



# **Final Evaluation**

## **Modern Parliament for a Modern Armenia**

### **MAP Project**

**15 August 2019 – 30 October 2023**



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*The author of the report thanks all the stakeholders who participated in and contributed to this evaluation. Particular thanks are extended to the UNDP Armenia and MAP Project staff who coordinated and facilitated the evaluation process with great efficiency, professionalism and commitment.*

<b>Project Title</b>	Modern Parliament for a Modern Armenia (MAP)
<b>Atlas ID</b>	Project ID: 00082042; Output ID: 00091127
<b>Corporate Outcome and Output</b>	<p>2018-2021 UNDP Strategic Plan Outcome 2 - Accelerate structural transformations for sustainable development.</p> <p>2022-2025 UNDP Strategic Plan Outcome 1: Structural transformation accelerated, particularly green, inclusive, and digital transitions. Output 2.4: Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement</p> <p>2021-2025 UNSDCF Outcome 6 / CPD Outcome 3: People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all. CPD Output 3.1: Constitution-making, electoral, parliamentary processes/institutions strengthened to promote inclusion, transparency and accountability.</p>
<b>SDGs Supported by the Project</b>	<i>SDG 16.6:</i> The project has fostered the development of accountable, effective, and transparent institutions. <i>SDG 16.6.2 (revised):</i> Availability of platforms/tools to measure the proportion of the population satisfied with their last experience with public services; and <i>SDG 16.7.2</i> who believe decision making is inclusive.
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<b>Region</b>	UNDP Europe and the CIS Region
<b>Date Project Document Signed</b>	August 2019
<b>Project Dates</b>	Start: 15 August 2019 End: 31 October 2023
<b>Project Budget (Resources Required)</b>	USD 5,000,000
<b>Project Budget (Resources Allocated)</b>	USD 4,955,121 <sup>1</sup>
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<sup>1</sup> This amount includes a contribution from the Government of the Republic of Armenia (see more details further in this report)

## Executive Summary

This report presents the main findings of the final evaluation of the “*Modern Parliament for a Modern Armenia*” project (hereafter referred to as the *MAP project*). The evaluation assessed the project’s achievements in terms of its relevance, effectiveness and impact, coherence, efficiency, sustainability, and other cross-cutting issues, and provides recommendations for the design of continued work in this area. The evaluation 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. Field work was conducted in the period 15-20 May 2023 and included meetings with Members of Parliament and parliamentary staff, civil society organisations, project team and implementing partners, UNDP country office, project donors and other development partners. The evaluation generated a wealth of findings and several recommendations which are synthesized in the rest of this section.

### Relevance

The MAP project, conceived in response to a request from the National Assembly, has effectively addressed the Assembly's needs and priorities as identified through a comprehensive needs assessment and functional analysis. Its holistic capacity development approach—focused on enhancing legislative skills, research and analytical capacities, administrative abilities, IT infrastructure, and citizen engagement—was lauded by stakeholders. Moreover, its adaptability was tested amidst unanticipated challenges, including conflict, social unrest, the COVID-19 pandemic, and snap elections. Other key features of the project were impartiality in its design and implementation, effective leveraging of domestic and international expertise, and the introduction of innovative practices. Finally, the project's strategic alignment with UN and UNDP frameworks and its contributions to Sustainable Development Goals underscore its relevance.

Despite the project’s successes, the evaluation identified two primary areas for improvement. The Assembly's lack of an officially approved strategic reform roadmap has resulted in a more reactive, less structured support approach from the MAP project and other development partners. While this adaptive approach has demonstrated flexibility, it falls short in driving long-term systemic changes. The report recommends continued support to foster political consensus around a strategic reform plan. Secondly, the project could enhance its relevance by targeting its resources to deepen impact. Also, the Audit Chamber presents an opportunity for UNDP and other donor to develop a dedicated support project. Another area that will benefit from external assistance is the high staff turnover in the National Assembly, which could be mitigated in future interventions through measures to maintain institutional memory, promote career development, and support work-life balance.

### **Recommendation 1: Further Strengthen the Relevance of the Intervention**

Given that the project is nearing its end, most the following recommendations are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Strategic Planning (National Assembly, UNDP and MAP Project Team, with involvement of other development partners):** Going forward, efforts should be ramped up by the National Assembly, UNDP and the MAP project team to build a wider consensus among political factions for a reform road map or a strategic plan for the Assembly. This may involve a series of consultations and dialogues involving all political stakeholders with the aim of building consensus around the strategic plan. The plan should outline clear steps and milestones, offering a roadmap for the National Assembly's transition from a semi-presidential to a parliamentary system. This effort should also include the issues of civil service reform in the Assembly Administration, which is a crucial aspect of parliamentary reform in Armenia. In the remainder of its lifetime, the MAP project is well-positioned to provide capacity building support to the Assembly in strategic planning and consensus-building processes. The project could also play a greater role in facilitating the dialogue process.
- **Project Prioritization (UNDP and MAP Project Team):** In the design of a future phase of the project, UNDP and the MAP project team, in close cooperation with the Assembly, should reevaluate the project's scope and priorities. Given resource constraints, stakeholders should narrow the project's focus to a few key areas where greater depth can be achieved through sustained engagement. A thorough assessment should be carried out to identify these critical areas.
- **Staff Retention (MAP Project Team and National Assembly's HR Team):** The MAP project is well-positioned to assist the National Assembly in the development of a comprehensive plan to address the challenge of staff turnover. This could include measures such as an improved onboarding process, mentorship programs, clear career progression pathways, and an effective succession planning system (see Box 3 in this report for an overview of these measures). The MAP project team can provide technical support in designing these initiatives.
- **Dedicated Support for the Audit Chamber (UNDP):** In consultation with donors and development partners interested in supporting Armenia's independent institutions, UNDP should consider the design of a specialized project dedicated to the Audit Chamber. This project should aim to support the Chamber's restructuring process, enhance its performance audit capabilities, and build staff capacity in order to meet the institution's evolving needs and responsibilities.

### Effectiveness and Impact

The MAP project has strengthened the National Assembly's capacity through extensive training, professional development, and international cooperation. It has also prioritized the development of e-Modules and online courses available on the National Assembly's e-Learning platform. International cooperation, facilitated through study visits and participation in conferences, has further contributed to the professional growth and global exposure of MPs and parliamentary staff. However, the evaluation identified areas for improvement in the project's capacity building component. To bolster participation and improve efficacy, efforts should be concentrated on enhancing awareness and accessibility of online courses, increasing CSO engagement in training opportunities, establishing a user-friendly online platform for

course placement, and integrating participant feedback more rigorously into training development and delivery.

The MAP project has significantly contributed to the institutional development of the National Assembly, enhancing its operational efficiency, transparency, and public engagement. The functional analysis of the Assembly identified key reforms to improve service quality and strengthen the Assembly's constitutional powers. The MAP project has additionally played a crucial role in strengthening the capacities of the Centre for Parliamentary Democracy and the Research and Training Center. The project has also conducted multiple assessments and reviews and has facilitated the formulation of action plans and strategies, including a contingency plan for the COVID-19 pandemic. It has also supported the development of methodologies and codes, fostering integrity and accountability. However, the absence of an officially approved roadmap for reforms remains a challenge, necessitating continued efforts for consensus building. Despite challenges related to the Assembly's limited IT capacity, the MAP project has advanced the digitalization of the National Assembly by supporting the implementation of several digital tools.

Furthermore, the MAP project has improved the National Assembly's engagement with civil society and the public through initiatives like public hearings, Mobile Committee Sessions, and online Town Hall Meetings. Through its support for the Parliamentary Democracy Center, the project has enhanced citizen involvement in legislative processes. Public opinion polls and the introduction of the Index of Parliament Perception have offered insights into public sentiment and guided interventions for increased citizen participation, highlighting the need for continued efforts to improve public perceptions and legislative responsiveness.

The MAP project has achieved five out of six outcome targets, reaching an achievement rate of 83.3%. It has also accomplished 13 out of 17 output targets, showing considerable progress in legislative capacity enhancement, research, training capacity building, and citizen engagement. However, areas like digitalization, inter-parliamentary cooperation, and public consultations, especially focusing on marginalized groups, need further attention. However, the project's results framework has proven challenging in its design, being difficult to interpret, resulting in the project team having to revise it multiple times. Future interventions by UNDP in this area are advised to simplify their results frameworks.

The project's impact on the National Assembly, while not transformative due to its short duration and limited resources, has been tangible. The project's main contributions include capacity building, institutional strengthening, development of curricula and learning modules, and improvement of the legislative drafting process. The project has also facilitated international engagements, created a cooperative environment among stakeholders, and encouraged modernization and inclusivity. Furthermore, the project has strengthened the separation of powers, enhanced the policy-making process, and fostered dialogue between MPs and civil society organizations. The evaluation revealed that most Assembly staff have a positive view of the project's impact, although several Assembly staff were uncertain about the project's impacts, indicating the need for improved communication and visibility of the project's achievements.

