similar to the NAP project, project stakeholders should identify more meaningful indicators – especially at the outcome level, which in the case of the NAP project was missing – that allow the project team to track and measure progress in a meaningful way. Care should be taken to identify indicators that meet the SMART criteria. These indicators and the respective baselines and targets should be defined in clear terms, so that the project team is able to track them effectively.</li> <li>▪ Similar projects should be designed with a greater focus on the collection and analysis of gender-disaggregated data to guide and monitor project interventions.</li> </ul>		

## TABLE OF CONTENTS

1. INTRODUCTION .....	17
1.1. Evaluation Purpose .....	17
1.2. Evaluation Scope .....	17
1.3. Evaluation Methodology .....	18
1.4. Data Collection and Analysis.....	18
1.5. Ethics.....	21
1.6. Limitations .....	21
1.7. Structure of the Evaluation Report.....	21
2. PROJECT DESCRIPTION .....	22
2.1. Project Start and Duration.....	23
2.2. Development Context .....	24
2.3. Problems that the Project Sought to Address .....	26
2.4. Immediate and Development Objectives .....	26
2.5. Expected Results .....	29
2.6. Key Partners Involved in the Project .....	30
2.7. Description of the Project's Theory of Change.....	31
3. FINDINGS .....	34
3.1. Project Design/Formulation .....	34
3.1.1. Analysis of Results Framework: Project Logic and Strategy, Indicators.....	34
3.1.2. Assumptions and Risks .....	40
3.1.3. Lessons from other Relevant Projects Incorporated into the Project Design .....	42
3.1.4. Linkages between Project and Other Interventions within the Sector .....	43
3.2. Project Implementation .....	45
3.2.1. Adaptive Management .....	47
3.2.2. Actual Stakeholder Participation and Partnership Arrangements .....	49
3.2.3. Project Finance.....	56
3.2.4. Monitoring and Evaluation .....	56
3.2.5. UNDP Implementation/Oversight, Implementing Partner Execution and Overall Assessment of Implementation/Oversight and Execution .....	58
3.3. Project Results .....	61
3.3.1. Relevance .....	61
3.3.2. Effectiveness .....	63
3.3.3. Progress Towards Expected Outcomes and Impact .....	72

3.3.4.	Overall Project Outcome.....	78
3.3.5.	Efficiency .....	83
3.3.6.	Country Ownership .....	87
3.3.7.	Gender Equality and Women’s Empowerment.....	89
3.3.8.	Other Cross-Cutting Issues .....	92
3.3.9.	Social and Environmental Standards .....	94
3.3.10.	Sustainability.....	94
3.3.11.	Catalytic/Replication Effect.....	98
4.	CONCLUSIONS AND LESSONS LEARNED .....	100
4.1.	Main Findings .....	100
4.2.	Conclusions.....	101
4.3.	Lessons Learned.....	103
5.	RECOMMENDATIONS .....	105
	ANNEX I: EVALUATION TERMS OF REFERENCE .....	110
	ANNEX II: KEY QUESTIONS DRIVING THE ANALYSIS OF DATA .....	136
	ANNEX III: QUESTIONNAIRE GUIDE .....	137
	ANNEX IV: DATA COLLECTION SOURCES .....	142
	ANNEX V: PROJECT’S RESULTS FRAMEWORK .....	146
	ANNEX VI: LIST OF TRAININGS ORGANIZED BY THE PROJECT .....	157
	ANNEX VII: LIST OF ASSESSMENTS CONDUCTED BY THE PROJECT .....	161
	ANNEX VIII: LIST OF EVENTS ORGANIZED BY THE PROJECT .....	162
	ANNEX IX: LIST OF AWARENESS-RAISING EVENTS.....	166
	ANNEX X: EVALUATION AUDIT TRAIL .....	167
	ANNEX XI: MANAGEMENT RESPONSE .....	167
	ANNEX XII: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT .....	171
	ANNEX XIII: TE REPORT CLEARANCE FORM .....	173
	ANNEX XIV: TOTAL BUDGET AND WORK PLAN .....	174

## FIGURES

Figure 1: Key Aspects of the Evaluation .....	17
Figure 2: Evaluation Stages .....	18
Figure 3: Method of Triangulation.....	19
Figure 4: Steps in Analysis Process .....	20
Figure 5: Project at a Glance.....	22
Figure 6: Project Goal and Objectives .....	22
Figure 7: ND-GAIN Ranking Armenia .....	24
Figure 8: Average Annual Natural Hazard Occurrence for 1980-2020 .....	25
Figure 9: Observed Average Annual Mean-Temperatures 1901-2021 .....	25
Figure 10: Objectives of the NAP Process.....	27
Figure 11: NAP Output Areas.....	27
Figure 12: Project Outputs and Sub-Outputs .....	28
Figure 13: NAP Work-Streams.....	28
Figure 14: Key Partners and Beneficiaries .....	30
Figure 15: Project's Theory of Change .....	33
Figure 16: NAP Approach Summary .....	34
Figure 17: Project Activities .....	35
Figure 18: Assessments Contributing to Adaptation Plans.....	36
Figure 19: Number of Output Indicators.....	40
Figure 20: Project's Foreseen Risks .....	40
Figure 21: Project's Materialized Risks .....	41
Figure 22: Cooperation with Other Projects .....	43
Figure 23: Project Organigram .....	45
Figure 24: Involvement of Local Administrations.....	52
Figure 25: Project's Planned Resources .....	56
Figure 26: Project Board Meetings .....	58
Figure 27: Project's Relevance .....	61
Figure 28: Project's Contributions.....	62
Figure 29: Project's Areas of Work .....	63
Figure 30: Sectoral Adaptation Plans.....	64
Figure 31: Legislation Development.....	66
Figure 32: Guidelines Developed by the Project .....	67
Figure 33: Events and Participants for Each Sector.....	79
Figure 34: Challenges Presented by COVID-19.....	86
Figure 35: Gender Inclusiveness in the Project's Design .....	89

## TABLES

Table 1: Data Sources .....	18
Table 2: Rating Scale .....	20
Table 3: Key Project Dates .....	23
Table 4: Problems Addressed by the Project .....	26
Table 5: ToC Activities and Problem-Areas.....	31
Table 6: Responsibilities of Team Members .....	45
Table 7: Responsibilities of State Institutions.....	50
Table 8: Responsibilities of Civil Society Organizations .....	53
Table 9: Responsibilities of the Private Sector .....	54
Table 10: Trainings and Events Organized by the NAP Project.....	67
Table 11: Number and Type of Events Organized by the NAP Project .....	70
Table 12: Assessment of the Achievement of Project Deliverables .....	73
Table 13: Status of Output Indicators .....	78
Table 14: Project's Overall Outcome.....	80
Table 15: Project Budget Execution .....	83
Table 16: Project Expenditure Rates by Output Area.....	85
Table 17: Sustainability Rating.....	98
Table 18: Project Rating .....	102

## **ACRONYMS AND ABBREVIATIONS**

AGBU	Armenian General Benevolent Union
CBIT	Capacity Building Initiative for Transparency
CCA	Climate Change Adaptation
CO	Country Office
CPD	Country Programme Document
DAC	Development Assistance Committee
DIM	Direct Implementation Modality
DRR	Disaster Risk Reduction
EIA	Environmental Impact Assessment
EPI	Environmental Performance Index
EU	European Union
FB	Facebook
GCF	Green Climate Fund
GEF	Global Environment Facility
GEWE	Gender Equality and Women's Empowerment
GHG	Global Greenhouse Gas
GIS	Geographic Information Systems
GoA	Government of Armenia
HS	Highly Satisfactory
HU	Highly Unsatisfactory
INDC	Intended Nationally Determined Contribution
JSB	Japanese Supplementary Budget
L	Likely
LAP	Local Adaptation Plan
LPAC	Local Project Appraisal Committee
M&E	Monitoring and Evaluation
MAP	Modern Parliament for a Modern Armenia
MEL	Monitoring-Evaluation-Learning
ML	Moderately Likely
MoE	Ministry of Environment
MS	Moderately Satisfactory
MTR	Mid-Term Review
MU	Moderately Unsatisfactory
MU	Moderately Unlikely
NAP	National Adaptation Plan
NC4	Fourth National Communication on Climate Change
NDC	Nationally Determined Contributions
NGO	Non-Governmental Organization
OECD	Organisation for Economic Co-operation and Development
PIMS	Project Implementation Management System
PMB	Project Management Board
PMU	Programme Management Unit
ProDoc	Project Document
RA	Resource Adequacy

RA	Republic of Armenia
RTF	Russian Trust Fund
S	Satisfactory
SDG	Sustainable Development Goal
TE	Terminal Evaluation
ToC	Theory of Change
U	Unsatisfactory
UL	Unlikely
UK	United Kingdom
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
WB	World Bank
WMO	World Meteorological Organization



## 1. INTRODUCTION

This report presents the findings of the terminal evaluation (TE) of the project “*National Adaptation Plan (NAP) to advance medium and long-term adaptation planning in Armenia*”. The project was funded by the Green Climate Fund (GCF) and implemented by the United Nations Development Programme (UNDP) in close cooperation with the Government of Armenia (GoA). Commissioned by UNDP Armenia, the evaluation was carried out between September and December 2022 by two independent evaluation experts. This chapter provides an overview of the evaluation’s purpose, scope, methodology and other key considerations (in line with the evaluation ToR included in Annex I of this report).

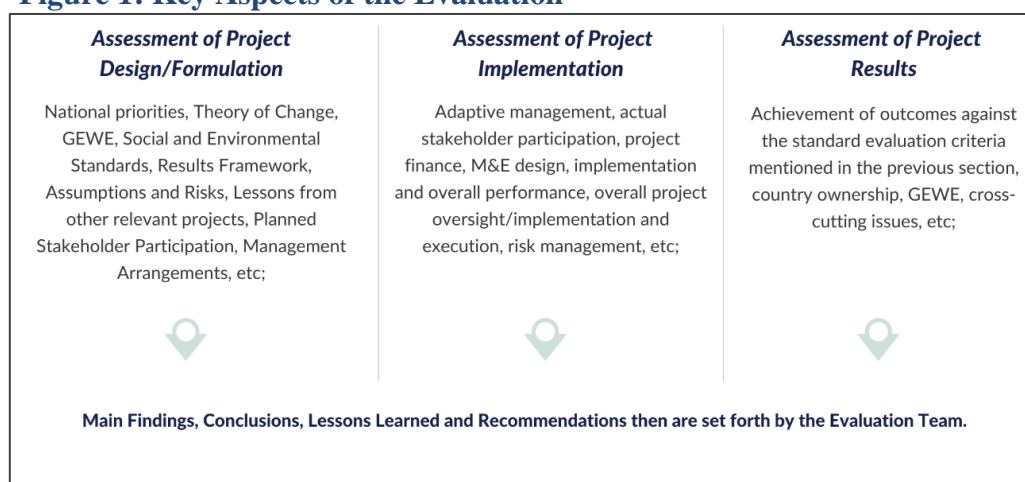
### 1.1. Evaluation Purpose

The evaluation’s purpose was to assess the contribution of the NAP project towards the advancement of GoA’s medium and long-term adaptation planning capabilities, and in particular the development of specific sectoral and regional adaptation plans as models for the preparation of adaptations plans in the country. The evaluation has assessed the achievement of project results against expected results and has also drawn lessons and recommendations for the use of GoA and UNDP in similar interventions in the future. The evaluation has included an assessment of the project’s relevance, coherence, effectiveness, efficiency, sustainability, as well as incorporation of gender and other inclusivity and cross-cutting dimensions - the standard OECD DAC criteria for evaluations.<sup>2</sup> The evaluation is part of the Country Office (CO) Evaluation Plan and the UNSDCF Monitoring-Evaluation-Learning (MEL) Plan and is expected to inform related learning and accountability frameworks.

### 1.2. Evaluation Scope

The evaluation’s scope included all project activities and resources for the entire duration of the project. These evaluation’s key aspects are summarized in the figure below.

**Figure 1: Key Aspects of the Evaluation**



<sup>2</sup> Specifically, the evaluation has investigated how Gender Equality and Women’s Empowerment (GEWE) was incorporated and mainstreamed throughout project implementation.

### 1.3. Evaluation Methodology

The evaluation was conducted on the basis of OECD DAC<sup>3</sup> criteria and definitions and followed norms and standards established by the United Nations Evaluation Group. The process was guided by the requirements set forth in UNDP's evaluation toolkit, and in particular the *"Handbook on Monitoring and Evaluation for Development Results"*<sup>4</sup>. The methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned. Evaluation activities were organized in the three stages illustrated in the figure below.

**Figure 2: Evaluation Stages**



### 1.4. Data Collection and Analysis

Data for this evaluation was collected from three main sources: (i) review of project documentation; (ii) a questionnaire administered with the Project Team; and, (iii) semi-structured interviews and focus group discussions with key project stakeholders. The main data sources used for this evaluation are shown in the table below.

**Table 1: Data Sources**

Evaluation tools	Sources of information	
Documentation review	General documentation	<ul style="list-style-type: none"> <li>• UNDP Programme and Operations Policies and Procedures</li> <li>• UNDP Country Programme Document</li> <li>• UNDP Handbook for Monitoring and Evaluating for Results</li> <li>• GCF Readiness Proposal</li> </ul>
	Project documentation	<ul style="list-style-type: none"> <li>• Approved GCF Proposal and UNDP Project Document</li> <li>• Annual work plans and Interim Project Progress Reports</li> <li>• Project Board Meetings Minutes</li> </ul>

<sup>3</sup> [OECD DAC criteria and definitions](#)

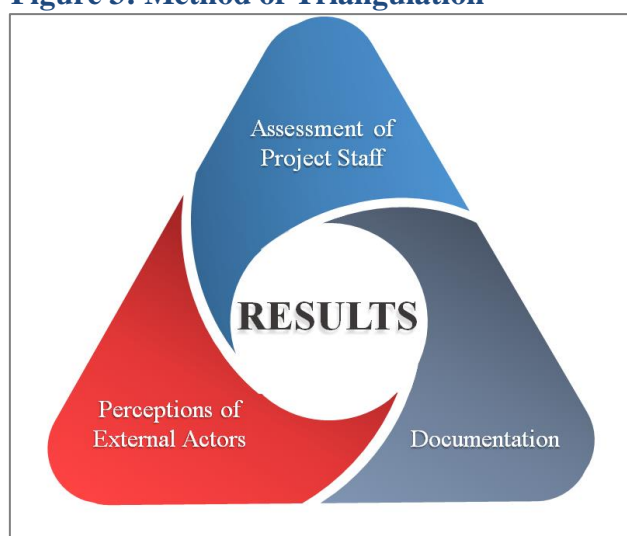
<sup>4</sup> Link [here](#).

Evaluation tools	Sources of information
	<ul style="list-style-type: none"> <li>• Project Activity and Financial Reports</li> <li>• Updated risk logs</li> <li>• Reports, studies, assessments produced by the project</li> </ul>
	Government documents/papers Including relevant policies, laws, strategies, etc.
	Third-party reports Including those of NGOs, banking institutions, etc.
Interviews with key project stakeholders	<ul style="list-style-type: none"> <li>• Interviews with UNDP staff</li> <li>• Interviews with key project staff (PMU), including experts.</li> <li>• Interviews with key government counterparts at the national and local level</li> <li>• Interviews with key non-governmental partners of the project</li> </ul>

- The Project Team diligently made available to the evaluation team all the documentation that was requested. The list of documents reviewed by the evaluation team is included in the Annex IV of this report (Data Collection Sources).
- A detailed questionnaire elicited the views of the project team on the key evaluation questions. This questionnaire was intended to provide a detailed baseline of the project that helped design and conduct the subsequent stages of the evaluation process.
- In addition, the evaluation team conducted 19 semi-structured interviews and focus group discussions that engaged 44 key project stakeholders identified jointly with the Project Team. The international experts undertook a mission in the country in the period November 7 – 18, 2022. The evaluation team visited the Lori and Shirak marzes.<sup>5</sup> The list of interviewed stakeholders is included in Annex IV of this report.

Information obtained through the documentary review and interviewing process were triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is shown in the figure below.

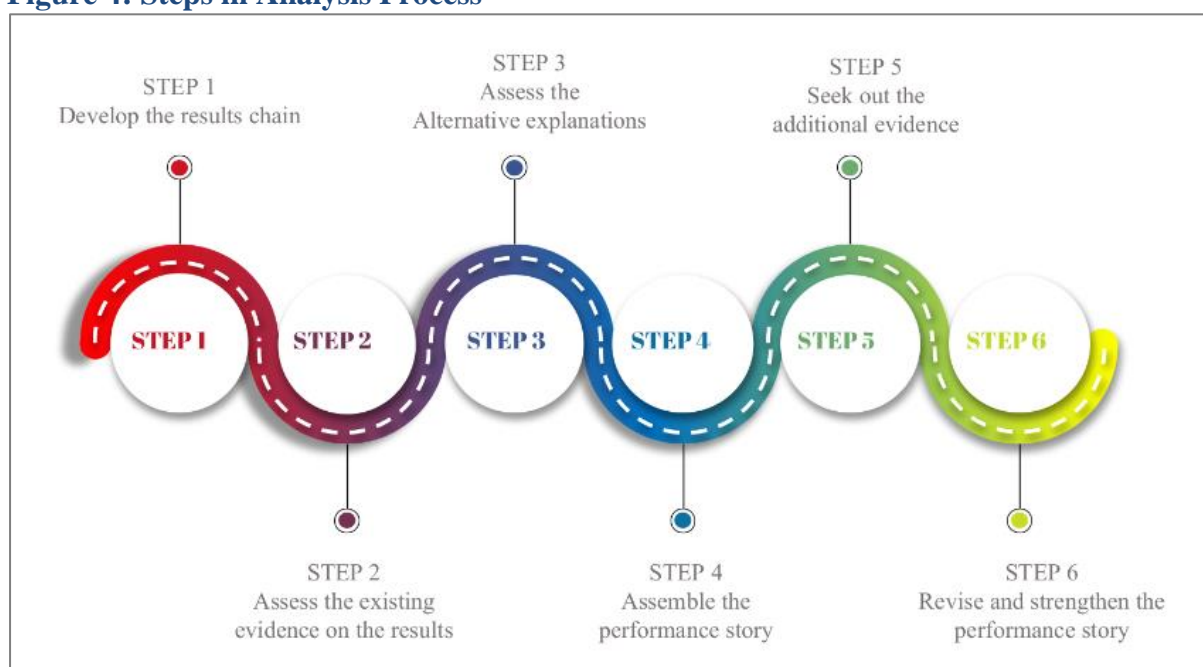
**Figure 3: Method of Triangulation**



<sup>5</sup> Armenia is subdivided into eleven administrative divisions. Of these, ten are provinces, known as marzer (մարզեր) or in the singular form marz (մարզ) in Armenian. Yerevan is treated separately and granted special administrative status as the country's capital.

The figure below shows the steps taken for the analysis which was conducted on the basis of the standard criteria of relevance, effectiveness, efficiency, and sustainability (see Annex II for a more detailed list of questions that were used for the analysis of information).

**Figure 4: Steps in Analysis Process**



The analysis also covered aspects of project formulation, including the extent of stakeholder participation during project formulation; replication approach; design for sustainability; linkages between project and other interventions within the sector; adequacy of management arrangements, etc. The evaluation investigated how Gender Equality and Women's Empowerment (GEWE) was emphasized and mainstreamed throughout project implementation with a focus on how gender balance was ensured during the implementation of the project, how the project ensured the participation of women in project activities, whether project indicators were tracked in disaggregated fashion, and whether there has been any gender impact from the project. The evaluation sought to assess the extent to which the project has impacted gender power relations.

The evaluators utilized the standard rating scale that is typically employed in VF-funded projects. Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U). The table below shows the scale used to rate the various dimensions of this evaluation. This is the.

**Table 2: Rating Scale**

Ratings for the assessment of Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance	
HS	Highly Satisfactory: The project has no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

S	Satisfactory: The project has minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
MS	Moderately Satisfactory: The project has significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
MU	Moderately Unsatisfactory: The project has major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
U	Unsatisfactory: major problems
HU	Highly Unsatisfactory: The project has severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
<b>Ratings for sustainability assessment</b>	
L	Likely sustainable: negligible risks to sustainability to sustainability
ML	Moderately Likely sustainable: moderate risks to sustainability
MU	Moderately Unlikely sustainable: significant risks to sustainability
U	Unlikely sustainable: severe risks to sustainability

### 1.5. Ethics

The evaluators were held to the highest ethical standards and were required to sign a code of conduct upon acceptance of the assignment. The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) “Ethical Guidelines for Evaluations”. The evaluators explicitly notified all stakeholders interviewed that their feedback and input will be confidential and ensured such commitment throughout the TE by not indicating the specific source of quotations or qualitative data.

### 1.6. Limitations

No major limitations were encountered during the evaluation stage. All possible efforts were made to minimize potential limitations that might have emerged during this process. Where limitations and constraints were met in the course of the data collection and analysis work, care was taken to properly document and report them in this final report.

### 1.7. Structure of the Evaluation Report

The evaluation report begins with an overview of the evaluation objectives and methodology (current chapter). The second chapter provides a description of the project and the country context (following chapter). The third chapter presents the main findings of the report and consists of three parts: the first part assesses key aspects of project design and formulation; the second part focuses on implementation issues; and the third part presents an assessment of the results achieved by the project along the standard dimensions of relevance, ownership, effectiveness, efficiency and sustainability. The fourth chapter summarizes the main conclusions and identifies key “lessons learned” drawn from the experience of this project and the last (fifth) chapter provides a set of recommendations for the consideration of project stakeholders. Additional information supporting the arguments made throughout the document is provided in the annexes attached to this report.

## 2. PROJECT DESCRIPTION

The “*National Adaptation Plan (NAP) to advance medium and long-term adaptation planning in Armenia*” project (hereinafter referred to as the “*NAP Project*”) was implemented during a four-year period by UNDP through the Direct Implementation Modality (DIM).<sup>6</sup> The project was funded by a grant in the amount of US\$ 2,726,902 by the Green Climate Fund (GCF). The project’s main national partner was the Ministry of Environment of the Republic of Armenia. The following figure provides a summary of key information about the project.

**Figure 5: Project at a Glance**

Project at a Glance	
<b>Implementing Agency:</b> 	<b>Grant Size:</b> \$2,726,902.00
<b>Senior Beneficiary:</b> Ministry of Environment of the Republic of Armenia	<b>Project Duration:</b> November 2018 – January 2023
<b>Implementation:</b> Direct Implementation Modality (DIM)	<b>Project site:</b> Armenia 
	<b>Sector/subsector:</b> Climate Change Adaptation

The project’s main goal and key objectives, as formulated in the Project Document, are summarized in the figure below.

**Figure 6: Project Goal and Objectives**

Goal and Objectives
<b>Project Goal:</b> <ul style="list-style-type: none"><li>• Support the Government of Armenia to advance its medium and long-term adaptation planning. The GCF resources will be used to enable the Government to integrate climate change-related risks, coping strategies, and opportunities into ongoing development planning and budgeting processes.</li></ul>
<b>Strategic Objectives:</b> <ul style="list-style-type: none"><li>• Address the barriers identified during the stocktaking exercise;</li><li>• Support the prioritization of adaptation options and investments in six priority sectors;</li><li>• Support the identification of financing options for the implementation of prioritized adaptation options identified throughout this project.</li></ul>

<sup>6</sup> Direct Implementation (DIM) is the modality whereby UNDP takes on the role of Implementing Partner. In DIM modality, UNDP has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs. UNDP assumes overall management responsibility and accountability for project implementation. Accordingly, UNDP follows all policies and procedures established for its own operations.




Overall, the project has supported the GoA in advancing its medium and long-term adaptation planning and strengthening its National Adaptation Plan (NAP) for Climate Change Adaptation (CCA).

## 2.1. Project Start and Duration

The starting point of the NAP project was Armenia’s 2015 Intended Nationally Determined Contribution (INDC). A NAP stocktaking exercise conducted at that time confirmed the existence of relevant planning and budgeting capacities within the different sectors in their respective areas of work, but noted gaps in the capacity of government entities to integrate climate change adaptation within and across sectoral policies. This stocktaking exercise provided the basis for the development of the NAP project proposal targeted to the GCF.

While the project’s implementation period lasted four years, the preparation work for this project started in 2016 with the submission of the project proposal to GCF. The idea of this project matured gradually and culminated with the signing of the grant agreement in July 2018. From that point onwards, the project went through a number of key phases, with several milestones summarized in the figure below.

**Table 3: Key Project Dates**

Key Project Dates	
	<ul style="list-style-type: none"> <li>• Grant Agreement signed by GCF: Jul 12, 2018</li> </ul>
	<ul style="list-style-type: none"> <li>• Project Document Signature Date: Nov 27, 2018</li> </ul>
	<ul style="list-style-type: none"> <li>• Date of Inception Workshop: Feb 13, 2019</li> </ul>
	<ul style="list-style-type: none"> <li>• Expected Date of Terminal Evaluation: Dec 10, 2022</li> </ul>
	<ul style="list-style-type: none"> <li>• Original Planned Closing Date: July 11, 2022</li> </ul>
	<ul style="list-style-type: none"> <li>• Revised Planned Closing Date: Jan 10, 2023</li> </ul>

The Grant Agreement with the GCF was signed in July 2018, whereas the Local Project Appraisal Committee (LPAC) meeting took place on 23 August 2018, when the project concept and key parameters received endorsement by the Government of Armenia and UNDP. The Project Document was signed by UNDP and the Ministry of Environment on 27 November 2018. Although the project’s effective start date was the day of the receipt of GCF’s approval of the proposal, the official implementation of project activities kicked off with the signature of UNDP Project Document. The project’s Inception Workshop took place in February 2019 with the participation of about 90 representatives from government institutions, local and international agencies, educational institutions, NGOs and the private sector. The first meeting of the Project Management Board took place on 28 February 2020, followed by subsequent meetings in February 2021 and March 2022.

Originally the project's duration was envisaged to be 48 months (as per the approved project proposal), starting from the receipt of GCF's Notice of Approval Letter in July 2018 to July 2022 (according to UNDP PIMS+).<sup>7</sup> As a result of the COVID-19 crisis, the project received in 2020 a blanket extension of six months provided to all GCF-funded projects. Despite the impact of the pandemic, the project is still on track to be completed within its expected duration of four years, with an expected end date of 10 January 2023. So, the overall the implementation of the project has occurred in the timeframe of four years and six months.

## 2.2. Development Context

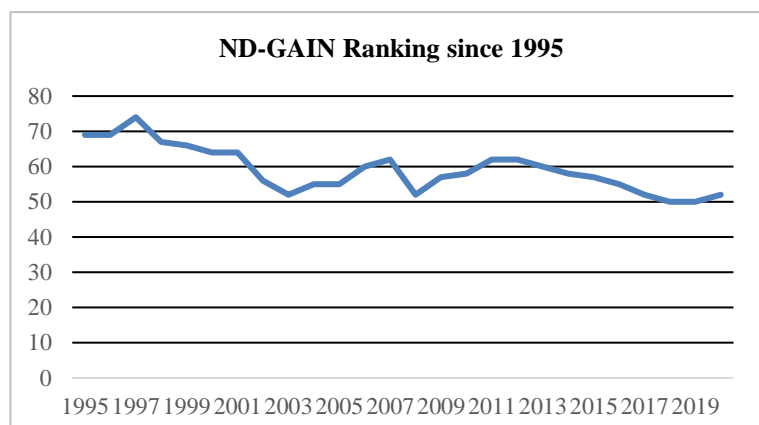
With a population of 2,968,128 (in 2021)<sup>8</sup> living in an area of 29,740 square kilometers, Armenia contributes as little as 0.02% to the total global greenhouse gas (GHG) emissions and is in the lower range of per capita footprint with 2.1 t CO<sub>2</sub>e<sup>9</sup>, according to the latest data available by the World Bank (2019). Armenia's climate can be classified as highland continental, with significant seasonal change from summer highs to winter lows. Due to its complex terrain, the country also suffers from significant climatic contrasts, with climates ranging from arid to subtropical and cold in high mountains. Yerevan experiences average summer highs of 30°C to 33°C and average winter temperatures of 1°C to 3°C.

In the most recent Environmental Performance Index (EPI) of 2022<sup>10</sup>, Armenia occupied the 56<sup>th</sup> position, dropping by three positions from the previous EPI 2020 Report (53rd position). Meanwhile, the country's EPI score is 48.3, which is above the average of all 180 countries. The current ranking for the three major cluster indicators composing the EPI is the following:

- i) Environmental Health 89/180; **Figure 7: ND-GAIN Ranking Armenia**
- ii) Ecosystem Vitality 30/180;
- iii) Climate Change 82/180.

As of 2020, Armenia's low vulnerability and high readiness score places it in the lower-right quadrant of the ND-GAIN<sup>11</sup> Matrix<sup>12</sup>.

The country has a history of significant and recurrent climate variability, which together with the proneness to natural disasters, makes the country susceptible to climate changes. As can be seen from Figure 5 below, the country is prone to storms, landslides, earthquakes, floods and droughts. While Figure 6 represents the increase in



<sup>7</sup> GCF has provided UNDP with a written notification of the end date of the project.

<sup>8</sup> World Bank, Population Information (link [here](#)).

<sup>9</sup> World Bank, CO<sub>2</sub> emissions per capita (link [here](#)).

<sup>10</sup> The 2022 Environmental Performance Index (EPI) provides a data-driven summary of the state of sustainability around the world. Using 40 performance indicators across 11 issue categories, the EPI ranks 180 countries on environmental health and ecosystem vitality. (link [here](#)).

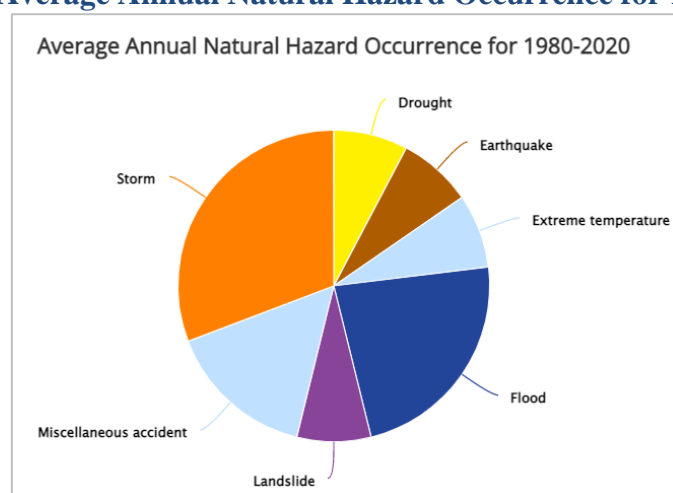
<sup>11</sup> The ND-GAIN Index summarizes a country's vulnerability to climate change and other global challenges in combination with its readiness to improve resilience.

<sup>12</sup> Link [here](#).

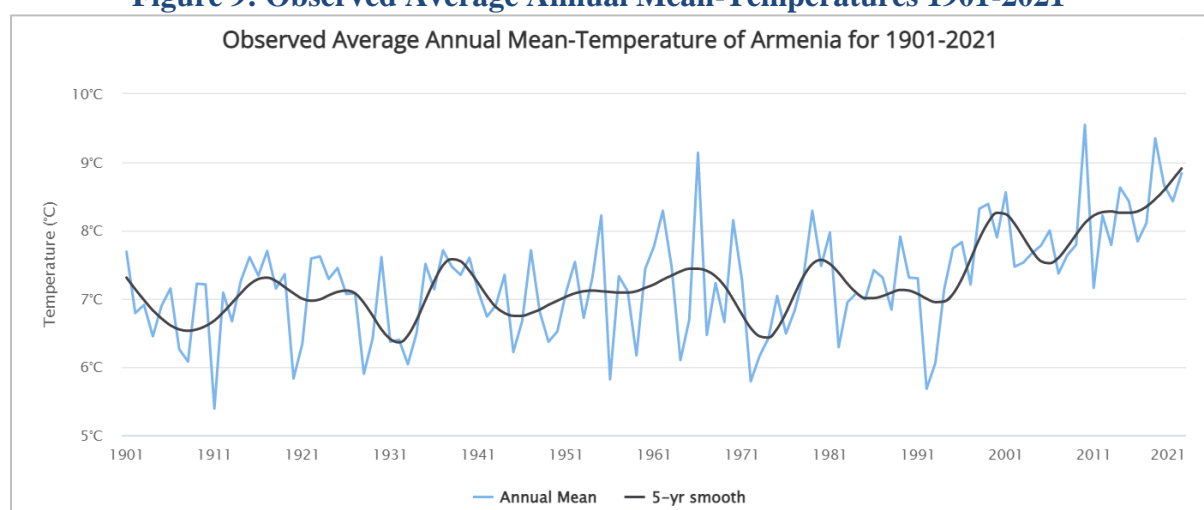


Armenia’s annual mean temperatures – these two risk factors contribute to the need for well-planned and sustainable interventions in relation to climate change adaptation.

**Figure 8: Average Annual Natural Hazard Occurrence for 1980-2020<sup>13</sup>**



**Figure 9: Observed Average Annual Mean-Temperatures 1901-2021<sup>14</sup>**



While governance and management of climate change projects and issues fall under multiple governmental agencies and are integrated across the relevant sectors, international reporting are responsibilities of the Ministry of Environment (MoE). In 2020, MoE delivered its Fourth National Communication on Climate Change (NC4) and its Second Biennial Report in 2018 under the United Nations Framework Convention on Climate Change (UNFCCC). On the 22<sup>nd</sup> of April 2020, the Government of the Republic of Armenia approved Armenia’s updated 2021-2030 Nationally Determined Contributions (NDC) under the Paris Agreement. This document sets the ambition of the Government of Armenia towards reduction of greenhouse gas (GHG) emissions by 40% compared with the base year 1990 by 2030. The new NDC is based on green economy, compatible with the Sustainable Development Goals (SDGs), which are reflected in the Republic of Armenia's socio-economic development framework.

<sup>13</sup> Information retrieved from World Bank’s Climate Change Knowledge Portal (link [here](#).)

<sup>14</sup> Ibid (link [here](#)).

### 2.3. Problems that the Project Sought to Address

At the fundamental level, the NAP project was conceived to assist the Republic of Armenia in the reduction of climate-induced vulnerabilities in the medium and long run. This is the main challenge targeted by the project, and shown in the table below which summarizes the principal barriers that the project was designed to address. Underlying this main challenge are three barriers that were targeted by the project (also, shown in the table below).

- Lack of clear processes for updating risk and vulnerability information, and for the elaboration and prioritization of adaptation measures.
- Lack of awareness and capacities of sector ministries in terms of climate change and adaptation.
- Lack of integration of climate change related risks and adaptation into planning processes and documents.

**Table 4: Problems Addressed by the Project**

<b>Problem</b>
Armenia is one of the most vulnerable countries to climate change in the Europe and Central Asia region but currently lacks a comprehensive framework for adaptation planning.
<b>Related to Output 1; 2; 3; 4; 5.</b> The lack of clear processes for updating risk and vulnerability information, and for the elaboration and prioritization of adaptation measures.
<b>Related to Output 1; 2; 3; 4.</b> The lack of awareness and capacities of sector ministries in terms of climate change and adaptation.
<b>Related to Output 1; 2; 3; 5.</b> The lack of integration of climate change related risks and adaptation into planning processes and documents, at both national and sector planning levels.

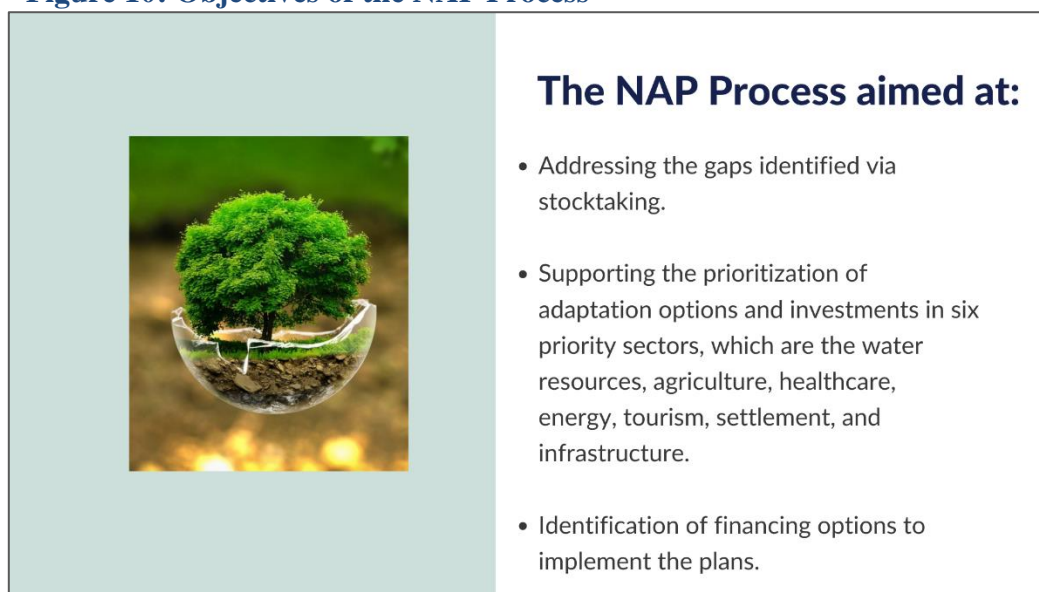
As stipulated in the Theory of Change, the NAP project was designed to increase the awareness and capacities of government bodies at the national and sub-national level and help them establish institutional processes and structures for the integration of climate change adaptation into national, sectorial and local government planning and budgeting. Given that prior to the NAP project similar interventions had focused primarily on mitigation aspects of climate change, the focus of this project was on climate change adaptation by developing a prioritized pipeline of adaptation interventions that reflected national objectives, rather than being a scattered and *ad hoc* collection of experimentations. This approach was envisioned to be achieved by strengthening the capacities of governmental bodies to ensure they are institutionalized for long-term sustainability.

### 2.4. Immediate and Development Objectives

As noted above, the project's main objective consisted of the advancement of medium and long-term adaptation planning. The project targeted priority sectors for the mainstreaming of adaptation planning. It also targeted the mainstreaming of adaptation planning into the regional level. As shown in the figure below, the NAP project aimed at: (i) addressing the gaps identified via a stocktaking process; (ii) supporting the prioritization of adaptation options and investments in six priority sectors, which are the water resources, agriculture, healthcare,

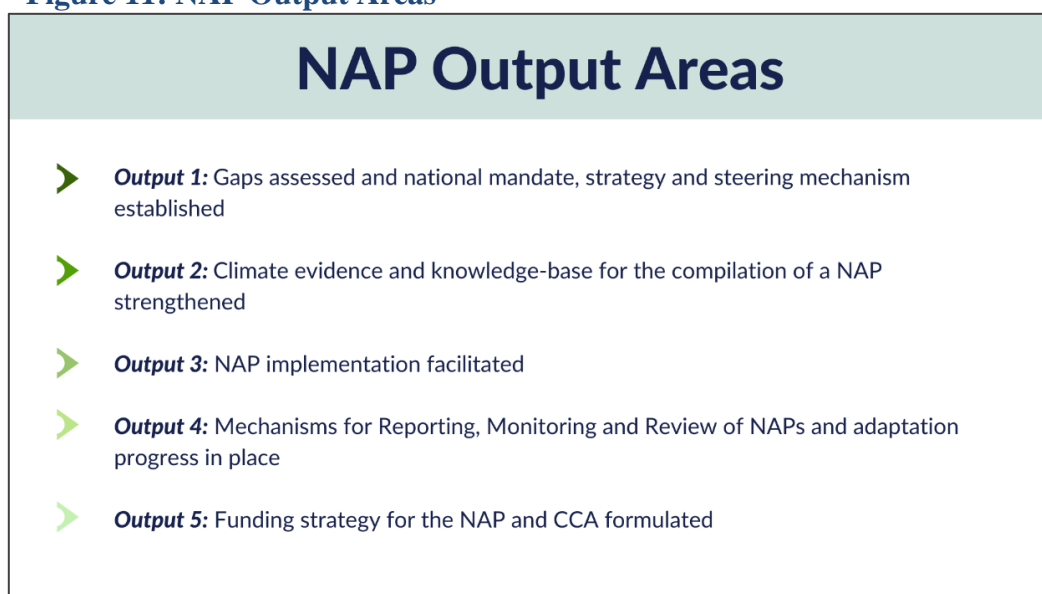
energy, tourism, settlement and infrastructures;<sup>15</sup> and, (iii) identifying financing options to implement the adaptation plans.

**Figure 10: Objectives of the NAP Process**



The NAP Project was conceptualized to produce results under five output areas, summarized in the figure below.

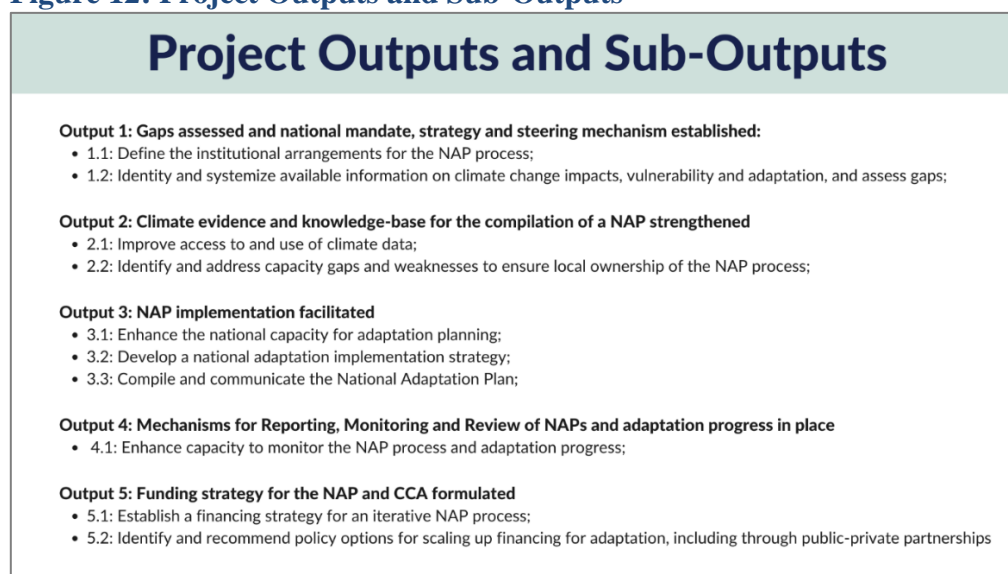
**Figure 11: NAP Output Areas**



The project was conceived on the basis of a set of expected outputs and sub-outputs, which are summarized in the figure below. These outputs and sub-outputs constitute the project's core objectives.

<sup>15</sup> In the end, only five of these sectors underwent the adaptation planning process. Planned activities for the settlement sector were adjusted, as will be seen further in this report.