## **Recommendation 2: Strengthen the Training Offer and Rationalize Digitalization Efforts**

The following are some practical recommendations in this area. Most of them are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Online Training Platform (MAP Project Team):** In a potential follow-up phase of the project, the MAP project team should prioritize the establishment of a robust, user-friendly, and easily-accessible platform for hosting online courses. This platform should offer easy access and ensure a seamless learning experience. Stakeholders should be involved in the platform's design and implementation to ensure its utility.
- **CSOs Engagement in Training (UNDP and MAP Project Team):** The MAP project team should work on improving its outreach and engagement strategies to involve Civil Society Organizations (CSOs) more effectively in training opportunities – where feasible jointly with MPs and Assembly staff in order to facilitate greater engagement and collaboration. This could be achieved by identifying possible participation for CSOs, regularly updating CSOs about upcoming training events and outlining the potential benefits of their participation. The project team should regularly follow up with CSOs that have shown interest or have participated in trainings, as this will help sustain their engagement in future trainings.
- **Communications on Availability of Training and Incentivization of Assembly Stakeholders (MAP Project Team):** The MAP project team should enhance its communication strategies to raise awareness about the availability and benefits of online courses. Regular updates through newsletters, internal communication platforms, or targeted emails could be used for this purpose. In collaboration with the Assembly Administration, the team should consider options incentivizing participation by offering certification, official recognition, or linking course completion to professional development goals.
- **Feedback from Training Participants (MAP Project Team):** The MAP project team should regularly and rigorously collect and incorporate feedback from trainings' participants to refine and improve the trainings' content and delivery. The team should also ensure the content of the training programs is relevant and useful for Assembly stakeholders and CSOs. This could be achieved by seeking their input during the training development phase, tailoring content to their needs and interests.
- **Digitalization Activities (MAP Project Team):** In coordination with the Assembly Secretariat, the MAP project team should make a firm decision on what digitalization activities are feasible for successful completion until the end of the project given the project's timeline and available resources. Once these digitalization activities have been identified, the project team should prioritize their completion on the basis of a strict monitoring/tracking method.

## Coherence

The MAP project has collaborated with several UNDP initiatives in areas such as gender mainstreaming, climate change responsiveness, and promotion of SDGs. Collaboration has included workshops, legislative amendments, and the promotion of innovative citizen engagement tools. The project has also coordinated with other UN agencies and development partners, including USAID, IFES, GIZ, and others. The project's support to the Assembly on the coordination of development partners has improved efficiency in resource utilization and has strengthened the National Assembly's ability to manage the contributions of development partners. Despite its accomplishments, there is room for better coordination of the project's activities with the stakeholders involved in support to the Assembly. The future focus of similar interventions by UNDP should be on bolstering the National Assembly's coordination capacities and improving the communication of project activities to development partners and civil society.

### **Recommendation 3: Greater Support for the Coordination Function of the National Assembly**

The following are some practical recommendations in this area. Most of them are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Further Strengthen the Capacity of the National Assembly (MAP Project Team):** The MAP project should provide support to the National Assembly to strengthen its capacity to coordinate technical assistance. This could include training on coordination skills, or support to establish or improve internal coordination structures. This work should be aimed at improving the National Assembly's ability to align support from different partners with its own needs and priorities.
- **Feedback Mechanism (MAP Project Team):** The project should support the National Assembly in strengthening the feedback mechanism to allow for regular feedback to development partners.
- **Joint Planning Sessions (MAP Project Team):** The project should explore the possibility of supporting the National Assembly in the organization of joint planning sessions with development partners. These sessions would allow for aligning objectives, harmonizing activities, and identifying areas of collaboration or potential overlap.

## Efficiency

The MAP project has exhibited efficient execution through a well-structured team and collaborative partnerships with the main stakeholders. Operating in a fluctuating political landscape, the project team has skillfully navigated challenges such as COVID-19, regional conflict, and snap elections through an adaptive management strategy and a COVID-19 contingency plan. An area where the project has experienced challenges is communication and visibility, in particular coordination with responsible parties (particularly the Westminster Foundation for Democracy). This has been primarily due to differences in understanding and

expectations about roles and responsibilities. Also, several Assembly stakeholders lack a solid understanding of the project's work, suggesting a need for enhanced communication of project achievements. Some CSOs and development partners also expressed insufficient awareness of the project, potentially limiting their ability to contribute effectively. To mitigate these issues, future similar projects need to establish more effective communications and visibility. Also, consistent reporting methods will simplify interactions with responsible parties.

#### **Recommendation 4: Strengthen Project Communications and Visibility**

The following are some practical recommendations in this area. Most of them are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Project Communications and Visibility (MAP Project Team):** The MAP project team should improve communications with all partners and stakeholders ensuring they receive adequate information about the project's activities and achievements. The following are some key actions that could be taken in this regard:
  - Establish clearer roles and lines of communication between the project team and Responsible Parties, such as the WFD. This could include regular, scheduled updates, and concise reporting formats that outline project activities and progress.
  - Implement a more visible and active communication strategy with the Assembly stakeholders. This can involve regular public presentations, discussions, and Q&A sessions about the project's achievements and future directions.
  - Create an enhanced information sharing system for development partners. This can be achieved by developing an interactive digital platform or regular newsletters detailing the project's activities, accomplishments, and future plans.
  - Improve information sharing and visibility among CSOs by organizing community-level forums and workshops. These platforms would aim to facilitate dialogue, answer queries, and ensure CSOs are well informed about the project's progress.
  - Appoint a dedicated communications officer who can manage and streamline all communications related to the project. This role could involve coordinating with all stakeholders, facilitating information sharing, and maintaining a positive and clear image of the project.
- **Agreements with Responsible Parties (UNDP):** In future engagements with Responsible Parties, UNDP should draft more detailed contracts, defining roles and responsibilities with greater clarity. This can help prevent potential communication gaps and misunderstandings about the division of labor, supervision, and review of deliverables.

#### **Sustainability**

The MAP project's sustainability was ensured by the robust ownership of the National Assembly, active engagement of citizens and civil society, and the institutionalization of key parliamentary structures. These elements, complemented by a comprehensive digitalization agenda, legislative changes, and the implementation of gender-responsive budgeting, form the foundation for the project's enduring impact on the Assembly's modernization.



However, the sustainability of the project's achievements hinges on financial viability, broad donor engagement, institutionalization of supported structures, and enhancing capacity-building efforts. These involve utilizing cost-effective tools, consolidating multi-donor funding under a unified framework, and making programs like the 'Youth Parliament - Summer School' a permanent structure within the National Assembly. Additionally, creating an integrated training package, hosting an accessible platform for training content, and fostering internal training capabilities are recommended. Given the long-term nature of parliamentary development, steadfast commitment is crucial for democratic consolidation, promoting behavioral change, continuous capacity building, and adapting to new challenges. Long-term engagement is key in embedding new practices into regular functioning and ensuring sustainability of project outcomes.

**Recommendation 5: Long-Term Perspective, Multi-Donor Approach, Integrated Training and Institutionalization of Structures**

The following are some practical recommendations in this area. Most of them are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Long-Term Commitment (UNDP):** Given the complex and gradual nature of parliamentary development, UNDP should seek to foster a long-term commitment to parliamentary support.
- **Multi-Donor Approach (UNDP and MAP Project Team):** The current multi-donor approach via the basket fund model should be explored further with the aim of identifying interested donors and creating a unified funding model to foster a synergistic and efficient mechanism of providing external technical aid.
- **Develop an Integrated Training Offer (UNDP and MAP Project Team):** UNDP should consider an integrated training package that will promote synergy, enhance cooperation among development partners, and increase the effectiveness of the training provided. More focus should be placed on Training of Trainers (ToT) to build internal training capabilities within the National Assembly.
- **Institutionalization of Structures (MAP Project Team):** The MAP project should support the National Assembly in the further institutionalization of structures, such as the 'Youth Parliament - Summer School for High School Students'. Efforts should be made to transform this programme into a permanent fixture within the National Assembly's framework.

**Human Rights Based Approach, Gender & Youth Mainstreaming and Disability Inclusion**

The MAP project has adopted a Human Rights-Based Approach (HRBA) by emphasizing inclusivity and non-discrimination and by prioritizing marginalized groups. Citizen participation and transparency were promoted via the Information and Outreach Centre and the digitalization initiatives. Simultaneously, the project mainstreamed gender considerations by

conducting a Gender Audit, creating a Gender Equality Plan, providing a gender-specific online course and workshops, supporting gender-focused legislative changes, incorporating gender budgeting in the 2022 Law on State Budget, and bolstering public outreach. These efforts have promoted human rights and gender equality within the National Assembly. The project has also prioritized youth empowerment and engagement in Armenia’s democratic process. The MAP project has also advocated for disability inclusion in the aftermath of the Nagorno-Karabakh conflict. A key initiative was supporting the development of an alternative scheme for care needs of individuals with war-related disabilities. Accessibility features have been integrated into e-tools and digital platforms, with training provided for parliamentarians and staff on disability inclusion.

The MAP project has also promoted the mainstreaming of climate change through global collaborations, events, policy support, and capacity development. By working closely with international organizations, the project has facilitated international exposure and participation for Armenian parliamentarians. The MAP project has integrated SDGs into its programming, focusing on increasing awareness and capacity for SDGs among MPs and Assembly staff. This includes facilitating participation in international e-learning modules, organizing workshops, and consulting on SDGs. The project has also indirectly promoted conflict sensitivity and crisis prevention through capacity development of the National Assembly, fostering cooperation among MPs, and promoting inclusivity and active participation of diverse groups in parliamentary processes. The project has also supported the development of conflict-sensitive policies and initiated crisis prevention strategies using digital platforms.

**Recommendation 6: Further Efforts towards a Stronger Human Rights Approach to Parliamentary Support**

The following are some practical recommendations in this area. Most of them are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Gender Mainstreaming (UNDP and MAP Project Team):** The MAP project should continue to support the National Assembly in the implementation of the Gender Equality Plan and build upon the progress made in mainstreaming gender in the legislative, budgeting, and outreach processes. This could include setting measurable targets for gender representation in parliamentary activities. The project should further efforts to promote Gender Responsive Budgeting in all financial decisions, ensuring funds are allocated in a way that promotes gender equality.
- **Leave No One Behind (UNDP and MAP Project Team):** The MAP project should continue to support legislative amendments that target social issues and support vulnerable groups, using evidence-based policy-making as a guide. The MAP project should further promote citizen participation and engagement, ensuring that their voices are heard in policymaking processes.

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## **ACRONYMS AND ABBREVIATIONS**

AC - Audit Chamber  
CEPA - Comprehensive and Enhanced Partnership Agreement  
COM-B - Capability, Opportunity, Motivation-Behavior  
COVID-19 - Coronavirus Disease 2019  
CPC - Canadian Parliamentary Centre  
CSO - Civil Society Organization  
DAC - Development Assistance Committee  
DFID - Department for International Development (United Kingdom)  
EC - Evaluation Commissioner  
ECPRD - European Centre for Parliamentary Research and Documentation  
EEU - Eurasian Economic Union  
EM - Evaluation Manager  
e-Modules - Electronic Modules  
EU - European Union  
GIA - Gender Impact Analyses  
GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit  
GPF - Global Parliamentary Forum  
HR - Human Resources  
HRDO - Human Rights Defender's Office  
ICHD - International Centre for Human Development  
IFES - International Foundation for Electoral Systems  
IMF - International Monetary Fund  
IPP - Index of Parliament Perception  
IPU - Inter-Parliamentary Union  
IRI - International Republican Institute  
IT - Information Technology  
LSG - Local Self-Government  
MAP - Modern Parliament for a Modern Armenia  
MP - Member of Parliament  
NA - National Assembly  
NDI - National Democratic Institute  
ODIHR - Office for Democratic Institutions and Human Rights  
OECD - Organization for Economic Co-operation and Development  
OSCE - Organization for Security and Co-operation in Europe  
OTR - Off-The-Record  
PACE - Parliamentary Assembly of the Council of Europe  
PDC - Parliamentary Democracy Center  
PEU - Parliamentary Education Unit  
PGA - Participatory Gender Assessment  
PLS - Post-Legislative Scrutiny  
PoP - Periodic Polling System for Public Opinion  
RTC - Research and Training Centre  
SDGs - Sustainable Development Goals  
SDGs - Sustainable Development Goals  
SIDA - Swedish International Development Cooperation Agency  
THM - Town Hall Meeting  
ToR - Terms of Reference  
UK - United Kingdom

DFID - Department for International Development  
UN - United Nations  
UNDP - United Nations Development Program  
UNEG - United Nations Evaluation Group  
UNEP - United Nations Environment Programme  
UNSDCF - United Nations Sustainable Development Cooperation Framework  
USAID - United States Agency for International Development  
USD - United States Dollar  
WFD - Westminster Foundation for Democracy

# 1. INTRODUCTION

## 1.1. Project Context

The National Assembly of the Republic of Armenia, also referred to as the Parliament of Armenia in this report, is the legislative branch of the Government of the Republic of Armenia. The National Assembly was originally established in 1918 and underwent various transformations before adopting its current form following the collapse of the Soviet Union in 1991 and the adoption of the new Constitution of Armenia in 1995. Armenia's political system has transitioned from a presidential to a parliamentary system following a constitutional referendum held in 2015. This shift in the governmental structure started as an effort to balance the distribution of power and ensure greater political stability. The transition has fundamentally altered the role and responsibilities of the National Assembly. Previously, the National Assembly acted as a supporting body to the executive branch led by the President, but the change has transformed it into the primary legislative and policymaking institution in the country.

As part of this transition, the electoral system was also revised. The National Assembly, which consists of at least 101 seats but can grow under special circumstances, is elected only through closed party lists by party list proportional representation method. Parties need to pass a 5% of votes and alliances 7% threshold respectively to be included in mandate distribution. By law, the parliament must have at least three political forces present, even if one or more of them did not pass the electoral threshold. If no party or coalition can achieve over 50% of mandates in the first round of elections, a second round is held, in which only the two best-performing political forces can participate. If any party or bloc wins over 2/3 of mandates, additional mandates are distributed among all other political forces represented in the parliament to ensure that at least 1/3 of all seats are held by forces other than the winning one<sup>2</sup>. However, it is important to note that a significant share of cast votes has historically fallen below the election threshold and has been disregarded in mandate distribution<sup>3</sup>.

The separation of powers between Parliament, the Executive, and the Judiciary underpins modern democracy. However, while the Parliament has gradually taken up its new responsibilities and functions, there have been challenges in terms of the Parliament's effectiveness in exercising its extended policy making, legislative, representative and oversight functions. Public access to committee hearings remains limited, and the quality and accessibility of information available in the public domain could be improved. There is also a need to further modernize the Assembly operations, including the parliament's digital transformation and initiatives around outreach. The parliamentary outreach function could be enhanced by employing different outreach practices. For example, parliaments of Estonia, Finland, Netherlands, Ukraine and Georgia have established education and outreach centres.

Overall, these challenges suggest that there is a continued need for reform and modernization in the National Assembly, with a focus on enhancing its independence, modernising its governance arrangements, improving its research capabilities, and increasing its outreach and engagement with citizens. There is a need for a shift from a top-down bureaucratic



parliamentary model to one that promotes a supportive approach to managing performance. This requires both an increase in capabilities of individuals and a significant change in culture.

## **1.2. Project Description**

The "Modern Parliament for a Modern Armenia" (MAP) project was designed to support the National Assembly of the Republic of Armenia in carrying out its main functions - legislative, oversight, and representation - while creating avenues for public engagement. The project was aimed at improving the efficiency of the Parliament as a policy-making institution, taking advantage of modern governance tools and processes, with a focus on improving parliamentary quality, transparency, and inclusiveness, and enhancing parliamentary capacity for gender-responsive policymaking. The project has emphasized the use of contemporary governance tools and mechanisms to improve the quality, transparency, and inclusiveness of parliamentary operations. It has also sought to cultivate the National Assembly's capacity for gender-responsive policy making.

The project has revolved around three critical components: Legislative Capacity, Legislative Transparency, and Legislative Responsiveness. A three-pronged strategy has underpinned the project: (i) a catalytic stage encompassing needs assessment, strategic agenda-setting, and pilot trials of the proposed approaches; (ii) a robust implementation of the strategic agenda, previously tested approaches, and activities; (iii) an evaluation stage, culminating in policy recommendations and the ultimate closure of the project. Overall, the project's capacity building efforts have focused on law-making, policymaking, and oversight; increasing the transparency and inclusiveness of the legislature; and becoming more responsive to the needs of constituencies and strengthening interaction with them. The project has also had a significant focus on the Parliament's digital transformation. The project's overarching ambition has been to elevate the Parliament's effectiveness as a policy-making institution.

The MAP project was developed to provide targeted support to the 7th and 8th sessions of Armenia's National Assembly, which were established following substantial political reforms within the country. Uniquely, this initiative represents the first project that delivers extensive, multi-year support directly to the National Assembly, indicating a sustained commitment to enhancing the Armenian political system.

The project started in January 2019 and is set to end in October 2023.<sup>2</sup> The funding is provided by the United Kingdom's Department for International Development (DFID), the Government of Sweden, and the Swedish International Development Cooperation (SIDA), with total contributions amounting to \$ 4,801,941.79. The United Nations Development Program (UNDP) has been the project's direct executor, collaborating with three responsible parties - namely, the Westminster Foundation for Democracy, the International Center for Human Development, and the OxYGen Foundation.

### **Box 1: Trainings and Capacity Building Events Organized by the MAP Project**

The MAP project subcontracted three responsible parties to act as implementers of particular project activities (a limited part of the project activities for a limited duration of time and assigned with specific donor funding) as defined by the Project Document.

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<sup>2</sup> This includes a ten-month cost extension granted to the project to complete its activities.

- Westminster Foundation for Democracy (WFD):<sup>3</sup> A UK-based organization, WFD was responsible for project activities targeting the enhancement of parliamentary oversight (committee of inquiry, post-legislative scrutiny), enhancing parliamentary communications, advancing parliamentary openness, peer-to-peer sharing of good practices and financial oversight.
- OxYGen Foundation:<sup>4</sup> An Armenian CSO, OxYGen was responsible for mainstreaming gender equality throughout project activities related to the legislative processes. Such activities included contributing to gender mainstreaming in the legislative, budgeting, and oversight processes within the National Assembly by building capacities and commitments for championing gender equality principles among the MPs as well as introducing gender-sensitive practices and instruments within the structures of the Parliament.
- International Centre for Human Development (ICHD):<sup>5</sup> An Armenian CSO, ICHD was responsible for the activities under political and policy constructive dialogue based on Chatham House practice. These included off-the-record (OTR) discussions, prepared and disseminated following the OTR discussions; Town Hall Meetings (THMs) and Networking Events, recommendations (e.g., on budget, post-legislative monitoring) delivered by the Expert Pool, and developing a guide on Post-Legislative Processes to be effectively used by the National Assembly.

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<sup>3</sup> Link [here](#).