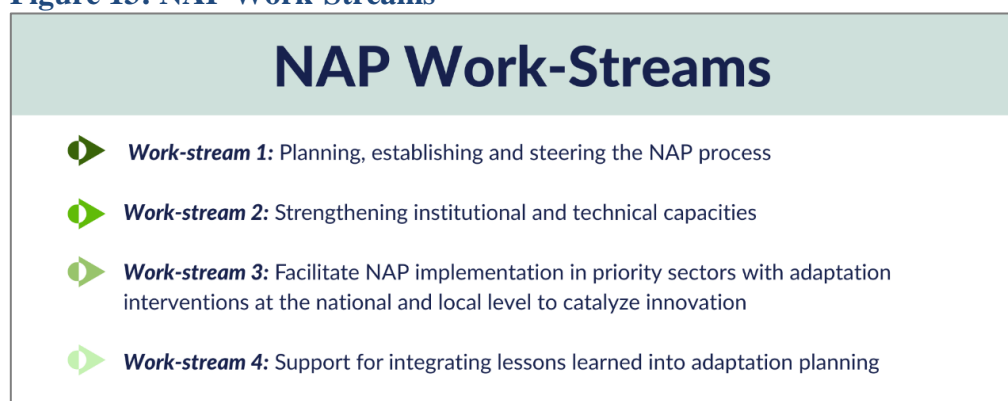
**Figure 12: Project Outputs and Sub-Outputs**



Based on stakeholders’ feedback, the NAP approach for Armenia was envisioned to be driven by a conceptual note outlining a national vision for adaptation, as articulated in the 2015 INDC “*apply an ecosystem-based approach to mitigation and adaptation actions, giving preference to balanced and combined actions*”. This was expected to take the form of either guidelines, regulations or other subordinate legislation. Subsequently, the individual sectors were expected to contribute to the mainstreaming of Climate Change Adaptation (CCA) in their own strategies, plans and policies. This included priority areas for adaptation and concrete steps for mainstreaming.

The implementation of the first iteration of NAP Armenia was expected to occur through four parallel work-streams or components, where the first three are envisaged to establish pillars for an effective and strong NAP process, and the fourth to incorporate lessons learned into adaptation planning. These work streams are summarized in the figure below.

**Figure 13: NAP Work-Streams**



The following is a more detailed description of each workstream.

- **Work-stream 1 – Planning, establishing and steering the NAP process.**

This component is focused on building capacity for coordination and policy development, including the establishment of a legal mandate and a monitoring/reporting mechanism.

- **Work-stream 2 – Strengthening institutional and technical capacities.**

These capacities were envisaged to support the development of a comprehensive and iterative NAP process and thus assist the implementation of the adaptation strategies and actions plans, through the development and execution of capacity development activities.

- **Work-stream 3 – Facilitate NAP implementation in priority sectors with adaptation interventions at the national and local level to catalyze innovation.**

These interventions were intended for concurrent deployment with the other work-streams in order to help inform long-term planning processes.

- **Work-stream 4 - Support for integrating lessons learnt into adaptation planning.**

The fourth work-stream was added as a separate point following the logic of the components, as it is not reflected in a standalone manner in the Project Document provided for this evaluation, but rather, it is only described.

Gender inclusiveness was placed at the center of the NAP process, given the need for gender mainstreaming in climate change adaptation planning and budgeting and the fact that adaptation cannot be successful without the involvement of all social groups, and in particular women.

The Project Document noted that at least two NAP iterations are required for the complete and comprehensive mainstreaming of Climate Change Adaptation (CCA) into the national development framework and into the development plans of all sectors. The NAP project is considered the first.

## **2.5. Expected Results**

The project's overall goal was to assist GoA in strengthening medium and long-term adaptation planning. The project's main expected results, drawn from the project's Results Framework, include the following:

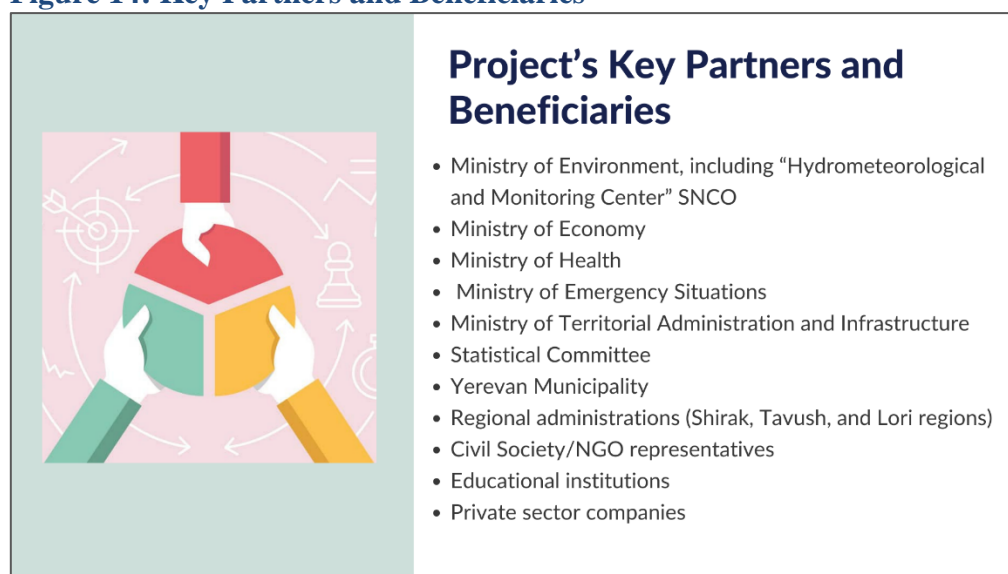
- Develop a conceptual note for NAP implementation as per Government Decision 49-8 of 2016.
- Strengthen the institutional arrangements of the Inter-Agency Coordination Council on UNFCCC Implementation to enable it to serve as the coordination mechanism for adaptation;
- Strengthen technical leadership within key ministries by targeting national and sub-national decision makers with awareness raising and technical capacity building to improve support for climate action and participation in the Inter-Agency Coordination Council in alignment with the Sendai Action Plan;
- Assess gaps with regards to information availability and existing access processes in order to improve the ability to integrate climate and socio-economic modeling;

- Prepare an inventory of sectorial, territorial and international adaptation projects, and of NGO driven adaptation activities to analyze lessons learned and successful implementation of adaptation experiences in order to identify options to scale up;
- Update the existing multi-sectorial climate data coordination and exchange processes;
- Strengthen capacities of the Ministry of Nature Protection and the Inter-Agency Coordination Council to improve oversight on adaptation through tools such as a web-based information dashboard;
- Develop adaptation components for the sectorial development plans, or their equivalent, for four of the six priority sectors for adaptation identified in the NDC;
- Undertake a screening and assessment of the interventions identified for the Long-term development directions of the RA Energy System Strategic Program, and develop a work-plan to integrate adaptation into the Program;
- Develop and implement a stakeholder outreach strategy to support medium- and long-term adaptation planning;
- Initiate the development of a gender sensitive and transparent monitoring system for the evaluation and revision of the NAP process at national and sectorial level;
- Determine the long-term financial needs to support adaptation.

## 2.6. Key Partners Involved in the Project

As noted previously, the project was implemented by UNDP under its Direct Implementation Modality (DIM) in partnership with governmental bodies, civil society organizations, scientific institutions, academia and the private sector. The project's key partners and beneficiaries are presented in the figure below. A more detailed description of the actual stakeholder participation in the NAP Armenia Project is provided in section 3.2.2 of this report.

**Figure 14: Key Partners and Beneficiaries**



The project's governmental partners (government agencies) were expected to work with a range of national and sub-national civil society organizations and private sector entities to



deliver project activities on the ground. This work was expected to include a degree of social mobilization, as that was seen as crucial for encouraging the project's national ownership and sustainability, as well as for further promoting awareness within the wider public.

The envisaged project implementation approach included effective multi-stakeholder discussions and participation, including ministries, agencies, local communities, NGOs, mass media, research and educational institutions, private sector and international organizations. Their involvement in the planning, implementation, monitoring and evaluation of the project was considered highly essential.

## 2.7. Description of the Project's Theory of Change

The Project Document presented a Theory of Change (ToC) that identified key interventions needed to achieve the desired project outputs and outcomes. The project's ToC is graphically reconstructed in Figure 15 below. The project's Theory of Change lays out the ultimate goal of the intervention, being *“Evidence-based framework established that makes adaptation planning an inclusive, responsive and flexible process while also supporting priority adaptation actions in the most climate vulnerable areas of Armenia”*. This goal is broken down into activities and outputs needed in order to facilitate its achievement. As is standard practice for an effective Theory of Change, the project's ToC also includes a set of underlying barriers and assumptions. Additionally, a subsection dedicated to these risks and assumptions is present in the Project Document, complementing the former.

The project's Theory of Change is part of the strategy chapter of the Project Document. It is preceded by a short summary of the rationale behind the project and followed by a more detailed view of the Outputs and Sub-outputs (referred to as 'Sub-outcomes', as well as 'Activities' in the graphical representation of the ToC). It lays out the ultimate goal of the intervention, being *“Evidence-based framework established that makes adaptation planning an inclusive, responsive and flexible process while also supporting priority adaptation actions in the most climate vulnerable areas of Armenia”*. This goal has been broken down into activities and outputs needed in order to facilitate its achievement.

The ToC lays out the main problem the project sought to address – that Armenia is one of the most vulnerable countries to climate change in Europe and Central Asia. It then branches it out into three main problem-areas concerning climate change and adaptation that exacerbate this vulnerability, namely: i) lack of adequate operational structures and processes; ii) lack of awareness and capacities of sector ministries; iii) lack of integration into planning, at both national and sectoral levels. These problem-areas are envisaged to be tackled through several activities, which are organized into five outputs. These activities are related to the problem-areas as follows:

**Table 5: ToC Activities and Problem-Areas**

Activities	Problem-Areas
1.1 Define the institutional arrangements for the NAP process	i;
1.2 Identify and systematize available information on climate change impacts, vulnerability and adaptation, and assess gaps	ii; iii.
2.1 Improve access to and use of climate data	i;

Activities	Problem-Areas
2.2 Identify and address capacity gaps and weaknesses to ensure local ownership of the NAP process	ii; iii.
3.1 Enhance national capacity for adaptation planning	i;
3.2 Develop a national adaptation implementation strategy	ii;
3.3 Compile and communicate the National Adaptation Plan	iii.
4.1 Enhance capacity to monitor the NAP and adaptation progress	i; ii.
5.1 Establish a financing strategy for an iterative NAP process	i;
5.2 Identify and recommend policy for scaling up financing for adaptation, including through public-private partnerships	iii.

Activities are grouped into respective Outputs, as mentioned above. These expected tangible results are focused on facilitating the NAP process by gathering evidence and knowledge, and creating strategies and mechanisms. Specifically:

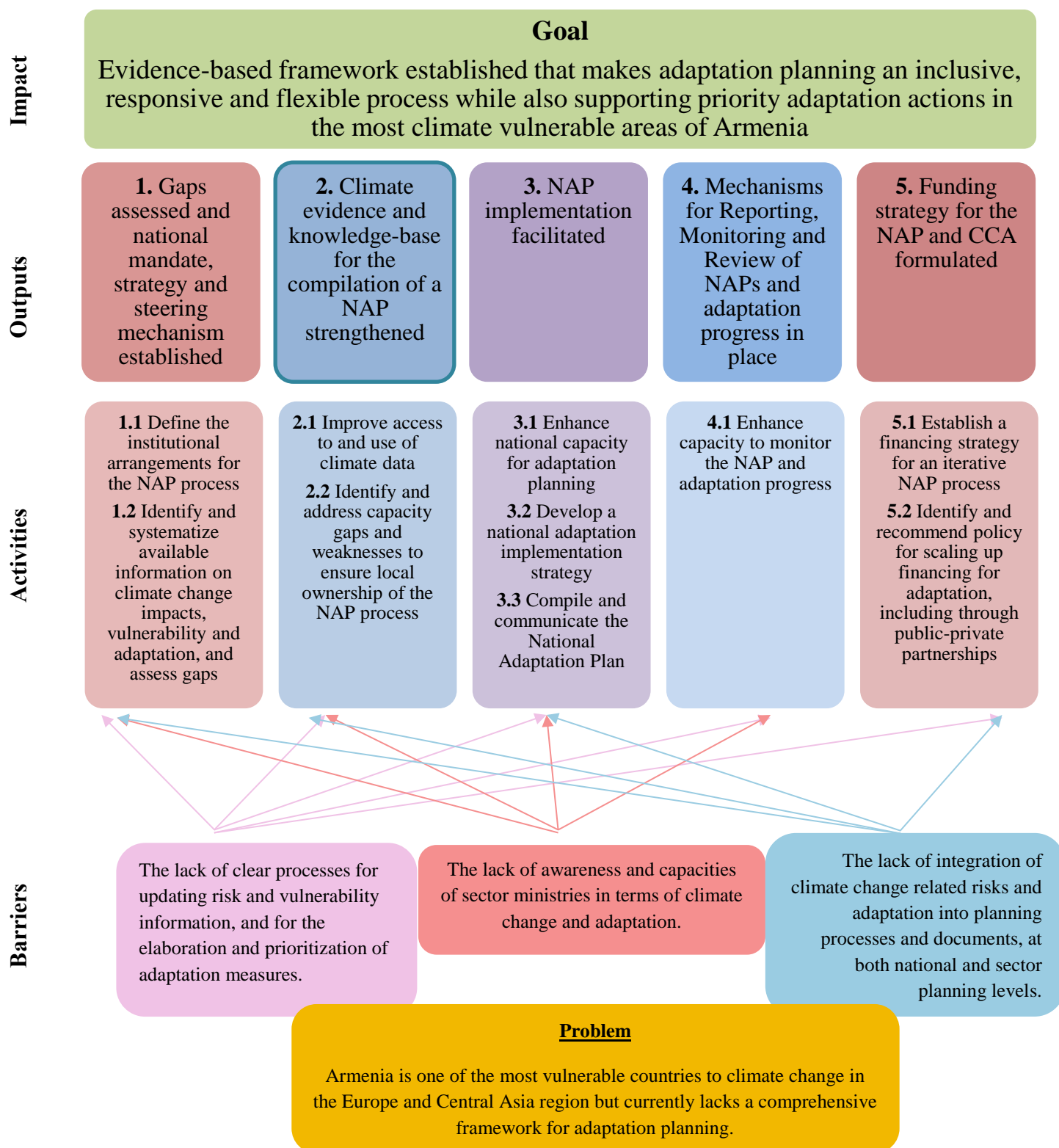
- **Output 1:** Gaps assessed and national mandate, strategy and steering mechanism established
- **Output 2:** Climate evidence and knowledge-base for the compilation of a NAP strengthened
- **Output 3:** NAP implementation facilitated
- **Output 4:** Mechanisms for Reporting, Monitoring and Review of NAPs and adaptation progress in place
- **Output 5:** Funding strategy for the NAP and CCA formulated

The Project Document also includes a subsection on Risks and Assumptions, which are relevant to the ToC as well. This subsection, contrary to what is suggested in its title, does not include a full set of assumptions relevant to the ToC. It does, however, include a set of three main foreseen risks: i) loss of government support; ii) capacity constraints of local institutions; iii) inability of target groups to attend trainings. These risks are relevant to the successful and timely implementation of project activities, and have been supplemented by appropriate mitigation measures. For the risk of losing governmental support, the foreseen mitigation measure was “*undertaking regular stakeholder consultations and inclusive capacity building activities*”. For the risk of constraints in the capacity of local institutions, the mitigation measures were threefold: “*i) the development of human resources capacity; ii) the collaboration and exchange between local institutions and international expert groups; as well as iii) National coordinator ensuring the timely delivery of project outputs*”. For the risk of the inability of target groups to attend trainings, the foreseen mitigation measure was the “*establishment of formal ad-hoc working groups, organizing additional trainings to consider all time constraints, through constant, clear and direct communication about necessity, expectations and advantages of the training activities*”. Additionally, Annex F (UNDP Risk Log) of the Project Document presents the full details on risk management.

Overall, the project’s ToC is well-thought-out and organized. Some suggestions for how the design of the project could have been strengthened are presented in the following section.



**Figure 15: Project's Theory of Change**



### 3. FINDINGS

This chapter of the report presents the findings of the evaluation across three main dimensions: i) Project Design/Formulation; ii) Project Implementation; iii) Project Results. The following subsections are in-depth assessments that provide a better understanding of the project's performance and achievements while also informing the report's conclusions and recommendations. Additional supporting evidence and information is provided in the Annexes of the report.

#### 3.1. Project Design/Formulation

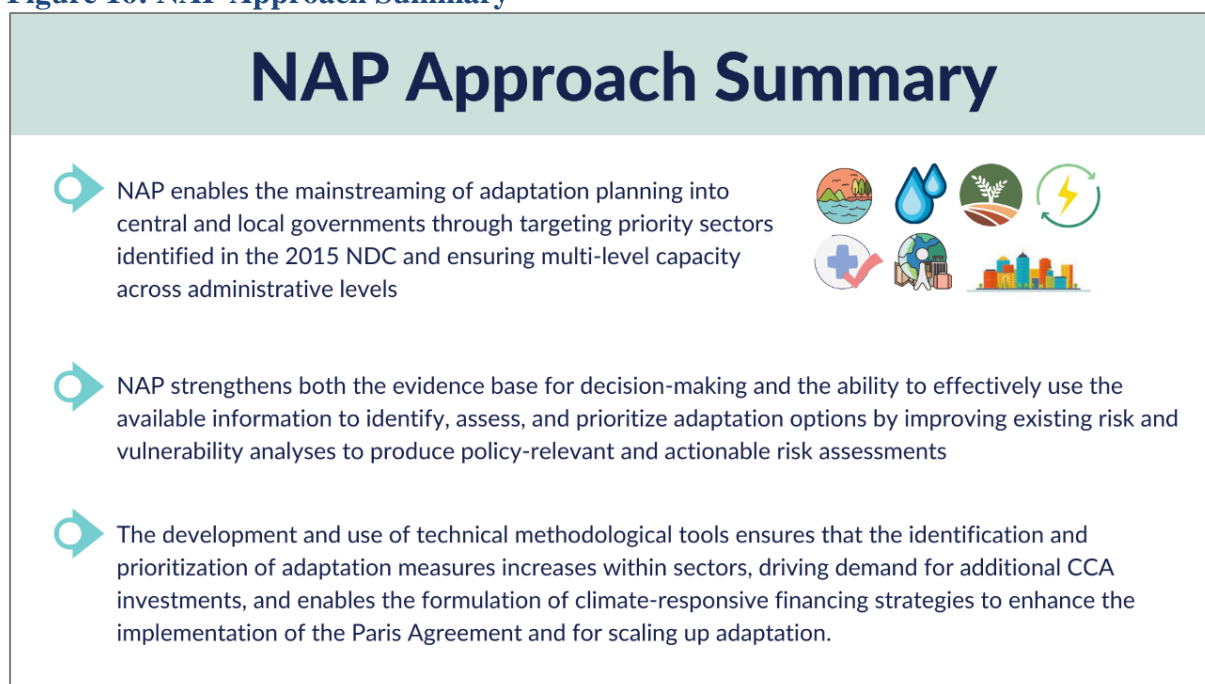
##### 3.1.1. Analysis of Results Framework: Project Logic and Strategy, Indicators

This section provides a brief assessment of the project's logic and approach, and its results framework. These are key aspects of the project's formulation determined at the design stage.

##### Project Logic and Approach

The NAP project had a significant focus on the development of Armenia's policy framework for climate change adaptation. The approach taken by the project to facilitate Armenia's progress in reducing climate-induced vulnerabilities is summarized in the figure below.

**Figure 16: NAP Approach Summary**



The project's approach was undergirded by three main positive features:

- By targeting the priority sectors identified in the 2015 NDC (natural resources, water, agriculture, energy, health, tourism and human settlements) and ensuring multi-level capacity across administrative levels, the project aimed at mainstreaming adaptation planning into the activities of central and local government bodies;

- By improving risk and vulnerability analyses to produce policy-relevant and actionable risk assessments, the project focused on strengthening the Government’s evidence base for decision-making and its ability to use the available information to identify, assess and prioritize adaptation options.
- The development and use of technical and methodological tools were aimed to help respective government and non-government entities in the identification and prioritization of adaptation measures across sectors, driving demand for additional adaptation investments and enabling the formulation of climate-responsive financing strategies to enhance the implementation of climate agreements for scaling up adaptation.

The NAP project was conceived as an exclusively “*preparatory*” project, using GCF funding to support Armenia’s preparation of the national climate change adaptation strategy and institutional infrastructure. As such, the project did not include infrastructure components or pilots (so-called, *hard* components), but focused entirely on policy development and trainings.<sup>16</sup> All project activities were organized either as part of the “*Policy Development*” component or the “*Trainings*” component. These two components are not project components in terms of how the project was structured on paper and during implementation, but they are conceptual categories created by the evaluators for organizing the activities conducted under the NAP project. The types of activities carried out under each of these two components are shown in the figure below. All these activities and the results that they have produced are analyzed under the “Effectiveness” section of this report.

**Figure 17: Project Activities**

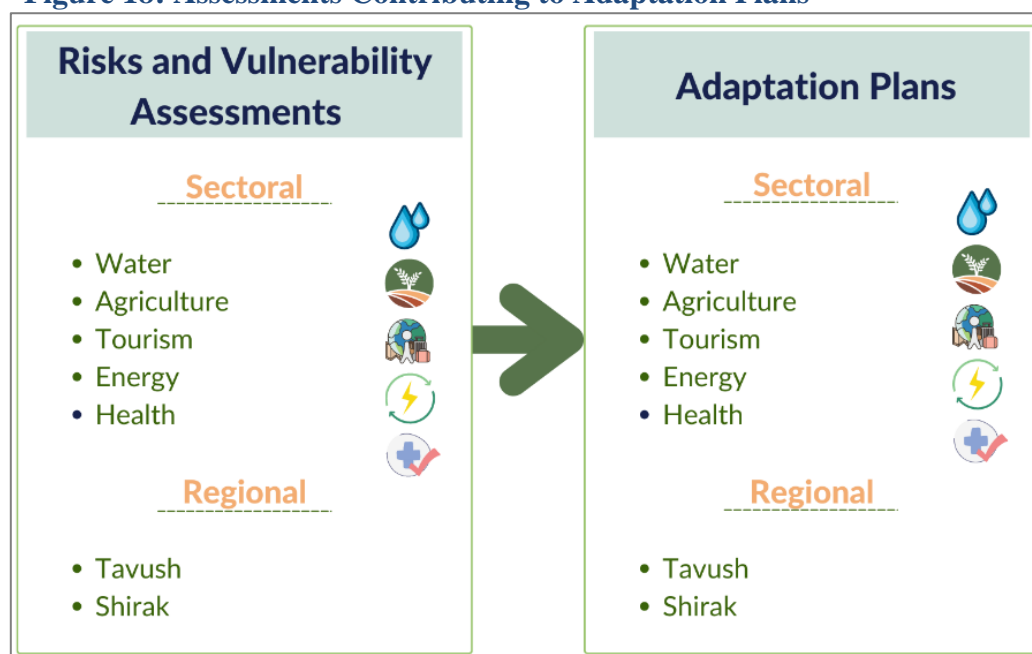


Another positive feature of the project’s approach was the manner in which the sectoral and regional adaptation plans were formulated. First of all, the project proceeded with the development of a national framework for adaptation planning that laid the key parameters of the planning process in the area of climate change adaptation. This framework opened the door

<sup>16</sup> GCF readiness support finances only soft measures, such as capacity building, awareness raising and the training activities.

for the formulation of sectoral and regional adaptation plans. The development of these plans was grounded on a consultative process that culminated with the preparation of “*risk and vulnerability*” assessments (as shown in the figure below). These assessments provided the evidence based (or the baseline) for the development of the adaptation plans. The same approach was taken both at the sectoral and regional level.

**Figure 18: Assessments Contributing to Adaptation Plans**



To create sustainable capacity for adaptation planning within government institutions, the NAP project also organized multiple trainings and other events both in Yerevan and the regions. The project organized 29 trainings, 33 workshop/seminar/focus group meetings and 7 awareness-raising events to raise awareness and strengthen the capabilities of the participants. All these events are listed under the “Effectiveness” section of this report.

While the design of the NAP project had a number of positive features, participants in this evaluation also identified several challenges pertaining to the way the project was conceived. The following are some challenges brought to the attention of the evaluation team by evaluation participants.

- **Ambitious Scope** – With hindsight, we can conclude at the point of this evaluation, that the NAP project was designed with a level of ambition that was not matched by the financial resources available for the project. The sectors covered by the NAP project are so broad and complex from a climate change adaptation perspective that the project team found out that it was impossible to cover them sufficiently well under the framework of the NAP project as it was designed. To solve this problem of immense complexity, the project stakeholders focused on the vulnerability and risk assessments and the adaptation plans on select sub-sectors for each sector – rather than the entire sector. For example, the work in the agriculture area focused on the subsectors of “pastures” or “crops”, rather than the entire agriculture sector. This was a serious weakness of the project design that the project team had to address in a creative way.

- Limited Timeframe** – In relation to the point above, the implementation of the project proved that four years allocated for the implementation of all envisaged activities was not sufficient. For example, the NAP project was envisaged to spend about two years on the stocktaking exercise, conducting research and assessments to establish a clear adaptation baseline. In reality, the project spent under six months for the conduct of vulnerability assessments and the preparation of the adaptation plans. At the time of the conduct of this evaluation when the project was near the end, the project team was still dealing with a number of activities that had to be completed. Also, the approval of a number of key policy instruments, including most adaptation plans developed under the project, was pending. This experience has shown that policy development is a complex exercise that requires a lot of consultation with various stakeholders. Certainly, the COVID-19 crisis and the conflict situation in Nagorno-Karabakh have had a significant impact on the project (as will be seen further in this report), but nevertheless NAP processes are at an early stage in Armenia and the subject is fairly new for the majority of stakeholders, including policy makers. Moreover, various key partners involved in climate change adaptation are at different stages of awareness and capacity and hence require different levels of support. Overall, this project showed that more time and greater flexibility is required for the implementation of such projects that have substantive policy components that require wide political consensus and approvals by the Government and Parliament.
- Dispersal of Activities** – Another peculiar feature of the NAP project was the wide dispersal of a large number of activities across sectors (six large sectors such as water and agriculture) and geographical areas. The totality of these activities is reviewed under the “Effectiveness” section of this report. The sheer number of activities is impressive and has required a lot of coordination and monitoring by the limited number of staff in this project. Also, the number of subcontractors involved in this project is immense, requiring a lot of effort and input from the project team on the preparation of contracting documents and oversight. While this body of work has been valuable for the respective national stakeholders, several evaluation participants pointed out the need for greater focus on fewer sectors and types of activities, which would have created greater efficiencies, more depth and greater specialization.
- Consolidated NAP Platform** – With NAP being a cross-cutting issue, many of the activities around NAP are dispersed around various sectors and levels of government. The responsibilities for NAP activities are not concentrated, but spread around various institutions that are responsible for different sectors and thematic areas. Given the diversity of activities and stakeholders involved, it would have been useful if the NAP project had a component that would enable the establishment of a centralized platform for the coordination of all NAP-related activities. The design of the project lacked a clear conceptualization of an M&E framework for the tracking of adaptation measures undertaken by public and private entities both at the national and sub-national level. In

fact, the project proposal developed in February 2017 contained a specific component (Output 4) dedicated to the monitoring of adaptation activities, but this area of work did not materialize into a fully-developed set of interventions in the actual approved proposal. Although a lot of the work conducted under the NAP project contributes to the monitoring of adaptation activities (especially the activities around the creation of a sound body of evidence, such as the risk and vulnerability assessments), the establishment of a solid M&E system at the national level for the tracking of the country's progress in the area of climate change adaptation was not pursued by the project. This evaluation concludes that the establishment of a solid M&E system for adaptation activities at the national level is a necessary step that should be pursued in follow-up initiatives to this project. The platform could be used for tracking the country's progress with NAP policies and implementation (e.g., all NAP policies, their goals, responsible institutions, the extent to which they have been implemented, how they link with each other, etc.). Such a platform would allow for the monitoring of NAP indicators on a continued basis and the formulation of reports in an efficient and consistent way. Such a platform would allow for a better alignment of actions implemented by different governmental and non-governmental stakeholders. It would also serve as a source of information during NAP communication strategy implementation.

- ***Infrastructure Component*** – As was noted previously in this report, this project did not include an “*infrastructure*” or “*piloting*” component. This was a consequence of the fact that the project was conceived as part of the GCF Readiness support programme. Readiness programme funds are to be used to build/strengthen capacities, link NAP to national and sectoral planning and budgeting and use the process to prioritize adaptation investments<sup>17</sup>. As such, this project had to have a focus on policy development, and especially the preparation of adaptation plans in various sectors, at the national level and at the sub-national level. But several participants in this evaluation noted that some parallel financing from other sources for practical infrastructure investments identified on the basis of the planning process would have added to the relevance and value-added of the project. This was a view that was particularly emphasized by representatives of sub-national governments. Such a component, however, would have required a longer implementation timeline in addition to extra funding, especially for the preparation of feasibility studies and technical specifications.
- ***Financing Strategy*** – While the adaptation plans (sectoral and regional) that resulted from the activities of this project did incorporate financing elements – such as the identification of general financing sources or financing requirements – the project did not create an overall *financing strategy* for the adaptation sector in Armenia. Financing will be crucial for the enactment of the reforms and policy actions that are prescribed in the adaptation plans formulated with the help of the NAP project. And this financing should be continued over time – it should be a stream of financing linked to an

---

<sup>17</sup> The GCF Readiness Guidelines can be found [here](#).

adaptation process that is continually updated based on a well-established set of rules and processes that are followed through by the main government ministries and agencies, as well as local authorities. A financing strategy in this sense will be extremely important. The strategy should lay out the way in which the state budget, combined with external resources from development partners and the private sector, provides continued financing to the adaptation sector.

### Project's Results Framework

The Project Document includes a Results Framework (pages 24-30). The structure of the Results Framework is quite unusual in comparison with other projects of a similar nature implemented by UNDP.

- First of all, no outcome indicators are identified for the project, which makes it difficult to create a measurable sense of the outcomes that are achieved through this project. The reason for this is that at the time of the formulation of this project there were no clear guidelines from the GCF on the development of project documents for “readiness” projects. In fact, UNDP went beyond what was prescribed and required in developing a Theory of Change for this project, which in effect outlined the project’s expected impact.
- Secondly, the output indicators are not clearly stated and formulated, which allows for ambiguity and lack of transparency. Most output indicators are expressed in terms of practical activities/deliverables expected to be achieved by the project team. For each activity a deliverable is identified, whose completion constitutes the achievement of the respective output indicator.
- Thirdly, there is also unclarity in the formulation of baselines and targets. The quantitative values of baselines and targets are not always clear. Most targets are largely qualitative in nature, which without a clear definition leaves room for interpretation. Many of the concepts and terms used are not tightly defined.<sup>18</sup> In interviews for this evaluation, project stakeholders had difficulty defining the terms and concepts of the Results Framework. What helps in this case is the list of deliverables that is included in the Results Framework, with each deliverable attached to a particular project result. That has made it much easier for the Project Team to define the activities undertaken by the project.

---

<sup>18</sup> The following are examples of terms that are not well-defined in the project document: *Inter-Agency Coordination Council on UNFCCC Implementation nonoperational; Fragmented data gathering in multiple, uncoordinated data locations; No inventory of CCA interventions; Uncoordinated Data gathering; Partial hazard and risk maps, and vulnerability assessments; etc. Targets had been envisaged to follow the logic of the baselines, with wordings like: Inter-Agency Coordination Council on UNFCCC Implementation is operational, has increased participation and well defined CCA mission; Conceptual note for NAP approved; Parliament and other ministries sensitized on NAP process and CCA; Data is compiled and stored in well-defined locations; Data gaps are identified; Inventory of existing practices, plans and projects in place; etc.*



- Fourthly, the project's results framework consists of a very large number of indicators. The project consists of 10 outputs and 36 indicators which are linked to 36 expected deliverables. The figure below shows the distribution of these indicators/deliverables according to the project's outputs. This is a very large number of indicators for a project of this size, precisely because indicators have been selected to match the deliverables, rather than outputs or outcomes resulting from project activities.

**Figure 19: Number of Output Indicators**

Number of Output Indicators		
Output 1.1	<b>3</b>	
Output 1.2	<b>7</b>	
Output 2.1	<b>3</b>	
Output 2.2	<b>5</b>	
Output 3.1	<b>2</b>	
Output 3.2	<b>6</b>	
Output 3.3	<b>3</b>	
Output 4.1	<b>3</b>	
Output 5.1	<b>2</b>	
Output 5.2	<b>2</b>	
<b>Total - 36</b>		

### 3.1.2. Assumptions and Risks

The Project Document identified three key risks for the project, which are shown in the figure below. All three risks are related to the ability or interest of national institutions to engage with project activities.

**Figure 20: Project's Foreseen Risks**

Project's Foreseen Risks	
	1. Loss of government support, which results in lack of prioritization of project activities.
	2. Capacity constraints of local institutions limits the ability to undertake project activities.
	3. Inability of the target groups to attend trainings due to unanticipated reasons or time conflict affects the activities of the project.

The following is the logic underpinning each risk identified in the Project Document:



1. ***Loss of government support, which results in lack of prioritization of project activities.***  
The risk was rated as low since the country had already focused on climate change mitigation and its integration with DRR processes, and the climate adaptation was the next step toward achieving this result. The mitigation of this risk was intended to be assured by ensuring the government maintains its commitments and considers the project as a support to its climate change policies and priorities programmes by undertaking regular stakeholder consultations and inclusive capacity building activities.
2. ***Capacity constraints of local institutions limit the ability to undertake project activities.***  
This risk was rated as medium and was to be addressed with the following measures: (i) development of human resources capacity; (ii) collaboration and exchange between local institutions and international expert groups; as well as, (iii) national coordinator ensuring the timely delivery of project outputs.
3. ***Inability of the target groups to attend the trainings due to unanticipated reasons or time conflict affects activities of the project.*** This risk was rated as medium. The risk was to be addressed through the establishment of formal ad-hoc working groups, organizing additional trainings to consider all time constraints, through constant, clear and direct communication about the necessity, expectations and advantages of the training activities.

The main challenges that materialized during the project's lifetime were quite different from the risks identified in the Project Document. These challenges are shown in the figure below.

**Figure 21: Project's Materialized Risks**



- First and foremost, the project was challenged by the COVID-19 pandemic, which caused significant delays in project implementation. These delays included the cancellation of flights of international experts, inefficient communications due to the online modality, inability to conduct activities due to lockdown measures, etc.
- Secondly, the project was also challenged by the escalation of the Nagorno-Karabakh conflict during the September – November 2020 period. The conflict culminated with

the introduction of the Martial Law which lasted until March 2021. The conflict caused unforeseen delays in project activities.

- Thirdly, the project was also challenged by political unrest, which culminated in a snap election in June 2021. The uncertain political situation affected the momentum of project activities as political priorities shifted towards electioneering.
- The political unrest was also associated with high turn-over in governmental institutions. Key positions in governmental institutions related to the NAP project experienced changes in staff, which further undermined the stability of project activities and introduced additional delays. The key position of the Deputy Minister of the Environment (who also chaired the Project Board) changed several times during the course of the project and had an impact on the project as it took time for new officials to become familiar with the project and start playing their decision-making role effectively.
- Another challenge for the project was the limited availability of professional expertise capable for delivering the project's technical requirements. The area of climate change adaptation is an area where the country's technical capabilities remain constrained. The NAP project has actually contributed to the development of those capabilities. This caused delays in project activities as the Project Team and other key government stakeholders had to review and return several drafts of the documents produced by the technical experts.

All these challenges contributed to delays in the implementation of project activities. In particular, evaluation stakeholders singled out the COVID-19 crisis and the Nagorno-Karabakh conflict as two factors that strongly affected government priorities, detracting attention and resources from the climate change adaptation process.

### **3.1.3. Lessons from other Relevant Projects Incorporated into the Project Design**

Although the Project Document presented a good overview of the country situation in the area of climate change adaptation, the conception of the NAP project did not benefit from any lessons drawn from other relevant projects in the design phase. The Project Document did identify a list of climate-related policies, initiatives, programmes and projects of relevance to adaptation planning and the NAP process,<sup>19</sup> but it did not present an analysis of those initiatives and did not identify relevant lessons for the NAP project. This is a weakness of the Project Document. Although at the point of design of the NAP project adaptation activities have been ongoing and international partners were actively involved in operationalizing adaptation projects, the Project Document noted that there was no systematic inventory of adaptation projects, studies or actions. The NAP project has started collating this information but this

---

<sup>19</sup> Table in page 8-11 of the Project Document.

process is in its early stages and will need to be carried forward in future projects targeted at climate change adaptation.

### 3.1.4. Linkages between Project and Other Interventions within the Sector

One of the positive features of the NAP project is the way in which it has cooperated with other UNDP projects through shared activities and resources towards common objectives. The figure below shows the other UNDP projects with which the NAP project has collaborated and the types of activities that were conducted jointly.

**Figure 22: Cooperation with Other Projects**

Cooperation with Other Projects	
UNDP-Russia Trust Fund "Strengthening Capacities for Post Disaster Needs Assessment and Recovery Preparedness" Project	Development of the report on "The situation with Disaster Database in Armenia"
UNDP-Russia Trust Fund "Climate Change Education and Awareness - Climate Box" Project	Provision of trainings for public school teacher
UNDP-Russia Trust Fund "Increase Resilience of Armenia to Climate Change through Modernization of Armenia's Hydrometeorology Service" Project	Provision of a series of trainings on the application of drones in environmental monitoring, forestry, agriculture, and hydrology
UNDP-EU4Sevan Project	Conduct of the "Assessment of the Potential for Application of Incentive Mechanisms for Double (Secondary) Water Use in Armenia" study
UNDP-EU4Climate Project	Organization of a knowledge sharing event for kids on the World Environment Day, raising awareness on adaptation benefits and practices
UNDP-GEF "Building Armenia's National Transparency Framework under the Paris Agreement" Project	Implementation of a two-day training on Climate Change Transparency Framework with a focus on Adaptation MRV for members of the Inter-Agency Coordinating Council on Climate Change and its Working Groups, and cooperation on development of the Adaptation M&E Framework
UNDP-Japan Project	Development of Hydrometeorology and Monitoring Center's Unified Information System with a new Website and Mobile Application
UNDP-Sweden-UK "Modern Parliament for a Modern Armenia" Project	Conduct of trainings for Parliament

As can be seen from the table, the project has collaborated with eight other UNDP projects. These collaborations were confirmed in interviews with managers or representatives of these projects. In particular, the NAP project has collaborated with the projects funded by the Russian Trust Fund with a focus on environmental sustainability and education, as well as disaster risk management. The NAP project has also collaborated with the projects funded by the EU with a focus on climate change mitigation and water management. Particularly, relevant has been the collaboration of the NAP project with the UNDP project in support of the Hydrometeorological Agency funded by the Government of Japan.<sup>20</sup> Noteworthy is also the cooperation with the GEF-funded project on the National Transparency Framework under the Paris Agreement. Also, quite interesting has been the project's cooperation with the

<sup>20</sup> On the development of Hydrometeorology and Monitoring Center's Unified Information System with new Website and Mobile Application.

parliamentary support project funded by the UK and Sweden on the delivery of trainings for parliamentarians on climate change adaptation.

To ensure synergies with the activities of other international projects with similar objectives, the NAP project cooperated with the following projects:

- The NAP project cooperated with the World Bank-supported project “*Disaster Risk Mitigation Technical Assistance*” and the Russian Trust Fund project to provide capacity building assistance to the Armenian Hydromet Service (current Hydrometeorology and Monitoring Center).
- The NAP project cooperated with the EU “*Covenant of Mayors East*”<sup>21</sup> project under the scope of the “*Covenant of Mayors for Climate and Energy*”<sup>22</sup> initiative to support two urban communities (Tashir and Gavar) in systematization of their climate change risks and vulnerabilities and integration resilience actions into Sustainable Energy and Climate Action Plans.
- The NAP project cooperated with the German Sparkassenstiftung for International Cooperation (DSIK) in Armenia in the framework of capacity strengthening of the Hydrometeorology and Monitoring Center staff organizing "Capacity Building Course on developing a Climate Atlas using GIS and R software" three-month training course.
- The NAP project cooperated with the Impact Hub Yerevan on the organization of a three-day training session on climate change adaptation project development.
- National findings on gender related climate change vulnerabilities, as well as adaptation solutions in the fields of agriculture, water resources and tourism sectors, were presented during a Conference for the International Women’s Day organized by AGBU Lebanon in partnership with the Arab Institute for Women at the Lebanese American University held in 2022 to observe and raise awareness about the relationship between climate change and gender, the impact of climate change on women and the importance of including women in climate decision-making.
- The NAP project established cooperation with the World Meteorological Organization (WMO) towards the modernization of the observational network of the Hydrometeorology and Monitoring Center of the Ministry of Environment.
- The NAP project established cooperation with the World Bank on the development of the National Framework of Climate Services.

Also, a good example of interlinkages between the NAP project and other UNDP projects is the fact that two new UNDP projects are envisaged to support the formulation of two adaptation plans each, for a total of four adaptation plans for four marzes. This work will be entirely based on the model and approach of adaptation planning tested under the NAP project.

---

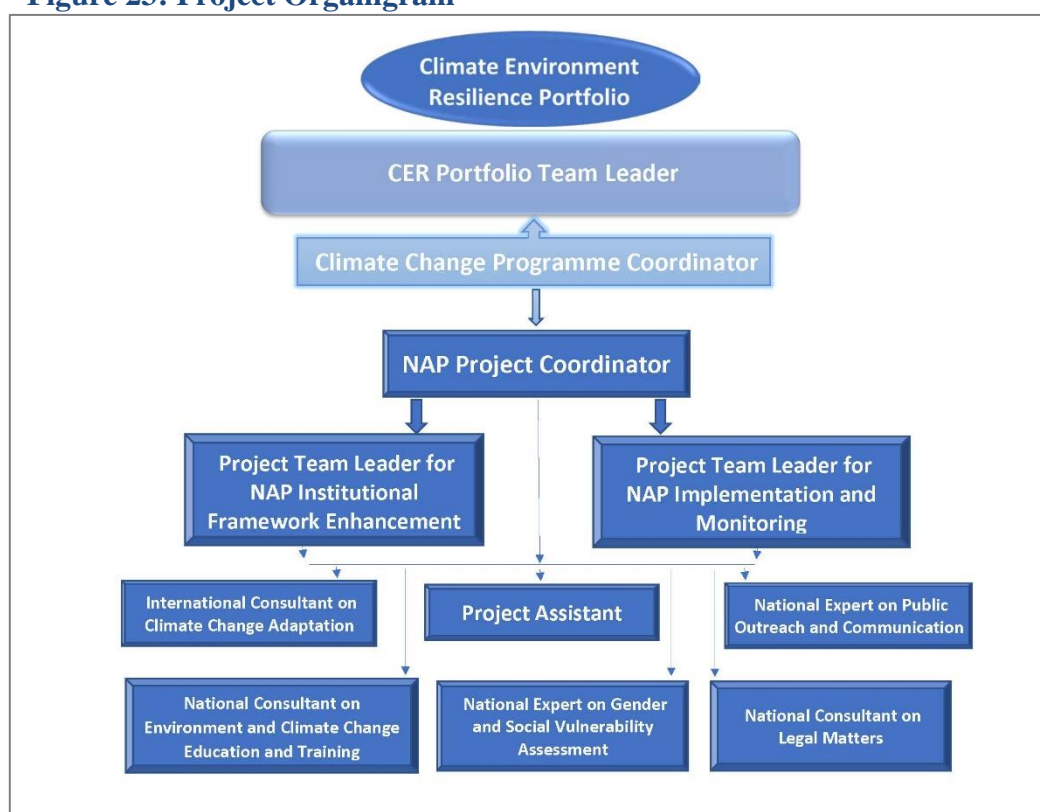
<sup>21</sup> More information [here](#).

<sup>22</sup> More information [here](#).

### 3.2. Project Implementation

The project was implemented under Direct Implementation Modality (DIM), with UNDP Armenia taking on the role of Implementing Partner. The DIM modality of this project implied that UNDP had the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively required inputs in order to reach the expected outputs. UNDP assumed overall management responsibility and accountability for project implementation. The project was executed by a small team of experts who were organized on the basis of the organigram presented in the figure below. The organization of the project team was adequate and efficient and led to good workflow and coordination.

**Figure 23: Project Organigram**



The project team consisted of professionals with significant expertise in their respective areas. The team was managed professionally by an experienced Project Coordinator. Interviewees of this evaluation highly valued the quality of the project team and the important role they played in coordinating the impressive list of activities undertaken under this project.

The following table lists all the main positions hired under the NAP project and provides a brief description of their responsibilities.

**Table 6: Responsibilities of Team Members**

No.	Positions	Brief Description of Duties
1.	Project Coordinator	Responsible for overall project, for the day-to-day management and implementation of the UNDP-GCF project, including all project administrative matters: annual planning, recruitment of the project expert team, procurement of goods and services,

No.	Positions	Brief Description of Duties
		organization of the workshops/trainings/consultations and reporting to UNDP, Donor and Steering Committee etc.
2.	Team Leader for National Adaptation Institutional Framework Enhancement	Responsible for supporting the Project Management with defining the institutional arrangements and strengthening institutional capacities for the NAP process: for the day-to-day management and implementation of the NAP Project component on establishment of national mandate, strategy and steering mechanism; support in annual planning, implementation and reporting.
3.	Team Leader for National Adaptation Plan Implementation and Monitoring	Responsible for supporting the Project Management in developing the national adaptation implementation strategy, including vulnerability assessments and enhancing national capacity for adaptation planning and monitoring; day-to-day management and implementation of the NAP Project component on NAP implementation and reporting, monitoring and review of NAPs; support in annual planning, implementation and reporting.
4.	Project Assistant	Responsible for project and administrative support to the Project Management on the day-to-day implementation of the NAP Project.
5.	International Consultant on Climate Change Adaptation	Responsible for providing overall guidance to the Project management through the project implementation process in accordance to the format and requirements of UNDP-GCF: to ensure overall quality and timeliness of the deliverables; to provide overall guidance and direction to the project, ensuring it remains within any specified constraints; review the project progress, and provide direction and recommendations to ensure satisfactory deliverables according to plans.
6.	Expert on Public Outreach and Communication	Responsible for support in planning and implementation of Project's Public Relations and Communication Strategy: support in activities related to the development and organization of various thematic trainings/ workshops/ seminars/ openings/ presentations; assisting with strategic advice for building and maintaining partnerships with Project's stakeholders; assisting in preparing and properly communicating the project outputs.
7.	Legal Expert on Environment and Climate Change	Responsible for provision of professional consultancy to the UNDP-GCF NAP Project team on environment and climate change related legal issues in Armenia: drafting legal opinions, memoranda and drafting legal documents enabling the integration of environmental and climate change aspects in national as well as sectoral legal acts.
8.	National Consultant on Environment and Climate Change Education and Training	Responsible for support to the project management on training components on climate change related issues in Armenia for different stakeholder groups: support in assessment of training needs, identification of target groups and the content, development of educational materials, curriculum, delivery mechanisms and facilitation of workshops for different target groups; support in evaluation of effectiveness of training courses for target groups of decision makers; support in introduction of environment and climate change related issues into curricula of general education in Armenia.

No.	Positions	Brief Description of Duties
9.	Expert on Social Vulnerability and Gender Assessment	Responsible for overseeing, developing and coordinating implementation of social vulnerability assessment and gender-related work within the framework of the gender related requirements of the project and supporting the project management in reporting, monitoring and updating the projects' Gender Action Plans ensuring that targets are fully met and the reporting requirements are fulfilled.

### 3.2.1. Adaptive Management

The NAP project experienced several challenges that had a direct bearing on the pace of project activities. In response to the challenging circumstances that the project faced during its implementation and which are described further in this section, the project team and stakeholders took a flexible approach and tried a variety of options, approaches and alternatives to achieve the set objectives. The project's response to the difficulties encountered during the implementation period was imaginative and adaptive.

While no major changes were made to the project's design, the following are the main modifications made to the project's approach during the implementation stage in order to countervail the challenges encountered and improve the efficiency of activities.

- The most important adaptive measure undertaken under this project was the decision of project stakeholders to focus the vulnerability and risk assessments and the adaptation plans on select sub-sectors for each sector – rather than the entire sector. For example, the work in the agriculture area focused on the subsectors of “pastures” or “crops”, rather than the entire agriculture sector. The sectors covered by the NAP project were so broad and complex from a climate change adaptation perspective that the project team found out that it was impossible to cover them sufficiently well under the framework of the NAP project as it was designed. This was the right decision given that the NAP project was designed with a level of ambition that was not matched by the financial resources available for the project.
- The NAP project was envisaged to spend about two years on the stocktaking exercise, conducting research and assessments to establish a clear adaptation baseline. In reality, the project spent under six months for the conduct of vulnerability assessments and the preparation of the adaptation plans. Certainly, the rush to complete the preparation of adaptation plans affected negatively the quality of the plans, but it was a necessary adaptive measure to get the job done within the tight timelines of the project.
- The project was envisaged to employ different experts for the inter-linked activities (i.e., stocktaking exercise, vulnerability assessment, development of adaptation plan). However, the area of climate change adaptation is an area where the country's technical capabilities remain constrained. Therefore, due to the challenge with identifying well-qualified experts, the project sub-contracted companies or NGOs to deliver these activities.



- By the start of the project in 2019, several project activities that had been identified when the project proposal was submitted to GCF in 2016 had lost their relevance. This was particularly the case for the activities related to the modernization of weather stations for the Hydrometeorology and Monitoring Center. Instead of supporting the development of the Center's funding strategy to update/upgrade climate information network as per the Project Document, the NAP project helped with the development of the technical specifications for the procurement of 23 new automated weather stations (out of a total of 47 stations). The project also supported the development of two new project proposals for the procurement of the remaining automated weather stations (one project is already in process - JSB-funded, the other one is expected to start in 2023 with funding from the Russian Trust Fund).
- As per the Project Document, the NAP project was expected to support the development of adaptation plans. With the approval of the National Action Program of Adaptation to Climate Change in 2021, the project also supported the drafting of the respective government decrees for each sectorial adaptation plans (water resources, agriculture, tourism, health and energy). The project also supported the consultative process for the formulation of the plans.
- Project activities on the development of an adaptation plan for human settlements were put on hold when the project team became aware that a similar assessment was already started by UNICEF. To avoid duplication, it was agreed that the development of the settlement adaptation plan would be initiated only after UNICEF's settlement vulnerability assessment was concluded and assessed by the project team. However, the result of UNICEF's work did not match the expectations of the NAP project team. This work could not be used as a foundation for the formulation of the adaptation plan. In these circumstances, the project found an alternative option – the conduct of a vulnerability assessment for the settlement and infrastructure sector in Yerevan City and the development of the respective adaptation plan.
- To avoid duplications and ensure synergies, the NAP project conducted several tasks in partnership with other UNDP projects. These partnerships are reviewed under section 3.1.4 of this report, but the most important ones include:
  - UNDP-JSB for the development of Hydrometeorology and Monitoring Center's Unified Information System;
  - UNDP-CBIT for the conduct of trainings for the Climate Council and the development of Adaptation M&E Framework;
  - UNDP-MAP for the conduct of trainings for the Parliament, etc.
- The project team was also able to successfully mitigate the COVID-19 challenges. This was mainly done by organizing workshops and other events in the online format whenever possible, conducting continuous consultations and coordination with the respective



representatives of corresponding ministries and other bodies to keep track of institutional changes and to continue the delivery of expected activities during the implementation process.

Overall, despite the restrictive measures taken by the authorities in response to the COVID-19 pandemic, the project managed to make progress towards the achievement of project targets. As can be seen from the description above, while the project team and stakeholders tried as much as possible to remain consistent with the original design of the project, they were also flexible and adaptive, exploring different options and alternatives based on decisions discussed in the Project Board.

For all the highly adaptive ability of the project to respond to emerging challenges, there were also areas where the project could have been more active and forthcoming in its ability to shift the approach flexibility to respond existing opportunities.

- One area of this project that would have benefited from greater adaptive ability is the project's results framework. As has been noted, the quality of indicators used to track this project's progress remained inadequate.
- Also, given the financing implications of climate change adaptation actions, the project would have benefitted from a more direct involvement of the Ministry of Finance with the formulation of the adaptation plans and the identification of their cost implications. As financial and budgetary issues are the prerogative of the Ministry of Finance, the involvement of this ministry in the project's awareness-raising and capacity building activities would have improved the financial sustainability of the adaptation plans. Similarly, the project would have benefitted from a more direct involvement of the Ministry of Justice. The approval of decrees and other upcoming legal instruments would have benefitted from a closer involvement of this ministry in project activities.

### **3.2.2. Actual Stakeholder Participation and Partnership Arrangements**

One of the key features of the NAP project has been the extensive engagement of organizations and entities from the Government (both national and sub-national level), civil society and the private sector in project activities. The following is a brief summary of the main project's stakeholders and the role they have played in project activities.

#### **Leading Stakeholders**

The project was implemented through the Direct Implementation Modality (DIM), with UNDP playing the role of the Implementing Partner. As such, UNDP assumed the responsibility for mobilizing and applying effectively required inputs in order to reach the expected outputs. UNDP assumes overall management responsibility and accountability for project implementation.

The Minister of Environment, as chair of the Climate Change Inter-Agency Coordination Council, provided high-level guidance to the project and was responsible for adequate policy

and political support. The Deputy Minister of Environment acted as the chair of the Project Board Member and played a crucial role in the project's decision-making process.

### Government Stakeholders

The table below lists the main government stakeholders involved in the implementation of the project and summarizes the respective roles in the process.

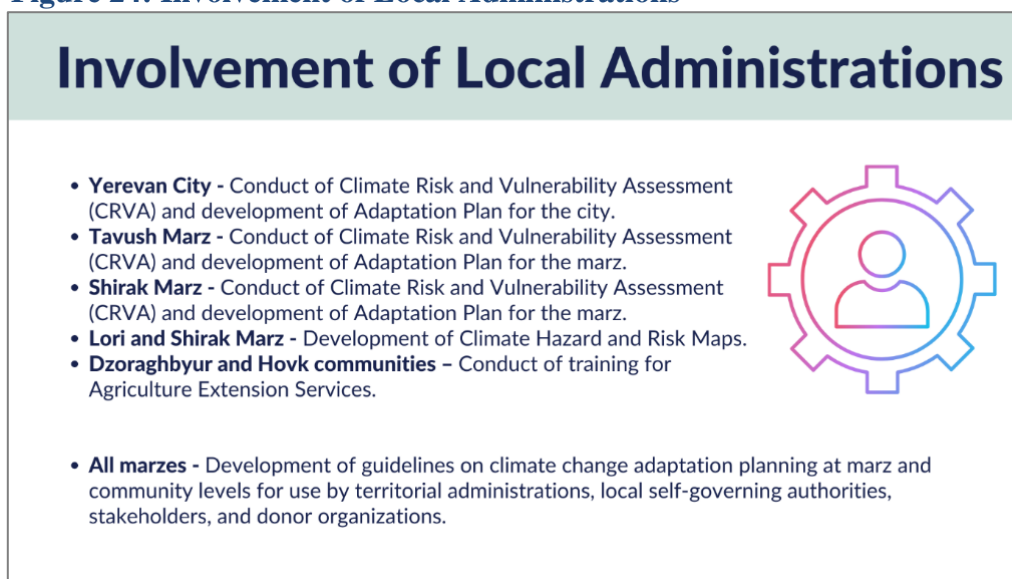
**Table 7: Responsibilities of State Institutions**

Institution	Role in the Project
<b>Central Government</b>	
Ministry of Environment	<ul style="list-style-type: none"> <li>• Ensure project overall coordination and outputs delivery as a member of Project Board; Provide technical support for the project implementation at all levels, ensure provision of strategic and technical inputs at the Project Board levels</li> <li>• Undertake information dissemination and awareness activities to promote project goals and objectives, ensure close collaboration and make necessary connections with similar initiatives implemented by the Ministry</li> <li>• Support in developing national policy framework that will ensure further promotion of NAP</li> <li>• Participation in stakeholder consultations; Support in Project activities aimed at building capacities in relevant governmental entities, including hydrometeorological services; Review of the developed documents and support in proceeding with official procedures for approval of relevant documents by the Government; Participation in workshops and trainings</li> <li>• Provide appropriate in-kind contribution as office space for the Project</li> </ul>
Ministry of Economy	<ul style="list-style-type: none"> <li>• Provide overall advice to the project to ensure its conformity with the national priority and on-going initiatives in climate change adaptation and to identify and rank national priorities for adaptation in the economic sector, particularly related to agriculture and tourism sectors</li> <li>• Participation in stakeholder consultations; Technical support in revision and approval of documents in relevant sectors, such as SAP for agriculture and tourism sectors; Support in proceeding with official procedures for approval of relevant documents by the Government</li> <li>• Support in Project activities aimed at building capacities in relevant entities; Participation in workshops and trainings</li> </ul>
Ministry of Territorial Administration and Infrastructure	<ul style="list-style-type: none"> <li>• Provide overall advice to the project to ensure its conformity with the national priority and on-going initiatives in climate change adaptation and to identify and rank national priorities for adaptation in water, energy and infrastructures sectors</li> <li>• Participation in stakeholder consultations; Provide technical support in revision and approval of documents in relevant sectors, such as Sectoral Adaption Plans for energy and water sectors, as well as guideline for incorporation of CCA in community's development plans</li> <li>• Support to prioritization of interventions for the development of GCF Concept Note for water sector adaptation financing</li> <li>• Support in coordination of inputs from regional authorities (marz administration) into the project design and implementation</li> <li>• Provide support in Project activities aimed at building capacities in relevant governmental entities and self-governing bodies; participation in workshops and trainings</li> </ul>

Ministry of Education, Science, Culture and Sport	<ul style="list-style-type: none"> <li>• Provide overall advice to the project to ensure its conformity with the national priority and on-going initiatives in climate change education sector as a national designated authority in education sector</li> <li>• Provide support and coordinate the task related to the incorporation of CCA topics in educational activities in the schools (training of teachers, implementation of school projects and awareness raising events)</li> </ul>
Ministry of Emergency Situations	<ul style="list-style-type: none"> <li>• Provide the project team with the existing national emergency response mechanisms and their improvement needs</li> <li>• Participate in stakeholders' consultations; Provide technical support in the development of documents and educational materials related to incorporation of CCA related issues in the DRR system, particularly related to mudflow and landslides; Review of the developed documents</li> <li>• Provide support in Project activities aimed at building capacities in relevant governmental entities; Participation in workshops and trainings</li> </ul>
Ministry of Social and Labor Affairs	<ul style="list-style-type: none"> <li>• Participate in stakeholder consultations; Provide support to Project activities aimed at mainstreaming climate change issues into draft Gender Strategy and Action Plan, development of gender policies under climate change, and capacity building of decision makers in gender sensitivity and responsiveness issues in climate change adaptation planning</li> <li>• Participation in workshops and trainings, including for Women Council and its working groups</li> </ul>
Ministry of Health	<ul style="list-style-type: none"> <li>• Provide overall advice to the project to ensure its conformity with the national priority and on-going initiatives in climate change adaptation and to identify and rank national priorities for adaptation in healthcare sector</li> <li>• Support in Project activities aimed at building capacities in relevant entities; Participation in workshops and trainings</li> </ul>
<b>Local Government</b>	
Yerevan Municipality	<ul style="list-style-type: none"> <li>• Participation in stakeholder consultations; Support in development of Yerevan adaptation plan</li> <li>• Support in capacity building for local authorities;</li> <li>• Participation in workshops and trainings</li> </ul>
<ul style="list-style-type: none"> <li>• Shirak Marz</li> <li>• Tavush Marz</li> <li>• Lori Marz</li> </ul>	<ul style="list-style-type: none"> <li>• Support in capacity building for regional and local authorities;</li> <li>• Participation in workshops and trainings</li> </ul>
<b>State Educational Entities</b>	
Armenian National Agrarian University	<ul style="list-style-type: none"> <li>• Technical review of developed materials</li> <li>• Participation in workshops and trainings</li> </ul>
Public Administration Academy of RA	<ul style="list-style-type: none"> <li>• Sub-contracted to develop and introduce new programs and curriculum related to CCA</li> <li>• Provide support in developing and implementing training programs for civil and community servants</li> <li>• Participation in workshops and trainings</li> </ul>
Crisis Management State Academy	<ul style="list-style-type: none"> <li>• Develop and introduce new programs and curriculum related to CCA</li> <li>• Provide support in development of educational materials</li> <li>• Participation in workshops and trainings</li> </ul>
Institute of Botany of NAS RA SNCO	<ul style="list-style-type: none"> <li>• Sub-contracted to develop capacities of municipalities on updating and developing new practices of urban green infrastructure management in view of existing and forecasted climate change challenges</li> </ul>

A key feature of this project was the engagement of sub-national authorities in key project activities. As can be seen in the figure below, the Shirak and Lori Marz administrations were involved in the development of Climate Hazard and Risk Maps, including the intensive data collection process. The Tavush and Shirak Marz administrations were involved in the conduct of the Climate Risk and Vulnerability Assessments and the development of the Marz Adaptation Plans through organized consultations, focus-group discussions and workshops. In addition, Yerevan City municipality was engaged in the conduct of the Climate Risk and Vulnerability Assessment (CRVA) and the development of the Adaptation Plan for the city.

**Figure 24: Involvement of Local Administrations**



Also, all sub-national entities benefitted from the development of guidelines on climate change adaptation planning at the marz and community levels for use by territorial administrations, local self-governing authorities, stakeholders, and donor organizations.

Furthermore, several educational and awareness-raising activities took place at the sub-national level. The following are some examples.

- An educational manual on climate change and climate change adaptation related issues aimed at students of media related fields was developed in November 2021. Based on the methodology presented in the educational module, in the frame of the awareness raising campaign, training sessions on climate change, risks, vulnerabilities, adaptation opportunities and awareness raising practices were conducted for media students and faculty members of state universities and professional media schools. As a result, 45 media students and 13 faculty members have been equipped with knowledge on climate change and climate change adaptation through the provision of two two-day training sessions conducted on 6-7 and 13-14 November 2021 in Gyumri and Dzoraghbyur, and one full-day training session held on 10 November 2021 in Yerevan.
- 50 students and 5 teachers from 5 schools of Yerevan got acquainted with climate change trends, risks and impacts globally and in Armenia through presentations and

online quizzes. During a study tour in the Dzoraghbyur Green Learning Center and Yerevan Botanic Garden center, they were introduced to adaptation measures, practices, their advantages and peculiarities, and the practical uses of adaptation measures, particularly those aimed at the sustainable development of the agriculture and water management. The event was organized in cooperation with UNDP's EU4Climate Project on the occasion of the World Environment Day on June 06, 2022.

- Also, the Hovk community representative benefited from a training organized by the NAP project on landslides issues.

### Civil Society Stakeholders

The NAP project has cooperated with multiple civil society organizations, engaging them both as implementing partners (for the conduct of studies or delivery of training) and beneficiaries of the project. The project also prioritized awareness raising among media representatives, as well as faculty members of schools and universities contributing to a more active, accurate and comprehensive reporting of the climate change and adaptation related issues. The table below lists the main government stakeholders involved in the implementation of the project and summarizes the respective roles in the process.

**Table 8: Responsibilities of Civil Society Organizations**

CSO	Role in the Project
Armenian Medical Association NGO	<ul style="list-style-type: none"> <li>• Sub-contracted to conduct Climate Risk and Vulnerability Assessment and Develop Adaptation Plan for Armenia's Healthcare Sector</li> </ul>
Women in Climate and Energy NGO	<ul style="list-style-type: none"> <li>• Support in engaging women and youth; Involvement in organization of public awareness events and workshops</li> <li>• Sub-contracted to organize Women Awards in Climate Solutions</li> </ul>
Public Journalism club NGO	<ul style="list-style-type: none"> <li>• Support in capacity building of journalists</li> <li>• Sub-contracted to organize media contest on Climate Change Adaptation public awareness events and workshops</li> </ul>
Green Training Center NGO	<ul style="list-style-type: none"> <li>• Support in capacity building; involvement in organization of public awareness events and workshops</li> <li>• Sub-contracted to organize training sessions on Climate Change Adaptation in agriculture sector for the (i) staff of the regional and central units of the Department of Agricultural Extension, Innovation and Monitoring, RA Ministry of Economy; (ii) media faculty members of state universities and members of NGOs involved in providing professional trainings to journalists and media students</li> </ul>
Youth Tavush (Tavush region) NGO	<ul style="list-style-type: none"> <li>• Support to social surveys in Tavush region</li> <li>• Sub-contracted to organize focus group discussions with rural communities in gender and climate change issues</li> </ul>

CSO	Role in the Project
Women for Development (Shirak region) NGO	<ul style="list-style-type: none"> <li>• Support to social surveys in Shirak region</li> <li>• Sub-contracted to organize focus group discussions with rural communities in gender and climate change issues</li> </ul>

### Private Sector Stakeholders

Representatives from the private sector were involved in various project activities, particularly in “*Climate Change Adaptation in Armenia: Challenges and Opportunities*” Expo-Forum with the participation of around 120 representatives of selected six target sectors and private sector in thematic panel discussions on issues related to climate change adaptation, observing the impact of climate change on the country’s economy. The event also served as a platform for various private companies to showcase their adaptation solutions in the exhibition, organized in scope of the event.

The NAP project also initiated the assessment of private sector engagement in climate change adaptation, and development of a strategy for strengthening the enabling environment for private sector investments for climate change adaptation. This assessment was finalized at the end of 2022. The table below lists the main private sector stakeholders involved in the implementation of the project and summarizes the respective roles in the process.

**Table 9: Responsibilities of the Private Sector**

Company	Role in the Project
Center for agribusiness and rural development (CARD)	<ul style="list-style-type: none"> <li>• Support in development of adaptation related documents in agriculture sector</li> <li>• Cooperation in organization of awareness raising event</li> <li>• Sub-contracted to assess agricultural sector vulnerability to climate change; to conduct climate risk and vulnerability assessment and develop adaptation concept and plan for Armenia's agriculture sector</li> </ul>
GeoInfo LLC	<ul style="list-style-type: none"> <li>• Sub-contracted for assessment of water sector vulnerability to climate change</li> <li>• Sub-contracted for updating the River Basin Management Plans (RBMP) for the Southern and Ararat River Basin Districts of Armenia</li> <li>• Sub-contracted to develop water sector adaptation project concept note for Armenia in line with Green Climate Fund requirements</li> </ul>
EV Consulting CIVITTA	<ul style="list-style-type: none"> <li>• Sub-contracted to conduct baseline survey on climate change risks, vulnerability, impacts and adaptation perception in vulnerable sectors in Armenia at national levels</li> <li>• Sub-contracted to conduct Training Need Analysis (TNA) to identify capacity gaps of governmental sector staff and self-governing bodies in the climate change adaptation in agriculture and water sectors</li> <li>• Sub-contracted to conduct climate risk and vulnerability assessment and develop adaptation plan for the tourism sector of Armenia</li> <li>• Sub-contracted to develop strategic communication plan for National Adaptation Planning processes</li> <li>• Sub-contracted to develop short-, medium- and long-term indicators for reporting on adaptation actions, support and results</li> </ul>

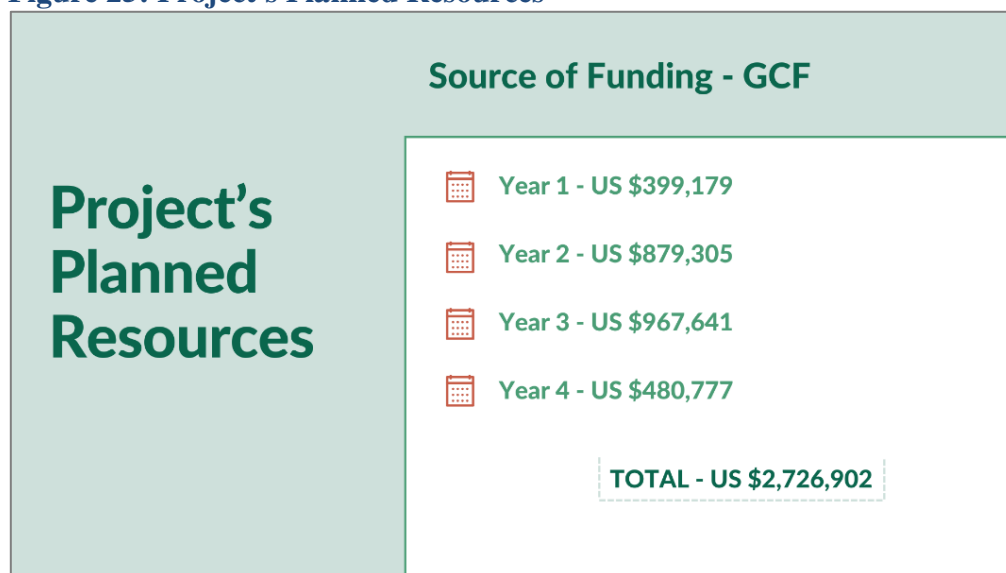


<b>Company</b>	<b>Role in the Project</b>
Proper LLC	<ul style="list-style-type: none"> <li>• Sub-contracted to develop and implement creative event series aimed at climate change adaptation awareness raising</li> </ul>
AUA Armenia	<ul style="list-style-type: none"> <li>• Sub-contracted to assess the knowledge base and propose recommendations for climate change adaptation planning for health sector in Armenia</li> </ul>
Robert Sahakyants Production LLC	<ul style="list-style-type: none"> <li>• Sub-contracted to produce climate change adaptation animation video aimed at awareness raising</li> </ul>
Adwise Legal and Consulting LLC	<ul style="list-style-type: none"> <li>• Sub-contracted to organize workshops to media representatives on climate change risks, vulnerabilities, impacts, adaptation to climate change impacts and the role of consistent communication</li> <li>• Sub-contracted to assess the knowledge base, climate risks and vulnerabilities and develop an adaptation plan for the city of Yerevan in Armenia</li> </ul>
International Center for Agribusiness	<ul style="list-style-type: none"> <li>• Sub-contracted to organize workshops on climate change risks, vulnerabilities, impacts, and adaptation</li> </ul>
Georisk Scientific Research Company CJSC	<ul style="list-style-type: none"> <li>• Sub-contracted to assess the knowledge base, climate risks and vulnerabilities and develop marz adaptation plans for two marzes in Armenia</li> <li>• Sub-contracted to develop GIS maps on climate and associated natural hazards and risks aimed at climate change adaptation</li> </ul>
Office International De L'EAU DCI	<ul style="list-style-type: none"> <li>• Sub-contracted to develop Water Sector Adaptation Plan in Armenia</li> </ul>
IREEDD LLC	<ul style="list-style-type: none"> <li>• Sub-contracted to conduct social-economic assessment of climate change impact on Armenia's water sector and an economic cost-benefit analysis of water sector adaptation measures</li> </ul>
MB Consulting LLC	<ul style="list-style-type: none"> <li>• Sub-contracted to assess private sector engagement in climate change adaptation to strengthen the environment for private investments in adaptation projects</li> </ul>
Avenue Consulting Group LLC	<ul style="list-style-type: none"> <li>• Sub-contracted to develop agriculture sector adaptation project concept note for Armenia in line with Green Climate Fund requirements</li> </ul>
Environment Group LLC	<ul style="list-style-type: none"> <li>• Sub-contracted to assess the potential for application of incentive mechanisms for double (secondary) water use in Armenia</li> </ul>
AgroTech Armenia	<ul style="list-style-type: none"> <li>• Present their products, and services that contribute to the adaptation process</li> <li>• Participation in awareness raising events</li> </ul>
Orwaco	<ul style="list-style-type: none"> <li>• Present their products, and services that contribute to the adaptation process</li> <li>• Participation in awareness raising events</li> </ul>
ArtAgro	<ul style="list-style-type: none"> <li>• Present their products, and services that contribute to the adaptation process</li> <li>• Participation in awareness raising events</li> </ul>
Vabatex	<ul style="list-style-type: none"> <li>• Present their products, and services that contribute to the adaptation process</li> <li>• Participation in awareness raising events</li> </ul>
Baleny	<ul style="list-style-type: none"> <li>• Present their products, and services that contribute to the adaptation process</li> <li>• Participation in awareness raising events</li> </ul>
Green Lane	<ul style="list-style-type: none"> <li>• Present their products, and services that contribute to the adaptation process</li> <li>• Participation in awareness raising events</li> </ul>

### 3.2.3. Project Finance

The NAP project was financed entirely by the GCF through a grant in the amount of US\$ 2,726,902. A simplified version of the resources broken down by year of project implementation is shown in the figure below.

**Figure 25: Project's Planned Resources**



The total resources employed by the project by the time of this final evaluation are shown in this report's section on "Efficiency" (section 3.2.5). No co-financing was provided by additional entities for this project. Also, no contributions were provided by the UNDP or any other entities.

### 3.2.4. Monitoring and Evaluation

#### M&E Design at Entry

The NAP project was subject to a well-rounded and well-defined monitoring system. The design of the Monitoring and Evaluation (M&E) system provided in the Project Document was overall adequate. It comprised standard tools used in most UNDP projects in accordance with established UNDP procedures. Also, the Project Document identifies with clarity M&E oversight and monitoring responsibilities.

However, as has been noted in the previous section of this report dedicated to the project design/formulation (3.1.1), the project's results framework presented significant weaknesses, especially in the way outcome indicators and targets were defined. It lacked strong and meaningful indicators that would have enabled project stakeholders to track the project's achievements on a solid basis. This created challenges for the project team in terms of how they subsequently proceeded to track and monitor project results. **For this reason, the rating of Monitoring and Evaluation Design at Entry is "Moderately Satisfactory".**

#### M&E Plan Implementation



The project team has monitored adequately a range of important aspects of the project, starting from the overall country situation and the surrounding environment, all the way to the project's immediate implementation process. The project team has tracked and analyzed potential risks and brought them to the attention of the Project Board, national authorities and UNDP CO. Sex-disaggregated data was collected during all events conducted under the project. Moreover, one of the key objectives of the Sociological Survey conducted in two marzes was to collect gender-disaggregated data on Climate Change Adaptation.

The project team had weekly meetings to check ongoing and planned activities, including the tracking of the work of companies, experts, and events. About once a month, the project team went over the Project Document results framework to check the status of activities. The team used an Excel sheet to check progress, pending issues, risks, future planning, etc. Through the UNDP Atlas system, the project team monitored critical risks such as the exchange rate of the national currency and the impact of COVID-19 and identified measures to manage and mitigate them. The adaptive measures undertaken by the project team, including the major ones listed in the previous sections of this report, were identified and carried out on the basis of the monitoring mechanisms put in place by the project stakeholders.

An important aspect of the project team's work was the monitoring of the work of the implementing partners. The implementation process was tracked on the basis of annual work plans. At least one month before the start of the year, the Project Coordinator prepared that year's annual work plan. These plans were reviewed and approved by the PMB and were thereafter used as tools for planning, implementing, and tracking work flows. In addition, for each PMB meeting, the Project Coordinator prepared a full status report on project activities, including achievements, risks and mitigation measures.

The PMB played a crucial role not only in providing strategic guidance to the project, but also in monitoring the performance of the project and providing accountability. The PMB carried out its oversight role, provided strategic guidance and took major decisions as needed. PMB meetings were conducted annually. Communications between the project team and PMB were efficient. PMB members were informed timely whenever problematic issues arose in the implementation process. Up to the point of this evaluation five PMB meetings had taken place (including one set for the end of the project). The following are the dates of each meeting.

Based on the feedback of the UNDP for this evaluation, the quality of data, information and reporting received from the NAP project was one of the best among all GCF-funded projects in the region.

**Figure 26: Project Board Meetings**



The project team continuously consulted with the Regional Technical Advisor. The adviser provided timely and efficient feedback to all project requests. An International Consultant on Climate Change Adaptation was engaged in the project planning and implementation process to provide a professional assessment of project results.

Despite the significant challenges created by the COVID-19 restrictions, the NAP project team was able to establish an adequate monitoring procedure through which they tracked effectively project activities. Because of this and for all the reasons noted above, the rating of the implementation of the project's Monitoring and Evaluation is "Satisfactory".

### **3.2.5. UNDP Implementation/Oversight, Implementing Partner Execution and Overall Assessment of Implementation/Oversight and Execution**

#### **Role of Implementing Partner**

The project was implemented under the Direct Implementation Modality (DIM), with the UNDP CO taking on the role of Implementing Partner. As such, UNDP assumed overall management responsibility and accountability for the project's implementation. UNDP Armenia had the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively required inputs in order to reach the expected outputs. The project was implemented under the guidance of the UNDP CO, particularly the Climate, Environment and Resilience Portfolio Team Leader who supported the Project Coordinator through scheduled bi-annual supervision/oversight missions.

Composed of UNDP's Resident Representative and Deputy Minister of Environment, the Project Board was responsible for making management decisions by consensus when guidance was required by the Project Coordinator. Specific responsibilities of the Project Board included overall guidance and direction to the project, addressing project issues, providing guidance on emerging project risks, reviewing the project's progress, appraising annual project implementation reports, and assessing and approving changes to the project's approach. The

Project Board also provided the UNDP CO with recommendations for the clearance of project plans and revisions, as well as project budgets.

Day-to-day activities of the project were managed by a small team, whose composition is shown in section 3.2. of this report. The team was led by a Project Coordinator, who was directly supervised by the UNDP Climate Change Programme Coordinator.<sup>23</sup> The project's two Team Leaders, under the direct supervision of the Project Coordinator, were responsible for providing substantive support and administrative support for the implementation of specific project components and assuming primary responsibility for the daily management of both organizational and substantive matters, including planning, implementation and reporting. The project team has been highly capable, consisting of professional staff members knowledgeable in their respective areas. This assessment was shared uniformly by all project stakeholders interviewed for this evaluation. In the course of implementation, no changes were made to the management structure and reporting line.

UNDP's Regional Technical Advisor who also serves as the focal point for GCF-funded projects, has provided critical support to the project. The Regional Technical Advisor has had regular communications with the project and has been directly involved in the clearance of ToRs for international consultants. With the assistance of the Regional Technical Advisor, the NAP project has benefitted from UNDP's GPN roster for the recruitment of climate change adaptation experts.

Given the above, the rating of Implementing Agency's performance in the project is "Satisfactory".

#### Role of Executing Partner

From the side of the Government of Armenia, the Ministry of Environment has had the primary function to ensure the realization of project results.

- The Minister of Environment has acted as the chair of the Climate Change Inter-Agency Coordination Council, providing in this capacity high-level guidance to the whole sector, and subsequently the NAP project. Given the prioritization of the adaptation sector through this project, the Minister of Environment has also provided the necessary policy and political support for the NAP project.
- The Deputy Minister of Environment has acted as the chair of the Project Board, making key decisions on the most relevant project matters, especially those regarding the strategic orientation of project activities.
- Several key departments within the Ministry of Environment have played key roles in the project. The main departments involved have been the Climate Policy Department, the Water Policy Department, the Water Resources Management Department, and the

---

<sup>23</sup> Specific responsibilities of the Project Coordinator included direction and guidance to project team and responsible parties; liaising with the Project Board; overall project administration; planning the activities of the project and monitoring progress against the project results framework, mobilizing personnel, goods and services; managing and monitoring the project risks; preparing financial and technical reports to UNDP on a quarterly basis and to GCF on a biannual basis; etc.

Hydrometeorological and Monitoring Center. These departments helped by validating the needs for adaptation during the needs' identification process. They also helped with monitoring the project's progress against targets and quality criteria.

The Ministry of Environment, as the main coordinator of the project, has shown adequate ownership of the project. It has supported the project team by creating the necessary space within the Government for this project to function. The project team was actually hosted on the premises of the Ministry of Environment. It is also not a coincidence that the only adaptation plan approved by the Government by the time of this evaluation was the "*water sector*" adaptation plan, a sector which is directly under the jurisdiction of the Ministry of Environment. This plan was approved because it received the right amount of technical and political support and advocacy from the Ministry of Environment.

Nevertheless, there have also been some challenges in how the Ministry of Environment has engaged with this project. A major challenge has been the frequent change of individuals in key positions in the Ministry. This includes the Minister and the Deputy Minister. The critical position of the Deputy Minister, which also corresponds with the chair of the Project Board, has been occupied by three different officials in the lifetime of the NAP project. The main challenge that this high turnover has posed for the project has been the need for information, awareness-raising and training to bring the level of understanding of the incumbents to a sufficiently high level to allow for smooth decision making. This has been a serious challenge for the project which is discussed in more detail in section 3.3.6. of this report (Country Ownership). Furthermore, the Ministry of Environment has had limited involvement with the formulation of the other adaptation plans (except for the water sector), which have been primarily led by the respective line ministries.

These frequent changes of leadership positions in the Ministry of Environment and other ministerial bodies have led to delays in feedback necessary to finalize some of the project's deliverables. Examples of this are provided in this report's section on "Country Ownership" (section 3.3.6.). Consequently, the Project Team had to invest additional efforts to introduce details and objectives of the project to provide understanding and perspective necessary to obtain sufficient involvement from the Ministry's side. Going forward, the Ministry of Environment will have an important role to secure the results of the NAP project. Whatever activities will not be possible to be completed by the time of project closure should be handed over for completion to the Ministry of Environment by the project team with a clear action plan that outlined the steps that are necessary for their completion.

Given the achievement of most results expected of this project and the close engagement of MoE with the project, the rating of Executing Agency's performance in the project is "Satisfactory".

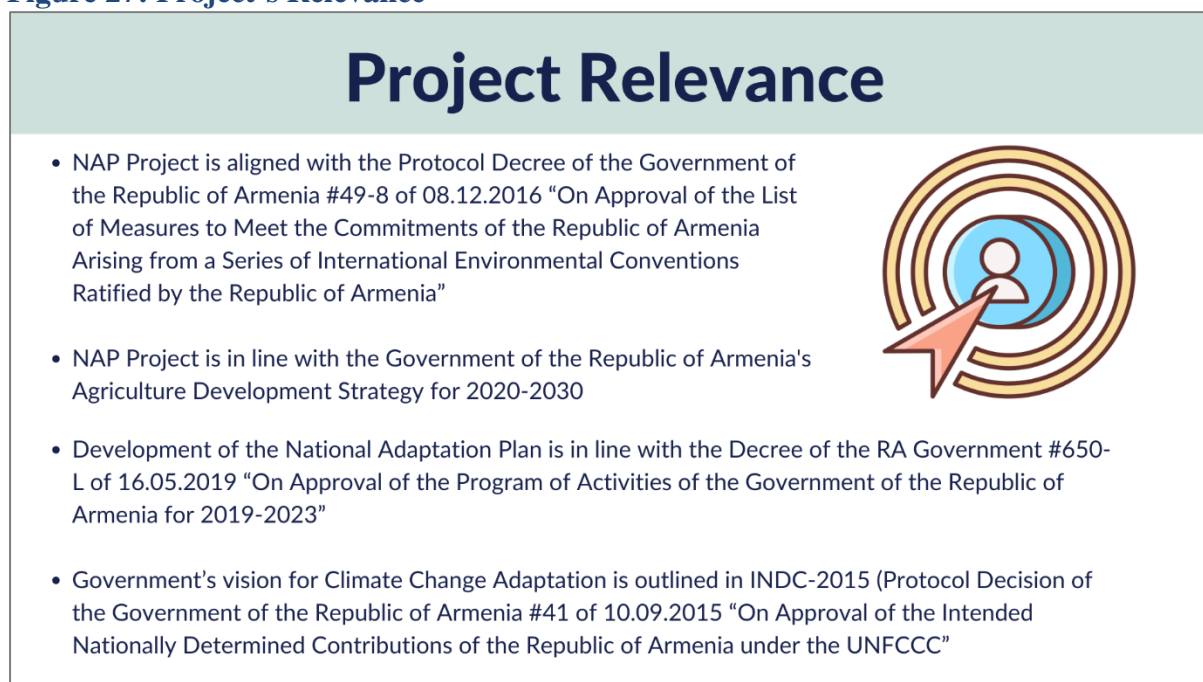
### 3.3. Project Results

This section of the report provides an assessment of the results produced by the project and is organized along the standard dimensions of evaluations.

#### 3.3.1. Relevance

The NAP project has been very relevant to Armenia's need for a strong administrative capability and policy framework in the area of climate change adaptation at both the national and sub-national level. At the highest policy level, the project's alignment with the country's policy framework is shown in the figure below.

**Figure 27: Project's Relevance**



The project has been in line with the Government's Protocol Decree #49-8 of 08.12.2016 "*On Approval of the List of Measures to Meet the Commitments of the Republic of Armenia Arising from a Series of International Environmental Conventions Ratified by the Republic of Armenia*". Further, the development of the National Adaptation Plan is in line with the Decree of the Government #650-L of 16.05.2019 "*On Approval of the Program of Activities of the Government of the Republic of Armenia for 2019-2023*". The project is also in line with Armenia's "*Agriculture Development Strategy for 2020-2030*".<sup>24</sup> Aimed at advancing Armenia's medium and long-term adaptation planning, the project was developed to respond to the country's climate priorities outlined in its 2015 Nationally Determined Contribution

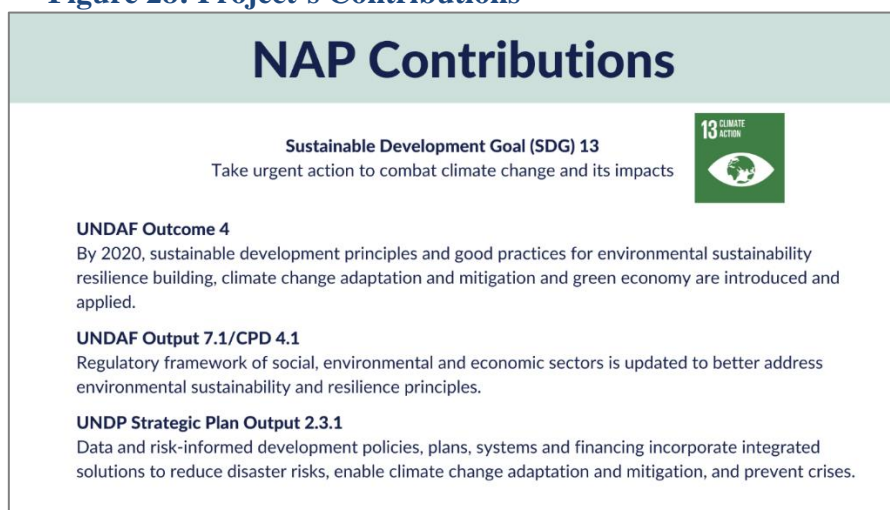
<sup>24</sup> Among its seven principles, the strategy includes the principle of "climate change adaptation, resistance and environmental sustainability". The strategy includes a number of important priorities and measures to support CC adaptation in agriculture.