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

<sup>5</sup> Link [here](#).

## 2. EVALUATION OBJECTIVES AND METHODOLOGY

As the MAP project was nearing its conclusion scheduled for October 2023, UNDP commissioned an independent final evaluation of the project.<sup>6</sup> An independent evaluation expert was engaged to conduct the evaluation, which took place in the period May – June 2023.

### 2.1. Purpose of the Evaluation

The overall objective of the final evaluation was to assess the continued relevance of the MAP project and the progress made towards achieving its planned objectives, effectiveness, efficiency as well as, if available already at this stage, the impact and sustainability of interventions under the MAP project. This evaluation has assessed project achievements in terms of its relevance, impact, effectiveness, efficiency, and sustainability, and has provided recommendations for future interventions in this area.

This evaluation report serves as an accountability tool for the stakeholders to assess the implementation of the project, while providing specific and achievable recommendations to stakeholders in order to inform future programming. The evaluation findings may be used for further programme development in the field and resource mobilization.

### 2.2. Evaluation's Scope and Methodology

The evaluation assessed the project's performance against the expected targets set out in the project's Results Framework, which was part of the approved Project Document. The scope of the evaluation encompassed both outcome-level and output-level results as key indicators of the overall project performance. The evaluation was conducted as per the UNDP Evaluation Policy.<sup>7</sup> It applied OECD DAC criteria<sup>8</sup> and definitions and followed norms and standards established by the United Nations Evaluation Group. It 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>9</sup>. A participatory and consultative approach was used for the collection of data, formulation of recommendations and identification of lessons learned. The evaluator engaged with MPs and National Assembly staff (beneficiaries), the project team, implementing partners (otherwise known as responsible parties), relevant UNDP programme staff, project donors and development partners, and other stakeholders. The evaluator used a Human Rights and Gender Equality lens during data collection, data analysis and evaluation process.<sup>10</sup>

The evaluation methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation,

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<sup>6</sup> As outlined in the Project Document, upon conclusion the MAP project required an external evaluation.

<sup>7</sup> Link [here](#).

<sup>8</sup> Criteria for evaluating development assistance: relevance, effectiveness, efficiency, sustainability and impact of development efforts.

<sup>9</sup> Link [here](#).

<sup>10</sup> Link [here](#).

analysis and synthesis. Evaluation activities were organized according to the following phases: i) planning; ii) data collection; and, iii) data analysis and reporting.

### Evaluation Planning

As a first step of the evaluation process, the project team shared with the evaluator the full documentation related to the project. On the basis of this documentation, the evaluator conducted a preliminary review of the available information and a basic assessment of the project's evaluability. The evaluability analysis showed that the project's outputs, indicators, baselines and the available data provided allowed for an effective evaluation of the project. The evaluability analysis was underpinned by the evaluation matrix included in Annex IV of this report.

### Data Collection

The data collection process consisted of the following components:

- **Documentary Review** - The evaluator completed the analysis of all relevant documents, project documents and progress reports, as well as country development policies and strategies. Documents from similar and complementary initiatives, as well as reports on the specific context of the project formed part of the analysis.
- **Semi-structured Interviews** – A list of stakeholders that were interviewed for this evaluation is provided in Annex V of this report. Interviews involved key stakeholders – in particular, MPs and National Assembly staff, project team and board members, authorities, UNDP CO staff, civil society representatives, donor/development partners, etc. Focus group discussions were organized with small groups of National Assembly staff.
- **Short Online Surveys** – Two short online surveys were administered for this evaluation. One engaged National Assembly staff who participated in and benefitted from project activities. The other engaged CSOs that were either engaged in project activities under the project's participatory component or were relevant to parliamentary activities. A total of 48 National Assembly responded to the survey, of whom 70% were women. Furthermore, a total of 7 CSO representatives responded to the survey, of whom 70% were women.
- **Field Visit** – A field visit took place in support of the data collection process for this evaluation. The evaluator spent five days in the National Assembly conducting various meetings with MPs and National Assembly staff. The evaluator also attended a retreat workshop with MPs and National Assembly staff organized in Dilijan by the MAP project and USAID. The interviews and the observations from the parliamentary retreat enabled the evaluator to deep insights on the implementation of the MAP project and stakeholder perceptions of the project.

**Table 1: Data Sources**

<b>Evaluation tools</b>	<b>Sources of information</b>	
Documentation review	General documentation	<ul style="list-style-type: none"> <li>• UNDP Strategic Plans 2018-2021 and 2022-2025</li> <li>• UNDP Armenia Country Programme Document 2021-2025</li> <li>• UNSDCF Armenia 2021-2025</li> <li>• UN Armenia Annual Reports 2021, 2022</li> </ul>

Evaluation tools	Sources of information
	<ul style="list-style-type: none"> <li>• UNDP Programme and Operations Policies and Procedures</li> <li>• UNDP Handbook for Monitoring and Evaluating for Results</li> </ul>
Project documentation	<ul style="list-style-type: none"> <li>• Project Document;</li> <li>• Project's Mid-Term Evaluation;</li> <li>• Minutes of Steering Committee meetings;</li> <li>• Annual Workplans;</li> <li>• Quality Assurance reports;</li> <li>• Day to day monitoring by the project team of activities implemented under grant mechanism and results achieved;</li> <li>• Reports prepared by experts;</li> <li>• Training reports;</li> <li>• Interim narrative and financial reports submitted to donors;</li> <li>• Monitoring and Evaluation Matrix;</li> <li>• Audit reports (if any).</li> </ul>
Third-party reports	<ul style="list-style-type: none"> <li>• Including those of research institutes, NGOs, international organizations, etc.</li> </ul>

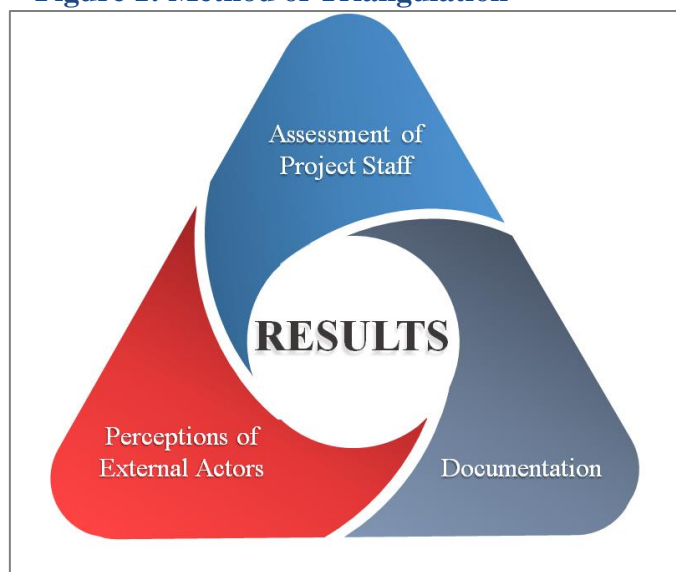
The identification of stakeholders involved in the evaluation process was done through a comprehensive sampling strategy, which consisted of the following steps:

- Stratified sampling (for all data collection): The evaluator divided project stakeholders into different strata based on their roles and involvement in the project. This included:
  - MPs
  - Staff of the National Assembly
  - Civil society organizations (CSOs)
  - Development partners supporting the National Assembly
- Random sampling: Within the MPs and staff groups, the evaluator selected representatives to participate in the data collection process. This ensured that each stakeholder group has an equal chance of being represented in the evaluation. The sample size was determined based on the total number of individuals within each stratum and the desired level of precision for the evaluation results.
- Census: Full inclusion was applied to donors that funded the project, the development parties that currently support the National Assembly, UNDP Country Office management, and the three responsible parties.
  - Donor organizations (Foreign Ministry of Sweden, SIDA and UK-DFID)
  - Implementing parties (UNDP Armenia, Westminster Foundation for Democracy (WFD) and OxYGen Foundation (OxYGen), ICHD)

## Data Analysis

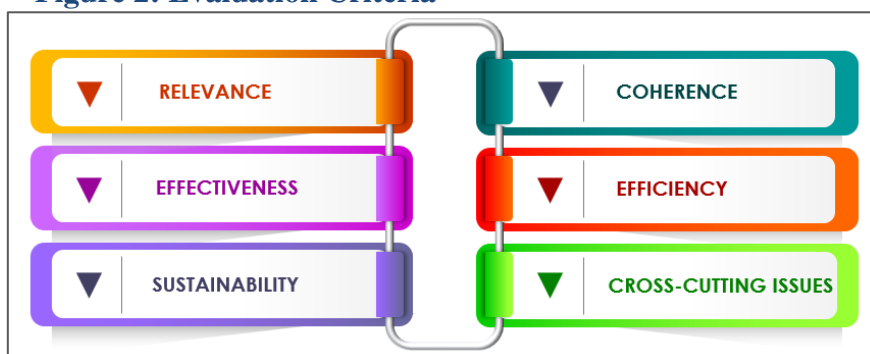
Information obtained through the documentary review and interviewing process was triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is shown in Figure 1 below.

**Figure 1: Method of Triangulation**



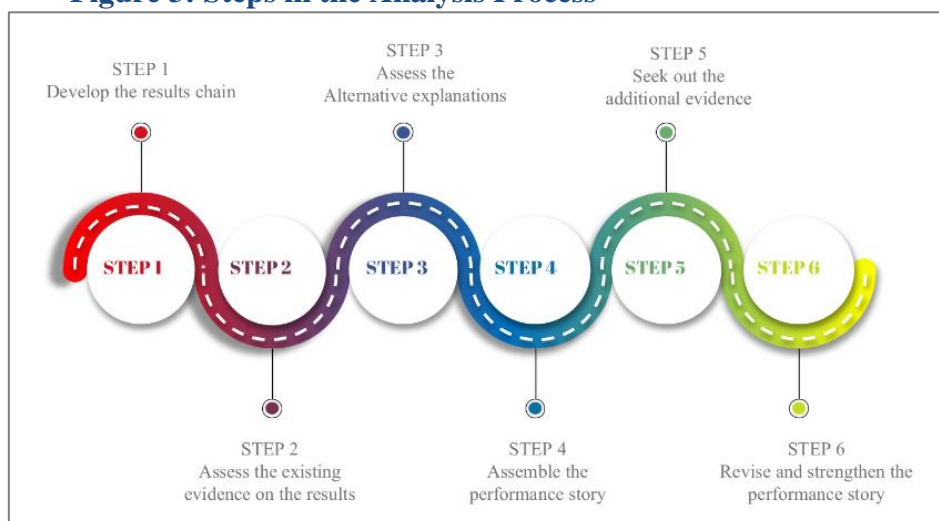
Some of the basic questions used in the analysis of the collected information are shown in Annex III of this report. Figure 2 shows the steps that were taken for the analysis which was conducted on the basis of the standard criteria of relevance, effectiveness, efficiency, and sustainability.

**Figure 2: Evaluation Criteria**



Care was given to the assessment of the extent to which the project has been successful in involving *marginalized groups*, especially *women and persons with disabilities*. The figure below shows the steps that were taken for the analysis.

**Figure 3: Steps in the Analysis Process**



The analysis also covered aspects of formulation, such as the extent of stakeholder participation during project formulation; replication approach; design for sustainability; linkages between the project and other interventions; adequacy of management arrangements, etc.

### **2.3. Evaluation Process and Governance**

The evaluation was conducted by an independent evaluator contracted by UNDP. UNDP Armenia Resident Representative was the Evaluation Commissioner (EC) of MAP project final evaluation and the Results-Based Management Programme Analyst acted as the Evaluation Manager (EM). EC was supported by EM in safeguarding the independence of the evaluation exercise and ensuring production of quality evaluation in a timely manner. To ensure independence and impartiality, the EM served as the focal person for this evaluation, ensuring that the evaluation is conducted as per the evaluation plan and in line with this ToR.

### **2.4. Evaluation Limitations**

All possible efforts were made from the beginning to minimize potential limitations in the evaluation process. No major constraints or limitations were encountered in the evaluation process.

### **2.5. Structure of the Report**

The report begins with an introductory section that provides a description of the project and the context of its implementation (previous chapter). The second (current) chapter provides an overview of the evaluation objectives and methodology. The third chapter presents the main findings of the report organized in the following standard dimensions: i) Relevance; ii) Effectiveness and Impact; iii) Coherence; iv) Efficiency; v) Sustainability; vi) Human Rights Based Approach, Gender & Youth Mainstreaming and Disability Inclusion. The fourth chapter identifies key “lessons learned” drawn from the experience of this project. The fifth section summarizes the main conclusions and 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.



### 3. ANALYSIS AND FINDINGS

The evaluation findings are structured into six sections: i) Relevance (the extent to which the project aligns with the priorities and needs of the National Assembly of the Republic of Armenia and the UNDP's/UN's strategic framework); ii) Effectiveness and Impact (the project's contribution to the strengthening of the National Assembly); iii) Coherence (the project's delivery in a coordinated and consistent manner with the efforts of other projects and partners); iv) Efficiency (the extent to which the delivery of project results has been efficient); v) Sustainability (the likelihood of project results being sustained after completion); vi) Human Rights Based Approach, Mainstreaming and Disability Inclusion (the extent to which the project has integrated gender equality, youth and disability inclusion considerations).

#### 3.1. Relevance

The following is a summary of the assessment of the project's relevance in terms of how the project was designed and executed, and its alignment with the institutional frameworks of UNDP and the UN and contributions to the achievement of the sustainable development agenda.

##### **Key Features of Project's Relevance**

The MAP project has incorporated several key characteristics that have contributed to its relevance. The following are some prime examples of these features.

**Needs-based Design:** The MAP project was born out of a request by the National Assembly to UNDP for electoral assistance, well before the project was officially launched in 2019. This early request set the stage for a deeper engagement, which eventually resulted in National Assembly's leadership requesting UNDP to provide a comprehensive package of technical support. In the design of the MAP project, UNDP adopted a needs-centric approach, prioritizing the National Assembly's requirements. This led to the conduct of a Needs Assessment at the project's onset to identify the Assembly's key priorities. The main findings of the Needs Assessment are described in the below.

##### **Box 2: Brief Summary of the Needs Assessment**

The Needs Assessment discovered that most Members of Parliament (MPs) had a variety of skills derived from their educational backgrounds and past experiences, but lacked legislative expertise. The National Assembly Secretariat needed support in essential legal drafting, analysis, and public communication skills, making it challenging to provide adequate support to the MPs.

Additionally, the soon-to-be-established Research and Training Center was expected to meet high standards. Ethical oversight within the National Assembly was lacking, with ad-hoc ethics committees failing to be effective and no formalized Code of Conduct or internal ethics oversight mechanisms in place. Moreover, there were no legal protections available for witnesses and whistleblowers against defamation.

Although there was some attention given to the gender impact in legislation, gender equality wasn't consistently incorporated into parliamentary processes, and there was no implementation of gender-based budgeting.



The National Assembly demonstrated good levels of openness and transparency, yet didn't fully leverage tools offered by the Open Government Partnership. Also, there was limited awareness about the Sustainable Development Goals (SDGs) and the National Assembly's role in promoting and supervising their implementation.

The conduct of the Needs Assessment ensured that the MAP project's design largely aligned with the needs and expectations of the MPs and National Assembly staff. It should also be emphasized that the needs assessment was a continuous process that involved several studies and research activities. One of the key steps in this process was the conduct of a Functional Analysis of the National Assembly. As will be seen further in this report, this analysis identified important steps for the Assembly's reform agenda. The findings of this analysis were subsequently used to shape the design of the project. The same needs-centric approach was applied to the design of activities in support of other institutions, such as the Audit Chamber.

**Holistic Approach to Capacity Development:** The MAP project has taken a holistic and well-rounded approach in support of the Assembly's capacity development by addressing a range of aspects.

- Firstly, the MAP project has targeted the enhancement of legislative skills and knowledge. By equipping MPs and Assembly staff with the necessary understanding of legislative processes, it was aimed at the efficient enactment of laws and effective government oversight, strengthening Armenia's legislative foundation.
- Secondly, the project has focused on building the research and analytical capacities of the National Assembly. In doing so, it has contributed to the ability of MPs and staff to scrutinize legislation and government activities effectively, thereby promoting a culture of data-driven, evidence-based decision-making. This is also evidenced in the data collected through the survey with Assembly staff, a majority of whom attested to the relevance of the project's support for the research capabilities of the Assembly (as shown in Table 2 below).
- Additionally, the project has targeted the Assembly's administration and management capabilities. By facilitating training and the development of systems that promote efficient management of parliamentary business and record-keeping, the MAP project has contributed to the enhancement of the Assembly's operations.
- The MAP project has also prioritized the development of the IT infrastructure, especially through the digitalization process. This is evidenced in the data collected through the survey with Assembly staff, a majority of whom attested to the relevance of the digital tools introduced in the National Assembly by the project (as shown in Table 2 below).
- Lastly, the project has prioritized citizen engagement, aiming to enhance the Assembly's capacity to communicate and engage effectively with civil society organizations and citizens, thereby fostering a greater sense of connection between the public and elected representatives.

The MAP project didn't solely concentrate on strengthening the National Assembly, but also aimed at bolstering independent oversight bodies (parliamentary watchdogs). As part of this effort, the MAP project included activities aimed at enhancing the analytical abilities of the Audit Chamber.

**Table 2: Results of Online Survey with National Assembly Staff**

Statements	Totally Disagree (%)	Disagree (%)	Agree (%)	Mostly Agree (%)	I Do Not Know (%)
The research and evaluations carried out with the support of the UNDP MAP Project were very relevant to the needs of the National Assembly.	5	7	44	9	35
The digital tools introduced in the National Assembly with support of the UNDP MAP Project were extremely relevant to the needs of the National Assembly.	2	12	30	9	47

Overall, the holistic and comprehensive approach of the MAP project, addressing multiple key areas of governance and parliamentary development, is a key positive feature of the project's design. In the words of a donor representative interviewed for this evaluation – *“I want to mention again that the UNDP MAP project was the only project that could work with the Armenian Parliament in a holistic manner, cooperating with all bodies of the parliament administration, factions, and MPs. Not every project is able to provide this level of engagement due to budget and resource limitations, including human resources”*.