(NDC).<sup>25</sup> The priority sectors targeted by the project (natural resources, water, agriculture, energy, health, tourism and human settlements) were identified in the 2015 NDC.<sup>26</sup>

In the last couple of years, the Government of Armenia has adopted a number of Decrees, which support climate change adaptation via: i) introducing a Programme of Measures for the prevention of damage to agriculture due to climate disasters, ii) providing state support to the establishment of intensive gardens equipped with drip irrigation and hail protection net systems, iii) promoting effective irrigation systems for high-quality croplands, iv) subsidizing interest payments for loans provided to introduction of hail protection nets, v) approving a number of activities/programmes aimed at food security, etc. The NAP project contributes to all these priority measures by the Government of Armenia.

The project's goal was also aligned with UNDP's Country Programme and is framed in clear terms: *"Evidence-based framework established that makes adaptation planning an inclusive, responsive and flexible process while also supporting priority adaptation actions in the most climate vulnerable areas of Armenia"*. The project has contributed to Sustainable Development Goal (SDG) 13 *"Take urgent action to combat climate change and its impacts"*; to **UNDAF Outcome 4** *"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."*; **UNDAF Output 7.1/CPD 4.1** *"Regulatory framework of social, environmental and economic sectors is updated to better address environmental sustainability and resilience principles."*, and is linked to **UNDP Strategic Plan Output 2.3.1** *"Data and risk-informed development policies, plans, systems and financing incorporate integrated solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent crisis."*

**Figure 28: Project's Contributions**



<sup>25</sup> The Government's vision for climate change adaptation was outlined in the INDC-2015 (Protocol Decision of the RA Government #41 of 10.09.2015 "On Approval of the Intended Nationally Determined Contributions of the Republic of Armenia under the UNFCCC", in English: <https://bit.ly/3C0ec3U>).

<sup>26</sup> The project covered six sectors out of the seven identified in Armenia's INDC/NDC (it covered water resources, agriculture, health, energy, tourism and human settlements sectors, The project covered 6 sectors out of 7 mentioned in INDC/NDC, leaving out only natural ecosystems).



Overall, at the high level the NAP project is very relevant to Armenia’s needs and priorities in the area of environmental protection. Certainly, the design shortcomings are discussed in section 3.1.1. of this report do detract from the quality of the intervention. Nevertheless, the project has created a fair degree of momentum in the country in the area of climate change adaptation and has laid the foundation for a solid process going forward. Therefore, the NAP project was both guided by, and helped improve, the country’s national priorities and policies in the area of climate change adaptation. **As such, the project’s relevance is rated as “Satisfactory”.**

### 3.3.2. Effectiveness

With regards to the project’s effectiveness – the extent to which planned activities were eventually undertaken – the project was able to complete most of the activities identified at the beginning. At the most basic level, the achievements of the NAP project can be divided in two major groups – policy development and capacity development (or training). These two categories include a range of activities that the project has undertaken and which are listed in the figure below.

**Figure 29: Project’s Areas of Work**



#### Policy Development

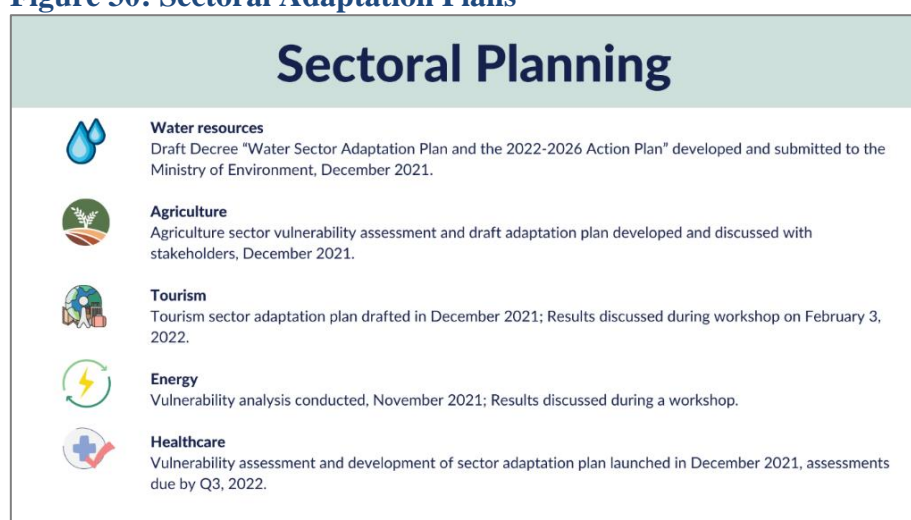
The main aim of the project’s policy development component was the formulation of the sectoral and regional adaptation plans, but this category includes a range of other activities that are related to the formulation of adaptation plans. Each type of activity is briefly summarized below.

- **Adaptation Plans** – As has been noted previously, the NAP project proceeded with the development of adaptation plans at the sectoral and the regional level.
  - At the national level, the project supported the development of the comprehensive framework for climate change adaptation “*National Action Program of Adaptation and the List of Measures for 2021-2025*”. The sectoral

and regional adaptation plans are derived from this approved “umbrella” NAP framework.

- Within the project framework climate risks and vulnerability assessments were conducted for water, agriculture, tourism, energy and health sectors, as well as for Tavush and Shirak marzes.
- At the sectoral level, the NAP project supported the development of five sectoral plans, which are summarized in the figure below. Of these five, only the adaptation plan for the water sector had received formal approval by the Government at the time of this evaluation. The other four plans were still under discussion and consideration. One additional sectoral plan meant for the sector of “human settlements” was changed to working with the city of Yerevan – this is explained further in this report. These adaptation plans were completed in a very compressed timeline – under six months – and the rushed process did affect the quality of these plans in a negative manner.
- The project also supported the development of the Tavush and Shirak marz adaptation plans. These plans have been submitted to the respective marz administrations. According to the project experts, they did not require approval, as they are considered prescriptive documents for the consideration of policymakers. Interviewees for this evaluation raised questions about the quality of the regional plans – a result of the lack of expertise in the country, but also very tight timelines for the completion of these documents.
- Yerevan City – The project has recently engaged the city of Yerevan on a vulnerability assessment and the formulation of a respective adaptation plan. This work replaces the activities that were envisaged under the “human settlements” sector. As this work started later in the project, activities in this area were still ongoing at the time of this evaluation.

**Figure 30: Sectoral Adaptation Plans**



- **Legislative Development** – Another area of contribution by the NAP project was the development of Armenia’s legislative framework. There were several components to this area of work, which are summarized in the figure below.



- First, each sectoral adaptation plan requires a government decree for it to become legally effective. The NAP project supported the development of the decree promulgating the national adaptation plan<sup>27</sup> and the five respective decrees promulgating the sectoral adaptation plans.<sup>28</sup> With the exception of the overarching and water sector plans, the other four draft decrees remained in draft form at the point of this evaluation.
- The NAP project also supported the development of two other important decrees that strengthen Armenia's institutional framework for climate change adaptation. One decree improves the mandate, functions and rules of procedures of the Inter-agency Climate Change Coordination Council<sup>29</sup> and the other establishes three technical working groups to support the Council.<sup>30</sup>
- The NAP project also supported the revision of several relevant pieces of legislation such as the water code (approved in July 2022), the law on environmental impact assessments (pending approval), and some other normative documents.<sup>31</sup> These are also summarized in the figure below.

---

<sup>27</sup> PM Decree “On Approval of National Action Program of Adaptation and the List of Measures for 2021-2025” (No.749-L, 13.05.2021).

<sup>28</sup> PM Decree “On Approval of Water Sector Adaptation Plan and the List of Measures for 2022-2026” (No.1692-L, 03.11.2022); PM Decree “On Approval of Agriculture Sector Adaptation Concept and the List of Measures for 2022-2026” (sent to Government); PM Decree “On Approval of Tourism Sector Adaptation Plan and the List of Measures for 2022-2026” (sent to the PM's office mid-November, 2022); PM Decree “On Approval of Health Sector Adaptation Plan and the List of Measures for 2022-2026” (sent to the Ministry of Health); PM Decree “On Approval of Energy Sector Adaptation Plan and the List of Measures for 2022-2026” (sent to the Ministry of Territorial Administration and Infrastructures).

<sup>29</sup> PM Decree “On updated mandate, functions and rules of procedures of the Inter-agency Climate Change Coordination Council” (No.719-A, 06.07.2021).

<sup>30</sup> DPM Decree on establishment of three technical working groups to support the Council (No.894-A, 05.11.2021).

<sup>31</sup> Updates on Irrigation Norms in Armenia (submitted to the Ministry of Economy) – in the framework of additional support to the Government, not required by NAP Project document; Updated sections of Ararat and Southern Basin Management Plans – the Project supported updating of key sections of RBMPs for the Government to help with decision making on water use permits' allocation, however remaining sections need to be updated by the Ministry as well before submitting to the Government for approval - in the framework of additional support to the MoE per received request, not required by NAP Project document; Recommendations for establishment of incentive mechanisms for water re-use in Armenia - in the framework of additional support to the MoE per received request, not required by NAP Project document;

Recommendations on the introduction of standards for the treatment and discharge of wastewater into the central drainage system - in the framework of additional support to the MoE per received request aimed at implementation of measures defined by the Prime Minister's Decree N589-A of May 29, 2018. Currently, a working group is established by the Minister's Decree for reviewing and finalizing the approach and methodology before approval.

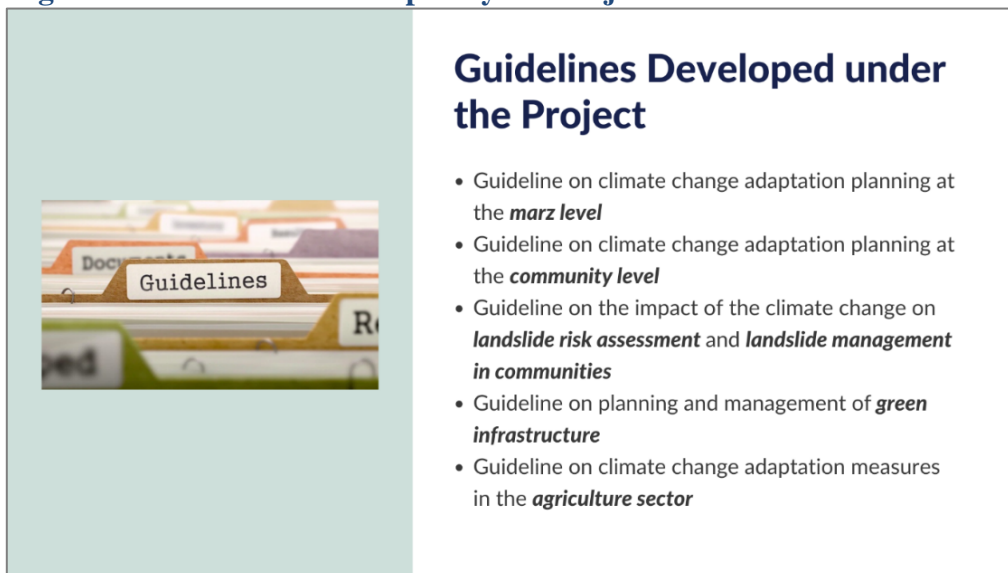
**Figure 31: Legislation Development**

Legislative Developments	
<p><b>Decrees:</b></p> <ul style="list-style-type: none"> <li>• #749-L of 13 May 2021: "National Action Program of Adaptation to Climate Change and the List of Measures for 2021-2025"</li> <li>• #719-A of 6 July 2021: Structure and mandate of the Inter-Agency Coordination Council on Climate Change</li> <li>• #894-A of 5 November 2021: Three Working Groups to support the Council</li> </ul> <p><b>Draft Decrees:</b></p> <ul style="list-style-type: none"> <li>• "Water Sector Adaptation Plan and the 2022-2026 Action Plan"</li> <li>• "Agriculture Sector Concept and Adaptation Plan"</li> <li>• "Tourism Sector Adaptation Plan"</li> <li>• "Healthcare Sector Adaptation Plan"</li> <li>• "Energy Sector Adaptation Plan"</li> </ul>	<p><b>Amendments:</b></p> <ul style="list-style-type: none"> <li>• Amendments to Water Code</li> <li>• Amendments to Law on EIA</li> <li>• Updated Irrigation Norm for 5 crops in Ararat valley</li> <li>• Recommendations on improvement of mudflow risk management</li> <li>• Updated Ararat and Southern River Basins Management Plans.</li> </ul>

- **Guidelines** – The NAP project also supported the development of key guidelines for the practice of climate adaptation measures by national and sub-national authorities.
  - Approved Guidelines
    - Guideline on climate change adaptation planning at local level – no need for official approval, however, can be considered as approved by the Ministry of Territorial Administration and Infrastructures for the use in communities as it is cleared and placed on the Ministry’s website and is already integrated into the training module of RA Public Administration Academy’s curricula;
    - Guideline on “Impact of the Climate Change on Landslide Risk Assessment and Landslide Management in Communities” – no need for official approval, can be considered as accepted as was submitted and cleared by the Ministry of Territorial Administration and Infrastructure to be used for landslide risk mitigation and management at landslide-prone communities – in publishing process to be distributed to vulnerable settlements;
    - Guideline on Climate change adaptation measures in agriculture sector – no need for official approval, can be considered as approved as is already integrated into the RA Public Administration Academy’s curricula – 3000 copies distributed among 10 marzes.
  - Draft Guidelines (pending approval)
    - Guideline on climate change adaptation planning at Marz level – submitted to the Ministry of Territorial Administration and Infrastructure
  - Guidelines Under Development
    - Guideline for Financial resources mobilization for adaptation – to be completed and submitted to the Ministry of Environment in December, 2022 (per Measure 1.13 of the Government Decree N749-L);
    - Guideline on Environmental and Social Safeguards for CCA to facilitate private sector project development – to be completed and submitted to the Ministry of Environment in December, 2022;

- Guideline for NAP process Monitoring and Evaluation – to be completed and submitted to the MoE in December, 2022 (per Measure 1.14 of the Government Decree N749-L).

**Figure 32: Guidelines Developed by the Project**



### Capacity Development (Training)

The NAP project has organized a significant number of trainings and events related to the conduct of vulnerability and risk assessments and the development of adaptation plans. Numerous trainings and capacity building activities have been organized for representatives of ministries and other governmental bodies on the national and sub-national levels. The table below (Table 10) shows the immense variety of trainings and other events organized in the course of the NAP project. As these events had both a sectoral and regional focus, they are organized by thematic area to show the diversity of engagement. To deliver this huge body of capacity development, the project team had to coordinate an impressive number of stakeholders and overcome a large number of organizational challenges. The table below lists the number of participants for each event.

**Table 10: Trainings and Events Organized by the NAP Project**

Sector	Title	Type and number of meetings	Participants
<b>NAP DOCUMENT</b>			
<b>Framework NAP</b>	Development of concept and drafting a document	2 working discussions	25 per each discussion
NAP process in Armenia		2 Trainings	39 and 13
<b>WATER SECTOR</b>			
<b>Water Sector – Development of Adaptation Plan</b>	Stocktaking exercise – assessment of sector vulnerability to climate change	1 working discussion	34
		1 webinar	44
	Climate change vulnerability and adaptation measures in water sector	Continuous consultations done by contracted company	
		Training	90

Sector	Title	Type and number of meetings	Participants
	Assessment and forecast of water resources vulnerability and evapotranspiration based on satellite remote sensing data	Training	16
	Development of water sector adaptation plan	3 Workshops	30, 30 and 46
		Continuous consultations done by contracted company	
River Basin Management Plans	Public hearings on revisions of the Ararat and Southern Basin Management Plans	2 Discussions	14 and 60
		Continuous consultations done by contracted company	
AGRICULTURE SECTOR			
Agriculture Sector – Development of Sector Adaptation Plan	Stocktaking exercise – assessment of sector vulnerability to climate change	1 webinar	45
		Continuous consultations done by contracted company	
	Climate change vulnerability and adaptation measures in agriculture sector	Training	90
	CRVA for Armenia’s Agriculture Sector	Discussion	27
		Continuous consultations done by contracted company	
Climate smart agriculture and climate change adaptation in Armenia		Discussion	45
Updating irrigation norms in Armenia		Workshop	25
		Workshop	30
	Continuous consultations done by contracted company		
Climate change adaptation in agriculture and water resources management		2 2-day Trainings	19 per each training
Climate change vulnerability and adaptation in Armenia’s agriculture sector		Training to college students	41
Results of CC risk and vulnerability assessment in agriculture and tourism sectors		Training	21
ENERGY SECTOR			
Energy Sector – Development of Sector Adaptation Plan	Energy Sector Vulnerability to Climate Change impacts	1 workshop	15
		Continuous consultations done by hired expert	
	Energy sector vulnerability to climate change and the draft National Program on Energy Saving and Renewable Energy	Discussion	66
		Continuous consultations done by hired national and international experts	
HEALTH SECTOR			
Issues of human health in the context of climate change		Working discussion	15
Health Sector Adaptation Plan	Stocktaking exercise – gap assessment	Continuous consultations done by contracted company	
	CRVA and draft Sectoral Adaptation Plan	2-day discussion	37
		Continuous consultations done by contracted company	
TOURISM SECTOR			
Tourism Sector Adaptation Plan	Results of the CRVA and draft Sectoral Adaptation Plan	Discussion	54
		Continuous consultations done by contracted company	
Results of CC risk and vulnerability assessment in agriculture and tourism sectors		Training	21
MARZ			

Sector	Title	Type and number of meetings	Participants
<b>Tavush and Shirak Marzes Adaptation Plans</b>	Introduction to Marz Adaptation assessment – Tavush, Shirak	2 Discussions	20 per each discussion
	Marz adaptation plan development process	Discussion	70
Impact of Climate Change on Landslides and Landslide Management in Communities		2 2-day trainings	21
Challenges and development opportunities of Tavush region		Awareness raising event	51
<b>NAP COMMUNICATION</b>			
Strategic Communication Plan for NAP processes		1 Awareness raising/training and 1 Workshop	45 and 23
<b>SOCIO-ECONOMIC ASSESSMENT</b>			
Socio-economic assessment of climate change impact		3 trainings	13, 21 and 34
<b>MUDFLOW RISK MANAGEMENT</b>			
Mudflow risk management		3 Discussions	13, 7 and 18
<b>RISK ATLAS</b>			
Climate related natural hazards and risks atlas for Shirak and Lori regions		Discussion	54
<b>GENDER</b>			
Introduction to methodology and tools for gender analysis and planning in climate change area at the national, sectoral and project levels		2-day training	34
Gender related issues and possible solutions in RA climate change actions		2-day training	36
Gender issues in CCA		Training	34
<b>AWARENESS RAISING</b>			
EcoThon Tavush		Schoolchildren and teachers	75
Green skills for youth		Schoolchildren and teachers	28
Climate Change Adaptation in Armenia: Challenges and Opportunities” Expo-Forum			103
World Environment Day		Schoolchildren and teachers	54
<b>MEDIA</b>			
Climate change and adaptation in Armenia		Training	26
Reporting on Climate Change by Mass Media		2-day training	39
Media contest for the best coverage of climate change adaptation related issues		Contest	12
Climate change adaptation in the context of media education		2-day Training for students	19
		Training of trainers	13
The practices of climate change adaptation in the water and agriculture sectors		Awareness raising event for media students	12
Introduction to CCA		Training for media representatives	6
Specificities of reporting on climate change adaptation in Armenia		Training for students and lecturers	24

Sector	Title	Type and number of meetings	Participants
<b>EDUCATION</b>			
	Integrating climate change related issues in curricula of different subjects taught at school	Training of teachers	102
	Climate change risks, vulnerabilities, impacts as well as climate change adaptation practices	Awareness raising for schoolchildren	26
	Introduction of CCA topics to school curricula	Training of teachers	179
	Climate change: impact on nature and humanity, and how to prevent detrimental impacts of climate change	3-day Training for high-school students	20
	Adapt to climate change	Contest for teachers and schoolchildren	110
	Adapting to climate change: from idea to results	3-day training for teachers and schoolchildren	33

The table below summarizes the events organized by the NAP project in terms of thematic areas and type of event (discussion, training, workshop, etc.). Similarly to the table above, this table too shows the massive amount of work that has gone into the organization of capacity development events by this project. The total number of individuals involved in these events was reported by the project team to have been about 3,200.

**Table 11: Number and Type of Events Organized by the NAP Project**

Type of Event	Number of Events	Number of Participants
<b>NAP DOCUMENT</b>		
Discussions	2	50
Trainings	2	52
<b>WATER SECTOR</b>		
Discussions	3	108
Webinars	1	44
Trainings	2	109
Workshops	3	106
<b>AGRICULTURE SECTOR</b>		
Discussions	2	72
Webinars	1	45
Trainings	5	190
Workshops	2	55
<b>ENERGY SECTOR</b>		
Discussions	1	66
Workshops	1	15
<b>HEALTH SECTOR</b>		
Discussions	2	53
<b>TOURISM SECTOR</b>		
Discussions	1	54
Trainings	1	21
<b>MARZES</b>		
Discussions	3	110
Trainings	2	21
Awareness-Raising Events	1	51

Type of Event	Number of Events	Number of Participants
<b>NAP COMMUNICATION</b>		
Awareness-Raising Events	1	45
Workshops	1	23
<b>SOCIO-ECONOMIC ASSESSMENT</b>		
Trainings	3	68
<b>MUDFLOW RISK MANAGEMENT</b>		
Discussions	3	38
<b>RISK ATLAS</b>		
Discussions	1	54
<b>GENDER</b>		
Trainings	3	104
<b>MEDIA</b>		
Contest	1	12
Trainings	6	127
Awareness-Raising Events	1	12
<b>EDUCATION</b>		
Contest	1	110
Trainings	4	333
Awareness-Raising Events	1	26
<b>AWARENESS RAISING</b>		
Awareness-Raising Events	4	260
<b>TOTAL</b>	<b>65</b>	<b>2,434</b>

## Challenges

Although the project team put all efforts to complete all the activities and deliver all results according to the Project Document, some activities were not completed or were partially completed at the time of this evaluation due to delays and unforeseen circumstances such as the COVID-19 crisis or the tension in Nagorno-Karabakh. The following are some key activities that had not been completed yet by the time of this evaluation.

- **Approval of Adaptation Plans** – The most important project activity that is still pending is the approval of the four adaptation plans – for agriculture, tourism, energy and health. These plans have not been approved for several reasons. First of all, the development of some of these plans (especially the energy one) took a long time, depending on the degree of interest and involvement of the respective leading ministries. Another challenge was to find the right level of expertise in the country for the development of these plans. The project team had a hard time finding the right experts who could complete the process. The documents that were produced were of varying quality and had to be continuously improved either by project staff or ministry staff. Also, the review process within the ministries has typically been time-consuming as government officials have been busy with other tasks and have had limited time for the review of the documents. At the time of the evaluation, all four pending adaptation plans were still being reviewed by the respective government institutions.



- **Information Portal<sup>32</sup>** – One of the deliverables of the NAP project was an information portal which would store all relevant information about climate change adaptation. The project developed a concept for a Climate Portal to be housed on the web-site of the Ministry of Environment. However, due to continuous changes of the Deputy Minister of Environment – the person responsible for approving the portal – no progress was made towards the implementation of the concept and provision of trainings. In addition, considering that the Inter-Agency Coordinating Council already has a web-page with relevant information, the NAP project is planning to agree with another UNDP project (UNDP-CBIT project) a number of follow up activities, including the possibility of incorporating the Climate Portal into the Council's web-page.<sup>33</sup>
- **Training for Extension Services<sup>34</sup>** – Another deliverable of the NAP project was the organization of training for Armenia's extension services. Two trainings were delivered to Agricultural Extension Services in 2021, however, as of August 1, 2022 the Agricultural Extension Services were completely phased out by the Government decision, so no more trainings could be delivered.
- **Training on Climate-sensitive Budgeting<sup>35</sup>** – To avoid duplication of efforts, the implementation of this activity was cancelled, as the climate budget tagging was done under the UNDP-EU4Climate project, while the trainings are planned to be delivered in 2023 under UNDP Climate Promise project. The activity will be partially done in partnership with UNDP-MAP project during the delivery of trainings to Parliament, as well as updating the training module developed by the EU4Climate project.
- **Gender-sensitive M&E System<sup>36</sup>** – Due to delays in initiation of the works, the development of the M&E system for the CCA and NAP process could not be completed within the project's duration. The NAP project is still working towards the establishment of a monitoring system in the water sector, which is a partial system. The NAP project reached an agreement with the UNDP-CBIT project for the finalization of the M&E system to be completed in early 2023 under that project.

Despite the challenges described in this report, the project team went beyond what was expected of it in the delivery of activities and was able to achieve most of the outputs envisaged in the Project Document. Therefore, the rating of the project's effectiveness is "Satisfactory".

### 3.3.3. Progress Towards Expected Outcomes and Impact

The table below provides an analysis of the progress made by the project towards the expected objectives. It shows in detail the achievement of project deliverables that were identified in the

<sup>32</sup> Activity 2.2.2 (Strengthen capacities of the Ministry of Environment and Inter-Agency Coordinating Council to improve oversight on adaptation through tools such as a web-based information dashboard; Deliverable: At least 5 training sessions delivered, and web-based information dashboard developed).

<sup>33</sup> The UNDP-CBIT project is envisaged to implement an activity which is similar to the concept of the Information Portal.

<sup>34</sup> Activity 2.2.5 (Support the Agriculture Extension Services to provide training on climate change adaptation to end users; Deliverable: Training module available, and at least 5 training workshops delivered).

<sup>35</sup> Activity 3.1.2 (Provide training and build awareness on climate-sensitive budgeting; Deliverable: Training module available, and at least 8 training workshops delivered).

<sup>36</sup> Activity 4.1.2 (Initiate the development of a gender sensitive and transparent monitoring system; Deliverable: Gender sensitive M&E system for the CCA and NAP process).



Project Document. For each deliverable, the table indicates whether it was completed, is in progress or has not been achieved.

**Table 12: Assessment of the Achievement of Project Deliverables**

Output	Deliverables	Achievement
<b>1. Gaps assessed and national mandate, strategy and steering mechanism established</b>		
1.1 Define the institutional arrangements for the NAP process	Mandate of the IACC, NAP management arrangements and TORs for the permanent technical working groups formulated and endorsed	<b>Achieved:</b> Approved PM Decree 719-A (6 July 2021), Approved DPM Decree 894-A (05.11.2021)
	Approved conceptual note for NAP implementation	<b>Achieved:</b> Approved PM Decree 749-L (13.05.2021)
	Parliament and other ministries sensitized on NAP process and CCA through at least 3 training sessions and workshops	<b>Achieved:</b> 2 trainings conducted on May 12-13, 2022 – in partnership with UNDP-GEF CBIT project; in process conduction of series of trainings for Parliament with UNDP-MAP project
1.2 Identity and systematize available information on climate change impacts, vulnerability and adaptation, and assess gaps	Report/compilation of existing climate scenarios at the national and regional levels and work-plan/strategy to address gaps	<b>Achieved:</b> Completed for water, agriculture, energy, health, tourism sectors, in process for settlements (on example of Yerevan city)
	Report/compilation of socio-economic information and work-plan/strategy to address gaps	<b>Achieved:</b> Report is available
	Report/compilation of existing vulnerability assessments and work-plan/strategy to address gaps	<b>Achieved:</b> Completed for water, agriculture, health, energy, tourism, in process for settlements
	Report/ Work-plan and funding strategy to address update the climate information network	<b>Achieved:</b> 2 project proposals were developed (one is currently undergoing – JSB-financed, another one is expected by early 2023 – RTF-financed) that include procurement and installation of new automatic weather stations that will replace the remaining (23 were modernized in 2021 also with the project support) old ones. Thus, modernization of the network will be almost complete and no further funding strategy for updates is required.
	Report/gap assessment for climate information availability and existing processes to access	<b>Achieved:</b> Report is available

Output	Deliverables	Achievement
	Report/inventory and lessons learned analysis of sectorial, territorial and international adaptation projects that identifies options to scale up	<b>Achieved:</b> Inventory is available
	Report/technical analysis of existing sectorial strategies and synergies/entry points with wider national and international strategic frameworks to facilitate the integration of CCA into development planning processes	<b>Achieved:</b> Report is available
<b>2. Climate evidence and knowledge-base for the compilation of a NAP strengthened</b>		
2.1 Improve access to and use of climate data	Updated multi-hazard and comprehensive risk and vulnerability maps in the 6 priority sectors	<b>Achieved:</b> Climate hazard and risk maps developed, sector Climate Risk and Vulnerability Assessments conducted, socioeconomic impact quantification in progress
	Improved access to and increased use of Hydromet data	<b>Achieved:</b> Development of Unified Information System for the Hydrometeorology and Monitoring Center with new Website and Mobile Application in progress, will be finalized in early 2023 in partnership with UNDP-JSB-financed project; number of study-trainings conducted
	Multi-sectorial climate data collection and data sharing process strategy	<b>Achieved:</b> Data collection and sharing process reviewed
2.2 Identify and address capacity gaps and weaknesses to ensure local ownership of the NAP process	Training module available, and at least 4 training workshops delivered; and CCA integrated into government employee re-qualification reviews	<b>Achieved:</b> Recommendations for Mudflow risk management submitted to relevant ministries; training modules and all relevant reports are housed on the Ministry of Environment website; trainings to civil servants in process, integration into PAARA re-qualification review will be done
	At least 5 training sessions delivered, and web-based information dashboard developed	<b>Not achieved:</b> The project developed a concept for Climate Portal to be housed on the website of the Ministry of Environment. However, due to continuous changes of the Deputy Minister of

Output	Deliverables	Achievement
		Environment, the responsible person to approve and proceed with, no progress was made towards the implementation of the concept and provision of trainings. As well, considering that the Inter-Agency Coordinating Council already has available webpage with relevant information, the follow up activities and the possibility to incorporate Climate Portal into that web-page will be agreed with UNDP-CBIT project as having mutual needs
	Training module available, and at least 3 training workshops delivered	<b>Achieved:</b> Conducted trainings on vulnerability assessment methodologies and approaches for respective staff of Hydrometeorology and Monitoring Center (evapotranspiration, remote sensing, GIS, GIS in Hydrology, UAV)
	Training module available, and at least 3 training workshops delivered	<b>Achieved:</b> 3 training sessions were conducted on May 20-22, 2022 for three different target groups
	Training module available, and at least 5 training workshops delivered	<b>Partially achieved:</b> 3 training sessions were conducted in 2021; no trainings can be delivered any more, as from August 1, 2022 there is no Agriculture Extension Services
<b>3. NAP implementation facilitated</b>		
3.1 Enhance national capacity for adaptation planning	At least 5 gender sensitive methodologies, guidelines and screening tools developed and integrated into use	<b>Achieved:</b> Developed guidelines are: climate change adaptation measures in agriculture; landslide risk management; climate change adaptation planning at community level; climate change adaptation planning at marz level; socio-economic assessment and valuation methodologies; gender assessment screening tool; in process the development of guideline on planning and management of green infrastructure

Output	Deliverables	Achievement
	Training module available, and at least 8 training workshops delivered	<b>Not/partially achieved:</b> To avoid duplication of efforts, the implementation of this activity was cancelled, as the climate budget tagging was done under the UNDP-EU4Climate project, while the trainings are planned to be delivered in 2023 under UNDP Climate Promise project. The activity will be partially done in partnership with UNDP-MAP project during the delivery of trainings to Parliament as well as by updating the training module developed by EU4Climate project.
3.2 Develop a national adaptation implementation strategy	Six sectorial adaptation plans developed	<b>Achieved:</b> SAPs developed for water, agriculture, tourism and health sectors, in process for energy and settlement sectors (piloting on Yerevan city)
	CCA screening and recommendations for Long-term (up to 2036) development directions of the RA Energy System Strategic Program completed	<b>Achieved:</b> Recommendations provided
	Two territorial climate risk assessments completed	<b>Achieved:</b> Marz adaptation plans for 2 marzes developed
	Phased implementation strategy for prioritized CCA actions	<b>Achieved:</b> Prioritized adaptation measures are presented in sector adaptation plans, in process of summarizing in pipeline for all sectors
	Action plan for the second NAP cycle (2022 – 2025)	<b>In process:</b> international consultant to be selected and develop action plan
	At least 2 GCF CCA project concepts developed	<b>In process:</b> development of 2 concepts (for water resources and agriculture) underway
Compile and communicate the National Adaptation Plan	CCA and NAP stakeholder outreach and awareness-raising strategy (document) developed and implemented through at least 8 workshops	<b>Achieved:</b> NAP process communication strategy developed; trainings conducted
	Process to facilitate the integration of CCA into school curricula developed	<b>Achieved:</b> Integration into mandatory school curricula is not feasible, the climate adaptation topics are included

Output	Deliverables	Achievement
		as non-mandatory school subject
	Participate in at least 3 regional or international learning and knowledge sharing events	<b>Achieved:</b> Participated in 2019, 2021 and 2022
<b>4. Mechanisms for Reporting, Monitoring and Review of NAPs and adaptation progress in place</b>		
4.1 Enhance capacity to monitor the NAP and adaptation progress	Report/compilation of existing M&E activities and processes to identify entry points for CCA	<b>In process:</b> Existing M&E and responsible institutions are done under UNDP-CBIT project; entry points for CCA will be developed by the end of the Project.
	Gender sensitive M&E system for the CCA and NAP process	<b>Partially achieved:</b> Due to delays in initiation of the works, the development cannot be completed within the project duration, however, an agreement is reached with UNDP-CBIT project that the finalization of the development of M&E system will be done in early 2023 under that project as having mutual needs for the assignment
	Report/lessons learned for CCA up-scaling	<b>In process:</b> Will be achieved by the end of the Project.
<b>5. Funding strategy for the NAP and CCA formulated</b>		
5.1 Establish a financing strategy for an iterative NAP process	CCA funding gap and CCA action pipeline appraised and funding sources identified	<b>Achieved:</b> Medium-term funding needs are determined as estimates of proposed adaptation measures for 5-years in sectors; financing sources identified.
	Training module available, and at least 2 training and awareness sessions delivered	<b>Achieved:</b> Presentations on available financing mechanisms were delivered during the workshops on 12-13.05.2022.
5.2 Identify and recommend policy options for scaling up financing for adaptation, including through public-private partnerships	Training module available, and at least 2 training and awareness sessions delivered	<b>Achieved:</b> Participation of private sector in Expo-Forum and focus group discussions.
	Report/strategy to strengthen the enabling environment for CCA investments and environmental and social safeguards for private sector investments developed	<b>In process:</b> will be achieved by the end of the Project.

The following table summarizes the progress the NAP project has made in the achievement of deliverables. As noted in previous sections of this report, the project's deliverables were framed

as output indicators, so the table below also shows the project's progress in the achievement of its targets. At the point of the evaluation, 75% of project deliverables have been achieved. Another 13% of deliverables are in the process of being completed. Of the remaining 12%, 6% have been partially achieved and another 6% have not been achieved.

**Table 13: Status of Output Indicators**

Status of Deliverables	Number	In percentage
Achieved	27	75%
Not Achieved	2	6%
Partially Achieved	2	6%
In Process	5	13%
<b>Total</b>	<b>36</b>	<b>100%</b>

### 3.3.4. Overall Project Outcome

It is difficult to talk about ultimate results because the project is still underway, and even when completed full effects of many activities will take time to play out. In addition to that, four of the five sectoral adaptation plans have still to be approved, let alone implemented. The full effects of this work will play out with a time lag – in the process of implementation of the adaptation plans, and primarily thanks to the investments that will results from them.

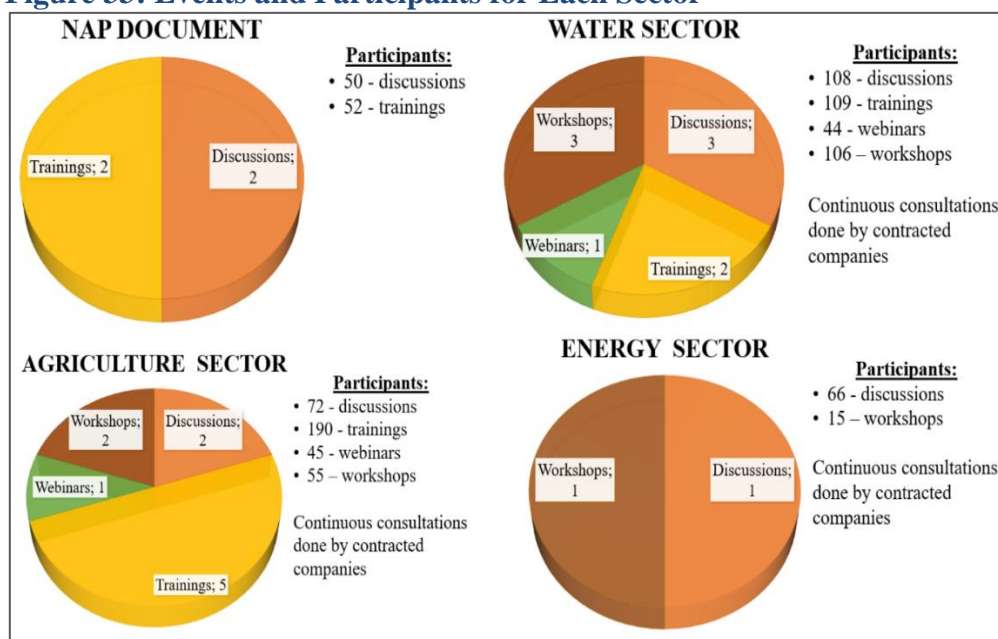
Nevertheless, it is possible to provide an overview of the project's more immediate contributions.

- First of all, the project has enabled the drafting and approval of the Decree of the Government of the Republic of Armenia “*On the Approval of the National Action Program of Adaptation to Climate Change and the List of Measures for 2021-2025*”, which serves as an umbrella framework for sectoral and national adaptation planning, as opposed to the fragmented efforts that were previously made in this regard in the country. This framework now creates the obligation for follow up adaptation measures in all areas and sectors.
- The project also supported the conduct of multiple assessments, including gaps assessments in the legislative, policy and institutional framework, climate change and vulnerability assessments, training needs analyses, etc., which constitutes a considerable contribution to the country's analytical capability in the area of climate change adaptation. Based on this considerably body of knowledge, the project supported the formulation and approval of a national adaptation plan for the first time. This was accompanied with the formulation of additional sectoral and regional adaptation plans, including the respective governmental decrees.
- At the institutional level, the NAP project supported the establishment of the “*Inter-Agency Coordinating Council for the implementation of requirements and provision of the UNFCCC*” and three working groups supporting the functioning of the Council. This interagency council is expected to play an important role in the coordination of climate change matters within the Government of Armenia. Other contributions of the project at the institutional level have been the amendment of important pieces of

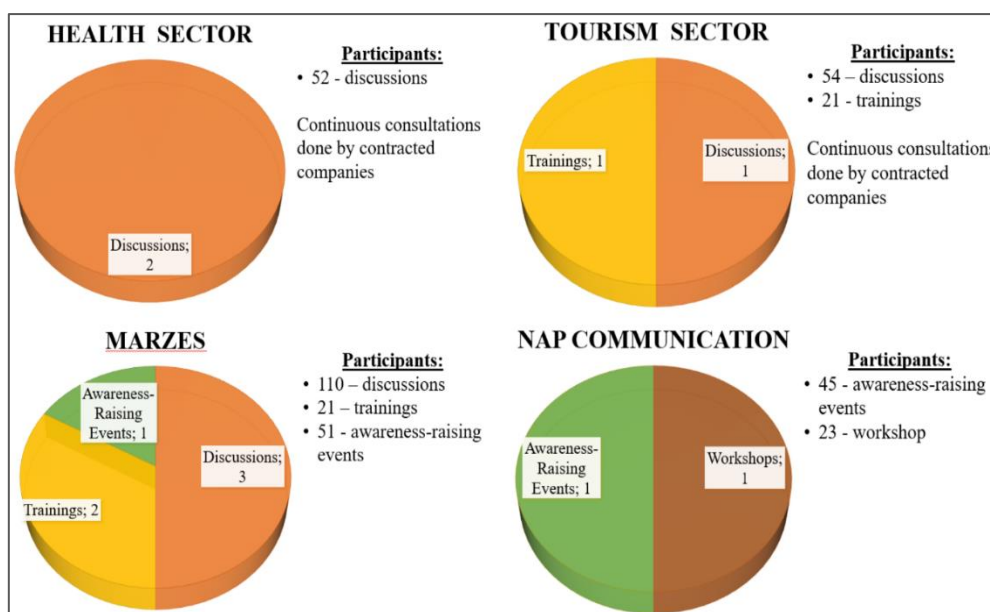
legislation such as the Water Code, the Law on Environmental Impact Assessments, Irrigation Norm for Five Crops in the Ararat Valley, Improvement of Mudflow Risk Management, Updated Ararat and Southern River Basins Management Plans, etc.

- Another key contribution of the NAP project has been the strengthening of a climate-responsive culture within national institutions that considers climate risks as an integral part of the development planning process in Armenia. Interviews for this evaluation indicated that government officials at both the national and sub-national level are a lot more aware not of issues related to climate change adaptation. This is particularly the case for the sectoral ministries which have had little to no exposure on climate change adaptation matters. Going through the process of developing an adaptation plan, these institutions have gained useful knowledge on two counts. First, they have gained a considerable understanding of the interaction of their subject matter with climate change adaptation. And, secondly, they have also gained knowledge about the process of mainstreaming adaptation considerations into the policy making and policy implementation process in their respective areas. The number of events and number of people involved by the project was extensive. The figure below provides a summary of those numbers.

**Figure 33: Events and Participants for Each Sector**







The project's main achievements are summarized in the table below based on information provided by the project team for this evaluation.