**Flexibility and Adaptive Management:** The project's implementation period was characterized by unexpected challenges, including renewed conflict in Nagorno-Karabakh, social unrest, the COVID-19 pandemic, and snap elections. Nevertheless, as will be seen throughout this report, the MAP project demonstrated significant flexibility and adaptability. Taking into account the volatile nature of the context, the project team adapted its strategies and actions to meet evolving circumstances. For example, the MAP project team developed a Contingency Plan that incorporated a COVID-19 Situation Analysis and Response Measures. The project team also adjusted activities to adhere to social distancing protocols during the pandemic, utilized alternative methods for capacity building and technical support, and adapted to the fluctuating political landscape due to the snap elections. Throughout these challenges, the project maintained its demand-driven and responsive approach, prioritizing the immediate needs and issues of the National Assembly and other stakeholders. This adaptable approach enabled the project to continue providing relevant support and to contribute meaningfully to the National Assembly, despite unfavorable conditions.

**Impartiality:** The MAP project was designed and implemented with the intent to provide benefits to all parliamentary factions and MPs. While the project's support was prioritized for certain standing committees, feedback gathered during evaluation interviews revealed that both ruling party and opposition MPs equally appreciated the assistance offered by the MAP project. This indicates the project's impartiality and the successful efforts of the project team in fostering positive relationships with all political stakeholders within the National Assembly.

**Leveraging International and Domestic Expertise:** The MAP project didn't depend solely on internal UNDP resources, but effectively utilized considerable domestic and international expertise. Three renowned organizations - the Westminster Foundation for Democracy, the International Center for Human Development, and the OxYGen Foundation - executed core project activities. These organizations functioned as facilitators for awareness-raising and policy dialogue, both within the parliament and with citizens and civil society organizations (CSOs). In partnership with UNDP, they cultivated relationships with the Parliament's committees, fostered trust among stakeholders, and promoted participatory standards.

**Innovations:** The MAP project played a key role in introducing and promoting innovative practices within the National Assembly. Several initiatives sponsored by the project stand as examples of these innovations, some of which are detailed below.

1. ***CSO-NA Platform:*** The MAP project helped establish a platform for communication between the National Assembly and Civil Society Organizations (CSOs). This initiative promoted transparency and fostered a stronger relationship between the assembly and the public.
2. ***Digital Transformation of the National Assembly:*** The project played a crucial role in advancing the National Assembly's digital transformation. This included the development of e-Learning modules, which were an innovative response to restrictions imposed by the COVID-19 pandemic, allowing for continuous training and skill development.
3. ***Enhancement of the Research and Training Centre:*** The MAP project introduced new research methodologies designed to boost the Centre's capacity. This innovation helped the Centre improve its efficiency and effectiveness in providing support to the National Assembly.
4. ***Gender Empowerment Initiatives:*** For the first time, gender empowerment aspects were developed and included under the MAP project. These initiatives sought to integrate gender considerations into the Assembly's work, promoting equality and inclusivity.
5. ***Mobile Committee Sessions:*** The project facilitated the introduction of mobile committee sessions. This innovative approach allowed for more flexible and accessible meeting arrangements, thereby improving efficiency in parliamentary operations.

**Project's Alignment with the UN and UNDP Strategic Frameworks:** The MAP project has been fully aligned with the UN and UNDP strategic frameworks. During project implementation the corporate strategic framework (UNDP global and UN and CPD) entered

into the new cycle and the and the project was realigned accordingly. The following are key examples of this alignment.

1. **2016-2020 UNDP Country Programme Action Plan Outcome 2:** The MAP project supported this goal of enhancing democratic governance systems by introducing pre- and post-legislative tools and establishing the Research and Training Center of the National Assembly. The MAP project also supported the **2016-2020 UNDP Country Programme Action Plan Output 2.4**. Aligned with this output, the MAP project facilitated citizen and civil society engagement in development processes by implementing practical capacity-building tools.
2. **UNDP Strategic Plan 2018-2021 Output 2.2.2:** The MAP project contributed to promoting inclusion, transparency, and accountability by introducing the Parliamentary Visitor and Information Center, developing a new parliamentary web portal, and initiating dialogues such as CSO-NA platform discussions, Organized Responsive Talks, and Thematic Hearings Meetings.
3. **2016-2020 United Nations Development Assistance Framework (UNDAF) Outcome 2:** The MAP project has worked towards this outcome by implementing pre- and post-legislative tools to strengthen democratic governance and indirectly protect human rights. Furthermore, by developing a Parliamentary Visitor and Information Center and a new parliamentary web portal, the project has promoted transparency and citizen engagement.

**Project's Alignment with and Contributions to the Sustainable Development Goals:** The Modern Parliament for a Modern Armenia (MAP) project has contributed to the following Sustainable Development Goals (SDGs) at the outcome level:

- **SDG 16.6:** The project has fostered the development of accountable, effective, and transparent institutions.
- **SDG 16.6.2 (revised):** The project has endorsed platforms and tools that gauge public satisfaction with their latest interaction with public services.
- **SDG 16.7.2:** The project has enhanced public trust in inclusive decision-making processes.

### **Potential for Further Improvement of Relevance**

Despite these key features, there are certain areas where the evaluation found room for additional improvements in the project's relevance. The following are two such areas.

#### **National Assembly's Reform Pathway**

Armenia's 2015 referendum triggered a shift from a semi-presidential to a parliamentary system, a process which is still unfolding today. This shift has had significant implications for the National Assembly and its reform trajectory. Ideally, a transition of such a scale requires among other things a strategic plan to guide the transformation process. The National Assembly currently lacks an officially approved reform roadmap, which presents a challenge not only for the reform agenda, but also for the development partners such as UNDP trying to support the

reform process. This has been a major factor that has affected the relevance of the MAP project. As a result of the lack of a clear roadmap, the MAP project, as well as other development partners, have adopted a more reactive approach in their support, for the most part addressing specific Assembly requests instead of following a clear and firmly established reform agenda and pathway. While this approach has allowed for flexibility and adaptability, it is not the most effective approach to long-term systemic change. The MAP project has attempted to remedy this challenge by supporting the formulation of a strategic plan based on the findings of the Functional Analysis. However, the lack of consensus at the political level has impeded the formal approval of the draft strategic plan.

It should be emphasized here that the lack of an officially approved strategic plan for the National Assembly's reform is primarily an external challenge, resulting from the country's political dynamic, and is largely outside the MAP project's control. It stems from the inherent complexity of parliamentary development in transitioning governance systems. While the MAP project can support by facilitating dialogue, providing technical assistance, or sharing best practices, the onus of developing and endorsing a plan lies with the political stakeholders.

It should also be noted that despite this challenge, the MAP project has continued to provide essential support, demonstrating its flexibility and resilience. Overcoming this challenge will likely require continued efforts by UNDP and development partners to build consensus among political actors and a continued commitment to supporting the National Assembly as it navigates this complex transition. This report provides some recommendations on how this process could be facilitated going forward (please, refer to the recommendations' section of this report).

### New Directions for Support

While the MAP project has prioritized essential issues to the National Assembly based on an effective needs assessment process, interviews with MPs and Assembly staff indicated that it is possible to strengthen the relevance of the project by further focusing on key areas.

- Firstly, project resources have been widely-spread across a large number of activities in diverse areas, which has not allowed for significant depth in specific areas, given the project's relatively limited budget. This is evident not only in the results framework – which is quite extensive and very ambitious – but also in the project's reporting, which includes a wide variety of areas (as will be seen under the Effectiveness section of this report). The project's contributions would be more impactful if its interventions were to focus for a given amount of resources on fewer areas where real depth could be created through sustained engagement. Given that the project is well-established now, a more precise targeting will be possible in a potential follow-up phase of the project.
- The MAP project was invited by the Audit Chamber, as the National Assembly independent scrutiny body, to provide it with technical assistance and expertise in areas such as performance audits, SDGs audits, climate change audit, and so on. The Audit Chamber is a key institution in Armenia's governance eco-system and its capacity needs are considerable. In interviews for this evaluation, leaders of this organization indicated that

the institution is seeking to strengthen its “*performance audit*” capabilities. This ambition represents an effort to broaden the institution's scope of work beyond its “*traditional*” domain of financial audits. Therefore, there is a substantial need for assistance in restructuring the organization and enhancing the skills and abilities of its personnel. While the assistance that the MAP project has provided to the Audit Chamber is highly valued, UNDP and its donor partners face a unique opportunity to develop a stand-alone project dedicated to providing support the Audit Chamber.

- A significant challenge that the MAP project has faced is the high turnover of staff in the National Assembly, including key positions in the Assembly administration such as that of the General Secretary. Such high turnover weakens institutional memory, leads to the resetting of reform initiatives and creates disruptions of policy continuity. Although the key root of this problem is political and related to changes resulting from elections, in a potential follow-up phase the project should seek to address this challenge by exploring solutions to mitigate the impact of elections on Assembly staff. Measures that might be considered may include strengthening orientation training for new staff, developing policies to support work-life balance and reduce burnout, and creating systems to preserve institutional knowledge, such as thorough documentation practices and mentorship programs, and promote career development pathways. These efforts could be embedded in the broader civil service reform agenda, given that the Assembly’s administration is a special section of the country’s public service. The box below shows some potential areas of work that may be explored in a potential follow-up phase of the MAP project.

### Box 3: Potential Areas of Work to Address Assembly Staff Turnover

In a potential follow-up phase, the MAP project could address the challenge of staff turnover by focusing on the following issues:

1. **Orientation and Onboarding:** An effective orientation program for new MPs and staff could help to quickly familiarize them with parliamentary procedures, their specific roles and responsibilities, and the resources available to them. This could include everything from formal seminars and workshops to informal mentoring arrangements with more experienced MPs or staff.
2. **Knowledge Management Systems:** Establishing robust knowledge management systems could help to capture and preserve institutional knowledge. This might involve documenting standard procedures, maintaining up-to-date databases of relevant information, or creating a shared online platform where staff and MPs can collaborate and share knowledge.
3. **Mentorship Programme:** Pairing new MPs or staff with more experienced mentors could provide a valuable source of advice and support. This could help to speed up the learning process for newcomers and provide them with a go-to person for any questions or concerns.
4. **Career Progression Pathways:** Clear pathways for career progression could help to retain staff by providing them with opportunities for growth and advancement. This could involve creating more senior roles for parliamentary staff, or providing training and support for staff who aspire to become MPs themselves.
5. **Succession Planning:** Implementing a succession planning process could help to ensure a smooth transition when MPs or senior staff leave. This might involve identifying potential successors in advance, and providing them with the training and support they need to step into the role.

## 3.2. Effectiveness and Impact

This section presents an assessment of the project's effectiveness and impact. The assessment of the project's effectiveness is organized on the basis of the project's main contribution areas (capacity building, institutional development, engagement of civil society and citizens and awareness raising). The effectiveness assessment is followed by a brief summary of the project's perceived impact up to the point of this evaluation – recognizing the fact that the full impact of the project will take time (perhaps even years) to fully materialize.

### 3.2.1. Capacity Building for the National Assembly

#### Training

The MAP project has had a significant focus on capacity building and training for the National Assembly. The following is a list of training and capacity building events organized by the project (Box 4).

#### **Box 4: Trainings and Capacity Building Events Organized by the MAP Project**

The following is a list of trainings, capacity building events (workshops), coaching events, organized by the MAP project.<sup>11</sup>

##### **2020**

- Introduction to Post-Legislative Scrutiny (PLS) and Comparative Experiences of PLS in Europe
- Introduction to Post-Legislative Scrutiny and the experience in Europe- Legislative Aspects of Post-Legislative Scrutiny (PLS)
- Introduction to Post-Legislative Scrutiny and the experience in Europe - Practical Steps in Post-Legislative Scrutiny (PLS)
- Introductory Session on Gender Responsive Budgeting for CSOs
- Getting Resources for Women in Armenia Using Gender Responsive Budgeting for CSOs

##### **2021**

- Strategic communications
- Workshop on Budget Process of the Republic of Armenia: Program and Gender Responsive Budgeting
- Presentation of the Comparative Review of Financial and Budgetary Practices in Parliaments of Croatia, Canada, Georgia, and Slovenia
- Introduction of the Processes and Procedures of the National Assembly of Armenia for MPs Assistants
- World e-Parliament Conference
- Workshop on Gender Responsive Budgeting for MPs
- Induction for MPs Assistants
- Workshop 1 for R&T Center Staff: What makes good parliamentary research; choosing what to write about; principles of good writing
- Workshop 2 for R&T Center: Research techniques; analysis of legislation
- Workshop 3 for R&T Center Staff: Use of sources; using statistics
- Workshop 4 for R&T Center Staff: Impartiality and balance; reviewing work; maintaining quality

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<sup>11</sup> The titles of events are included in the list unaltered, as they were provided for this evaluation by the project team.

- Workshop 5 for R&T Center Staff: Communication with users; future training needs; any outstanding issues or questions
- First Global Parliamentary Meeting on Achieving the SDGs
- On-job training for events moderation of Secretariat

## **2022**

- HR and Procurement Training for two (female) employees of the NA Staff
- English language courses for NA staff
- Workshop on the Budget Process of the RA: Programme and Gender Responsive Budgeting
- Financial Workshop: Public Procurement for Financial Department of the NA Staff
- Post-legislative scrutiny workshop for the Research and Training Centre Staff
- Series of workshops for MPs, assistants, Staff, Budget Office Staff based on the request of the Standing Committee on Financial-Credit and Budgetary Affairs of the National Assembly:
  - "The budget process. Programme and Gender-Responsive Budgeting".
  - RA Budget Process: programme, gender-responsive and SDG budgeting, strategic planning, and budgetary programmes; and
  - "The role of Parliaments in SDG Implementation".
- Training on "Audit Reporting" organized for the Standing Committee on Financial-Credit and Budgetary Affairs and Budget Office of the National Assembly of the Republic of Armenia
- "Business Law" Certification training organized for the Audit Chamber (22 participants attended and successfully passed the exam)
- "Financial Accounting Principles" Certification training organized for the Audit Chamber and the NA Standing Committee on Financial-Credit and Budgetary Affairs and the Budget Office of the NA (14 participants, including 4 Parliament experts, 7 have successfully passed the exam, including 3 Parliament experts).
- "Preparation of Financial Reports" Certification training for the AC Staff October- November (26 AC staff)
- Certification Training "Financial Accounting Principles" for Auditors: 15 April-21 June 2022 (36 participants-30 AC staff and 6 NA staff, in the result of which 10 participants (4-NA, 6-AC) took the exam. 7 participants have successfully passed the exam, including 3 Parliament experts.
- Certification Training for Auditors "Basis of Law"- November 2022 (AC staff 6)
- "Performance Audit" training by the Swedish State Audit Institution, October 18-19, 2022(17 AC Staff)
- "Data Analytics" courses kicked off on 6 December 22
- One online meeting of NA Research and Training Centre and the Swedish Parliamentary Research Service to precede the upcoming study visit through identification of needs and framing the scope of the study visit
- 5-day training on "Parliamentary quality research" for the RTC Staff by a UK Professional-former head of the Research Division of the House of Commons.
- Working discussion on "Making Amendments and Additions to the RA Law on Education for Non-formal and Informal Articles: Opportunities and Risks of Learning Legal Regulations Assigned to Officials of the State Bodies According to the Draft Law"
- Workshop on "Strategic development plan for 2023-2025" for Parliamentary Democracy Center (PDC) to support the National Assembly of the Republic of Armenia Outreach"
- Climate Change Negotiations
- Meeting around GEP with the MPs and NA Administration
- Workshop on SDG Budgeting

## **2023 (as of May 04)**

- English Course for MPs
- English Course for NA Staff
- Meeting-Discussion on the Role of Parliament against Climate Change
- Workshop on Info board



- SDG Workshop for NA Staff and Audit Chamber
- Working Discussion on the 2023-25 Strategic Development Plan Aimed at Raising Awareness on the Role of the NA
- Certification of Audit Chamber
- SDG Seminar for MPs
- Online Meeting-discussions on Mandate of the R&T Center
- Online Meeting-discussion on Mandate, Statutes, Products, Services of the R&T Center
- Online Meeting-discussion on Internal Policies of the NA R&T Center

In 2020, the MAP project kick-started its capacity building activities with a strong focus on post-legislative scrutiny (PLS). This included providing comparative experiences from Europe and breaking down both the legislative aspects and practical steps involved in PLS. This year also saw the introduction of sessions on gender-responsive budgeting for Civil Society Organizations (CSOs), underscoring the project's commitment to encouraging inclusivity and diversity within the Armenian political landscape.

In 2021, the Assembly's strategic communications became a focal point of the MAP project. The MAP team organized workshops aimed at enhancing understanding of the budgetary process in Armenia, with special emphasis on gender-responsive budgeting. A unique comparative review of financial and budgetary practices in several international parliaments offered unique insights to the National Assembly. Special attention was paid to training for MPs' assistants, and workshops to bolster parliamentary research, legislation analysis, and writing skills were conducted. Participation in the World e-Parliament Conference served to expand the reach and influence of the MAP project. In addition to strengthening the research capabilities of the National Assembly, the MAP project facilitated discussions on the Sustainable Development Goals (SDGs). Practical skills development was also prioritized, including events moderation training for secretariat personnel.

In 2022, the project ramped up capacity building efforts up, focusing on key functional areas such as Human Resources and Procurement, with specialized training for National Assembly staff. English language courses were organized, recognizing its importance in the realm of international relations and collaboration. Financial workshops focused on public procurement and the budget process with emphasis on gender-responsive budgeting. In-depth exploration of the role of parliaments in SDG implementation and audit reporting also took place, alongside a series of workshops tailored to the needs of the Standing Committee on Financial-Credit and Budgetary Affairs. These initiatives were complemented by several certification training sessions in areas like Business Law, Financial Accounting Principles, and Audit Reporting, benefitting not just the National Assembly staff, but also the Audit Chamber. The MAP project organized three Master Classes for MPs focusing on "Committee Strategy", "Constituency Work", and "Digital Innovation", which were expertly conducted by Global Partners Governance. These sessions offered MPs valuable insights into these vital areas of their roles. To ensure widespread access to this wealth of knowledge, the masterclasses were recorded and subsequently posted on the National Assembly's e-Learning platform.

In 2023, the MAP project continued to support the MPs and National Assembly staff with trainings. The English language courses continued, and climate change negotiations became a central topic, reflecting the importance of environmental sustainability in the current global discourse. There has also been a focus on increasing awareness of the National Assembly's role, as seen in the discussion on the 2023-25 Strategic Development Plan.

Overall, the MAP project has played an important role in strengthening the National Assembly's capacity (and to some extent that of the Audit Chamber) by organizing a suite of training programmes, workshops, and coaching events. These initiatives have encompassed an array of domains, including gender-responsive budgeting, SDGs, communication strategies, and financial principles, among others. All MPs interviewed for this evaluation expressed satisfaction with the training component of the MAP project. Also, Assembly staff who participated in the evaluation surveys were generally positive in their assessment of the quality of trainings provided by the MAP project. The table below shows the response rate by National Assembly staff to the question *“If you have participated in the trainings, how would you evaluate the quality of training programs and capacity building initiatives provided by the UNDP MAP Project?”*.