**Table 14: Project's Overall Outcome**

<b>Project's Major Achievements</b>		
<b>4</b> Approved Decrees	<b>749-L (13.05.2021)</b> On Approval of National Action Program of Adaptation and the List of Measures for 2021-2025	To support climate change adaptation and its planning, with institutional arrangements that address CC already in place, and increased emphasis on CC-related policies and programs. The Program serves as a roadmap for ensuring the mainstreaming of adaptation and implementation of corresponding actions, on national, regional and local levels, and respective financial planning processes. <i>* Out of 25 mentioned in the approved Action Plan activities, NAP Project supported in implementation of 19 activities.</i>
	<b>719-A (6 July 2021)</b> On updated mandate, functions and rules of procedures of the Inter-agency Climate Change Coordination Council	The document updates the national coordination system of the climate change related policies and measures.
	<b>894-A (05.11.2021)</b> Establishment of 3 technical working groups to support the Council	Ensures regular meetings.
	<b>1692-L (03.11.2022)</b> On Approval of Water Sector Adaptation Plan and List of Measures for 2022-2026	Provides the context for operationalizing adaptation planning within the existing governance structures. It helps to prioritize climate change adaptation activities and related investments in the water sector through participative process.
	<b>Shared on e-draft (<a href="https://www.e-draft.am/">https://www.e-draft.am/</a>)</b>	The overall goal of the concept is to make Armenia's agriculture sector resilient to climate risks and disasters and to realize the



4 Drafted Decrees (pending approval)	On Approval of Agriculture Sector Adaptation Concept and List of Measures for 2022-2026	opportunities it provides. The concept presents the vulnerability of agriculture to climate change and the challenges associated with it, and defines the main directions and measures to face these challenges.
	Shared on e-draft On Approval of Tourism Sector Adaptation Plan and the List of Measures for 2022-2026 ( <a href="https://www.e-draft.am/">https://www.e-draft.am/</a> )	To assist in mitigating the negative impacts of climate change and the sensitivity and vulnerability of the tourism sector to them by increasing the resilience of the sector to the negative impacts of CC, as well as managing and expanding the factors that contribute to resilience and adaptability.
	Submitted to the Ministry of Health	On Approval of Health Sector Adaptation Plan and the List of Measures for 2022-2026
	Submitted to the Ministry of Territorial Administration and Infrastructure (16.11.2022)	On Approval of Energy Sector Adaptation Plan and the List of Measures for 2022-2026
2 developed Marz Adaptation Plans and the List of measures	Submitted to Tavush and Shirak Marz Administrations	Establishes a knowledge base on vulnerable sectors at marz level, promotes integration of adaptation recommendations into marz development plans, strategies and action plans.
1 approved amendment	Adopted by National Assembly Amendments to Water Code	The Water Code amended in July 2022 included also certain provisions related to climate impact considerations.
1 drafted amendment	Submitted to the Ministry of Environment	Amendments to EIA law
1 updated Norms	Published and discussed Irrigation Norms in Armenia based on FAO Irrigation and Drainage Paper No56	Aimed at assessment of the need for improvement of irrigation water management, taking into consideration the forecasted impact of climate change.
2 updated River Basin Management Plans	Sections of Ararat and Southern Basin Management Plans updated and submitted to the Ministry of Environment	Aims to support the GoA in increasing the efficiency of water resources management and water use, taking into account the approved content for RBMPs, as well as assessment methodologies by the GoA for environmental flow calculations, and other requirements as well also the expected impacts of climate change.
3 recommendations	Submitted to the Ministry of Environment Recommendations on Mudflow Risk Management	Expected to become a part of relevant action plans of the state agencies engages in implementation of the relevant measures.
	Submitted to the Ministry of Environment Recommendations for centralized wastewater treatment and discharge standards	Recommendations developed for implementation of the requirements of the Program of Measures of the RA Law “On Making Amendments and Addenda to the Water Code of the Republic of Armenia” (2018) as well as on addressing country’s compliance requirements to the EU Urban Wastewater Treatment Directive.
	Submitted to the Ministry of Environment	The economic privileges/ incentives of double (secondary) water use by water

	Recommendations for the establishment of financial incentives for double (secondary) water use in Armenia	users, possibilities of introduction, application of such incentives in Armenia, to meet the objective of the RA Government in establishing justified regulations for water reuse under Article 25.1 of the RA Water Code assessed. * In partnership with the UNDP EU4Sevan Project
Climate Risk Map for Shirak and Tavush Marzes	In the process of placement on the Ministry of Environment web-site, as well as in finalization process for hardcopy printing	Provides GIS maps of climate and associated natural hazards and risks for Lori and Shirak marzes – with an overall goal to promote further development of climate change impact mitigation strategies and adaptation planning at marz and community levels.
Hydrometeorology and Monitoring Center's new website and mobile application	Development of Unified Information System with Website and mobile application launched	Will allow having centralized repository of the collected data, automate and facilitate data processing of various indicators, link with website for automatic publishing of the processed data, disseminate information across other stakeholders, warn citizens about dangerous weather conditions through the website and mobile application alerts, provide secure storage for the entire data used by HMC. * In partnership with the UNDP-JSB Project
4 guidelines	In the process of publishing Landslide Monitoring and Management	Provides general information on the effective use of landslide-prone areas, use of monitoring methods, and landslide hazard mitigation activities. It aims to contribute to increasing the adaptive potential of vulnerable communities to climate change risks and reducing disaster risks. Designed for community leaders, educational establishments and others.
		<ul style="list-style-type: none"> <li>• “Adaptation M&amp;E Guideline”</li> <li>• “Reporting on CC for Media” guideline</li> <li>• “Urban Greening Guideline”</li> <li>• “Socio-economic impact assessment of CC” guideline</li> </ul>
	Published and disseminated to all marzes Climate Change Adaptation Measures in Agriculture Sector	Aims to minimize climate change negative impacts in agricultural sector, introduce adaptation measures and best practices. Designed for agriculture sector specialists, farmers, students and teachers, as well as for wider community of readers.
	Published on the Ministry of Territorial Administration's web-site for use	Guideline for development of climate change adaptation plans for settlements of Armenia
	In the process of finalization	Guideline for development of climate change adaptation plans for marzes of Armenia.

More than 70 events conducted with more than 2,500 participants	Workshops, trainings, awareness raising, working discussions, seminars, contests. Target auditory – Climate Council, Ministries, marzes and communities, media, schoolchildren and teachers, private sector, NGOs etc.	Knowledge on climate change risks, vulnerabilities, and adaptation increased; capacity of stakeholders to identify and address CC risks strengthened
Team participated in development of 5 project concepts within CER Portfolio	2 JSB, 1 RTF, GEF-8 (Drought) and Health	2 are approved (JSB)

The rating of the project's overall outcome is "Satisfactory". This rating is reflective of the achievement of project outputs, in spite of the challenges that the project team encountered in the completion and sustainability of some activities.

### 3.3.5. Efficiency

This section provides an assessment of the project's efficiency. To assess efficiency, the report focuses on a number of parameters which are closely associated with efficient project management. These parameters are categorized into the following categories: i) budget execution rates; ii) cost structure; iii) timeliness of project activities; iv) synergies and linkages with other projects; and, v) flow of funds.

#### Budget Execution

Budget execution rates is a suitable indicator of a project's efficiency because inefficient projects usually have delays in expenditure which results in higher amounts of spending occurring at accelerated rates closer to project end dates. This typically leads to hurried decisions and hastened implementation which is rarely efficient. Table 15 shows the project's expenditure data as of 30 September 2022 based on information provided by the project team. It also provides an estimation of the execution rates based on planned expenditure as per the Project Document.

**Table 15: Project Budget Execution**

No.	Outcome Area	Budgeted (as per Pro Doc)	Spent <sup>37</sup>	Execution Rate (%)
<b>Year 2019</b>				
1	Output 1	99,826	94,935	95
2	Output 2	51,688	31,631	61
3	Output 3	193,198	113,927	59
4	Output 4	22,004	0	0
5	Output 5	0	0	0
6	Project Admin	32,463	20,245	62
	<b>Total</b>	<b>399,179</b>	<b>260,739</b>	<b>65</b>

<sup>37</sup> The data provided in the table is based on information provided by the project team.

No.	Outcome Area	Budgeted (as per Pro Doc)	Spent <sup>37</sup>	Execution Rate (%)
<b>Year 2020</b>				
1	Output 1	141,492.00	91,306.45	65
2	Output 2	340,348.00	172,399.09	51
3	Output 3	280,392.00	214,822.54	77
4	Output 4	81,110.00	15,415.22	19
5	Output 5	3,500.00	0.00	0
6	Project Admin	32,463.00	30,728.66	95
	<b>Total</b>	<b>879,305.00</b>	<b>524,671.96</b>	<b>60</b>
<b>Year 2021</b>				
1	Output 1	52,250	62,878	120
2	Output 2	311,614	286,820	92
3	Output 3	249,624	168,559	68
4	Output 4	73,550	37,654	51
5	Output 5	248,140	99,045	40
6	Project Admin	32,463	25,610	79
	<b>Total</b>	<b>967,641</b>	<b>680,566</b>	<b>70</b>
<b>Year 2022 (spent with commitments as of Sept 30 per PIMS+)</b>				
1	Output 1	24,250	33,642	139
2	Output 2	64,804	216,924	335
3	Output 3	150,906	235,399	156
4	Output 4	65,850	45,778	70
5	Output 5	142,504	96,576	68
6	Project Admin	32,463	22,397	69
	<b>Total</b>	<b>480,777</b>	<b>650,715</b>	<b>135</b>
<b>ALL YEARS</b>				
1	Output 1	317,818	282,761	89
2	Output 2	768,454	707,774	92
3	Output 3	874,120	732,707	84
4	Output 4	242,514	98,847	41
5	Output 5	394,144	195,621	50
6	Project Admin	129,852	98,981	76
	<b>Total</b>	<b>2,726,902</b>	<b>2,116,692</b>	<b>78</b>

As can be seen from the table, out of a total of US\$ 2,726,902 planned for expenditure by the project, a total of US\$ 2,116,692 had been spent by the project at the time of this evaluation (including commitments, without salaries), which represents 78% of the total available amount. This expenditure ratio is in line with the reported 75% ratio of completion of project deliverables. Despite the challenges outlined throughout this report, the project team expects to utilize all remaining funds by the time the project will be closed at the end of 2022.

Table 16 below summarizes the rates of budget execution by output area. As can be seen from the table, there is a lot of diversity across project outputs when it comes to execution rates – a reflection of the different rates of progress of the various activities under each output area.

**Table 16: Project Expenditure Rates by Output Area**

<b>Output Areas</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Output 1	95	65	120	139	89
Output 2	61	51	92	335	92
Output 3	59	77	68	156	84
Output 4	0	19	51	70	41
Output 5	0	0	40	68	50
Project Admin	62	95	79	69	76
<b>Total</b>	<b>65</b>	<b>60</b>	<b>70</b>	<b>135</b>	<b>78</b>

### Financing

No co-financing was available for the project. The only source of financing was the GCF grant discussed in section 3.2.3. of this report. While this is the preparatory phase for an adaptation strategy and as such co-financing is not crucial, going forward it will be important for the NAP stakeholders to think about what kind of financing and co-financing will be available for the implementation of the adaptation plans that are being formulated.

### Project Management

The management of the project has overall been efficient under the challenging circumstances that the project encountered and the fact that the project timelines were quite tight (as discussed previously in this report). The project team has been small and has managed a large number of contracts of significant complexity. In the face of a challenging external environment, the project team has functioned well and had carried out a larger number of monitoring tasks. The project team had to manage a large number of contracts with external contractors, especially in the delivery of the training content and the analysis underpinning the vulnerability and risk assessments and the adaptation plans.

Based on interviews for this evaluation, one common perception of the project team and the implementing partners is the tight timeframe for the completion of activities. For example, the educational institutions contracted by the project for the delivery of training events brought up the need for greater time flexibility in the delivery of training content. Also, as noted previously, the preparation of vulnerability assessments and the preparation of vulnerability plans was compressed into a period of less than six months, which was sub-optimal and affected negatively the quality of the products. In these circumstances, what the project team could have done more effectively is better planning of activities given the pressing timelines and enormity of the tasks identified in the results framework.

The project team justified the limitations in the quality of adaptation plans with the very tight timelines they faced for the completion of deliverables and the lack of flexibility by the Project Management Board. The NAP project received a blanket no-cost extension of six months based on the COVID-19 rationale. An extension request for an additional six months was planned by the project team, but it was not supported by the Project Management Board. In hindsight, it seems that an extension would have allowed the project team to complete some activities which

will be transferred to other projects, and more importantly secure the approval of key documents, such as the adaptation plans.

The functioning of the Project Management Board has been efficient in ensuring a good planning process. It has also acted efficiently in the monitoring of project activities and in ensuring that risks were identified and mitigated as effectively as possible. While the communications between the Project Team and the Project Board have been efficient, the frequent changes of the Project Board's members (change of UNDP RR and DRR, three changes of the Deputy Minister of the Environment) have challenged the way the Board addressed project risks.

### Implementation Delays

Several challenges contributed to delays in the implementation of project activities. The main challenges that the project encountered are summarized in section 3.1.2. of this report (Assumptions and Risks). In particular, evaluation stakeholders singled out the COVID-19 crisis (and the ensuing lockdowns and the declaration of the state of emergency) and the Nagorno-Karabakh conflict (from 27 September – 10 November 2020 and post-war challenges in 2021) as two factors that strongly affected government priorities, detracting attention and resources from the climate change adaptation process. The figure below shows the ways in which the COVID-19 crisis challenged the NAP project and the delays that it caused.

**Figure 34: Challenges Presented by COVID-19**



The following are the main factors of the delays that occurred in the implementation of the project:

- ***Conduct of several trainings and workshops*** – The COVID-19 pandemic and the tensions in Nagorno-Karabakh caused the cancellation or postponement of a number of trainings, seminars and workshops with the participation of ministries and other governmental bodies. In addition, the continuous restructuring of ministerial bodies during 2020-2021 created unclarity about the institutional mechanisms and posed technical challenges for the project. These challenges, however, were mitigated through the organization of workshops and events in the online format whenever possible, conducting continuous consultations and coordination with the respective

representatives of corresponding ministries to keep track of institutional changes and to continue the delivery of expected activities during the project implementation process. However, even with the current finalized structure of the target ministries, the risk is still ongoing considering the frequent changes in project Board members during 2021-2022.

- ***Initiation of several activities, particularly the development of sector adaptation plans***  
– The NAP project was envisaged to spend about two years on the stocktaking exercise, conducting research and assessments to establish a clear adaptation baseline. In reality, the project spent under six months for the conduct of vulnerability assessments and the preparation of the adaptation plans. Certainly, the rush to complete the preparation of adaptation plans affected negatively the quality of the plans, but it was a necessary adaptive measure to get the job done within the tight timelines of the project.
- ***Capacity Constraints in the Country*** – Another serious challenge encountered by the project was the weak capacity available in the area of climate change adaptation in the country. The limited professional expertise in the local market led to the extension of due dates for several announcements or the tenders which had to be re-announced due to having no or technically not responsive applicants for specific assignments. Furthermore, when the products were received, the project team had to spend a lot of time reviewing them and providing consultants with feedback for correction. Overall, the quality of the adaptation plans was not good and the project team had to spend a lot of time pushing for their revision. The quality of work was particularly problematic in the case of the regional (marz) adaptation plans. Though these challenges were partially mitigated through collaboration between local and international experts, they caused delays in procurement processes and significantly affected the project implementation timeline.

As far as efficiency is concerned, a very good practice of the NAP project has been its ability to identify other ongoing projects (especially by UNDP) which could carry out activities to complete the deliverables that could not be completed under the NAP project on time. This includes key deliverables such as the ***Information Portal***, the ***Training on Climate-sensitive Budgeting*** and the ***Gender-sensitive M&E System***, which the NAP project team was able to transfer to other ongoing UNDP projects for completion.

Given the challenges and delays described above, but also considering the contributions that have been provided by the project, the rating of the project's efficiency is "Moderately Satisfactory".

### **3.3.6. Country Ownership**

National ownership and leadership of the NAP project have been varied, with moderate overall engagement by the respective governmental institutions. This engagement has depended on the



type of institution and how close that institution is to the climate change agenda, as well as the personalities occupying leadership positions in each of these institutions.

- The Ministry of Environment has played an important role in this project. First of all, this ministry has led the project and created the space for this project to exist and function. The project team was hosted on the premises of the Ministry of Environment. The main challenge of this project has been the frequent change of officials who have occupied the position of Minister and Deputy Minister of Environment, which has also chaired the Project Management Board. Especially, the frequent changes in the Deputy Minister's position have been challenging for the project. Interviews conducted for this evaluation indicated that the process of familiarization of new deputy ministers has not been easy. The relationship of the project with the new deputy ministers has suffered initially as the latter began to understand the role and the dynamics of the project. There was also an expectation from the side of the deputy ministers for the project team to be more active and forthcoming with the sharing of information about the project. One issue raised in interviews for this evaluation was the need for training for the deputy ministers, who also played the role of the chair of the Project Board. Training at the initial stage of the deputy ministers' appointment would have been useful for familiarizing them with the project and getting them up to speed on the decision-making process required for the project. This is something that should be considered by the UNDP CO going forward. The lack of initial information and understanding about the project led to several delays in the process. One example of these delays has been the approval of the *Information Portal* concept note and the actual development of such a portal. This deliverable was not completed by the project team because it was not possible to agree the vision of such a portal with a deputy minister because of the frequent changes in this key position. By the time the last Deputy Minister was confirmed in the position, it was too late for the project team to proceed with the development of the portal. As noted in previous sections of this report, the project decided to transfer this task to another UNDP project which had a similar objective.
- With the exception of representatives of the Ministry of Environment, the engagement of other relevant government departments in project activities and tasks has been mostly reactive and limited to participation in project activities organized by the project team. Their main contributions consisted of organizational support with planning and agreeing on project activities and discussing the results achieved. The Energy Department under the Ministry of Territorial Administration and Infrastructure did not demonstrate a strong preference for a widely consultative process and for the most part formulated its own adaptation plan internally. The project had a similar experience with the Agriculture Department under the Ministry of Economy, which formulated most of the adaptation plan in the house, with limited interaction with the project team and external partners. The Ministry of Health had limited eagerness in the adaptation concept and has reacted only through consistent efforts by the NAP project team to involve them with the NAP process. The Tourism Committee under the Ministry of



Economy has been more open to a participatory process and have engaged with the project team more constructively.

- As noted in previous sections of this report, the NAP project has actively engaged non-governmental organizations (NGOs) and private sector companies in the implementation of project activities. This part of the engagement has dynamic, creating the space for non-governmental organization to become involved with the policy making process in the area of climate change adaptation.

### 3.3.7. Gender Equality and Women's Empowerment

In principle, gender inclusiveness is at the center of the NAP process as it highlights the need for gender mainstreaming in climate change adaptation planning and budgeting and recognizes that adaptation cannot be successful without the involvement of all social groups, and in particular women. As such, the NAP project was designed to have a significant focus on gender equality and empowerment of women. The following is an assessment of the extent to which the NAP project was designed and Implemented with gender equality and empowerment of women as key guiding principles.

#### Project Design

The project's gender marker was GEN 2. The project design integrated the gender perspective in the project's approach, objectives and activities by recognizing how women experience climate-related challenges in their daily lives. The figure below summarizes the key ways in which gender inclusiveness was ensured in the project design.

**Figure 35: Gender Inclusiveness in the Project's Design**



Furthermore, the NAP project was aligned with the gender policy of the GCF that identifies six priority areas to implement its policy, namely: (a) Governance and institutional structure; (b) Operational guidelines; (c) Capacity building; (d) Outputs, outcomes, impacts and paradigm-shift objectives used for monitoring, reporting and evaluation; (e) Resource allocation and budgeting; and (f) Knowledge generation and communications. The project has addressed all six priorities through a range of adaptation topics, and placed emphasis on addressing gender inequality along its implementation and operationalization.

### Project Implementation

During the implementation process, gender concerns were brought to the forefront of project activities by: (a) ensuring that relevant gender information, especially socio-economic information, was identified and collected; (b) sensitization of beneficiaries on the crucial role women play in the adaptation process and how essential it is to involve them in every aspect of this process; (c) engagement of women decision-makers in trainings, meetings, workshops, etc.; (d) mainstreaming gender sensitivity in project approaches by ensuring that women participate in a meaningful way during climate change impact inventories and the identification of adaptation options, including at the local level; (e) prioritization, evaluation and selection of gender-sensitive initiatives and incorporating gender analysis into the project concepts that will inform the project pipeline for further implementation.

### Key Gender Achievements of the NAP Project

As far as gender equality is concerned, the main achievements of the NAP project have occurred at the policy and institutional level.

- As a result of the NAP project, gender approaches, principles and actions have become mandatory for the development of national, regional and sectorial adaptation policies/plans in accordance with “*The National Action Program of Adaptation to Climate Change and the List of Measures for 2021-2025*” approved by the Government in May, 2021.
- The project supported the mainstreaming of gender into the sectoral adaptation plans. Further, options for including climate change and climate change adaptation issues in the country’s gender policy were examined during a two-day workshop conducted in 2021 with members of Council of Women's Affairs and other governmental stakeholders.<sup>38</sup>
- As a result of the project's efforts on gender mainstreaming, a Cooperation Framework Agreement on the implementation of joint measures to mitigate the gender and social impacts of climate change was developed between the Ministry of Environment, the Ministry of Labour and Social Affairs, and the UNDP Climate Change Programme. Based on the agreement, “*The Strategy on mitigation of social and gender impacts of climate change in Armenia and Plan of Actions for the period of 2023—2025*” was drafted with support from the NAP project.

---

<sup>38</sup> <https://bit.ly/3HSsPc>, Standard Progress Report, Quarter 2\_2022, page 18

- The project supported the development of the sociological survey methodology and the assessment of the social and gender impact of climate change caused migration in Tavush and Shirak during 2021.
- Sex-disaggregated data was collected systematically for most events conducted under the project. For example, the Sociological Survey<sup>39</sup> conducted in the two marzes enabled the collection of gender-disaggregated data on Climate Change Adaptation. Two women-led local NGOs located in Tavush and Shirak marzes were selected, trained and technically supported to conduct Sociological Survey in the respective marzes.
- Further, multiple project events (workshops, trainings, awards and awareness campaigns) increased the level of knowledge and awareness of policy-makers and civil society representatives on the mutual interaction of gender equality and climate change. This is reflected in the fact that currently 8 out of 15 members of the new Inter-Agency Coordination Council on Climate Change and 10 out of 13 members of newly established Technical Working Groups to support the Council are women.<sup>40</sup>

### Gender-related Activities

- The NAP project supported the organization of the “Climate Change and Women in Armenia” awards ceremony aimed at recognizing the contribution and leadership of women in climate change mitigation and adaptation processes and creating a platform for sharing best practices, fostering stakeholder cooperation, and drawing attention to the disproportionate impact of climate change on women and men.
- The project supported women farmers from Haykavan and Marmashen communities to participate in the harvest festival showcasing produce grown using green agriculture and adaptation practices.
- National findings on gender related climate change vulnerabilities as well as adaptation solutions in the fields of agriculture, water resources and tourism sectors were presented during a Conference for the International Women’s Day organized by AGBU Lebanon in partnership with the Arab Institute for Women at the Lebanese American University to observe and raise awareness about the relationship between climate change and gender, the impact of climate change on women and the importance of including women in climate decision-making.

### Key Operational Aspects

The project ensured gender balance throughout the implementation process. Women constituted more than 50% of experts hired under the project. More than 54% of the participants in events organized by the project were women. The project team developed a gender action plan to ensure that gender is considered and mainstreamed into the sectorial adaptation plans.

---

<sup>39</sup> A sociological survey methodology was developed and assessment of the social and gender impact of climate change caused migration conducted in two marzes (Tavush and Shirak).

<sup>40</sup> Evaluation Questionnaire for the Project Team.

Overall, the evidence collected for this evaluation indicates that women have been involved in all stages of the project, from planning to implementation and monitoring. They have participated in significant numbers in working groups, trainings, baseline studies and formulation of local adaptation plans, and other project activities.

### **3.3.8. Other Cross-Cutting Issues**

The evaluation found that the project has mainstreamed reasonably well cross-cutting programming principles such as capacity gender equality, human rights, and especially the rights of vulnerable groups, Sustainable Development Goals (SDGs), etc.

#### Human Rights Approach

Overall, the NAP project has taken a human rights approach by implicitly targeting the most vulnerable groups and regions and addressing the rights of women, communities vulnerable to climate change, etc. The following is a brief summary of the main dimensions.

- Through the combination of its activities targeting the most vulnerable sectors through adaptation, the project has contributed to the basic right to a safe and ecologically-balanced environment.
- The project has promoted participatory transparent processes not only in project activities, but also within the government through the process of participatory development planning. The project has made central and local government organizations more open, transparent and accountable to the public.
- From a human-rights perspective, engaged communities are better aware of their rights in the context of climate change adaptation.

#### Sustainable Development Goals

One cross-cutting area where the NAP project could have engaged more actively is the adaptation and implementation of SDGs in Armenia. The SDG process presents a unique opportunity for integrating climate change adaptation concerns into policy frameworks. The NAP project was uniquely positioned to contribute to this process at the national and sub-national level through its interventions related to the sectoral and regional adaptation plans. The SDG process presented a unique opportunity for integrating climate change adaptation concerns into policy frameworks. The project could have assisted with further integrating climate change adaptation concerns into the national SDG framework. At the sub-national level, the NAP project could have assisted with raising awareness on the mainstreaming of climate change adaptation concerns into sub-national SDG frameworks and assist local authorities in gradually becoming more engaged with SDGs in their activities. However, the role of the NAP project in the integration of climate change adaptation into the SDG framework has been limited. The project document does not provide any substantial references or links to the SDGs and no such references to SDG-related activities during the implementation phase were encountered in interviews with stakeholders. This is something that project stakeholders and UNDP could examine more closely for future activities in this area.

This does not mean that the NAP project should have changed its nature and shifted resources to SDG-related activities – the NAP project had a clear focus and it is good that it remained committed to that focus. What is suggested here is that the project could have used its activities and events to contribute more effectively to the raising of awareness around the mainstreaming of SDGs at the sub-national level.

### Governance

One cross-cutting issue to which this project has contributed is improved governance. The NAP project has contributed to governance in the area of climate change adaptation. As has been already noted in this report, Armenia’s public sector has benefitted from technical, legal and environmental capacity development that occurred as a result of the project. Furthermore, as a result of the project, the Armenian public is much more familiar with the impacts of climate change, and there was extensive learning with regard to stakeholder consultations and consensus-based decision making. From a human-rights perspective, the affected communities are better aware of their rights in the context of climate change. The NAP project has generated extensive learning with regard to stakeholder consultations and consensus-based decision making. Furthermore, as has been noted previously in this report, the project has also promoted South-South cooperation and the transfer of knowledge from other countries.

### Communications

The project team had ensured good communications with internal stakeholders and external audiences. All the information about implemented actions as well as achieved results has been published on the [nature-ic.am](http://nature-ic.am) website, as well as the “Climate Change Armenia” Facebook page (including all the hand-outs, presentations, study results, guidebooks, etc.). Results have also been communicated through the distribution of hand-outs, factsheets, emails, memos and reports. In addition, as noted in section 3.3.3. of this report, the project has organized a large number of awareness-raising events. The following is a brief description of the channels through which communications have taken place.

- Project results were highlighted and discussed in various project events. For example, during seminars in pilot regions, the project team informed participants and members of local communities about ongoing activities carried out within the framework of the project, plans and achievements, the difficulties for which their active participation and support is required in order to solve them.
- At the local level, regular meetings were held and attended by local stakeholders. In these meetings, local project coordinators presented the results of the project, progress of implementation of small grants, annual work plans, and raised problematic issues requiring their attention and intervention.
- At the national level, information on the results of the project was presented at the PMB meetings. Prior to PMB meetings, the Project Coordinator discussed with the National Project Coordinator the agenda, draft decisions, issues to be raised, etc.
- The project also published a large amount of information and knowledge materials, which presented a variety of information, including the results of the project,

achievements, recommendations and lessons learned. These included project flyers, a brochure on project activities, a booklet on project approaches, thematic posters, information leaflets and much more were prepared.

- The project team regularly participated in events (conferences, webinars, trainings) organized by other projects and initiatives.

### **3.3.9. Social and Environmental Standards**

The NAP project has appropriately addressed major concerns related to the social and environmental impacts of inadequate and deficient selection of future adaptation interventions. First of all, given that the NAP project was focused on soft interventions, and did not include the construction of any infrastructure, there have been no immediate risks in this regard. The risk assessments undertaken by the project have addressed for the first time the vulnerabilities of sectors and marzes in a more comprehensive manner towards climate change, indicating gaps in the available statistical and other climate related data, current legislation and awareness levels among the main stakeholders and developing methodologies for conducting such studies for the future update or development of sectoral and marz adaptation plans, as well as providing grounds for identification and prioritization of necessary adaptation measures. As described in Section 3.3.2. of this report, the NAP project supported the development of a set of guidelines targeted at different audiences which are intended to reduce the social and environmental risks of climate change adaptation strategies and measures. These guidelines prescribe approaches that safeguard the environment and communities where adaptation actions are taking place. Furthermore, the project has pledged to exploit all learning experiences that will come from the implementation of concrete adaptation actions, use them to build knowledge, awareness and training materials – which will be disseminated through all available networks and forums and reach the community as widely and deeply as possible. In fact, according to the Project Document *“The project will identify and participate, as relevant and appropriate, in scientific, policy-based and any other networks, which may be of benefit to project implementation through lessons learned.”* The information about project results and implemented actions has been published on the Climate Change Armenia Facebook account, as well as the [nature-ic.am](https://nature-ic.am) website. UNDP representatives have also had the chance to communicate results in their opening remarks as part of trainings or public events.

### **3.3.10. Sustainability**

The project’s sustainability is related to the likelihood that project outcomes will be sustained beyond the project’s completion. While the sustainability of project outcomes is shaped by a number of factors, the focus of this section is on risks related to sociopolitical, institutional, financial, and environmental sustainability of project outcomes.

#### Socio-political Sustainability

There are always socio-economic risks to the sustainability of project outcomes emanating from the country’s political stability and security situation. Clearly, the heightened tensions over Nagorno-Karabakh have always been a source of distraction that has diluted the importance of environmental concerns in the list of public priorities. Also, frequent changes in



key institutions resulting from political rotation have been another source of instability with an impact on the sustainability of outcomes in the area of climate change adaptation. These risks will continue to persist and they are totally outside the control of projects like NAP or UNDP.

However, there are aspects of the NAP project that facilitate the sustainability of results from a political point of view. The wide consultations facilitated by the NAP project have improved the understanding of climate change adaptation in the country. Further, the project has contributed to making the policy process in the adaptation sector more open to and inclusive of the environmental community in the country. This is important for the future sustainability of this effort as the process will be more constructive and stable with the environmental movement engaged and informed of the main activities undertaken in this area. Also, the body of knowledge produced by the project has contributed to the improvement of awareness and understanding of the importance of adaptation.

For all the reasons listed above, social impact risks associated with this type of project are considered low. Therefore, this dimension of sustainability is rated as “Likely”.

#### Institutional Framework and Governance Sustainability

The project has contributed to a number of institutional improvements related to climate change adaptation in Armenia. The following is a summary of the main contributions.

- First of all, the establishment of a comprehensive strategic framework for climate change adaptation<sup>41</sup> creates the obligation for follow up adaptation measures in all areas and sectors. It signals to all government institutions that they have to take adaptation into consideration when delivering their responsibilities in their respective areas. This framework ensures sustainable engagement of government institutions with the matter of climate change adaptation.
- Secondly, the development of the adaptation plans for economic sectors (water resources, agriculture, tourism, health and energy sectors) and regions (Tavush, Shirak and Yerevan) not only creates obligations in the respective sectors for action towards adaptation objectives, but also sets an example for replication in other sectors. These adaptation plans are now expected to be approved by the Government for further implementation. As a good example of continuity in this area, two new UNDP projects are envisaged to support the formulation of two adaptation plans each, for a total of four adaptation plans for four marzes.
- Thirdly, the coordination mechanism for climate change adaptation approved by the Government, which includes the key structures of Inter-agency Climate Change Coordination Council and the technical working groups, will help maintain the momentum that has been created in this area by the NAP project.
- Fourthly, the project has strengthened the country’s institutional capacities in the area of climate change adaptation, be it in terms of analytical capabilities within and outside government institutions, and also in terms of the process around the planning of adaptation measures. The project has supported the development of methodologies and

---

<sup>41</sup> National Action Plan on Adaptation to Climate Change and the list of measures for 2021-2025.



guidelines for conducting vulnerability and risks assessments and for updating sectoral and marz adaptation plans in the future.

For all these contributions, the sustainability of the climate change adaptation process in Armenia can be further strengthened if greater emphasis is placed on the following issues.

- First of all, there is no clarity yet as to when the sectoral and regional adaptation plans will be approved. The most pressing challenge for NAP stakeholders now is to get these plans approved and to start preparations for their implementation.
- Secondly, another key issue for the adaptation process going forward will be the monitoring of the implementation of the adaptation plans. While overall monitoring is the responsibility of the Inter-Agency Coordination Council on Climate Change, there is no clarity yet about the monitoring process and the responsibilities of specific counterparts. There is also no agreed list of indicators that will be used to monitor implementation progress.
- Thirdly, as noted previously in this report, the NAP process will benefit from the establishment of a centralized platform for the coordination of all NAP-related activities, and in particular the tracking of the country's progress with NAP policies and implementation (e.g., all NAP policies, their goals, responsible institutions, the extent to which they have been implemented, how they link with each other, etc.). Although adaptation activities are ongoing and international partners are actively involved in supporting adaptation projects, there is still no systematic inventory of adaptation projects, studies or actions. The NAP project was envisaged to help establish an Information Portal, but as noted in previous sections of this report that work did not proceed. A Concept Note was formulated by the project and arrangements have been made with another UNDP project to continue this work. The establishment of an information platform, and even better a coordination platform, will allow for the inventorization of adaption-related information and monitoring of NAP indicators on a continued basis and the formulation of reports in an efficient and consistent way. It will also allow for a better alignment of actions implemented by different governmental and non-governmental stakeholders. It would also serve as a source of information during NAP communication strategy implementation.
- Fourthly, going forward it will be important for the country to establish similar coordination mechanisms at the sub-national level where a range of stakeholders with diverse responsibilities will need to be coordinated more effectively.
- Lastly, NAP stakeholders, and especially key decision-makers in the Government of Armenia, should perceive adaptation planning as an iterative process. The stakeholders need to establish a system that keeps these adaptation documents alive. This has to be a system that leads to the continuous improvement and updating of these documents. The next cycle of the NAP process should enable the Government to continue integrating climate change related risks, and adaptation coping strategies and opportunities into ongoing development planning and budgeting processes as well as putting due mechanisms for monitoring adaptation actions and finetuning adaptation plans based on lessons learnt.

Given the outstanding risks mentioned above, this dimension of sustainability is rated as “Moderately Likely”.

### Financial Sustainability

Financing is crucial for the sustainability of the adaptation plans formulated with the support of the NAP project both at the sectoral and regional level. To be implemented, these adaptation plans require sufficient, stable, and predictable financial allocations over time. The long-term nature of financing is important, because many adaptation measures require infrastructure investments that span several years. Furthermore, continued financing is important because it is an indication of commitment and ownership by national partners, which is an important aspect of sustainability.

To what extent do the formulated adaptation plans identify financing requirements and financing sources? To comply with the requirements of the respective Government decrees, the drafters of the adaptation plans have tried to include for each proposed measure some financial information. In those case where feasibility studies are required, the drafters of the adaptation plans have included some basic financial estimates. However, due to time limitations and financial constraints, the financial implications of the adaptation plans were not assessed in a comprehensive way. There is no full assessment of the financing requirements for the implementation of these plans and it is not clear where the money required for their implementation is going to come from. The financing sources are indicated only in generic terms – i.e., in those cases where funding is expected from sources outside of the state budget. Also, the project was not able to conduct an overall assessment of the amount of financing available for climate change adaptation activities in the country.

As financial and budgetary issues are the prerogative of the Ministry of Finance, the involvement of this ministry in the project’s awareness-raising and capacity building activities would have improved the financial sustainability of the adaptation plans. In this context, the involvement of the Parliament in some of the training activities envisaged under the NAP project was a good decision. Similarly, the project would have benefitted from a more direct involvement of the Ministry of Justice. The approval of decrees and other upcoming legal instruments would have benefitted from a closer involvement of this ministry in project activities. Another important aspect of financing is the role of the private sector, especially when it comes to infrastructure investments. The role and the potential of the private sector should be assessed more carefully in the upcoming stages of this work, especially in light of the need for a certain rate of return from these investments.

Given the outstanding risks mentioned above, this dimension of sustainability is rated as “Moderately Likely”.

### Environmental Sustainability

The actions of the project do not entail any direct environmental risk. On the contrary, the project has made significant contributions to the national objectives of strengthening the

country's resilience to climate change effects. As such the project has tackled in a direct way and at the highest-level key environmental risks related to climate change.

Through a series of crucial risk assessments – which for the most part have taken place for the first time in the country – the NAP project has identified the main vulnerabilities of sectors and regions in a comprehensive manner, identifying gaps in the available statistical and other climate related data, current legislation and awareness levels among the main stakeholders.

Based on all of the above, this dimension of sustainability is rated as “Likely”.

**Table 17: Sustainability Rating**

<b>Sustainability Dimension</b>	<b>Risk Assessment</b>
Financial risk	ML
Socio-Economic risk	L
Governance risks	ML
Environmental risks	L
Overall Likelihood of Sustainability	ML

### **3.3.11. Catalytic/Replication Effect**

#### International Best Practices

The project made use of international “good practices” in the area of climate change adaptation.

- International best practices were used for the development of the Framework of Armenian National Adaptation Plan. These were presented, consulted and agreed with the Government, namely the Ministry of Environment, and the approach was submitted for approval by the Government.
- Internationally available methodologies and best practices of NAP implementation processes were studied and taken into account during the development of sectorial and marz adaptation plans for Armenia. These were discussed and shared with relevant stakeholders during respective workshops.
- International best practices for centralized wastewater treatment and discharge standards in support to adaptation to climate change by producing secondary/alternative water for use after treatment of wastewater were analysed and presented to the Ministry of Environment for further assessments.
- International best practices of socio-economic impact assessments and economic evaluation methodologies were analysed; training methodology developed and adopted for Armenia, training sessions for sectorial technical planners, sectorial and university researchers conducted.

#### Replication of Project Activities

The NAP project's main contribution of strengthening Armenia's adaptation planning capabilities bears significant potential for further disseminated and replication. This replication has two dimensions – sectoral and regional. The project's approach was conducive to testing novel approaches with the intention of further disseminating successful experiences in other

sectors and regions (marzes). Hence, a catalytic approach underpinned by an expectation for replication was built in the design of the project from the conceptual phase.

- **Sectoral Level** – The five sectoral adaptation plans developed through the NAP project have laid the ground for the development of additional sectoral adaptation plans. The “*National Action Plan on Adaptation to Climate Change and the list of measures for 2021-2025*” provides the imperative for further work and achievements in this area. In addition, the methodologies and guidelines for conducting vulnerability and risks assessments will be crucial for the development of new adaptation plans in the future. Also, the coordination mechanism for climate change adaptation (Inter-agency Climate Change Coordination Council and technical working groups) will be a crucial instrument for the further development of sectoral adaptation plans.
- **Regional Level** – The NAP project was intended and designed to pilot the development of adaptation plans at the regional level. Two regions (marzes) were selected for piloting the planning of adaptation measures. An additional sub-national entity – the Municipality of Yerevan – was added by the project team during implementation. The Government Decree #749-L “On Approval of the National Action Program of Adaptation to Climate Change and the List of Measures for 2021-2025” envisages the development of an additional eight regional adaptation plans by 2025. They will be developed based on the methodology created for Tavush and Shirak marz adaptation plans. Currently, the development of two additional regional adaptation plans is underway within the framework of UNDP-JSB project.

While climate change adaptation planning in Armenia has received an important impetus from the NAP project, further replication of the planning process at the sectoral and regional level requires further commitment and greater clarity from the side of the government institutions.

- Stronger links to the public budgeting and financial management process. The next iteration of the NAP process should enable the Government to continue integrating climate change related risks and adaptation-coping strategies and opportunities into development planning and budgeting processes, as well as establishing monitoring mechanisms for adaptation actions.
- A key mechanism for the implementation of adaptation plans at the sub-national level could be the concept of Local Adaptation Plans.

Overall, there is a need for a more proactive approach and intensified efforts in promoting the upscaling and replication of the adaptation planning in other sectors and marzes. This challenge is related to the sustainability of the project which is discussed in the previous section of this report. A more effective dissemination of the experience of the NAP project will require a clear dissemination plan, underpinned by specific actions and timelines, and the commitment of the Government to carry out this work.

The UNDP CO could provide further support in this area through future interventions. This is one of the key recommendations identified in the recommendations’ section of this report.

## **4. CONCLUSIONS AND LESSONS LEARNED**

### **4.1. Main Findings**

The NAP project has been a very relevant intervention for Armenia's needs and priorities. The project has supported the long-term vision of the Government to mainstream climate change adaptation at the national and sub-national in order to ensure a more climate-resilient economy. It has been relevant not only to Armenia's need for climate change adaptation measures, but also to its need for strengthening sub-national level institutions. Despite the challenging circumstances that the project has faced during its implementation, the project team and stakeholders took a flexible approach and tried a variety of options, approaches and alternatives to achieve the set objectives. The project's response to the difficulties encountered during the implementation period were imaginative and adaptive.

The project's key achievement has been the drafting of adaptation plans and the respective Government Decrees for water resources, agriculture, tourism, health and energy sectors, thus providing a set of measures and concrete five-year action plans. Further, with the PM Decree #719-A as of 06 July 2021, the mandate, functions and rules of procedures of the "Inter-Agency Coordinating Council for the implementation of requirements and provision of the UNFCCC" were updated, including the establishment of three technical working groups that support the Council. The NAP project also addressed the lack of professional knowledge related to climate change adaptation among representatives of governmental institutions. The number of knowledge general and capacity development events organized by the project has been impressive. About 2,500 participants from governmental and non-governmental organizations in the country have benefitted.

While the Ministry of Environment has played an important leadership role in the NAP project, national ownership by other institutions has been varied, with moderate engagement by the respective governmental bodies. An important aspect of this project has been the involvement of non-governmental expertise in the formulation of adaptation measures, which has been an important factor of capacity building for domestic institutions and a source of a significant body of knowledge. The involvement of the academic sector in the development of NAP was key in terms of knowledge generation and dissemination. In the future, the imperative will be in incentivizing the engagement of the private sector in adaptation infrastructure investments.

A key strength of the NAP project has been cooperation with other UNDP projects and programmes, as well as initiatives funded by other donors, especially in advocating for the incorporation of climate change concerns into development agendas. Partnerships with other UNDP projects and programmes, as well as with other donors and national institutions in advocacy of incorporation of climate change issues into development agendas, have been a good practice of the NAP project. The NAP project was also active in introducing to the country experiences from other countries. This was achieved despite the challenging situation with international travel and communications due to the COVID-19 restrictions. The project has also played an important role in the dissemination of new ideas and approaches in the country in the area of climate adaptation.

## 4.2. Conclusions

The NAP project was implemented under challenging external circumstances – primarily, the COVID-19 crisis and the escalating tensions in and around Nagorno-Karabakh. In addition to these, the project team had to navigate considerable institutional uncertainty. For example, the changes in the leadership of key institutions led to several delays in the implementation process. In other cases, institutional changes made it impossible to pursue certain activities – this was the case with the training for the extension services, an institution which ceased to exist during the lifetime of the project. Also, the lack of national capacities in the area of climate change adaptation caused many delays in the process as the project team had to spend significant time proofreading draft reports and providing comments to external experts.

Nevertheless, thanks to the contributions of this project, the Government of Armenia now sees the NAP process as a key step to achieving the adaptation objectives of its INDC/NDC. The project covered five sectors out of the seven identified in Armenia's INDC/NDC – water resources, agriculture, health, energy, and tourism. Trainings and extensive consultations were organized to support the formulation of adaptation plans. These events were crucial for the preparation of the adaptation plans. The project encountered several challenges, in response to which the project team had to take several adaptive measures.

### Going Forward

The next step going forward will be to secure the approval of all adaptation plans that were formulated with the project's support. Following that, the NAP stakeholders need to focus on the implementation of these adaptation plans. The parties will have to demonstrate the practical benefits of the implementation plans – the kind of projects that will result from these plans and the benefits that will accrue from them. Hence, the importance of a good tracking and monitoring system that will enable the stakeholders to showcase the value of adaptation investments.

Further, the climate change adaptation stakeholders will have to put in place a process for the full development of adaptation plans in the other sub-sectors within each sector. This remains work in progress. In addition, new sectors might be identified that will require the development of respective adaptation plans. The same applies to the regional level, where additional adaptation plans are expected to be formulated. As noted previously in this report, two new UNDP projects are envisaged to support the formulation of two adaptation plans each, for a total of four adaptation plans for four marzes.

The implementation of the adaptation plans will be a convoluted and long-term process that will be as important as the actual formulation of these plans. UNDP is well positioned to further support the implementation phase of the NAP agenda in Armenia. In this context, UNDP Armenia and the Regional Technical Advisor are reflecting on the need for further support during the implementation stage and discussing this need with potential donors. As Armenia does not have available GCF funding because UNDP has used the full allocation, there will be a need to find support elsewhere for the NAP implementation. One alternative is European Union, based on Armenia's experience with the EU4Climate regional project. The UNDP CO

has hired a consultant to develop the concept for a follow up project on NAP. This is a commendable and important step towards further support for climate change adaptation in Armenia. UNDP and the Ministry of Environment will need to make further efforts toward the identification of funding opportunities for further support in this area. One of the potential options would be government cost-sharing, especially for the infrastructure projects that will be implemented under the adaptation plans.

Another issue that will require the attention of the stakeholders will be the establishment of a sound M&E system for the adaptation measures undertaken by the country. Although a lot of the work conducted under the NAP project contributes to the monitoring of adaptation activities (especially the activities around the creation of a sound body of evidence, such as the risk and vulnerability assessments), the establishment of a solid M&E system at the national level for the tracking of the country's progress in the area of climate change adaptation was not pursued by the project. This evaluation concludes that the establishment of a solid M&E system for adaptation activities at the national level is a necessary step that should be pursued in follow-up initiatives to this project.

The project's rating is summarized in the table below.

**Table 18: Project Rating**

<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating<sup>42</sup></b>
M&E design at entry	4-MS
M&E Plan Implementation	5-S
Overall Quality of M&E	4- MS
<b>Implementation &amp; Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	5-S
Quality of Implementing Partner Execution	5-S
Overall quality of Implementation/Execution	5-S
<b>Assessment of Outcomes</b>	<b>Rating</b>
Relevance	5-S
Effectiveness	5-S
Efficiency	4-MS
Overall Project Outcome Rating	5-S
<b>Sustainability</b>	<b>Rating</b>
Financial resources	3-ML
Socio-political/economic	4-L
Institutional framework and governance	3-ML
Environmental	4-L
Overall Likelihood of Sustainability	4-L

<sup>42</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (UL)



### **4.3. Lessons Learned**

#### ***Lesson 1: Need for Ample Time and Resources in Planning for Adaptation***

The NAP project was designed with a level of ambition that was not matched by the financial resources available for the project. The sectors covered by the NAP project were so broad and complex from a climate change adaptation perspective that the project team found out that it was impossible to cover them sufficiently well under the framework of the NAP project as it was designed. To solve this problem of immense complexity, the project stakeholders focused on the conduct of vulnerability and risk assessments and the formulation of adaptation plans for select sub-sectors for each sector – rather than the entire sector. For example, the work in the agriculture sector focused on the subsectors of “pastures” or “crops”, rather than the entire agriculture sector. The vast scope of the project was a serious weakness of the project design that the project team had to cope with and address in a creative way.

Furthermore, the implementation of the project proved that four years allocated for the implementation of all envisaged activities was not sufficient. For example, the NAP project was envisaged to spend about two years on the stocktaking exercise, conducting research and assessments to establish a clear adaptation baseline. In reality, the project spent under six months for the conduct of vulnerability assessments and the preparation of the adaptation plans. At the time of the conduct of this evaluation when the project was near the end, the project team was still dealing with a number of activities that had to be completed. Also, the approval of a number of key policy instruments, including most adaptation plans developed under the project, was pending. This experience has shown that policy development is a complex exercise that requires a lot of consultation with various stakeholders. Certainly, the COVID-19 crisis and the conflict situation in Nagorno-Karabakh have had a significant impact on the project (as will be seen further in this report), but nevertheless NAP processes are at an early stage in Armenia and the subject is fairly new for the majority of stakeholders, including policy makers. Moreover, various key partners involved in climate change adaptation are at different stages of awareness and capacity and hence require different levels of support. The project team asked for a no-cost extension of six months (in addition to the standard six-month extension the project received due to the COVID-19 situation), but the request was not approved by the Project Board.

Overall, this project showed that more time and greater flexibility is required for the implementation of such projects that have substantive policy components that require wide political consensus and approvals by the Government and Parliament.

#### ***Lesson 2: Climate Change Adaptation as part of the Governance Process***

The contributions of the NAP project in the area of climate change adaptation are inseparable from its contributions in the area of governance, especially local governance at the sub-national level. Working with national and sub-national government institutions on the assessment of vulnerabilities, formulation of adaptation plans, preparation of hazard maps, and so on, has

been very important for strengthening governance at the sub-national level. The NAP project actually did shape the country's governance framework in the area of climate change adaptation through the institutional structures it helped establish. The most important of these were the Inter-agency Climate Change Coordination Council and the technical working groups. Going forward it will be important for the country to establish similar coordination mechanisms at the sub-national level where a range of stakeholders with diverse responsibilities will need to be coordinated more effectively.

It is this focus on the governance aspects of climate change adaptation that makes these initiatives more sustainable and efficient. Therefore, the NAP project could have been designed with a more explicit focus on governance improvements at both the national and sub-national levels. This would have required a more effective integration of aspects of capacity development for governance in the conceptualization of the project.

## 5. RECOMMENDATIONS

The evaluation also identified the following key recommendations for project stakeholders. Given that the project is at its closing stage, some of these recommendations are forward-looking in nature and relate to measures that could be taken to promote the project's objectives and carry the agenda forward.

Recommendation	Responsible Entity	Timeframe
<p><b><i>Recommendation 1: Completing the Endorsement of Adaptation Plans</i></b></p> <p>As a first and urgent step, project stakeholders (in particular, the Ministry of Environment, with the necessary support from UNDP), should complete the approval of adaptation plans and the respective government decrees.</p>	MoE and UNDP	Short-term
<p><b><i>Recommendation 2: Follow-up Support the Establishment of the Coordination Platform</i></b></p> <p>The ongoing research (consultancy) that UNDP Armenia has commissioned for continued support to the area of climate change adaptation in Armenia is a step in the right direction. This work should be grounded in a highly consultative process that should result in the identification of the real needs of the country following the completion of the NAP project.</p> <p>The follow up support for the climate change adaptation sector in Armenia should focus simultaneously on the expansion of the planning process to new sub-sectors (within the five sectors) and other sectors, and at the same time support for the implementation of these plans.</p> <p>As a follow up activity to the NAP project, the GoA is well positioned to establish an effective coordination and monitoring platform (including an M&amp;E system) at the national level for the tracking of the country's progress in the area of climate change adaptation. There is potential for UNDP to further support this process, including the strengthening of the Inter-agency Climate Change Coordination Council and the technical working groups, which will play a crucial role in the coordination of adaptation activities in the country.</p> <p>The project partners should complete the design and establishment of the platform that will host Armenia's NAP progress, including all the policies, their goals, responsible institutions, the extent to which they have been implemented, how they link with each other etc. The platform will allow for a better alignment of actions implemented by different</p>	GoA and UNDP	Future

Recommendation	Responsible Entity	Timeframe
<p>ministerial and other stakeholders. It will also serve as a source of information for the implementation of the NAP communication strategy.</p> <p>The platform should be used to track the country's progress with NAP policies and implementation (e.g., all NAP policies, their goals, responsible institutions, the extent to which they have been implemented, how they link with each other, etc.). Such a platform would allow for the monitoring of NAP indicators on a continued basis and the formulation of reports in an efficient and consistent way. Such a platform would allow for a better alignment of actions implemented by different governmental and non-governmental stakeholders. It would also serve as a source of information during NAP communication strategy implementation.</p> <p>In a forthcoming cooperation, the project partners should also seek to establish similar coordination mechanisms at the sub-national level where a range of stakeholders with diverse responsibilities will need to be coordinated more effectively.</p>		
<p><b><i>Recommendation 3: Improving Financing for the Adaptation Sector</i></b></p> <p>The stakeholders under the leadership of the MoE should formulate an overall financing strategy for the adaptation sector in Armenia. Financing will be crucial for the enactment of the reforms and policy actions that are prescribed in the adaptation plans formulated with the help of the NAP project. This financing should be continued over time – it should be a stream of financing linked to an adaptation process that is continually updated based on a well-established set of rules and processes that are followed through by the main government ministries and agencies, as well as local authorities. A financing strategy in this sense will be extremely important. The strategy should lay out the way in which the state budget, combined with external resources from development partners and the private sector, provides continued financing to the adaptation sector.</p> <p>The role and the potential of the private sector should be assessed more carefully in the upcoming stages of this work, especially in light of the need for a certain rate of return from these investments.</p>	<p><b>GoA and UNDP</b></p>	<p><b>Future</b></p>
<p><b><i>Recommendation 4: Strengthen the sustainability of the project by further institutionalizing project outputs and promoting the dissemination of project approaches</i></b></p>	<p><b>GoA and UNDP</b></p>	<p><b>Short and Medium-Term</b></p>

Recommendation	Responsible Entity	Timeframe
<p>To strengthen the sustainability of project results, UNDP and MoE should focus more intensively on the way in which some of the structures created by the project will be operated going forward and how the experiences and results of the project will be disseminated in other locations. In the remaining period of this project, the two partners should take a more proactive approach for the upscaling and replication of the adaptation project measures in other marzes.</p> <p>GoA is recommended to take over from the project the responsibility for the dissemination of project results in other localities in the country. UNDP and MoE should develop an action plan for the dissemination of project results, underpinned by specific actions and timelines, and the commitment of the Government to carry out this work.</p>		
<p><b><i>Recommendation 5: Engagement with the Ministry of Finance and Ministry of Justice</i></b></p> <p>In future projects similar to the NAP project, project stakeholders should be careful to engage more closely the Ministry of Finance and the Ministry of Justice to avoid delays with budget approvals and endorsement of draft laws and regulations.</p> <p>In projects that involve investments from the public sector, it will be essential to have the commitment and involvement of the Ministry of Finance right from the start.</p> <p>In projects that involve changes in the legal framework, it will be important to have the engagement and commitment of the Ministry of Justice.</p>	<p><b>UNDP and GoA</b></p>	<p><b>Future</b></p>
<p><b><i>Recommendation 6: Strengthen Engagement with SDGs at the Sub-national Level</i></b></p> <p>In future projects related to climate change adaptation, GoA and UNDP should consider linking more effectively some of the project activities to the SDG-related activities going on in the country. Project stakeholders should explore how to use the adaptation platform to promote more actively the SDGs at the sub-national level. Such linkages could be ensured by linking adaptation measures to local governance processes, as described earlier in this report.</p>	<p><b>UNDP and GoA</b></p>	<p><b>Future</b></p>
<p><b><i>Recommendation 7: Stronger Results Frameworks at the Project at National Level</i></b></p>	<p><b>UNDP</b></p>	<p><b>Future</b></p>

Recommendation	Responsible Entity	Timeframe
<ul style="list-style-type: none"> <li>▪ In future projects similar to the NAP project, project stakeholders should identify more meaningful indicators – especially at the outcome level, which in the case of the NAP project was missing – that allow the project team to track and measure progress in a meaningful way. Care should be taken to identify indicators that meet the SMART criteria. These indicators and the respective baselines and targets should be defined in clear terms, so that the project team is able to track them effectively.</li> <li>▪ Similar projects should be designed with a greater focus on the collection and analysis of gender-disaggregated data to guide and monitor project interventions.</li> </ul>		

# ANNEXES



# ANNEX I: EVALUATION TERMS OF REFERENCE

United Nations Development Programme



## Terminal Evaluation Terms of Reference

### for UNDP-supported GCF-financed project

<b>Job Title:</b>	International Consultant/Lead for Project Terminal Evaluation
<b>Project title:</b>	National Adaptation Plan to Advance Medium and Long-Term Adaptation Planning in Armenia UNDP-Green Climate Fund (GCF), PIMS #6036
	Output ID: 00104267/ Project ID: 00102083
<b>Project:</b>	
<b>Contract modality:</b>	Individual Contract (IC)
<b>Duration:</b>	1 September 2022 – 30 November 2022 (30 consultancy days)
<b>Duty Station:</b>	Home based with 1-week mission to Yerevan, Armenia, if not restricted by COVID-19 and/or other policies (alternatively distant/online evaluation)

## 1. INTRODUCTION

In accordance with UNDP and GEF/GCF M&E policies and procedures, all full- and medium-sized UNDP-supported GCF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled “**National Adaptation Plan to Advance Medium and Long-Term Adaptation Planning in Armenia**” (PIMS #6036) implemented through UNDP *in partnership* with the Ministry of Environment of the Republic of Armenia. The project started on 12 July 2018, the Inception meeting kicked off in February 2019, and currently the project is in its fourth year of implementation. The TE process follows the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects:

[http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

## 2. PROJECT BACKGROUND AND CONTEXT

The objective of the project is to support the Government of Armenia to advance its medium and long-term adaptation planning and develop the National Adaptation Plan (NAP) for Climate Change Adaptation (CCA)

in Armenia. The Green Climate Fund (GCF) resources have been used to enable the Government of Armenia to integrate climate change related risks, coping strategies and opportunities into ongoing development planning and budgeting processes.

The implementation of significant part of the project coincided with the period of compound crisis in Armenia. First, the project slowed down since 2020 because of the spread of the coronavirus disease and the COVID-19 pandemic in Armenia. The Government of Armenia enacted the state of emergency and the lockdown on 16 March 2020, putting a ban on public gatherings, events, and travel in the country, which continued until 11 September 2020. As of 1 July 2022, the country recorded 423,243 confirmed cases of COVID-19, out of which 412,661 confirmed recoveries, and 8,629 confirmed deaths.

Second, during 27 September – 10 November 2020 the country faced armed conflict due to the escalation of conflict in and around the Nagorno-Karabakh. The Martial Law was introduced, which lasted until March 24, 2021. The worsened political situation in Armenia led to shifted priorities by the Government, which affected the implementation timeline of the project. The post-war challenges, followed by the snap elections in June 2021 and the post-election processes, as well as the following frequent changes of the government counterparts in environmental portfolio caused additional delays to the project.

The Government of Armenia sees the NAP process as a key step towards achieving of its adaptation objectives in line with the Intended Nationally Determined Contributions (INDC). The country submitted its INDC report to UNFCCC secretariat (UN Climate Change) in September 2015 and updated it in May 2021, which, among other, also highlighted the project's instrumental role in advancing the national climate change related priorities and addressing the respective issues.

The NAP process aimed at: (1) addressing the gaps identified via stocktaking, (2) supporting the prioritization of adaptation options and investments in six priority sectors, which are the *water resources, agriculture, healthcare, energy, tourism/settlement, and infrastructures*, as well as (3) the identification of financing options to implement the plans. Through this, Armenia will lay the groundwork for the systemic and iterative identification of medium- and long-term risks, establish adaptation priorities and build out specific activities that promote climate adaptive and resilient growth in the mentioned key sectors. As part of the localization of the Sustainable Development Goals (SDGs), the NAP process will contribute to the formulation of corresponding national climate-responsive indicators and targets.

The project has five outputs:

- **Output 1 on Gaps assessed and national mandate, strategy and steering mechanism established:** aimed to identify information and capacity gaps and support improved synergies and coordination between and across sectorial initiatives. Synergies will be strengthened vertically, at the different levels of the economy, and horizontally, between the different sectors affected by climate change, to reduce duplication of effort, pool scarce resources and ensure a more coherent and comprehensive approach to integrate CCA responses into the development planning.
- **Outputs 2 and 3 on Climate evidence and knowledge-base for the compilation of a NAP strengthened and NAP implementation facilitated:** aimed to strengthen institutional, functional, and technical capacities to plan for gender-sensitive CCA and improve the existing climate-related knowledge and evidence base to support more comprehensive and consistent assessments of climate risks, vulnerabilities, and impacts for improved implementation at the national and local levels.
- **Output 4 on Mechanisms for Reporting, Monitoring and Review of NAPs and adaptation progress in place:** aimed to establish climate change adaptation monitoring capacity and integrate CCA effectively and efficiently into the national and sectorial planning and management.
- **Output 5 on Funding strategy for the NAP and CCA formulated:** aimed to develop a CCA financing strategy. As part of this strategy, the project also supported the engagement of the private sector through producing a comprehensive assessment of the enabling environment and barriers, in line with Armenia's priorities for the development of the private sector.

The project's key partners and beneficiaries included: the Ministry of Environment, the Ministry of Economy, the Ministry of Territorial Administration and Infrastructures, and the Ministry of Emergency Situations.

Further information about the project can be read at: <http://www.nature-ic.am/en/projects/National-Adaptation-Plan/1030>.

**Project information in a table format:**

<b>Project Title:</b>	National Adaptation Plan to Advance Medium and Long-Term Adaptation Planning in Armenia UNDP-Green Climate Fund (GCF)		
<b>UNDP Atlas Business Unit, Project ID, Output ID:</b>	ARM10 00102083 00104267	<b>GCF Project ID (PIMS #):</b>	6036
<b>Country:</b>	Armenia	<b>Date project manager hired:</b>	01 February 2019
<b>Region:</b>	UNDP Europe and the CIS Region	<b>Inception Workshop date:</b>	13 February 2019
<b>Prodoc signature date:</b>	27 November 2018	<b>Planned closing date:</b>	10 January 2023
<b>Project budget</b>	USD 2,726,902		
<b>Funding source</b>	Green Climate Fund		
<b>Executing Agency:</b>	UNDP in Armenia		

<b>UNSDCF 2021-2025 Outcome 5</b>	Ecosystems are managed sustainably, and people benefit from participatory and resilient development and climate smart solutions  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  The 2030 Agenda, Paris Agreement and other intergovernmentally-agreed frameworks integrated in national and local development plans, measures to accelerate progress put in place, and budgets and progress assessed using data-driven solutions  Data and risk-informed development policies, plans, systems, and financing incorporate integrated and gender-responsive
<b>CPD 2021-2025 Outcome 2</b>	
<b>UNDAF 2015-2020 Outcome 7</b>	

<b>UNDP Strategic Plan 2022-2025</b> <b>Output 1.1</b>  <b>UNDP Strategic Plan 2018-2021</b> <b>Output 2.3.1</b> <b>SDG 13</b> <b>Gender marker</b>	solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict  Take urgent action to combat climate change and its impacts. Indicator: 13.1.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030  GEN2 – Significant contribution
<b>Outputs</b>	
1. Gaps assessed and national mandate, strategy and steering mechanism established	1.1 Define the institutional arrangements for the NAP process 1.2 Identify and systematize available information on climate change impacts, vulnerability, and adaptation, and assess gaps
2. Climate evidence and knowledge-base for the compilation of a NAP strengthened	2.1 Improve access to and use of climate data 2.2 Identify and address capacity gaps and weaknesses to ensure local ownership of the NAP process
3. NAP implementation facilitated	3.1 Enhance national capacity for adaptation planning 3.2 Develop a national adaptation implementation strategy 3.3 Compile and communicate the National Adaptation Plan
4. Mechanisms for Reporting, Monitoring and Review of NAPs and adaptation progress in place	4.1 Enhance capacity to monitor the NAP and adaptation progress
5. Funding strategy for the NAP and CCA formulated	5.1 Establish a financing strategy for an iterative NAP process 5.2 Identify and recommend policy options for scaling up financing for adaptation, including through public-private partnership

### 3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

Specifically, UNDP Armenia Country Office is commissioning this independent evaluation to review the relevance, effectiveness, efficiency, sustainability, incorporation of gender and other cross-cutting dimensions, in line with the OECD-DAC five core evaluation criteria and the United Nations Evaluation Group (UNEG) evaluation norms and standards. The TE will ascertain the project benefits and lessons learned and based on the synthesis of evaluation findings and conclusions will produce recommendations for stakeholders that will inform the next stages of the strategic interventions in this area. Also, the TE will review and assess the implementation of project and its results in alignment with the UNDP Armenia Country Programme Document (CPD) and the UN Sustainable Development Cooperation Framework (UNSDCF).

The evaluation is part of the UNDP in Armenia Evaluation Plan and the UNSDCF Monitoring-Evaluation-Learning (MEL) Plan and will inform the related learning and accountability frameworks.

#### **4. TE APPROACH & METHODOLOGY**

The TE report must provide evidence-based information that is credible, reliable, and useful.

The TE team will review all relevant sources of information including GCF Readiness Proposal, UNDP Project Document, project reports including bi-annual IPRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, Nationally Designated Authority/UNFCCC Focal Point and other relevant government counterparts, Implementing Partner - UNDP Country Office, the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc (a list of key informants will be suggested for Inception Report). Additionally, the TE team may conduct field missions to Tavush and Shirak regions of Armenia.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting dimensions/issues and SDGs are incorporated into the TE report.

The evaluation team in the Inception report shall propose the best methods and tools for collecting and analysing data, despite the outline methodology mentioned in the TOR. The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined by the evaluation team in the TE Inception Report and be fully discussed and agreed with UNDP, stakeholders, and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

#### **5. DETAILED SCOPE OF THE TE**

The TE will assess project performance against the expected targets set out in the project's Results Framework (see TOR Annex 1) in the approved project document. The terminal evaluation will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects <sup>43</sup>.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex 3 on Content of the TE report.

The asterisk “(\*)” indicates criteria for which a rating is required.

---

<sup>43</sup> Guidance for TEs of UNDP-supported GEF-financed Projects:

[http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

## Findings

### i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

### ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards (Safeguards)

### iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- Catalytic Role / Replication Effect
- Progress to impact

## Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses, and results of the project, respond to key evaluation questions, and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GCF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The

recommendations should be specifically supported by the evidence and linked to the findings and conclusions around the key questions addressed by the evaluation.

- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GCF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women dimensions.

The TE report will include an Evaluation Ratings Table, as shown below:

**ToR Evaluation Ratings Table for the Project “National Adaptation Plan to Advance Medium and Long-Term Adaptation Planning in Armenia” UNDP-GCF, PIMS #6036**

Monitoring & Evaluation (M&E)	Rating <sup>44</sup>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

<sup>44</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)



## 6. TIMEFRAME

The total duration of the TE will be approximately 30 working days over a time period of 3 months starting on 01 September 2022. The tentative TE timeframe is as follows:

Timeframe	Activity
15 August 2022	Selection of TE team
01 September 2022	Preparation period for TE team (Introduction and handover of documentation)
10 September 2022, 4 days	Document review and preparation of TE Inception Report
10 October 2022, 5 days	Finalization and Validation of TE Inception Report; latest start of TE mission
10-20 October 2022, 8 days	TE mission: stakeholder meetings, interviews, field visits, etc.
21 October 2022, 2 days	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
10 November 2022, 8 days	Preparation of draft TE report
11 November 2022, 2 days	Circulation of draft TE report for comments, discussion/incorporation
30 November 2022, 1 day	Incorporation of the last comments on draft TE report into Audit Trail & finalization of TE report
08 December 2022	Preparation and Issuance of Management Response (UNDP CO)
10 December 2022	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

## 7. TE DELIVERABLES

8. #	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: <i>(by 10 September 2022)</i>	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: <i>(by 21 October 2022)</i>	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report <i>(using guidelines on report content in ToR Annex 3)</i> with annexes	Within 3 weeks of end of TE mission: <i>(by 10 November 2022)</i>	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit

5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report ( <i>See template in ToR Annex 8</i> )	Within 1 week of receiving comments on draft report: ( <i>by 30 November 2022</i> )	TE team submits both documents to the Commissioning Unit
---	-----------------------------------	--	---	--

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>45</sup>

## 9. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Country Office in Armenia.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

## 10. TE TEAM COMPOSITION

The evaluation will be undertaken by a team of 2 external evaluators, Lead Evaluator (Team Lead) (international consultant) and Associate Evaluator (national consultant). The Lead Evaluator will lead the evaluation, oversee the entire evaluation process, ensure its successful execution and be responsible for the final product. As the team Lead, s/he will manage the national consultant. The evaluation team will rely on the project staff and stakeholders to prepare the ground for effective and efficient implementation of the evaluation. The national consultant Associate Evaluator will report to Lead Evaluator and will be in contact with Project/Commissioning Unit team to coordinate actions as necessary.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), and should not have a conflict of interest with the project's related activities.

### Required Competencies and Qualifications of the Team Lead

- Minimum Master's degree in climate change adaptation, natural resource management/ environmental management/ business/ public administration, any other related disciplines;
- Minimum 7 years of relevant professional experience;
- Knowledge of UNDP and GEF/GCF monitoring and evaluation policies and guidelines;
- Minimum of 1 other GCF readiness or similar project evaluation experience will be an asset;
- Strong working knowledge of the UN and more specifically the work of UNDP in support of government;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators;

<sup>45</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

- Demonstrated understanding of issues related to gender and climate change adaptation;
- Excellent reporting, presentation, and communication skills.

The **Team Lead** will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Team Lead will perform the following tasks:

- Lead and manage the evaluation mission;
- Develop the inception report, detailing the evaluation scope, methodology and approach;
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules’;
- Draft and present the draft and final evaluation reports;
- Lead the presentation of draft findings in the stakeholder workshop;
- Finalize the evaluation report and submit it to UNDP.

#### **Required qualification of the Associate Evaluator (for information)**

- Armenian citizen or a person with extensive experience working in the country during the last 5 years;
- Minimum master’s degree in the Climate Change, Natural Resource Management, Social/ Environmental sciences, International Development, or other relevant discipline.
- Experience in carrying out development evaluations for government and civil society;
- Experience working with UN agencies, especially UNDP in evaluating GEF/GCF funded projects or any other assignment is preferred;
- A deep understanding of the development context in Armenia and preferably an understanding of climate change/natural resource management issues within the country context;
- Strong communication skills;
- Excellent reading and writing skills in English and Armenian.

#### **The Associate Evaluator will perform the following tasks (for information):**

- Review documents;
- Participate in the design of the evaluation methodology;
- Assist in carrying out the evaluation in accordance with the proposed objectives and scope of the evaluation;
- Draft related parts of the evaluation report as agreed with the Evaluation Manager/ Team Leader;
- Assist the Evaluation Manager/ Team Leader to finalize the draft and final evaluation report;
- Perform any other assignment-relevant task assigned to him/her by the Evaluation Manager/ Team Leader.

## **11. EVALUATOR ETHICS**

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The evaluator must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

## Annexes

### Tor Annex 1: Project Logical/Results Framework

“National Adaptation Plan to Advance Medium and Long-Term Adaptation Planning in Armenia” UNDP/GCF Full-Sized Project			
OUTPUTS AND ACTIVITIES	BASELINE	TARGET	INPUTS <i>(including key deliverables)</i>
<b>PROJECT OUTPUTS:</b>			
<b>1. Gaps assessed and national mandate, strategy and steering mechanism established</b>	<b>2-8</b>	<b>6-8</b>	
<p><i>1.1 Define the institutional arrangements for the NAP process</i></p>	<p>X0 <input type="checkbox"/>1 <input type="checkbox"/>2</p> <p>Inter-Agency Coordination Council on UNFCCC Implementation non-operational</p>	<p><input type="checkbox"/>0 <input type="checkbox"/>1 X2</p> <p>Inter-Agency Coordination Council on UNFCCC Implementation is operational, has increased participation and well-defined CCA mission;</p> <p>Conceptual note for NAP approved</p> <p>Parliament and other ministries sensitized on</p>	<p>1.1.1 Strengthen the institutional arrangements of the Inter-Agency Coordination Council on UNFCCC Implementation to enable it to serve as the coordination mechanism for adaptation through the following inputs (M1–M27):</p> <ul style="list-style-type: none"> <li>a. Define the mission and mandate of the Inter-Agency Coordination Council on adaptation related activities as well as the roles and responsibilities of its stakeholders and its supporting inter-agency working group,</li> <li>b. Define an action plan and timeframes of the NAP planning cycle and of the relevant monitoring and evaluation (M&amp;E) systems,</li> <li>c. Establish at least two permanent technical working groups to support the Inter-Agency Coordination Council activities related to adaptation issues</li> </ul> <p><b>Deliverable:</b> Mandate of the IACC, NAP management arrangements and TORs for the permanent technical working groups formulated and endorsed</p> <p>1.1.2 Develop a conceptual note for NAP implementation (per Government Decision 49-8 of 2016) within the overall approach on adaptation as recommended in the NDC, and submit for approval to the Government (M1–M27)</p> <p><b>Deliverable:</b> Approved conceptual note for NAP implementation</p> <p>1.1.3 Strengthen technical leadership within key ministries by targeting national and sub-national decision-makers with awareness raising and technical capacity building to improve support for climate action and participation in the Inter-Agency Coordination Council in alignment with the Sendai Action Plan (M1–M48)</p> <p><b>Deliverable:</b> Parliament and other ministries sensitized on NAP process and CCA through at least 3 training sessions and workshops</p>

		NAP process and CCA	
1.2 Identity and systematize available information on climate change impacts, vulnerability, and adaptation, and assess gaps	X0 <input type="checkbox"/> 1 <input type="checkbox"/> 2  Fragmented data gathering in multiple, uncoordinated data locations;  No inventory of CCA interventions	<input type="checkbox"/> 0 <input type="checkbox"/> 1 X2  Data is compiled and stored in well-defined locations;  Data gaps are identified  Inventory of existing practices, plans and projects in place	1.2.1 Compile and synthesize available analyses of current and future climate scenarios in the 6 priority sectors (water resources, agriculture, energy, health, tourism and human settlements) to complement on-going capacity building activities.), at the national and regional levels, develop a work-plan to address gaps, and conduct additional analysis to improve the ability to provide local level assessments (M1–M24); <b>Deliverable:</b> Report/compilation of existing climate scenarios at the national and regional levels and work-plan/strategy to address gaps  1.2.2 Compile and synthesize available socio-economic information in the 6 priority sectors, at the national and regional levels, and develop a work-plan/strategy to address gaps (M1–M24) <b>Deliverable:</b> Report/compilation of socio-economic information and work-plan/strategy to address gaps  1.2.3 Compile and synthesize the existing vulnerability assessments for priority sectors and key industries, and develop a work-plan/strategy to address gaps (M1–M24) <b>Deliverable:</b> Report/compilation of existing vulnerability assessments and work-plan/strategy to address gaps  1.2.4 In partnership with the State Hydro-meteorological and Monitoring Service (Hydromet), survey the state of climate information and early-warning stations, map station locations, develop a work-plan to address gaps and a funding strategy to update, or upgrade, the network to ensure comprehensive and representative coverage (M1–M24) <b>Deliverable:</b> Report/ Work-plan and funding strategy to address update the climate information network  1.2.5 Assess gaps with regards to information availability and existing access processes in order to improve the ability to integrate climate and socio-economic modeling (M1–M4) <b>Deliverable:</b> Report/gap assessment for climate information availability and existing processes to access  1.2.6 Prepare an inventory of sectorial, territorial and international adaptation projects, and of NGO driven adaptation activities to analyze lessons learned and successful implementation of adaptation experiences in order to identify options to scale up (M1–M7) <b>Deliverable:</b> Report/inventory and lessons learned analysis of sectorial, territorial and international adaptation projects that identifies options to scale up  1.2.7 Compile existing sectorial strategies and identify existing adaptation programmes/projects, to detect synergies between development and adaptation objectives, policies, plans and programs, including synergies with wider strategic frameworks, such as Agenda 2030/SDGs and the Sendai Framework, assess gaps and opportunities that offer entry points for adaptation to inform the development of adaptation plans (3.2.1) (M1–M9) <b>Deliverable:</b> Report/technical analysis of existing sectorial strategies and synergies/entry points with wider national and international strategic frameworks to facilitate the integration of CCA into development planning processes

2 <i>Climate evidence and knowledge-base for the compilation of a NAP strengthened</i>	0-6	3-6	
2.1 <i>Improve access to and use of climate data</i>	X0 <input type="checkbox"/> 1 <input type="checkbox"/> 2  Uncoordinated Data gathering;  Partial hazard and risk maps, and vulnerability assessments	<input type="checkbox"/> 0 <input type="checkbox"/> 1 X2  Data gathering and coordination mechanisms in place;  Hazard and risk maps, and vulnerability assessments updated;  Communication and use of climate information improved;  Institutional capacity on CCA improved	2.1.1 Update, and where needed develop, critical hazard and risk maps from hydro-meteorological phenomena, in the 6 priority sectors, with precedence given to those risks affecting water resource management, crop production, health, tourism and settlements (M1–M18) a. Where needed, update the national and sectorial climate impact scenarios b. Where needed, update the national and sectorial vulnerability assessments c. Quantify the socioeconomic impacts of climate change in the priority sectors <b>Deliverable:</b> Updated multi-hazard and comprehensive risk and vulnerability maps in the 6 priority sectors  2.1.2 Improve communication processes between Hydromet and end users, such as agriculture extension services, farmer unions and water user associations, and improve dissemination of the end-products by establishing an affordable process for its access and use to ensure effective use of available climate information (M18–M48) <b>Deliverable:</b> Improved access to and increased use of Hydromet data  2.1.3 Update the existing multi-sectorial climate data coordination and exchange processes (M27–M48) a. Review the suitability of the existing multi-sectorial data coordination system for climate data exchange and management b. Formulate a data collection and data sharing process strategy to strengthen information collection, production, and dissemination mechanisms <b>Deliverable:</b> Multi-sectorial climate data collection and data sharing process strategy
2.2 <i>Identify and address capacity gaps and weaknesses to ensure local ownership of the NAP process</i>	X0 <input type="checkbox"/> 1 <input type="checkbox"/> 2  Major CCA capacity gaps	<input type="checkbox"/> 0 <input type="checkbox"/> 1 X2  CCA capacity gaps addressed;	2.2.1 Identify the current baseline of national and sectorial expertise on vulnerability assessment and adaptation planning, review, and implement training over four years (M1–M48) a. Based on the identified gaps and needs develop a plan to support training and capacity building on climate adaptation; b. Improve the institutional arrangements for managing and monitoring mudflow clearance and consider establishing an ad hoc working group as part of the climate related coordination mechanism

		<p>Institutional capacity on CCA improved</p> <p>Relevant training programs developed and sustained</p>	<p>c. Develop a mechanism and a process to ensure the sustainability of climate adaptation related training programs for government employees by designing a centralized database of CCA-related materials accessible to all ministries to be housed in the Ministry of Nature Protection and the Public Administration Academy or Crisis Management State Academy of the Ministry of Emergency Situations  <b>Deliverable:</b> Training module available, and at least 4 training workshops delivered; and CCA integrated into government employee re-qualification reviews</p> <p>2.2.2 Strengthen capacities of the Ministry of Nature Protection and the Inter-Agency Coordination Council to improve oversight on adaptation through tools such as a web-based information dashboard (M18–M48)  <b>Deliverable:</b> At least 5 training sessions delivered, and web-based information dashboard developed</p> <p>2.2.3 Develop a training program focused on climate impacts and climate vulnerabilities assessment methodologies and approaches (for Hydromet and sectorial technical planners, as well as sectorial and university researchers) and implement the training over four years. The trainings will be arranged in collaboration with national competent institutions and/or universities. This will enable sectorial and institutional entities to iteratively and sustainably provide training and develop capacity on climate related impacts and vulnerabilities assessments beyond the life of the project (M8–M48)  <b>Deliverable:</b> Training module available, and at least 3 training workshops delivered</p> <p>2.2.4 Develop a training program focused on socio-economic assessments and valuation methodologies (for sectorial technical planners, as well as sectorial and university researchers) and implement the training over four years. The trainings will be arranged in collaboration with national competent institutions and/or universities. This will enable sectorial and institutional entities to iteratively and sustainably provide trainings and develop capacity on socio-economic assessments beyond the life of the project (M8–M48)  <b>Deliverable:</b> Training module available, and at least 3 training workshops delivered</p> <p>2.2.5 Support the Agriculture Extension Services to provide training on climate adaptation to end users and implement training over four years (M20–M48)  <b>Deliverable:</b> Training module available, and at least 5 training workshops delivered</p>
3 NAP implementation facilitated	0-6	3-6	
3.1 Enhance national capacity for adaptation planning	X0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 Country specific knowledge gaps;	£0 X1 <input type="checkbox"/> 2 Country specific guidelines, tools and methodologies	3.1.1 Develop methodologies, screening tools and guidelines to integrate gender sensitive adaptation in national and sectorial plans and budgets (M9–M48) <ul style="list-style-type: none"> <li>a. Develop guidelines for local (settlement and municipal) level risk assessment and adaptation planning</li> <li>b. Develop guidelines for climate resilient urban development to support identification of urban adaptation options</li> <li>c. Develop guidelines to ensure comprehensive and consistent local (municipal and settlement level) data collection for assessment of climate related risks and related damages</li> <li>d. Develop budget analysis tools for climate risks and integrate them into decision-making and budgetary allocation processes in the priority sectors</li> </ul>

	Lack of appropriate tools and methodologies	developed and used  Institutional capacity on CCA improved	<p>e. Develop tailored training and mentoring program for technical staff on application of tools and guidelines in their day-to-day activities</p> <p>f. Where possible, harmonize new methodologies and tools with existing ones</p> <p><b>Deliverable:</b> At least 5 gender sensitive methodologies, guidelines and screening tools developed and integrated into use</p> <p>3.1.2 Provide training and build awareness on climate-sensitive budgeting and potential mainstreaming approaches with key ministries, specifically the Ministry of Emergency Situations, the Ministry of Agriculture, the Ministry of Energy Infrastructures and Natural Resources (Water Management Agency), the Ministry of Territorial Administration and Development, the Ministry of Finance and the Ministry of Healthcare (M30–M48)</p> <p><b>Deliverable:</b> Training module available, and at least 8 training workshops delivered</p>
3.2 Develop a national adaptation implementation strategy	<p>X0 <input type="checkbox"/>1 <input type="checkbox"/>2</p> <p>Adaptation not included in national and sectorial development plans</p>	<p><input type="checkbox"/>0 <input type="checkbox"/>1 <input type="checkbox"/>2</p> <p>Sectorial adaptation plans developed;</p> <p>Systematic process for prioritization of adaptation measures developed;</p> <p>GCF project concepts developed;</p> <p>Action plan for the second NAP cycle developed</p>	<p>3.2.1 Develop adaptation components for the sectorial development plans, or their equivalent, for four of the six priority sectors for adaptation identified in the NDC (i.e., water resource management, agriculture (focus on crop production) and forestry, health, tourism and settlements) that will include sectorial capacity development plans and development of prioritized adaptation options (M5–M33)</p> <p><b>Deliverable:</b> Six sectorial adaptation plans developed</p> <p>3.2.2 Undertake a screening and assessment of the interventions identified for the Long-term (up to 2036) development directions of the RA Energy System Strategic Program, and develop a work-plan to integrate adaptation into the Program (M4–M12)</p> <p><b>Deliverable:</b> CCA screening and recommendations for Long-term (up to 2036) development directions of the RA Energy System Strategic Program completed</p> <p>3.2.3 Test guidance on climate risk assessments of human settlements and critical infrastructure at the marz (region) level for at least 1 marz (M21–M48)</p> <p><b>Deliverable:</b> Two territorial climate risk assessments completed</p> <p>3.2.4 From the adaptation plans gathered under 3.2.1, identify a prioritized pipeline of strategic adaptation interventions for immediate and medium- and long-term implementation (M22–M48)</p> <p>a. Develop a cross-sectorial evidence based systematic process to undertake prioritization of adaptation options for medium- and long-term adaptation planning and budgeting</p> <p>b. Identify a pipeline of strategic adaptation interventions, in at least five priority sectors (specifically, water resource management, agriculture (focus on crop production), health, tourism and settlements), for medium- and long-term implementation</p> <p>c. Prioritize adaptation options based on climate vulnerability, contribution to the country strategic development priorities and related financial and social cost-benefit</p> <p>d. Identify a phased implementation strategy for the prioritized adaptation options</p> <p><b>Deliverable:</b> Phased implementation strategy for prioritized CCA actions</p> <p>3.2.5 Based on the progress made under the first NAP cycle (2018 – 2021), develop an action plan for the second NAP cycle (2022 – 2025) (M36–M48)</p> <p><b>Deliverable:</b> Action plan for the second NAP cycle (2022 – 2025)</p> <p>3.2.6 Identify, design and prepare at least 2 CCA project concepts for GCF support as a preliminary step towards development of a pipeline of adaptation projects (M37–M48)</p>



			<b>Deliverable:</b> At least 2 GCF CCA project concepts developed
3.3 Compile and communicate the National Adaptation Plan	X0 <input type="checkbox"/> 1 <input type="checkbox"/> 2  CCA not well understood among decision-makers and technical staff;  Basic CCA awareness and knowledge;  Local knowledge and experience in CCA not shared	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2  CCA and NAP well understood among decision-makers and technical staff;  General awareness of climate change vulnerabilities and adaptation improved;  CCA awareness and knowledge improved  Participate in at least 3 regional or international learning and knowledge sharing events	3.3.1 Develop and implement a stakeholder outreach strategy to support medium- and long-term adaptation planning. This is to sensitize policy makers, stakeholders, the general public and the private sector on the importance of adaptation and to ensure that advocacy on climate adaptation becomes a national priority (M1–M48) <ul style="list-style-type: none"> <li>a. Develop actionable engagement and gender action plans</li> <li>b. Define mandatory requirements for regular communication and awareness activities in all sectors as part of their annual planning framework</li> <li>c. Develop and deliver knowledge management and outreach products on gender sensitive CCA</li> <li>d. Organize regular (e.g., annual) stakeholder (local, sectorial, national, private, public) thematic consultations and workshops to raise awareness on risks and opportunities related to climate change and the NAP process in particular</li> <li>e. Communicate the NAP to national partners for discussion, approval and the improvement of feedback mechanisms</li> <li>f. Organize regular training on an annual basis for media and journalists on key aspects of climate change vulnerabilities and gender sensitive adaptation opportunities, and develop an award for recognizing communication distinction</li> </ul> <b>Deliverable:</b> CCA and NAP stakeholder outreach and awareness-raising strategy (document) developed and implemented through at least 8 workshops  3.3.2 Develop a process to facilitate the communication and integration of adaptation into school curricula and awareness rising (M18–M48) <b>Deliverable:</b> Process to facilitate the integration of CCA into school curricula developed  3.3.3 Participate in regional or international learning and knowledge sharing events and other such fora, to share experience and disseminate information on the NAP development process and on climate adaptation to regional and international partners and stakeholders (M20–M48) <b>Deliverable:</b> Participate in at least 3 regional or international learning and knowledge sharing events
4 Mechanisms for Reporting, Monitoring and Review of NAPs and adaptation progress in place	0-6	3-6	

4.1 Enhance capacity to monitor the NAP and adaptation progress	X0 <input type="checkbox"/> 1 <input type="checkbox"/> 2  No M&E system for CCA	<input type="checkbox"/> 0 X1 <input type="checkbox"/> 2  Gender sensitive and transparent monitoring system developed;  Gender-responsive CCA indicators and criteria developed;	<p>4.1.1 Identify existing M&amp;E activities and processes within government that offer entry points for adaptation and the institutions responsible (M20–M45) <b>Deliverable:</b> Report/compilation of existing M&amp;E activities and processes to identify entry points for CCA</p> <p>4.1.2 Initiate the development of a gender sensitive and transparent monitoring system for the evaluation and revision of the NAP process at national and sectorial level (M25–M48):</p> <ol style="list-style-type: none"> <li>Develop gender-responsive CCA indicators and criteria for review and monitoring of national and sectorial progress on climate adaptation in the priority sectors</li> <li>Support integration of the relevant CCA indicators and criteria into legislation, processes and regulations, as needed, as well as integration with the monitoring of the Sustainable Development Goals</li> <li>Establish a reporting framework by which all sectors will need to report regularly to the Inter-Agency Coordination Council on implementation of UNFCCC agreements/decisions, and climate adaptation in particular, with a formalized reporting format, and consider linking the NAP reporting cycle to the National Communication reporting cycle</li> <li>Formalize the process for updating the adaptation components of national and sectorial development plans</li> </ol> <p><b>Deliverable:</b> Gender sensitive M&amp;E system for the CCA and NAP process</p> <p>4.1.3 Before the end of the project, review the NAP processes, activities and lessons learned in preparation of the potential up-scaling of the identified adaptation activities (M40–M48) <b>Deliverable:</b> Report/lessons learned for CCA up-scaling</p>
5 Funding strategy for the NAP and CCA formulated	0-4	2-4	
5.1 Establish a financing strategy for an iterative NAP process	X0 <input type="checkbox"/> 1 <input type="checkbox"/> 2  Financial needs of CCA not identified	<input type="checkbox"/> 0 X1 <input type="checkbox"/> 2  Medium and long-term financial needs to support adaptation determined;  Funding sources for CCA implementation identified	<p>5.1.1 Determine the long-term financial needs to support adaptation (M25–M48):</p> <ol style="list-style-type: none"> <li>Review current adaptation related public expenditures and determine the medium-term budget needs;</li> <li>Review funding needs for the prioritized adaptation options in Activities 2.2 and 3.1</li> <li>Take stock and assess existing and potential financing options, including outreach to donor community</li> <li>Identify funding sources to explore co-financing of the NAP process (particularly its second iteration/cycle) and implementation of the identified, prioritized adaptation options</li> </ol> <p><b>Deliverable:</b> CCA funding gap and CCA action pipeline appraised and funding sources identified</p> <p>5.1.2 Sensitize stakeholders on nationally and internationally available financing mechanisms (M30–M48) <b>Deliverable:</b> Training module available, and at least 2 training and awareness sessions delivered</p>
5.2 Identify and recommend policy options for scaling up financing for adaptation,	X0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	£0 X1 <input type="checkbox"/> 2	<p>5.2.1 Establish community and public-private partnerships to support sectorial, sub-national and local adaptation planning and actions (M25–M48) <b>Deliverable:</b> Training module available, and at least 2 training and awareness sessions delivered</p>

<i>including through public-private partnerships</i>	No private sector engagement in CCA	<p>Community and private sector engagement in CCA improved;</p> <p>Environmental and social safeguards' guidelines for private sector developed;</p>	<p>5.2.2 Assess private sector engagement in CCA (M25–M48)</p> <ul style="list-style-type: none"> <li>a. Develop a strategy to strengthen the enabling environment for private sector investments for climate change adaptation</li> <li>b. Develop a set of environmental and social safeguards' guidelines for CCA to facilitate private sector project development</li> <li>c. Work with national banks and investments funds to adopt these safeguards into their project evaluation processes to support increased private sector engagement</li> </ul> <p><b>Deliverable:</b> Report/strategy to strengthen the enabling environment for CCA investments and environmental and social safeguards' for private sector investments developed</p>
--	-------------------------------------	--	--

## **TOR Annex 2: Project Information Package to be reviewed by TE team**

#	Item (electronic versions preferred if available)
1	GCF Readiness Proposal
2	Final UNDP NAP Project Document with all annexes
3	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
4	Inception Workshop Report
5	All Interim Project Reports (IPRs)
6	Progress reports (quarterly, semi-annual, or annual, with associated workplans and financial reports)
7	Oversight mission reports
8	Minutes of Project Board Meetings and of other meetings (i.e., Project Appraisal Committee meetings)
9	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
10	Audit reports (if any)
11	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
12	Sample of project communications materials
13	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
14	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
15	List of contracts and procurement items over ~US\$5,000 (i.e., organizations or companies contracted for project outputs, etc., except in cases of confidential information)
16	List of related projects/initiatives contributing to project objectives approved/started after GCF project approval (i.e., any leveraged or “catalytic” results)
17	Data on relevant project website activity – e.g., number of unique visitors per month, number of page views, etc. over relevant time period, if available
18	UNDP Country Programme Document (CPD)
19	List/map of project sites, highlighting suggested visits

20	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
21	Project deliverables that provide documentary evidence of achievement towards project outcomes

## **TOR Annex 3<sup>46</sup>: Content of the TE report**

### **i. Title page**

- Title of UNDP-supported GCF-financed project
- UNDP PIMS ID and GCF ID
- TE timeframe and date of final TE report
- Region and countries included in the project
- GCF Focal Area/Strategic Program
- Executing Agency, Implementing partner and other project partners
- i. TE Team members ii. Acknowledgements iii. Table of Contents  
iv. Acronyms and Abbreviations v. Executive Summary (3-4 pages)
- Project Information Table. Project Description (brief)
- Evaluation Ratings Table
- Concise summary of findings, conclusions and lessons learned
- Recommendations summary table

### **2. Introduction (2-3 pages)**

- Purpose and objective of the TE
- Scope
- Methodology
- Data Collection & Analysis
- Ethics
- Limitations to the evaluation
- Structure of the TE report

### **3. Project Description (3-5 pages)**

- Project start and duration, including milestones
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address threats and barriers targeted
- Immediate and development objectives of the project
- Expected results
- Main stakeholders: summary list
- Theory of Change

### **4. Findings (in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating<sup>2</sup>)**

#### **4.1 Project Design/Formulation**

- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design

<sup>46</sup> See ToR Annex F for rating scales.

- Planned stakeholder participation
- Linkages between project and other interventions within the sector

#### 4.2 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues

#### 4.3 Project Results

- Progress towards objective and expected outcomes (\*)
- Relevance (\*)
- Effectiveness (\*)
- Efficiency (\*)
- Overall Outcome (\*)
- Country ownership
- Gender
- Other Cross-cutting Issues
- Social and Environmental Standards
- Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
- Country Ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- Catalytic Role / Replication Effect
- Progress to Impact

#### 5. Main Findings, Conclusions, Recommendations & Lessons

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

#### 6. Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Summary of field visits
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- *Annexed in a separate file:* TE Audit Trail

### TOR Annex 4: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GCF Focal area, and to the environment and development priorities at the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>To what extent have the project been impacted by COVID-19/other crises</i>			

## ToR Annex 6: TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>



## Annex 7: TE Report Clearance Form

<b>Terminal Evaluation Report for (Project Title &amp; UNDP PIMS ID) Reviewed and Cleared By:</b>	
<b>Commissioning Unit (M&amp;E Focal Point)</b>	
Name: _____	
Signature: _____ _____	Date: _____
<b>Regional Technical Advisor (Nature, Climate and Energy)</b>	
Name: _____	
Signature: _____ _____	Date: _____

## Annex 8: TE Audit Trail

*The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.*

**To the comments received on (date) from the Terminal Evaluation of “National Adaptation Plan to Advance Medium and Long-Term Adaptation Planning in Armenia” (PIMS #6036)**

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator’s name) and track change comment number (“#” column):

Institution/ Organization	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions  taken




## ANNEX II: KEY QUESTIONS DRIVING THE ANALYSIS OF DATA

Dimension	Key Questions
Relevance	<p>Were project activities relevant to national priorities?</p> <p>Were project activities relevant for the main beneficiaries?</p> <p>Were project activities aligned to UNDP goals and strategies?</p> <p>Has the project tackled key challenges and problems?</p> <p>Were cross-cutting issues, principles and quality criteria duly considered/mainstreamed in the project implementation and how well is this reflected in the project reports? How could they have been better integrated?</p> <p>How did the project link and contribute to the Sustainable Development Goals?</p> <p>To what extent was the project relevant to the strategic considerations of the governments involved?</p> <p>To what extent was the project implementation strategy appropriate to achieve the objectives?</p>
Effectiveness	<p>To what level has the project reached the project purpose and the expected results as stated in the project document (logical framework matrix)?</p> <p>What challenges have been faced? What has been done to address the potential challenges/problems? What has been done to mitigate risks?</p>
Sustainability	<p>How is the project ensuring sustainability of its results and impacts (i.e. strengthened capacities, continuity of use of knowledge, improved practices, etc.)? Did the project have a concrete and realistic exit strategy to ensure sustainability?</p> <p>Were there any jeopardizing aspects that have not been considered or abated by the project actions? In case of sustainability risks, were sufficient mitigation measures proposed?</p> <p>Is ownership of the actions and impact on track to being transferred to the corresponding stakeholders? Do the stakeholders / beneficiaries have the capacity to take over the ownership of the actions and results of the project and maintain and further develop the results?</p>
Efficiency	<p>Have the resources been used efficiently? How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the plan)</p> <p>Were the management and administrative arrangements sufficient to ensure efficient implementation of the project?</p>
Stakeholders and Partnership Strategy	<p>How has the project implemented the commitments to promote local ownership, alignment, harmonization, management for development results and mutual accountability?</p>
Theory of Change or Results/Outcome Map	<p>Is the Theory of Change or project logic feasible and was it realistic? Were assumptions, factors and risks sufficiently taken into consideration?</p>

## ANNEX III: QUESTIONNAIRE GUIDE

RELEVANCE
<ul style="list-style-type: none"> <li>• To what extent was this project <b>aligned with country needs and national priorities</b>?</li> <li>• Was there before the project a document that outlined the government's vision and strategy for the CCA area? To what extent was the project aligned with that document?</li> <li>• If you were to design this project again, how would you design it differently? What would be different in its design?</li> <li>• Were any adaptive changes made to the project's design and approach in the course of implementation?</li> <li>• This project did not have any "<i>infrastructure</i>" components to demonstrate or pilot certain approaches or technologies. Was that appropriate or would you have included an "<i>infrastructure</i>" component in hindsight?</li> <li>• How strong was the Government ownership and leadership of this project? How active were the Government respective departments on the activities and challenges involved in this project? How engaged was the Ministry of Environment with the project? What role did it play? (Please, provide as many details as possible and describe the roles played by each key player).</li> <li>• What role did the National Implementing Partner play in the project? What were its responsibilities? Were there limitations in the National Implementing Partner's involvement in the project?</li> <li>• How many sub-national governments were involved in this project and how did that involvement take place?</li> <li>• How was civil society and the private sector involved in this project?</li> </ul>
COHERENCE
<ul style="list-style-type: none"> <li>• How coherent was the project in terms of how it fit with the policies, programmes and projects undertaken <b>by other government bodies</b>? Were there any other government programmes previously or concurrently in the area of adaptation?</li> <li>• How was this project coordinated with other UNDP projects? Were there any joint activities of this project with other UNDP projects?</li> <li>• Were other UN agencies involved in the activities of this project (e.g., UNEP, WFP, etc.)?</li> </ul>

<ul style="list-style-type: none"> <li>• Was the project coordinated with the activities of other development partners (e.g., EU, WB, etc.)? Were any other development partners (donors) involved in the activities of the project?</li> </ul>
<b>EFFECTIVENESS</b>
<ul style="list-style-type: none"> <li>• Please, provide an outline of the key achievements in the separate section of the questionnaire at the end of this document.</li> <li>• If you were to identify three-four major achievements of this project in the area of CC adaptation that have the potential to have tangible impact for the country, what would they be?</li> <li>• How has “national adaptation planning” changed as a result of this project in Armenia? How was the planning process before and how is it now?</li> <li>• The project supported the development the formulation of “adaptation plans” in several sectors.             <ul style="list-style-type: none"> <li>○ How will these plans be implemented? Is there a concrete “action plan” for their implementation?</li> <li>○ How will the implementation of these plans be monitored? Is there a list of specific indicators that will be used to monitor implementation progress? Who will do the monitoring?</li> <li>○ Is there a financial tag attached to the activities of the adaptation plans? Are financial implications of the plans assessed and included in the plans?</li> <li>○ Are there any plans to expand these adaptation plans to other (additional) sectors based on the experience of this project?</li> </ul> </li> <li>• The project supported the development the formulation of “adaptation plans” in two marzes.             <ul style="list-style-type: none"> <li>○ How will these plans be implemented? Is there a concrete “action plan” for their implementation?</li> <li>○ How will the implementation of these plans be monitored? Is there a list of specific indicators that will be used to monitor implementation progress? Who will do the monitoring?</li> <li>○ Is there a financial tag attached to the activities of the adaptation plans? Are financial implications of the plans assessed and included in the plans?</li> <li>○ Are there any plans to expand these adaptation plans to other (additional) marzes based on the experience of this project?</li> </ul> </li> <li>• Were there any key CC adaptation measures promoted by the project that have taken place or are expected to take place in practice?</li> <li>• What legislative, policy and institutional changes occurred at the national and sub-national level?</li> <li>• What has been the actual/practical impact of all the assessments conducted under this project? How have they been used and how are they going to be used by national partners?</li> </ul>

- What were the main challenges encountered in this project and what efforts did the project team make to address them?
- What factors were not identified as potential risks in the Project Document and at the inception stage of the project?
- What international actors were involved to contribute this project (including the Regional Technical Advisor)? What role did they play? How did the project facilitate their engagement?
- Did the project make use of any international “good practices” in this area? If so, which practices were used and how did the project tap into them in concrete terms? Was there a systematic study of these practices conducted by the project? Were there lessons that were shared in a formal way with the government and that contributed to the government’s capacity to deal with this matter?
- What activities that were envisaged in the Project Document were not completed by the project (if any)? What are the outstanding activities that are expected to be completed by the project’s end?

#### EFFICIENCY

- What amount of project’s resources have been spent thus far?
- What was the amount of co-financing secured for the project? How much of it was spent?
- What was **project management structure** (incl. reporting structure; **oversight** responsibility)? Did it change in the course of implementation?
- How efficient was the decision-making process in this project? Was the role of the Project Management Board efficiently implemented?
- How many times has the project board met and what are the dates of those meetings?
- How efficient was the communication between the Project Team and the Project Management Board?
- What were the main project delays and what were the reasons for each of them? Please provide a detailed list of delays and factors that led to them.
- How was the project affected by the COVID-19 pandemic? What were the main challenges that resulted from the pandemic and how were they addressed by project stakeholders?
- How was the project affected by the tension in Nagorno-Karabakh and how were the challenges addressed by project stakeholders?

- Were risks/challenges identified sufficiently quickly by the project and brought to the attention of the Project Management Board?
- How was this project coordinated with similar projects/initiatives by other development partners?
- With hindsight, what would you have structured differently in terms of how this project was set up?

#### **SUSTAINABILITY**

- What has visibly changed thanks to this project in the area of CC adaptation in the country?
- How were the results of this project communicated to other national stakeholders?
- What was the project's outreach to the broader public and how was that achieved?
- What are the options now for the Government to carry this work forward?
- From the project's (technical) perspective, what do you see as the most feasible path forward to promote the achievements of this project?
- What are the main lessons you have drawn from the experience of this project?
- What are the key materials (knowledge products) that the project is handing over to the counterparts on this matter and how useful are they (please detail their usefulness in terms of what help they practically provide)?

#### **GENDER**

- How was gender balance ensured during the implementation of this project?
- How did the project ensure the participation of women in project activities?
- Are project indicators tracked in disaggregated fashion?
- Has there been any gender impact from this project?



Please, provide a description of the achievement of the following key objectives.

<p>Addressing the gaps identified via stocktaking.</p> <ul style="list-style-type: none"> <li>• How has coordination at the national level on the issue of CCA changed in the country as a result of this project? What areas of coordination have improved and what areas have not improved?</li> <li>• How many and what types of assessments were conducted by the project? What was their usefulness? How were they used by national partners? What did these assessments result in?</li> </ul>
<p>Supporting the prioritization of adaptation options and investments in six priority sectors, which are the water resources, agriculture, healthcare, energy, tourism, settlement and infrastructures</p> <ul style="list-style-type: none"> <li>• How has CCA planning at the national, sectoral and sub-national level changed as a result of this project?</li> <li>• How has CCA planning been integrated in the sectors of water resources, agriculture, healthcare, energy, tourism, settlement and infrastructures? What is the evidence for that?</li> <li>• To what extent did the project help integrate CCA into national and sectorial planning and management? What are some key examples of this?</li> </ul>
<p>Identification of financing options to implement the plans.</p> <ul style="list-style-type: none"> <li>• Was a CCA financing strategy developed in the framework of the project?</li> <li>• What has changed in the amount of financing available in the country overall for CCA activities?</li> </ul>
<ul style="list-style-type: none"> <li>• Can you please list all the districts involved by the project and the respective types of project activities in each district?</li> </ul>
<ul style="list-style-type: none"> <li>• Can you also pls provide a detailed list of the following achievements of the project: <ul style="list-style-type: none"> <li>○ List of adaptation plans at the sectoral level developed and adopted through the project</li> <li>○ List of adaptation plans at the sub-national level developed and adopted through the project</li> <li>○ List of assessments conducted through the project</li> <li>○ List of training events organized by the project and number of people participating (by gender)</li> <li>○ List of conferences and other events organized by the project and number of people participating (by gender)</li> <li>○ List of awareness-raising events at the national and sub-national level</li> <li>○ List of legislative and regulatory changes and improvements undertaken through the support of the project</li> <li>○ List of adaptation guidelines and methodologies developed and adopted with the support of the project</li> <li>○ Innovations and technological solutions introduced with the support of the project</li> </ul> </li> </ul>

## **ANNEX IV: DATA COLLECTION SOURCES**

### **Documents Reviewed for the Evaluation**

- UNDP Initiation Plan  
UNDP Project Document  
Project Inception Report  
All Project Implementation Reports (PIR's)  
Annual progress reports  
CDRs and Annual Budget reviews (PBBs)  
Annual Workplans  
Work plans of the various implementation task teams  
Oversight mission reports  
Financial and Administration guidelines used by Project Team  
Project operational guidelines, manuals and systems  
UNDP country programme document(s)  
Minutes of the Project's Board Meetings and other meetings  
Calculation of the baselines identified after the inception phase  
List of training courses with the information on participants and scoring sheets  
The list of projects consultants (experts and companies) and their ToRs  
Thematic reports produced by the project experts  
Main national policy papers  
Thematic Reports Produced by the Project Experts:
- Report on Synthesis of Compiled Socio-economic Information/Data for Climate-Economy Studies and Strategy to Address the Gaps Identified
  - Report on the Development of Geographic Information System Maps of Climate and Related Natural Hazards and Risks for Climate Adaptation Planning
  - Remote-Sensing based Assessment of Evapotranspiration and Forecasted Projections
  - Concept Note on HMC Unified Information System and Website
  - Report on Training Need Analysis (TNA) to Identify Capacity Gaps of Governmental Sector Staff and Self-governing Bodies in the Climate Change Adaptation in Agriculture and Water Sectors
  - Strategic Communication Plan for National Adaptation Planning Processes
  - Baseline Survey on Climate Change Impacts to Advance Medium and Long-term Adaptation Planning in Armenia
- Main National Policy Papers and Legislation Documents:
- PM Decrees, Draft Decrees, Legislation Amendments, Guidelines, Recommendations
  - Stocktaking Exercises for the Sectors of Water, Agriculture, Energy, Tourism, Health; Regions of Tavush, Shirak and Yerevan City
  - Climate Risk and Vulnerability Assessments (CRVAs) for the Sectors of Water, Energy, Tourism; Regions of Tavush, Shirak
  - Climate Risk and Vulnerability Assessment (CRVA) and SAP for Health Sector of Armenia
  - Climate Risk and Vulnerability Assessment (CRVA) and Development of Adaptation Concept and Plan for Armenia's Agriculture Sector
  - Adaptation Plan for the Water Sector of Armenia
  - Adaptation Plan for the Tourism Sector of Armenia
  - Climate Change Adaptation Plan for the Tavush Marz
  - Climate Change Adaptation Plan for the Shirak Marz
  - Revision and Update of the Relevant Subsectors of Ararat Basin Management Plan
  - Revision and Updates of the Relevant Subsectors of Southern Basin Management Plan
  - Updated Irrigation Norms for the Selected Set of Crops in Ararat Valley

### List of Stakeholders Interviewed for the Evaluation

Stakeholder Type	Interviewed Stakeholders	Proposed Method	Date
United Nations Development Programme (UNDP)	<ul style="list-style-type: none"> <li>Mr. Konstantin Sokulskiy, Deputy Resident Representative, UNDP in Armenia</li> <li>Mr. Hovhannes Ghazaryan, UNDP Climate, Environment and Resilience Portfolio Team Leader</li> <li>Mrs. Diana Harutyunyan, UNDP Climate Change Program Coordinator</li> </ul>	Focus Group Discussion	17 November, 2022
	<ul style="list-style-type: none"> <li>Ms. Burcu Dagurkuden, NCE NAP RTA</li> </ul>	Online Interview	16 November, 2022
	<b>NAP Project Team:</b> <ul style="list-style-type: none"> <li>Ms. Gohar Hovhannisyan, Project Coordinator</li> <li>Mr. Aram Ter-Zakaryan, Team Leader for National Adaptation Institutional Framework Enhancement</li> <li>Ms. Naira Aslanyan, Team Leader for National Adaptation Plan Implementation and Monitoring</li> <li>Ms. Armine Poghosyan, National Consultant on Environment and Climate Change Education and Training</li> <li>Ms. Gayane Igityan, Expert on Public Outreach and Communication</li> <li>Ms. Tatevik Vahradyan, Project Assistant</li> </ul>	Focus Group Discussions	07 November, 2022 18 November, 2022
	<ul style="list-style-type: none"> <li>Ms. Ephrat Yovel, International Consultant on Climate Change Adaptation</li> <li>Ms. Armine Hovsepyan, Local Expert on Public Health Vulnerability and Adaptation Issues</li> <li>Ms. Heghine Grigoryan, Legal Expert on Environment and Climate Change</li> </ul>	Online Focus Group Discussion	19 October, 2022
	<b>UNDP Projects:</b> <ul style="list-style-type: none"> <li>Ms. Armine Poghosyan, Project Coordinator, “Climate Change Education and Awareness – Climate Box” UNDP-Russia Trust Fund Project</li> <li>Ms. Astghik Danielyan, Project Coordinator, “Environmental Protection of Lake Sevan – EU4Sevan” UNDP Project</li> </ul>	Online Focus Group Discussion	24 October, 2022

	<ul style="list-style-type: none"> <li>• Mr. Armen Chilingaryan, Disaster Risk Reduction Programme Coordinator, UNDP-GCF Project</li> <li>• Mr. Davit Shindyan, Team Lead, “Capacity-building Initiative for Transparency (CBIT)” UNDP-GEF Project</li> <li>• Mr. Artak Baghdasaryan, Task Leader/Mitigation Expert, “EU4Climate” UNDP-EU Regional Project</li> <li>• Mr. Hayrapet Hakobyan, Expert/Facilitator, “NDC Partnership Facilitation in Armenia” UNDP- GoG Project</li> </ul>		
<b>Government Ministries &amp; Agencies</b>	<b>Ministry of Environment of RA:</b> <ul style="list-style-type: none"> <li>• Ms. Gayane Gabrielyan, Deputy Minister of Environment, NAP Project Board Co-Chair</li> </ul>	Online Interview	24 November, 2022
	<ul style="list-style-type: none"> <li>• Ms. Nona Budoyan, Head of Climate Policy Department</li> <li>• Ms. Marine Saribekyan, Chief Specialist, Climate Policy Department</li> <li>• Ms. Lilit Abrahamyan, Head of Water Policy Department</li> <li>• Ms. Marine Poghosyan, Senior Specialist, Water Policy Department</li> <li>• Ms. Nazik Chzmachyan, Specialist, Water Resources Management Department</li> </ul>	Focus Group Discussion	07 November, 2022
	<b>“Hydrometeorological and Monitoring Center” SNCO, Ministry of Environment of RA:</b> <ul style="list-style-type: none"> <li>• Ms. Valentina Grigoryan, Adviser to Director</li> </ul>	Online Interview	26 October, 2022
	<b>Ministry of Economy of RA:</b> <ul style="list-style-type: none"> <li>• Ms. Anahit Voskanyan, Tourism Development Manager, Tourism Committee</li> </ul>	Interview	09 November, 2022
	<ul style="list-style-type: none"> <li>• Ms. Ira Panosyan, Head of the Agricultural Programs Elaboration Department</li> </ul>	Online Interview	15 November, 2022
	<b>Ministry of Health of RA:</b> <ul style="list-style-type: none"> <li>• Ms. Nune Bakunts, Deputy Director, National Center for Diseases Control</li> </ul>	Online Interview	07 November, 2022

<b>Subnational Authorities</b>	<b>Yerevan Municipality:</b> <ul style="list-style-type: none"> <li>Ms. Meri Harutyunyan, Head of Development and Investment Programs Department</li> <li>Mr. Armen Harutyunyan, Deputy Head of Development and Investment Programs Department</li> </ul>	Online Focus Group Discussion	11 November, 2022
	<b>Tavush Regional Administration:</b> <ul style="list-style-type: none"> <li>Mr. Vagharshak Sukoyan, Head of Agriculture and Environmental Protection Department of Tavush Regional Administration</li> </ul>	Interview	08 November, 2022
	<b>Hovk Community, Tavush Region:</b> <ul style="list-style-type: none"> <li>Mr. Hovhannes Nalbandyan, Head of Administration of Hovk Community</li> </ul>	Interview	08 November, 2022
<b>Civil Society Organizations</b>	<ul style="list-style-type: none"> <li>Mr. Gevorg Petrosyan, Climate and Agriculture Expert, Head of “Biosophia” Shirak Regional NGO</li> </ul>	Online Interview	10 November, 2022
	<ul style="list-style-type: none"> <li>Ms. Nune Sakanyan, Chair, Co-Founder, “Women in Climate and Energy” NGO</li> <li>Ms. Inga Zarafyan, Chair, “Ecolur” NGO</li> <li>Ms. Liana Margaryan, Chair, Co-Founder “Environment and Health” NGO</li> </ul>	Online Focus Group Discussion	25 October, 2022
<b>Educational Institutions</b>	<ul style="list-style-type: none"> <li>Mr. Khachatur Ghazeyan, Rector, Public Administration Academy</li> <li>Mr. Samvel Tamoyan, Associate Professor, Armenian National Agrarian University</li> <li>Ms. Anahit Menemshyan, Member of the Staff of Faculty of Journalism, Yerevan State University</li> <li>Ms. Saten Grigoryan, Member of the Staff of Faculty of Journalism, Yerevan State University</li> </ul>	Online Focus Group Discussion	27 October, 2022
<b>Private Sector Companies</b>	<ul style="list-style-type: none"> <li>Mr. Suren Arakelyan, Director, “GEORISK” Scientific Research CJSC</li> <li>Mr. Aleksander Arakelyan, Expert, “Geo info” LLC</li> <li>Mr. Davit Manukyan, Managing Partner, “MB Consulting” CJSC</li> </ul>	Online Focus Group Discussion	10 November, 2022

## ANNEX V: PROJECT'S RESULTS FRAMEWORK

<b>This project will contribute to the following Sustainable Development Goal (s):</b> 13. Take urgent action to combat climate change and its impacts			
<b>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:</b>  UNDAF Outcome 7/Country Programme Outcome(s) 4 (13): 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. UNDAF Output 7.1/CPD 4.1 Regulatory framework of social, environmental and economic sectors is updated to better address environmental sustainability and resilience principles			
<b>This project will be linked to the following output of the UNDP Strategic Plan:</b> Output 2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent crisis			
OUTPUTS AND ACTIVITIES	BASELINE	TARGET	INPUTS  (including key deliverables)
<b>PROJECT OUTCOME:</b> Medium and long-term adaptation planning in Armenia advanced			
<b>PROJECT OUTPUTS:</b>			
<b>2. Gaps assessed and national mandate, strategy and steering mechanism established</b>	<b>2-8</b>	<b>6-8</b>	
<i>1.1 Define the institutional arrangements for the NAP process</i>	X0 £1 £2  Inter-Agency Coordination Council on UNFCCC Implementatio	£0 £1 X2  Inter-Agency Coordination Council on UNFCCC Implementation is operational, has	1.1.1 Strengthen the institutional arrangements of the Inter-Agency Coordination Council on UNFCCC Implementation to enable it to serve as the coordination mechanism for adaptation through the following inputs (M1–M27): d. Define the mission and mandate of the Inter-Agency Coordination Council on adaptation related activities as well as the roles and responsibilities of its stakeholders and its supporting inter-agency working group, e. Define an action plan and timeframes of the NAP planning cycle and of the relevant monitoring and evaluation (M&E) systems,

	n non-operational	<p>increased participation and well defined CCA mission: <i>met</i></p> <p>Conceptual note for NAP approved: <i>met</i></p> <p>Parliament and other ministries sensitized on NAP process and CCA: <i>met</i></p>	<p><b>f.</b> Establish at least two permanent technical working groups to support the Inter-Agency Coordination Council activities related to adaptation issues  <b>Deliverable:</b> Mandate of the IACC, NAP management arrangements and TORs for the permanent technical working groups formulated and endorsed  <b>Achieved:</b> Approved PM Decree 719-A (6 July 2021), Approved DPM Decree 894-A (05.11.2021)</p> <p>1.1.4 Develop a conceptual note for NAP implementation (per Government Decision 49-8 of 2016) within the overall approach on adaptation as recommended in the NDC, and submit for approval to the Government (M1–M27)  <b>Deliverable:</b> Approved conceptual note for NAP implementation  <b>Achieved:</b> Approved PM Decree 749-L (13.05.2021)</p> <p>1.1.5 Strengthen technical leadership within key ministries by targeting national and sub-national decision-makers with awareness raising and technical capacity building to improve support for climate action and participation in the Inter-Agency Coordination Council in alignment with the Sendai Action Plan (M1–M48)  <b>Deliverable:</b> Parliament and other ministries sensitized on NAP process and CCA through at least 3 training sessions and workshops  <b>Achieved:</b> 2 trainings conducted on May 12-13, 2022 – in partnership with UNDP-GEF CBIT project; in process conduction of series of trainings for Parliament with UNDP-MAP project</p>
1.2 Identity and systematize available information on climate change impacts, vulnerability and adaptation, and assess gaps	<p>X0 £1 £2</p> <p>Fragmented data gathering in multiple, uncoordinated data locations;</p> <p>No inventory of CCA interventions</p>	<p>£0 £1 X2</p> <p>Data is compiled and stored in well-defined locations: <i>met</i></p> <p>Data gaps are identified: <i>met</i></p>	<p>1.2.8 Compile and synthesize available analyses of current and future climate scenarios in the 6 priority sectors (water resources, agriculture, energy, health, tourism and human settlements) to complement on-going capacity building activities.), at the national and regional levels, develop a work-plan to address gaps, and conduct additional analysis to improve the ability to provide local level assessments (M1–M24);  <b>Deliverable:</b> Report/compilation of existing climate scenarios at the national and regional levels and work-plan/strategy to address gaps  <b>Achieved:</b> Completed for water, agriculture, energy, health, tourism sectors, in process for settlements (on example of Yerevan city)</p> <p>1.2.9 Compile and synthesize available socio-economic information in the 6 priority sectors, at the national and regional levels, and develop a work-plan/strategy to address gaps (M1–M24)  <b>Deliverable:</b> Report/compilation of socio-economic information and work-plan/strategy to address gaps  <b>Achieved:</b> Report is available</p>

		<p>Inventory of existing practices, plans and projects in place: <i>met</i></p>	<p>1.2.10 Compile and synthesize the existing vulnerability assessments for priority sectors and key industries, and develop a work-plan/strategy to address gaps (M1–M24)  Deliverable: Report/compilation of existing vulnerability assessments and work-plan/strategy to address gaps  <b>Achieved: Completed for water, agriculture, health, energy, tourism, in process for settlements</b></p> <p>1.2.11 In partnership with the State Hydro-meteorological and Monitoring Service (Hydromet), survey the state of climate information and early-warning stations, map station locations, develop a work-plan to address gaps and a funding strategy to update, or upgrade, the network to ensure comprehensive and representative coverage (M1–M24)  Deliverable: Report/ Work-plan and funding strategy to address update the climate information network  <b>Achieved: 2 project proposals were developed (one is currently undergoing - JSB-financed, another one is expected by early 2023 - RTF-financed) that include procurement and installation of new automatic weather stations that will replace the remaining (23 were modernized in 2021 also with the project support) old ones. Thus, modernization of the network will be almost complete and no further funding strategy for update is required.</b></p> <p>1.2.12 Assess gaps with regards to information availability and existing access processes in order to improve the ability to integrate climate and socio-economic modeling (M1–M4)  Deliverable: Report/gap assessment for climate information availability and existing processes to access  <b>Achieved: Report is available</b></p> <p>1.2.13 Prepare an inventory of sectorial, territorial and international adaptation projects, and of NGO driven adaptation activities to analyze lessons learned and successful implementation of adaptation experiences in order to identify options to scale up (M1–M7)  Deliverable: Report/inventory and lessons learned analysis of sectorial, territorial and international adaptation projects that identifies options to scale up  <b>Achieved: Inventory is available</b></p> <p>1.2.14 Compile existing sectorial strategies and identify existing adaptation programmes/projects, to detect synergies between development and adaptation objectives, policies, plans and programs, including synergies with wider strategic frameworks, such as Agenda 2030/SDGs and the Sendai Framework, assess gaps and opportunities that offer entry points for adaptation to inform the development of adaptation plans (3.2.1) (M1–M9)</p>
--	--	---	--



			<p>Deliverable: Report/technical analysis of existing sectorial strategies and synergies/entry points with wider national and international strategic frameworks to facilitate the integration of CCA into development planning processes</p> <p><b>Achieved: Report is available</b></p>
2 Climate evidence and knowledge-base for the compilation of a NAP strengthened	0-6	3-6	
2.1 Improve access to and use of climate data	<p>X0 £1 £2</p> <p>Uncoordinated Data gathering;</p> <p>Partial hazard and risk maps, and vulnerability assessments</p>	<p>£0 £1 X2</p> <p>Data gathering and coordination mechanisms in place: <i>in progress</i></p> <p>Hazard and risk maps, and vulnerability assessments updated: <i>met</i></p> <p>Communication and use of climate information improved: <i>in progress</i></p>	<p>2.1.2 Update, and where needed develop, critical hazard and risk maps from hydro-meteorological phenomena, in the 6 priority sectors, with precedence given to those risks affecting water resource management, crop production, health, tourism and settlements (M1–M18)</p> <p>d. Where needed, update the national and sectorial climate impact scenarios</p> <p>e. Where needed, update the national and sectorial vulnerability assessments</p> <p>f. Quantify the socioeconomic impacts of climate change in the priority sectors</p> <p>Deliverable: Updated multi-hazard and comprehensive risk and vulnerability maps in the 6 priority sectors</p> <p><b>Achieved: Climate hazard and risk maps developed, sector Climate Risk and Vulnerability Assessments conducted, socioeconomic impact quantification in progress</b></p> <p>2.1.4 Improve communication processes between Hydromet and end users, such as agriculture extension services, farmer unions and water user associations, and improve dissemination of the end-products by establishing an affordable process for its access and use to ensure effective use of available climate information (M18–M48)</p> <p>Deliverable: Improved access to and increased use of Hydromet data</p> <p><b>Achieved: Development of Unified Information System for the Hydrometeorology and Monitoring Center with new Website and Mobile Application in progress, will be finalized in early 2023 in partnership with UNDP-JSB-financed project; number of study-trainings conducted</b></p> <p>2.1.5 Update the existing multi-sectorial climate data coordination and exchange processes (M27–M48)</p> <p>a. Review the suitability of the existing multi-sectorial data coordination system for climate data exchange and management</p> <p>b. Formulate a data collection and data sharing process strategy to strengthen information collection, production and dissemination mechanisms</p> <p>Deliverable: Multi-sectorial climate data collection and data sharing process strategy</p>

		Institutional capacity on CCA improved: <i>in progress</i>	Achieved: Data collection and sharing process reviewed
2.2 Identify and address capacity gaps and weaknesses to ensure local ownership of the NAP process	X0 £1 £2  Major CCA capacity gaps	£0 £1 X2  CCA capacity gaps addressed: <i>met</i>  Institutional capacity on CCA improved: <i>in progress</i>  Relevant training programs developed and sustained: <i>met</i>	<p>2.2.6 Identify the current baseline of national and sectorial expertise on vulnerability assessment and adaptation planning, review, and implement training over four years (M1–M48)</p> <ul style="list-style-type: none"> <li>a. Based on the identified gaps and needs develop a plan to support training and capacity building on climate adaptation;</li> <li>b. Improve the institutional arrangements for managing and monitoring mudflow clearance and consider establishing an ad hoc working group as part of the climate related coordination mechanism</li> <li>c. Develop a mechanism and a process to ensure the sustainability of climate adaptation related training programs for government employees by designing a centralized database of CCA-related materials accessible to all ministries to be housed in the Ministry of Nature Protection and the Public Administration Academy or Crisis Management State Academy of the Ministry of Emergency Situations</li> </ul> <p>Deliverable: Training module available, and at least 4 training workshops delivered; and CCA integrated into government employee re-qualification reviews</p> <p>Achieved: Recommendations for Mudflow risk management submitted to relevant ministries; training modules and all relevant reports are housed on MoEnv website; trainings to civil servants in process, integration into PAARA re-qualification review will be done</p> <p>2.2.7 Strengthen capacities of the Ministry of Nature Protection and the Inter-Agency Coordination Council to improve oversight on adaptation through tools such as a web-based information dashboard (M18–M48)</p> <p>Deliverable: At least 5 training sessions delivered, and web-based information dashboard developed</p> <p>Not achieved: The project developed a concept for Climate Portal to be housed on the web-site of the Ministry of Environment. However, due to continuous changes of the Deputy Minister of Environment, the responsible person to approve and proceed with, no progress was made towards the implementation of the concept and provision of trainings. As well, considering that the Inter-Agency Coordinating Council already has available web-page with relevant information, the follow up activities and the possibility to incorporate Climate Portal into that web-page will be agreed with UNDP-CBIT project as having mutual needs</p> <p>2.2.8 Develop a training program focused on climate impacts and climate vulnerabilities assessment methodologies and approaches (for Hydromet and sectorial technical planners, as well as sectorial</p>

			<p>and university researchers) and implement the training over four years. The trainings will be arranged in collaboration with national competent institutions and/or universities. This will enable sectorial and institutional entities to iteratively and sustainably provide training and develop capacity on climate related impacts and vulnerabilities assessments beyond the life of the project (M8–M48)</p> <p>Deliverable: Training module available, and at least 3 training workshops delivered</p> <p><b>Achieved: Conducted trainings on vulnerability assessment methodologies and approaches for respective staff of Hydrometeorology and Monitoring Center (evapotranspiration, remote sensing, GIS, GIS in Hydrology, UAV)</b></p> <p>2.2.9 Develop a training program focused on socio-economic assessments and valuation methodologies (for sectorial technical planners, as well as sectorial and university researchers) and implement the training over four years. The trainings will be arranged in collaboration with national competent institutions and/or universities. This will enable sectorial and institutional entities to iteratively and sustainably provide trainings and develop capacity on socio-economic assessments beyond the life of the project (M8–M48)</p> <p>Deliverable: Training module available, and at least 3 training workshops delivered</p> <p><b>Achieved: 3 training sessions were conducted on May 20-22, 2022 for three different target groups</b></p> <p>2.2.10 Support the Agriculture Extension Services to provide training on climate adaptation to end users and implement training over four years (M20–M48)</p> <p>Deliverable: Training module available, and at least 5 training workshops delivered</p> <p><b>Partially achieved: 3 training sessions were conducted in 2021; no trainings can be delivered any more, as from August 1, 2022 there is no Agriculture Extension Services</b></p>
3 NAP implementation facilitated	0-6	3-6	
3.1 Enhance national capacity for adaptation planning	X0 £1 £2  Country specific knowledge gaps;	£0 X1 £2  Country specific guidelines, tools and methodologies developed and used: <i>met</i>	3.1.3 Develop methodologies, screening tools and guidelines to integrate gender sensitive adaptation in national and sectorial plans and budgets (M9–M48) <ul style="list-style-type: none"> <li>g. Develop guidelines for local (settlement and municipal) level risk assessment and adaptation planning</li> <li>h. Develop guidelines for climate resilient urban development to support identification of urban adaptation options</li> <li>i. Develop guidelines to ensure comprehensive and consistent local (municipal and settlement level) data collection for assessment of climate related risks and related damages</li> </ul>

	Lack of appropriate tools and methodologies	Institutional capacity on CCA improved: <i>in process</i>	<ul style="list-style-type: none"> <li>j. Develop budget analysis tools for climate risks and integrate them into decision-making and budgetary allocation processes in the priority sectors</li> <li>k. Develop tailored training and mentoring program for technical staff on application of tools and guidelines in their day-to-day activities</li> <li>l. Where possible, harmonize new methodologies and tools with existing ones</li> </ul> <p>Deliverable: At least 5 gender sensitive methodologies, guidelines and screening tools developed and integrated into use</p> <p><b>Achieved: Developed guidelines are: climate change adaptation measures in agriculture; landslide risk management; climate change adaptation planning at community level; climate change adaptation planning at marz level; socio-economic assessment and valuation methodologies; gender assessment screening tool; in process the development of guideline on planning and management of green infrastructure</b></p> <p>3.1.4 Provide training and build awareness on climate-sensitive budgeting and potential mainstreaming approaches with key ministries, specifically the Ministry of Emergency Situations, the Ministry of Agriculture, the Ministry of Energy Infrastructures and Natural Resources (Water Management Agency), the Ministry of Territorial Administration and Development, the Ministry of Finance and the Ministry of Healthcare (M30–M48)</p> <p>Deliverable: Training module available, and at least 8 training workshops delivered</p> <p><b>Not/partially achieved: To avoid duplication of efforts, the implementation of this activity was cancelled, as the climate budget tagging was done under the UNDP-EU4Climate project, while the trainings are planned to be delivered in 2023 under UNDP Climate Promise project. The activity will be partially done in partnership with UNDP-MAP project during the delivery of trainings to Parliament as well as by updating the training module developed by EU4Climate project.</b></p>
3.2 Develop a national adaptation implementation strategy	X0 £1 £2  Adaptation not included in national and sectorial development plans	£0 X1 £2  Sectorial adaptation plans developed: <i>met</i>  Systematic process for prioritization of	<p>3.2.7 Develop adaptation components for the sectorial development plans, or their equivalent, for four of the six priority sectors for adaptation identified in the NDC (i.e., water resource management, agriculture (focus on crop production) and forestry, health, tourism and settlements) that will include sectorial capacity development plans and development of prioritized adaptation options (M5–M33)</p> <p>Deliverable: Six sectorial adaptation plans developed</p> <p><b>Achieved: SAPs developed for water, agriculture, tourism and health sectors, in process for energy and settlement sectors (piloting on Yerevan city)</b></p>

		<p>adaptation measures developed: <i>met</i></p> <p>GCF project concepts developed: <i>in process</i></p> <p>Action plan for the second NAP cycle developed: <i>in process</i></p>	<p>3.2.8 Undertake a screening and assessment of the interventions identified for the Long-term (up to 2036) development directions of the RA Energy System Strategic Program, and develop a work-plan to integrate adaptation into the Program (M4–M12)  Deliverable: CCA screening and recommendations for Long-term (up to 2036) development directions of the RA Energy System Strategic Program completed  <b>Achieved: Recommendations provided</b></p> <p>3.2.9 Test guidance on climate risk assessments of human settlements and critical infrastructure at the marz (region) level for at least 1 marz (M21–M48)  Deliverable: Two territorial climate risk assessments completed  <b>Achieved: Marz adaptation plans for 2 marzes developed</b></p> <p>3.2.10 From the adaptation plans gathered under 3.2.1, identify a prioritized pipeline of strategic adaptation interventions for immediate and medium- and long-term implementation (M22–M48)</p> <ol style="list-style-type: none"> <li>Develop a cross-sectorial evidence based systematic process to undertake prioritization of adaptation options for medium- and long-term adaptation planning and budgeting</li> <li>Identify a pipeline of strategic adaptation interventions, in at least five priority sectors (specifically, water resource management, agriculture (focus on crop production), health, tourism and settlements), for medium- and long-term implementation</li> <li>Prioritize adaptation options based on climate vulnerability, contribution to the country strategic development priorities and related financial and social cost-benefit</li> <li>Identify a phased implementation strategy for the prioritized adaptation options</li> </ol> <p>Deliverable: Phased implementation strategy for prioritized CCA actions  <b>Achieved: Prioritized adaptation measures are presented in sector adaptation plans, in process of summarizing in pipeline for all sectors</b></p> <p>3.2.11 Based on the progress made under the first NAP cycle (2018 – 2021), develop an action plan for the second NAP cycle (2022 – 2025) (M36–M48)  Deliverable: Action plan for the second NAP cycle (2022 – 2025)  <b>In process: international consultant to be selected and develop action plan</b></p> <p>3.2.12 Identify, design and prepare at least 2 CCA project concepts for GCF support as a preliminary step towards development of a pipeline of adaptation projects (M37–M48)  Deliverable: At least 2 GCF CCA project concepts developed  <b>In process: development of 2 concepts (for water resources and agriculture) underway</b></p>
--	--	--	---

<p>3.3 Compile and communicate the National Adaptation Plan</p>	<p>X0 £1 £2</p> <p>CCA not well understood among decision-makers and technical staff;</p> <p>Basic CCA awareness and knowledge;</p> <p>Local knowledge and experience in CCA not shared</p>	<p>£0 £1 X2</p> <p>CCA and NAP well understood among decision-makers and technical staff: <i>met with current staff</i></p> <p>General awareness of climate change vulnerabilities and adaptation improved: <i>met</i></p> <p>CCA awareness and knowledge improved: <i>met</i></p> <p>Participate in at least 3 regional or international learning and knowledge sharing events: <i>met</i></p>	<p>3.3.2 Develop and implement a stakeholder outreach strategy to support medium- and long-term adaptation planning. This is to sensitize policy makers, stakeholders, the general public and the private sector on the importance of adaptation and to ensure that advocacy on climate adaptation becomes a national priority (M1–M48)</p> <ul style="list-style-type: none"> <li>a. Develop actionable engagement and gender action plans</li> <li>b. Define mandatory requirements for regular communication and awareness activities in all sectors as part of their annual planning framework</li> <li>c. Develop and deliver knowledge management and outreach products on gender sensitive CCA</li> <li>d. Organize regular (e.g., annual) stakeholder (local, sectorial, national, private, public) thematic consultations and workshops to raise awareness on risks and opportunities related to climate change and the NAP process in particular</li> <li>e. Communicate the NAP to national partners for discussion, approval and the improvement of feedback mechanisms</li> <li>f. Organize regular training on an annual basis for media and journalists on key aspects of climate change vulnerabilities and gender sensitive adaptation opportunities, and develop an award for recognizing communication distinction</li> </ul> <p>Deliverable: CCA and NAP stakeholder outreach and awareness-raising strategy (document) developed and implemented through at least 8 workshops</p> <p><b>Achieved: NAP process communication strategy developed; trainings conducted</b></p> <p>3.3.2 Develop a process to facilitate the communication and integration of adaptation into school curricula and awareness rising (M18–M48)</p> <p>Deliverable: Process to facilitate the integration of CCA into school curricula developed</p> <p><b>Achieved: Integration into mandatory school curricula is not feasible, the climate adaptation topics are included as non-mandatory school subject</b></p> <p>3.3.3 Participate in regional or international learning and knowledge sharing events and other such fora, to share experience and disseminate information on the NAP development process and on climate adaptation to regional and international partners and stakeholders (M20–M48)</p> <p>Deliverable: Participate in at least 3 regional or international learning and knowledge sharing events</p> <p><b>Achieved: Participated in 2019, 2021 and 2022</b></p>
<p>4 Mechanisms for Reporting, Monitoring and Review of NAPs</p>	<p>0-6</p>	<p>3-6</p>	

<i>and adaptation progress in place</i>			
<p>4.1 Enhance capacity to monitor the NAP and adaptation progress</p>	<p>X0 £1 £2</p> <p>No M&amp;E system for CCA</p>	<p>£0 X1 £2</p> <p>Gender sensitive and transparent monitoring system developed: <i>in process</i></p> <p>Gender-responsive CCA indicators and criteria developed: <i>in process</i></p>	<p>5.1.1 Identify existing M&amp;E activities and processes within government that offer entry points for adaptation and the institutions responsible (M20–M45) Deliverable: Report/compilation of existing M&amp;E activities and processes to identify entry points for CCA <b>In process: Existing M&amp;E and responsible institutions are done under UNDP-CBIT project; entry points for CCA will be developed by the end of the Project.</b></p> <p>5.1.2 Initiate the development of a gender sensitive and transparent monitoring system for the evaluation and revision of the NAP process at national and sectorial level (M25–M48):</p> <ol style="list-style-type: none"> <li>Develop gender-responsive CCA indicators and criteria for review and monitoring of national and sectorial progress on climate adaptation in the priority sectors (companies plus)</li> <li>Support integration of the relevant CCA indicators and criteria into legislation, processes and regulations, as needed, as well as integration with the monitoring of the Sustainable Development Goals</li> <li>Establish a reporting framework by which all sectors will need to report regularly to the Inter-Agency Coordination Council on implementation of UNFCCC agreements/decisions, and climate adaptation in particular, with a formalized reporting format, and consider linking the NAP reporting cycle to the National Communication reporting cycle</li> <li>Formalize the process for updating the adaptation components of national and sectorial development plans</li> </ol> <p>Deliverable: Gender sensitive M&amp;E system for the CCA and NAP process <b>Partially achieved: Due to delays in initiation of the works, the development cannot be completed within the project duration, however, an agreement is reached with UNDP-CBIT project that the finalization of the development of M&amp;E system will be done in early 2023 under that project as having mutual needs for the assignment</b></p> <p>5.1.3 Before the end of the project, review the NAP processes, activities and lessons learned in preparation of the potential up-scaling of the identified adaptation activities (M40–M48) Deliverable: Report/lessons learned for CCA up-scaling <b>In process: Will be achieved by the end of the Project.</b></p>
6 Funding strategy for the NAP and CCA formulated	0-4	2-4	



<p>5.1 Establish a financing strategy for an iterative NAP process</p>	<p>X0 £1 £2</p> <p>Financial needs of CCA not identified</p>	<p>£0 X1 £2</p> <p>Medium and long-term financial needs to support adaptation determined: <i>met</i></p> <p>Funding sources for CCA implementation identified: <i>met</i></p>	<p>5.1.3 Determine the long-term financial needs to support adaptation (M25–M48):</p> <ul style="list-style-type: none"> <li>a. Review current adaptation related public expenditures and determine the medium-term budget needs;</li> <li>b. Review funding needs for the prioritized adaptation options in Activities 2.2 and 3.1</li> <li>c. Take stock and assess existing and potential financing options, including outreach to donor community</li> <li>d. Identify funding sources to explore co-financing of the NAP process (particularly its second iteration/cycle) and implementation of the identified, prioritized adaptation options</li> </ul> <p>Deliverable: CCA funding gap and CCA action pipeline appraised and funding sources identified</p> <p><b>Achieved: Medium-term funding needs are determined as estimates of proposed adaptation measures for 5-years in sectors; financing sources identified.</b></p> <p>5.1.4 Sensitize stakeholders on nationally and internationally available financing mechanisms (M30–M48)</p> <p>Deliverable: Training module available, and at least 2 training and awareness sessions delivered</p> <p><b>Achieved: Presentations on available financing mechanisms were delivered during the workshops on 12-13.05.2022.</b></p>
<p>5.2 Identify and recommend policy options for scaling up financing for adaptation, including through public-private partnerships</p>	<p>X0 £1 £2</p> <p>No private sector engagement in CCA</p>	<p>£0 X1 £2</p> <p>Community and private sector engagement in CCA improved: <i>in process</i></p> <p>Environmental and social safeguards' guidelines for private sector developed: <i>in process</i></p>	<p>5.2.3 Establish community and public-private partnerships to support sectorial, sub-national and local adaptation planning and actions (M25–M48)</p> <p>Deliverable: Training module available, and at least 2 training and awareness sessions delivered</p> <p><b>Achieved: Participation of private sector in Expo-Forum and focus group discussions.</b></p> <p>5.2.4 Assess private sector engagement in CCA (M25–M48)</p> <ul style="list-style-type: none"> <li>a. Develop a strategy to strengthen the enabling environment for private sector investments for climate change adaptation</li> <li>b. Develop a set of environmental and social safeguards' guidelines for CCA to facilitate private sector project development</li> <li>c. Work with national banks and investments funds to adopt these safeguards into their project evaluation processes to support increased private sector engagement</li> </ul> <p>Deliverable: Report/strategy to strengthen the enabling environment for CCA investments and environmental and social safeguards' for private sector investments developed</p> <p><b>In process: will be achieved by the end of the Project.</b></p>



## ANNEX VI: LIST OF TRAININGS ORGANIZED BY THE PROJECT

No.	Training	Participants	Date	Year	N of trainings	Participants		
						Female	Male	Total
1.	Introduction to methodology and tools for gender analysis and planning in climate change area at the national, sectoral and project levels	Government and NGO	18-19 July	2019	1	29	5	34
2.	Climate change and adaptation in Armenia	Media representatives	18 -25 July	2020	2	23	3	26
3.	Integrating climate change related issues in curricula of different subjects taught at school - training of teachers	Teachers of public schools	7-11 Sep	2020	1	100	2	102
4.	Climate change vulnerability and adaptation measures in agriculture and water sectors	Representatives of Government, Local self-government bodies, universities and international organizations	14-16 Dec	2020	1	48	42	90
5.	Assessment and forecast of water resources vulnerability and evapotranspiration based on satellite remote sensing data	Specialists of the Ministry of Environment “Hydrometeorology and Monitoring Center”	18-Dec	2020	1	9	7	16
6.	Reporting on Climate Change by Mass Media	Media representatives covering various public sectors in Yerevan and the provinces	22-23 Dec	2020	1	30	9	39
7.	"UAV uses in environmental monitoring"	Specialists from Applied climatology, Climate research and monitoring, Hydro-meteorological studies and monitoring, Hydrography, Hydro-morphology and monitoring, Agro-Meteorology and Forest Surveillance Service departments of MoE HMC, as well as “Zvartnots Avia-meteorological Center” CJSC, Forest Committee, “ArmForest” SNCO and Armenian National Agrarian University	8-18 March	2021	4	16	39	55

No.	Training	Participants	Date	Year	N of trainings	Participants		
						Female	Male	Total
8.	“Geographic information systems (GIS). Basic principles”	Staff of Hydrology, Meteorology, Climate, Forest Monitoring services of “Hydrometeorology and Monitoring Center”	31 May 12 July	2021	1	8	5	13
9.	“Application of GIS in Hydrological and Climate Change related research”	Staff of Hydrology, Meteorology, Climate, Forest Monitoring services of “Hydrometeorology and Monitoring Center”	31 May 12 July	2021	1	9	4	13
10.	Introduction of CCA topics to school curricula. Training of teachers	Teachers of public schools	24-26 Aug	2021	1	177	2	179
11.	"Impact of Climate Change on Landslides and Landslide Management in Communities"	Representatives of vulnerable communities of Tavush region	25-28 Oct	2021	2	2	19	21
12.	"Climate change adaptation in agriculture and water resources management"	Specialists of the RA Ministry of Economy Department of Agricultural Extension, Innovation and Monitoring	25-29 Oct	2021	2	2	17	19
13.	"Climate change vulnerability and adaptation in Armenia’s agriculture sector"	Students of the Anton Kochinyan Agricultural College of the Armenia’s National Agrarian University	8-Oct	2021	1	17	24	41
14.	“Climate change adaptation in the context of media education”	Students of media faculties	6-7 Nov	2021	2	17	2	19
15.	“Climate change adaptation in the context of media education” - Training of trainers	Faculty members of universities and lecturers of professional media schools	10-Nov	2021	1	10	3	13
16.	“Climate change: impact on nature and humanity, and how to prevent detrimental impacts of climate change”	Students from high schools of 8 settlements of Ayrum community, Tavush region	14-17 Nov	2021	1	14	6	20

No.	Training	Participants	Date	Year	N of trainings	Participants		
						Female	Male	Total
17.	”Gender-related issues and possible solutions in the RA climate change actions”	RA Government, state bodies and committees, UNDP in Armenia, NGOs and international organizations	18-19 November	2021	1	32	4	36
18.	“Adapting to climate change: from idea to results”	Teachers and schoolchildren	4-6 Feb	2022	1	21	12	33
19.	“Specificities of reporting on climate change adaptation in Armenia”	Students and lecturers of Yerevan State University Faculty of Journalism	11-13 March	2022	1	24	0	24
20.	“Specificities of reporting on climate change adaptation in Armenia”	Students of Armenian State Institute of Physical Culture and Sport Faculty of Journalism	25-Mar	2022	1	5	3	8
21.	Funding sources for adaptation (GCF, AF, GEF): challenges and opportunities for Armenia	Government	12-May	2022	1	25	14	39
22.	NAP process in Armenia	Government	12-May	2022	1	25	14	39
23.	NAP process in Armenia	Government	21-May	2022	1	9	4	13
24.	Results of CC risk and vulnerability assessments in agriculture and tourism sectors	Academia	21-May	2022	1	13	8	21
25.	Gender issues in CCA	Government and Academia	21-May	2022	1	22	12	34
26.	Approaches and methods of socio-economic assessment of climate change impacts	Government	20-21 May	2022	1	9	4	13
27.	Approaches and methods of socio-economic assessment of climate change impacts	Academia	20-21 May	2022	1	13	8	21
28.	Socio-economic assessment research and evidence-based decision-making on climate change	Government and Academia	22-May	2022	1	22	12	34
29.	Introduction of CCA	Media representatives	20-Jun	2022	1	4	2	6
	<b>Total</b>					<b>735</b>	<b>286</b>	<b>1021</b>



## **ANNEX VII: LIST OF ASSESSMENTS CONDUCTED BY THE PROJECT**

1. Assessment of agricultural sector vulnerability to climate change and climate change adaptation: legal and institutional framework – 2020
2. Climate Risk and Vulnerability Assessment for Armenia’s Agriculture Sector – 2021
3. Vulnerability Assessment of Energy Sector -2019
4. Climate change threat and exposure analysis for energy sector infrastructure in Armenia - 2021
5. Stocktaking and Gap Analysis Report for the Health Adaptation Planning – 2020
6. Climate Risk and Vulnerability Assessment for Armenia’s Healthcare Sector -2022
7. Stocktaking and Gap Analysis Report for the Tourism Sector Adaptation Planning - 2021
8. Climate Risk and Vulnerability Assessment for the Tourism Sector of Armenia – 2021
9. Stocktaking exercise to identify legal, institutional, vulnerability assessment and adaptation gaps and barriers in water resources management under climate change conditions - 2020
10. Compilation report on Water Sector Vulnerability Assessments - 2020
11. Remote-Sensing based Assessment of Evapotranspiration and Forecasted Projections – 2020
12. Hydrological analysis for construction of proposed reservoirs in Gegharkunik and Tavush marzes in terms of water availability due to new e-flow requirements and current/future water vulnerability due to climate change - 2021
13. Socio-economic impact assessment on water sector in Armenia – 2022, ongoing
14. Stocktaking report for Shirak marz of the RA – 2020
15. Stocktaking report for Tavush marz of the RA – 2020
16. Stocktaking report for the city of Yerevan – 2022, ongoing
17. Climate Risk and Vulnerability Assessment of the city of Yerevan – 2022, ongoing
18. Analysis of Climate Risks and Vulnerability for Shirak marz – 2021
19. Analysis of Climate Risks and Vulnerability for Tavush marz – 2021
20. Baseline Survey on Climate Change Risks, Vulnerability, Impacts and Adaptation Perception in Vulnerable Sectors in Armenia at National Levels - 2020

Training Need Analysis (TNA) to identify capacity gaps of governmental sector staff and self-governing bodies in the Climate Change Adaptation in agriculture and water sectors – 2021

## ANNEX VIII: LIST OF EVENTS ORGANIZED BY THE PROJECT

No.	Event	Participants	Type	Date	Year	No. of participants		
						Female	Male	Total
1.	Inception workshop	Key stakeholders	Workshop	13-Feb	2019	38	49	87
2.	Armenia's National Adaptation Plan Concept and Coordination	Key stakeholders of the Project	Discussion	26-Sep	2019	19	5	24
3.	"Climate change vulnerability and adaptation: example of Gavar"	Regional administration, NGO, experts	Discussion	3-Dec	2019	13	24	37
4.	Challenges and development opportunities of Tavush province	Regional administration, NGO, experts	Discussion	4-Dec	2019	4	47	51
5.	Issues of human health in the context of climate change	Key stakeholders in the health sector	Discussion	5-Dec	2019	11	4	15
6.	Energy Sector Vulnerability to Climate Change Impacts	Key stakeholders in the energy sector	Workshop	10-Dec	2019	9	6	15
7.	Armenia's National Adaptation Plan Concept and Coordination -2	Key stakeholders of the Project	Discussion	11-Dec	2019	19	6	25
8.	Assessment of Water Sector Vulnerability to Climate Change and Climate Change Adaptation Planning in Armenia	Key stakeholders, field experts	Discussion	17-Dec	2019	18	16	34
9.	Climate smart agriculture and climate change adaptation in Armenia	Government, Academia, field experts, NGOs	Discussion	16-Jan	2020	28	17	45
10.	Mudflow risk management	Government, UNDP, field experts	Discussion	6-Mar	2020	6	7	13
11.	Water resources management under climate change conditions: legal, institutional, vulnerability assessment and adaptation gaps and barriers	Key stakeholders in water resources sector	Webinar	4-Jun	2020	24	20	44
12.	Baseline survey on climate change impacts to advance medium and long-term adaptation planning in Armenia	Key stakeholders	Webinar	30-Jun	2020	29	7	36

No.	Event	Participants	Type	Date	Year	No. of participants		
						Female	Male	Total
13.	Armenia assessment of agricultural sector vulnerability to climate change and climate change adaptation: legal and institutional framework	Key stakeholders in agricultural sector	Webinar	13-Aug	2020	24	21	45
14.	Updating irrigation norms in Armenia	Key stakeholders in agricultural and water sectors	Workshop	28-Dec	2020	14	11	25
15.	Introduction to Marz Adaptation assessment/ Shirak	Shirak Regional Administration	Discussion	20 April	2021	8	11	19
16.	Introduction to Marz Adaptation assessment/ Tavush	Tavush Regional Administration	Discussion	22 April	2021	9	12	21
17.	Updated Irrigation Norms in Armenia, Introduction to Water Sector Adaptation Plan	Key stakeholders in agricultural and water sectors	Workshop	27-Apr	2021	14	16	30
18.	Media contest for the best coverage of climate change adaptation related issues	Media outlets	Contest	26-May	2021	9	3	12
19.	Water sector Adaptation Plan interim workshop	Key stakeholders	Workshop	29-Jun	2021	12	18	30
20.	“Training Need Analysis (TNA) to identify capacity gaps of governmental sector staff and self-governing bodies in the Climate Change Adaptation in agriculture and water sectors”	Government	Discussion	30-Jun	2021	27	9	36
21.	Mudflow WG meeting	Stakeholders	Discussion	17-Aug	2021	2	5	7
22.	Draft RA water sector adaptation plan	Representatives of the Ministries of Environment; Territorial administration and infrastructure; Economy; Finance; Health; as well Education, science, culture and sport; international and non-governmental organizations; and UNDP experts	Discussion	14-Sep	2021	28	18	46

No.	Event	Participants	Type	Date	Year	No. of participants		
						Female	Male	Total
23.	Climate Risk and Vulnerability Assessment (CRVA) for Armenia's Agriculture Sector"	Representatives of Ministries of Environment, Economy, governmental entities, UNDP, CARD Foundation, universities and international organizations	Discussion	8-Dec	2021	9	18	27
24.	"Adapt to climate change"	Teachers and schoolchildren	Contest	10-Dec	2021	87	23	110
25.	RA energy sector vulnerability to climate change and the draft National Program on Energy Saving and Renewable Energy	Representatives of the Ministry of Environment, Ministry of Territorial Administration and Infrastructure, state bodies and committees, UNDP, EU in Armenia, and other donor organizations, Electric Networks of Armenia and Gazprom Armenia, specialists from private sector, NGOs and foundations	Discussion	21-Dec	2021	23	43	66
26.	"Marz adaptation plan development process: Presentation of results and discussion"	Representatives of Ministries of Environment, Territorial administration, and infrastructure, Emergency situations, Economy, Labor and social affairs, Health, Finance, Education, science, culture and Sports; governmental agencies; Tavush and Shirak Regional administrations; UNDP, regional and NGOs, educational institutions and international organizations	Discussion	21-Jan	2022	39	31	70



No.	Event	Participants	Type	Date	Year	No. of participants		
						Female	Male	Total
27.	Results of the Climate Risk and Vulnerability Assessment in RA Tourism Sector and draft Sectorial Adaptation Plan	Representatives of Ministries of Environment, Emergency situations and Economy, the Statistics committee, Yerevan Municipality, Lori Regional administration, UNDP, regional and non-governmental organizations, educational institutions and international organizations.	Discussion	3-Feb	2022	33	21	54
28.	Public hearing on the revision of the Southern Basin Management Plan	Representatives of Ministries of Environment, MTAI, Regional administration, water sector management, CSO	Discussion	10-Mar	2022	27	33	60
29.	Public hearing on the revision of the Ararat Basin Management Plan	Representatives of the Ministry of Environment, Ararat Regional Administration, “Hydrometeorological Monitoring Center” SNCO, “Khosrov Forest State Reserve” SNCO, and UNDP.	Discussion	12-Apr	2022	2	12	14
30.	Mudflow risk management	Government	Discussion	30-Jun	2022	12	6	18
31.	“Strategic Communication Plan for National Adaptation Planning Processes” validation	Government	Workshop	22-Jul	2022	16	7	23
32.	Climate related natural hazards and risks atlas for Shirak and Lori	Government and Academia	Discussion	15-Aug	2022	32	22	54
33.	Climate Risk and Vulnerability Assessment in RA Health Sector and Draft Sectorial Adaptation Plan	Government, experts of health sector	Discussion	26-27 Aug	2022	25	12	37
	<b>Total</b>					<b>670</b>	<b>560</b>	<b>1230</b>

## ANNEX IX: LIST OF AWARENESS-RAISING EVENTS

No.	Event	Participants	Date	Year	No. of Participants		
					Female	Male	Total
1.	EcoThon Tavush	Experts of the field, stakeholders and community members	8-Nov	2019	39	36	75
2.	Green skills for youth	Schoolchildren and teachers	19-Nov	2019	20	8	28
3.	Climate change risks, vulnerabilities, impacts as well as climate change adaptation practices	Schoolchildren	15-Oct	2020	15	11	26
4.	“Climate Change Adaptation in Armenia: Challenges and Opportunities” Expo-Forum	Main stakeholders, private sector, experts	14-May	2021	59	44	103
5.	The practices of climate change adaptation in the water and agriculture sectors	Students of media faculties	4-Dec	2021	11	1	12
6.	World Environment Day	Schoolchildren and teachers	6-Jun	2022	33	21	54
7.	“Strategic Communication Plan for National Adaptation Planning Processes”	Members of Regional Administrations	16-Jun	2022	20	25	45
	<b>Total</b>				<b>197</b>	<b>146</b>	<b>343</b>

## **ANNEX X: EVALUATION AUDIT TRAIL**

The evaluation audit trail is included as a separate document attached to this evaluation report.

## **ANNEX XI: MANAGEMENT RESPONSE**

Prepared by: Gohar Hovhannisyan, Project Coordinator, UNDP Armenia

Cleared by: Hovhannes Ghazaryan, Climate Environment Resilience Portfolio Lead, UNDP Armenia

Input into ERC: Armine Hovhannisyan, Results-Based Management Analyst, UNDP Armenia

**Evaluation recommendation 1. To MoE and UNDP for Short-term: Completing the Endorsement of Adaptation Plans:** As a first and urgent step, project stakeholders (in particular, the Ministry of Environment, with the necessary support from UNDP), should complete the approval of adaptation plans and the respective government decrees.

**Management response: Accepted.** Approvals of government decrees are important steps towards country's adaptation to climate change.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (initiated, completed or no due date)
1.1 UNDP provide support to the respective Ministries with professional input with responses to the received comments from line Ministries towards approval.	31.12.2023	UNDP		

**Evaluation recommendation 2. To GoA and UNDP for future: Follow-up Support the Establishment of the Coordination Platform:** The ongoing research (consultancy) that UNDP Armenia has commissioned for continued support to the area of climate change adaptation in Armenia is a step in the right direction. This work should be grounded in a highly consultative process that should result in the identification of the real needs of the country following the completion of the NAP project.

The follow up support for the climate change adaptation sector in Armenia should focus simultaneously on the expansion of the planning process to new sub-sectors (within the five sectors) and other sectors, and at the same time support for the implementation of these plans.

As a follow up activity to the NAP project, the GoA is well positioned to establish an effective coordination and monitoring platform (including an M&E system) at the national level for the tracking of the country's progress in the area of climate change adaptation. There is potential for UNDP to further support this process, including the strengthening of the Inter-agency Climate Change Coordination Council and the technical working groups, which will play a crucial role in the coordination of adaptation activities in the country.

The project partners should complete the design and establishment of the platform that will host Armenia's NAP progress, including all the policies, their goals, responsible institutions, the extent to which they have been implemented, how they link with each other etc. The platform will allow for a better alignment of actions implemented by different ministerial and other stakeholders. It will also serve as a source of information for the implementation of the NAP communication strategy.

The platform should be used to track the country's progress with NAP policies and implementation (e.g., all NAP policies, their goals, responsible institutions, the extent to which they have been implemented, how they link with each other, etc.). Such a platform would allow for the monitoring of NAP indicators on a continued basis and the formulation of reports in an efficient and consistent way. Such a platform would allow for a better alignment of actions implemented by different governmental and non-governmental stakeholders. It would also serve as a source of information during NAP communication strategy implementation.

In a forthcoming cooperation, the project partners should also seek to establish similar coordination mechanisms at the sub-national level where a range of stakeholders with diverse responsibilities will need to be coordinated more effectively.

**Management response: Accepted.** UNDP should continue its engagement in this area by trying to keep strong leadership based on the foundations that have been created thus far. As well, UNDP should start exploring funding opportunities for further support in this area through engagement and advocacy work with the main stakeholders within the Government. UNDP should lobby for continued action and for financial commitments by the Government for this area. Discussions with the Ministry of Environment, UNDP CBIT and EU4Environment projects are undergoing on the development of Environmental Platform and Climate section to be integrated into the platform.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
2.1 Share draft Climate Adaptation Portal with UNDP CC Programme and UNDP CER Portfolio	31.03.2023	NAP Project Coordinator		

2.2 UNDP discuss and agree the development of Climate Adaptation Portal with the Government, namely the Ministry of Environment	30.11.2023	UNDP		
---	------------	------	--	--

**Evaluation recommendation 3. To GoA and UNDP for future: Improving Financing for the Adaptation Sector:** The stakeholders under the leadership of the MoE should formulate an overall financing strategy for the adaptation sector in Armenia. Financing will be crucial for the enactment of the reforms and policy actions that are prescribed in the adaptation plans formulated with the help of the NAP project. This financing should be continued over time – it should be a stream of financing linked to an adaptation process that is continually updated based on a well-established set of rules and processes that are followed through by the main government ministries and agencies, as well as local authorities. A financing strategy in this sense will be extremely important. The strategy should lay out the way in which the state budget, combined with external resources from development partners and the private sector, provides continued financing to the adaptation sector. The role and the potential of the private sector should be assessed more carefully in the upcoming stages of this work, especially in light of the need for a certain rate of return from these investments.

**Management response: Accepted.** Private sector engagement in climate adaptation activities is one of key important steps. Under the NAP project there were developed “Private sector engagement strategy” and “Financing Strategy” that will serve as a basis for further actions and interventions to be done by UNDP and the Government.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
3.1 UNDP together with the Ministry of Finance and other stakeholders should discuss further the “Private Sector Engagement Strategy” and the “Financing Strategy” developed under NAP Project and identify future actions and interventions for strengthening adaptation financing mechanisms, including private sector engagement.	21.12.2023	UNDP		

**Evaluation recommendation 4. To GoA and UNDP for short and medium-term: Strengthen the sustainability of the project by further institutionalizing project outputs and promoting the dissemination of project approaches:** To strengthen the sustainability of project results, UNDP and MoE should focus more intensively on the way in which some of the structures created by the project will be operated going forward and how the experiences and results of the project will be disseminated in other locations. In the remaining period of this project, the two partners should take a more proactive approach for the upscaling and replication of the adaptation project measures in other marzes. GoA is recommended to take over from the project the responsibility for the dissemination of project results in other localities in the country. UNDP and MoE should develop an action plan for the dissemination of project results, underpinned by specific actions and timelines, and the commitment of the Government to carry out this work.

**Management response: Accepted.** Project’s main results are sectoral adaptation plans that are already shared with the respective ministries, as well as project participated in the development of two proposals and ensures inclusion and replication of the adaptation plans in up to 3 other marzes. The project also shared all available project results as guidelines and assessments via project web-page. UNDP and the Ministry of Environment could continue dissemination of project results in other localities if deemed necessary and useful.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
4.1 The project sustainability strategy for the capacity strengthening component should be documented in conjunction with implementing partners and archived.	30.06.2023	GoA, UNDP		

**Evaluation recommendation 5. To UNDP and GoA for future: Engagement with the Ministry of Finance and Ministry of Justice:** In future projects similar to the NAP project, project stakeholders should be careful to engage more closely the Ministry of Finance and the Ministry of Justice to avoid delays with budget approvals and endorsement of draft laws and regulations. In projects that involve investments from the public sector, it will be essential to have

the commitment and involvement of the Ministry of Finance right from the start. In projects that involve changes in the legal framework, it will be important to have the engagement and commitment of the Ministry of Justice.

**Management response: Partially accepted.** Ministries of Justice and Finance have been invited to all stakeholder meetings and workshop from the start of the Project. However, according to the practice established in the country, these Ministries get more engaged in reviews of developed products rather than in development processes. Though, for future projects UNDP should consider engaging them at earlier stage.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
5.1 UNDP to communicate the recommendation to other projects during respective Board and other meetings.	20.12.2023	UNDP		

**Evaluation recommendation 6. To UNDP and GoA for future: Strengthen Engagement with SDGs at the Sub-national Level:** In future projects related to climate change adaptation, GoA and UNDP should consider linking more effectively some of the project activities to the SDG-related activities going on in the country. Project stakeholders should explore how to use the adaptation platform to promote more actively the SDGs at the sub-national level. Such linkages could be ensured by linking adaptation measures to local governance processes, as described earlier in this report.

**Management response: Partially accepted.** Though all UNDP implemented projects, particularly related to climate change, are linked with the country's SDGs, in the future projects the linking of activities should be done more effectively.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
6.1 UNDP to communicate the recommendation to other projects during respective Board and other meetings.	20.12.2023	UNDP		

**Evaluation recommendation 7. To UNDP for future: Stronger Results Frameworks at the Project at National Level:**

- In future projects similar to the NAP project, project stakeholders should identify more meaningful indicators – especially at the outcome level, which in the case of the NAP project was missing – that allow the project team to track and measure progress in a meaningful way. Care should be taken to identify indicators that meet the SMART criteria. These indicators and the respective baselines and targets should be defined in clear terms, so that the project team is able to track them effectively.
- Similar projects should be designed with a greater focus on the collection and analysis of gender-disaggregated data to guide and monitor project interventions.

**Management response: Partially accepted.** NAP project was designed according to the requirements for GCF Readiness programme that does not include indicators, moreover, indicators for adaptation not always available. Though, for future project proposals, more meaningful indicators would be more appropriate.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
7.1 UNDP should improve understanding of environmental and climate change indicators to consider using them when developing proposals in the future	31.12.2023	UNDP		

\* Status of implementation is tracked electronically in the ERC database.

## **ANNEX XII: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT**

### **Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

**Evaluation Consultant Agreement Form<sup>7</sup>**

**Agreement to abide by the Code of Conduct for Evaluation in the UN System**

**Name of Consultant:** Elinor Bairaktari

*Elinor Bairaktari*

**Name of Consultancy Organization (where relevant):**

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**



## ANNEX XIII: TE REPORT CLEARANCE FORM

**Terminal Evaluation Report for the Project “National Adaptation Plan to Advance Medium and Long-Term Adaptation Planning in Armenia”, UNDP PIMS ID 6036, Reviewed and Cleared By:**


**Commissioning Unit (M&E Focal Point) – UNDP Armenia RBM Analyst**

Name: Ms. Armine Hovhannisyan

Signature:  \_\_\_\_\_ Date: 11 January 2023

**UNDP Technical Advisor (Nature, Climate and Energy)**

Name: Burcu Dagurkuden

Signature:  \_\_\_\_\_ Date: 11 January 2023  
7B0B1C61526B420...

## ANNEX XIV: TOTAL BUDGET AND WORK PLAN

GCF Output/Atlas Activity	Resp. Party	Fund ID	Donor Code/ Name	ATLAS Account code	Budgetary Categories Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total	Budget Note
<b>Output 1. Gaps assessed and national mandate, strategy and steering mechanism established</b>  <i>2.1 Define the institutional arrangements for the NAP process</i>  <i>1.2 Identity and systematize available information on climate change impacts, vulnerability and adaptation, and assess gaps</i>	UNDP	66001	12526/ GCF	71300	Local Consultants	53,326.00	32,942.00	0.00	0.00	86,268.00	1
				71400	Contractual Services - Individuals	19,000.00	19,000.00	19,000.00	19,000.00	76,000.00	2
				72100	Contractual Services – Company	18,000.00	46,000.00	28,000.00	0.00	92,000.00	3
				71200	International Consultants	0.00	23,600.00	0.00	0.00	23,600.00	4
				71600	Travel	0.00	5,200.00	0.00	0.00	5,200.00	5
				74200	Audio Visual & Print Prod Costs	1,000.00	1,000.00	500.00	500.00	3,000.00	6
				75700	Training, workshops and conferences	6,250.00	11,250.00	2,500.00	2,500.00	22,500.00	7
				74500	Miscellaneous	2,250.00	2,500.00	2,250.00	2,250.00	9,250.00	8
										99,826.00	141,492.00
<b>Output 2. Climate evidence and knowledge-base for the compilation of a NAP strengthened</b>  <i>2.1 Improve access to and use of climate data</i>  <i>2.2 Identify and address capacity gaps and weaknesses</i>	UNDP	66001	12526/ GCF	71300	Local consultants	10,738.00	48,048.00	36,764.00	31,304.00	126,854.00	9
				71400	Contractual Services - Individuals	21,000.00	21,000.00	17,000.00	17,000.00	76,000.00	10
				72100	Contractual Services – Company	0.00	210,000.00	208,750.00	0.00	418,750.00	11
				71200	International Consultants	0.00	20,650.00	15,000.00	0.00	35,650.00	12
				71600	Travel	0.00	5,200.00	2,600.00	0.00	7,800.00	13

<i>to ensure local ownership of the NAP process</i>				<b>74200</b>	Audio Visual & Print Prod Costs	3,700.00	5,950.00	6,000.00	6,000.00	<b>21,650.00</b>	14
				<b>75700</b>	Training, workshops and conferences	11,250.00	26,250.00	22,500.00	7,500.00	<b>67,500.00</b>	15
				<b>74500</b>	Miscellaneous	5,000.00	3,250.00	3,000.00	3,000.00	<b>14,250.00</b>	16
						<b>51,688.00</b>	<b>340,348.00</b>	<b>311,614.00</b>	<b>64,804.00</b>	<b>768,454.00</b>	
<b>Output 3. NAP implementation facilitated</b> <i>1.1 Enhance national capacity for adaptation planning</i>  <i>1.2 Develop a national adaptation implementation strategy</i>  <i>3.3 Compile and communicate the National Adaptation Plan</i>	UNDP	66001	12526/ GCF	<b>71300</b>	Local consultants	29,848.00	64,792.00	51,324.00	28,756.00	<b>174,720.00</b>	17
				<b>71400</b>	Contractual Services - Individuals	21,000.00	21,000.00	17,000.00	17,000.00	<b>76,000.00</b>	18
				<b>72100</b>	Contractual Services – Company	0.00	77,500.00	67,500.00	27,500.00	<b>172,500.00</b>	19
				<b>71200</b>	International Consultants	82,600.00	44,250.00	36,000.00	18,750.00	<b>181,600.00</b>	20
				<b>71600</b>	Travel	25,800.00	15,400.00	12,800.00	10,200.00	<b>64,200.00</b>	21
				<b>74200</b>	Audio Visual & Print Prod Costs	11,450.00	14,700.00	17,000.00	15,700.00	<b>58,850.00</b>	22
				<b>75700</b>	Training, workshops and conferences	20,000.00	37,500.00	42,500.00	27,500.00	<b>127,500.00</b>	23
				<b>74500</b>	Miscellaneous	2,500.00	5,250.00	5,500.00	5,500.00	<b>18,750.00</b>	24
						<b>193,198.00</b>	<b>280,392.00</b>	<b>249,624.00</b>	<b>150,906.00</b>	<b>874,120.00</b>	
<b>Output 4. Mechanisms for Reporting, Monitoring and Review of NAPs and adaptation progress in place</b>  <i>4.1 Enhance capacity to monitor the NAP and adaptation progress</i>	UNDP	66001	12526/ GCF	<b>71300</b>	Local consultants	4,004.00	19,110.00	9,100.00	9,100.00	<b>41,314.00</b>	25
				<b>71400</b>	Contractual Services - Individuals	17,000.00	18,000.00	18,000.00	18,000.00	<b>71,000.00</b>	26
				<b>72100</b>	Contractual Services – Company	0.00	30,000.00	35,000.00	30,000.00	<b>95,000.00</b>	27
				<b>74200</b>	Audio Visual & Print Prod Costs	0.00	2,500.00	3,200.00	3,000.00	<b>8,700.00</b>	28

					75700	Training, workshops and conferences	0.00	10,000.00	7,500.00	5,000.00	22,500.00	29
					74500	Miscellaneous	1,000.00	1,500.00	750.00	750.00	4,000.00	30
							22,004.00	81,110.00	73,550.00	65,850.00	242,514.00	
Output 5. Funding strategy for the NAP and CCA formulated  5.1. Establish a financing strategy for an iterative NAP process  5.2 Identify and recommend policy options for scaling up financing for adaptation, including through public-private partnerships		UNDP	66001	12526/ GCF	71300	Local consultants	0.00	0.00	17,290.00	8,554.00	25,844.00	31
					71400	Contractual Services - Individuals	0.00	0.00	19,000.00	19,000.00	38,000.00	32
					72100	Contractual Services - Company	0.00	0.00	172,000.00	77,000.00	249,000.00	33
					71200	International Consultants	0.00	0.00	15,000.00	15,000.00	30,000.00	34
					71600	Travel	0.00	0.00	2,600.00	5,200.00	7,800.00	35
					74200	Audio Visual & Print Prod Costs	0.00	750.00	3,000.00	3,500.00	7,250.00	36
					75700	Training, workshops, conf.	0.00	2,500.00	17,500.00	12,500.00	32,500.00	37
					74500	Miscellaneous	0.00	250.00	1,750.00	1,750.00	3,750.00	38
											0.00	3,500.00
	Total Outputs						366,716.00	846,842.00	935,178.00	448,314.00	2,597,050.00	
Project management		UNDP	66001	12526/ GCF	71400	Contractual Services – Ind.	20,963.00	22,963.00	23,463.00	23,463.00	90,852.00	39
					74100	Professional Services (for Project Audit)	3,000.00	3,000.00	3,000.00	3,000.00	12,000.00	40
					71600	Travel	2,000.00	2,000.00	2,000.00	2,000.00	8,000.00	41
					72800	IT Equipment & Communications	5,000.00	3,000.00	2,500.00	2,500.00	13,000.00	42
					72500	Office Supplies	1,500.00	1,500.00	1,500.00	1,500.00	6,000.00	43
											32,463.00	32,463.00
	1+2+3+4+5+PM						399,179.00	879,305.00	967,641.00	480,777.00	2,726,902.00	