**Table 3: Results of Online Survey with National Assembly Staff**

Answer Choices	Responses
Excellent	31%
Good	33%
Fair	2%
Poor	0%
I didn't participate in trainings/I don't know	33%

### Education and Curriculum Development

The MAP project has also had substantial focus on education and curriculum development for the National Assembly, thereby contributing to the long-term sustainability and capacity-building of the organization. The full list of these activities is provided in Box 5 below.

### **Box 5: Curricula and Learning Modules Developed by the MAP Project**

- The following is the list of curricula and learning modules developed with MAP project support.<sup>12</sup>
- Youth Summer Camp
  - Three educational models presented and tested during the Youth summer camp:
    - Two Quests “NA Building” and “Parliament and Parliamentarism” tested on 26 August 2022 – Summer Youth Camp Day
    - “Making Law” – multimedia material piloted on 29 August 2022 – Summer Youth Camp.
    - Augmented Reality of the 1st Woman MP– Mrs. Perjuhi Partizpanyan – piloted on 1 September 2022 - Summer Youth Camp Closing Ceremony - Day 9.
  - Two e-Modules and 1 online course posed on elearningparliament.am internal platform:
    - Post-Legislative Scrutiny
    - Gender Responsive Budgeting
    - Gender Equality

<sup>12</sup> The titles of events are included in the list unaltered, as they were provided for by the MAP project team.

- Three Master Classes-online:
  - “Committee Strategy”
  - “Constituency work”
  - “Digital Innovation” for MPs

One of the major highlights of the project’s work in this area is the Youth Summer Camp. This initiative was designed to introduce the younger generation to the workings of the National Assembly, inculcating in them an early understanding of the legislative process and the value of democratic representation. The camp introduced three educational models that combined technology and interactive experiences to deliver a captivating understanding of parliamentary procedures. The first two, "*National Assembly Building*" and "*Parliament and Parliamentarism*," were immersive quests that guided the participants through the labyrinthine processes of the parliament. The third, "*Law Making*," was a multimedia resource that offered a detailed understanding of the legislative process. In addition, the camp piloted an Augmented Reality feature of Armenia’s first Woman MP, providing a unique, tech-driven perspective on Armenia's political history.

Complementing these hands-on activities, the MAP project also supported the development of e-Modules and an online course for the National Assembly. These resources, available on the internal e-learning platform, covered important areas such as Post-Legislative Scrutiny and Gender Responsive Budgeting, alongside a comprehensive course on Gender Equality. Such initiatives reflect the project's commitment to modernizing education methods and ensuring that the curriculum stays relevant to the evolving social and political dynamics. Furthermore, the MAP project has also introduced a series of Master Classes-online for Members of Parliament. These focused on key areas such as "*Committee Strategy*," "*Constituency Work*," and "*Digital Innovation*". This approach provides MPs with the necessary tools and knowledge to enhance their effectiveness of their work.

In summary, the MAP project's work on education and curriculum development represents a multi-dimensional approach to capacity building. By integrating traditional education modules with immersive, tech-driven experiences, the project has created a comprehensive and modern curriculum that caters to different age groups and learning styles.

### Study Visits and International Cooperation

The MAP project has provided significant contributions to the professional development and international exposure of the members of the National Assembly by supporting their participation in a variety of study visits and international events. The full list of activities in this area is provided in Box 6 below.

### **Box 6: Participation in Study Visits and International Events**

Participation in study visits and international events supported by the MAP project.<sup>13</sup>

<sup>13</sup> The titles of events are included in the list unaltered, as they were provided by the project team.

- Participation of one Staff Member of the Research and Training Center in a workshop at the European Centre for Parliamentary Research and Documentation (ECPRD) titled “Budgetary Sovereignty of Parliaments” in Berlin
- The ECPRD Annual Conference of Correspondents with the topic “Legislative Monitoring and Research as a Parliamentary Oversight Tool” held in Yerevan, Armenia, with close collaboration and direct input of the National Assembly, particularly the Research and Training Centre and facilitated by the MAP project
- Participation of one Armenian opposition MP in a Workshop on “Empowering climate democracy: Workshop for Parliamentarians from Small Jurisdictions on Multilateral Climate Negotiations held in New York, USA on July 5-7, 2022
- “Parliamentary Action on Climate Change: Conference for Parliamentarians in Armenia” held in Yerevan, Armenia facilitated by MAP Project in collaboration with the UNDP Climate Change Programme, and UNDP Bangkok Regional Hub Global Programme on Gender-Responsive and Risk-Informed Sustainable Development
- Parliamentary staff involvement in an international initiative undertaken by the Inter-Parliamentary Union (IPU) aimed at legislative scrutiny for SDG-compliant legislation, particularly, participation of a staff member of the National Assembly in a series of workshops on SDG-compliant legislation:
  - Budget Process: programme, gender-responsive and SDG budgeting, strategic planning, and budgetary programmes, and
  - “The role of Parliaments in SDG Implementation”.
- Joint participation of UNDP and Parliament MP in the 2022 National Evaluation Capacities Conference (NEC 2022)
- Participation of two MPs at the 2023 Global Parliamentary Forum (GPF), jointly organized with the World Bank and the IMF, that will take place in-person for the first time since the COVID-19 outbreak, from 10-11 April, in Washington D.C.
- A study visit to the Austrian Parliament and the Audit Institution organized for the Armenian MPs and Audit Chamber members (May 2022)
- A study visit to the Swedish Riksdag organized for the Research and Training Centre Staff (October 2022)
- A study visit to Paris, France organized for the MPs of Standing Committee on Health Care (March 2023)

A noteworthy contribution was the support for the participation of a staff member of the Research and Training Center in a workshop at the European Centre for Parliamentary Research and Documentation (ECPRD) titled “*Budgetary Sovereignty of Parliaments*” in Berlin. This workshop offered valuable insights into parliamentary budgetary processes and sovereignty, which are crucial for maintaining effective financial governance. The MAP project further contributed to international engagement by supporting the ECPRD Annual Conference of Correspondents. This event, held in Yerevan, centered on “*Legislative Monitoring and Research as a Parliamentary Oversight Tool*”. Close collaboration and direct input from the National Assembly, particularly the Research and Training Centre, were key in the successful organization of this conference.

In the area of climate change, the project supported the participation of an Armenian opposition MP in a workshop in New York, USA. This workshop enabled the MP to gain critical insights into multilateral climate negotiations. The MAP project also facilitated the organization of the “*Parliamentary Action on Climate Change: Conference for Parliamentarians in Armenia*” in

Yerevan. This event brought together a diverse range of stakeholders, demonstrating a collaborative effort between the MAP project, the UNDP Climate Change Programme, and the UNDP Bangkok Regional Hub Global Programme on Gender-Responsive and Risk-Informed Sustainable Development. The project enabled parliamentary staff's involvement in an international initiative by the Inter-Parliamentary Union (IPU), aimed at legislative scrutiny for Sustainable Development Goals (SDGs)-compliant legislation. Notably, a staff member of the National Assembly had the opportunity to participate in a series of workshops on SDG-compliant legislation, fostering a deeper understanding of the role of parliaments in SDG implementation. The MAP project supported joint participation of a UNDP and Parliament MP in the 2022 National Evaluation Capacities Conference (NEC 2022). Also, it facilitated the participation of two MPs at the 2023 Global Parliamentary Forum (GPF), jointly organized with the World Bank and the IMF, in Washington D.C. On a practical level, the project organized study visits to foreign parliaments and institutions. These included a visit to the Austrian Parliament and the Audit Institution for Armenian MPs and Audit Chamber members, and a visit to the Swedish Riksdag for the staff of the National Assembly's Research and Training Centre. The project also supported a study visit to Paris, France for the MPs of Standing Committee on Health Care.

The Twinning Exchange Initiative with the Swedish Parliamentary Research Centre was a notable achievement in fostering international collaboration and learning. An insightful online meeting between the National Assembly's Research and Training Centre and the Swedish Parliamentary Research Service successfully set the stage for a study visit, where needs were identified and the visit's scope was expertly framed. This process led to a fruitful cross-cultural exchange of research methodologies and parliamentary practices. To further enhance the research skills of the National Assembly's Research and Training Centre staff, a comprehensive 5-day training program on "Parliamentary Quality Research" was conducted by a distinguished UK professional, a former head of the Research Division of the House of Commons. This initiative, thus, marked a significant milestone in the advancement of parliamentary research and training capabilities.

For all the capacity building contributions highlighted above, the evaluation also identified areas for improvement with regards to the project's capacity building component.

- Firstly, there is a need to improve the availability of the online training. The survey asked National Assembly staff whether they have access to, or have taken any online courses and training modules or materials provided with the support of the MAP project. The majority of respondents either do not have access to or have not participated in any online courses or training modules provided by the MAP project. A small number have taken online English courses, and one person engaged in a more specialized course on exchange experience. While the courses seem to be accessible to some, the survey suggests that there is a need for more effective communications on this aspect of the project's work. The project should increase awareness about the availability and benefits of these online courses and modules. This could be done through regular newsletters, updates on internal communication platforms, or targeted emails. The MAP project and the National Assembly administration should also consider incentives for staff members to take these courses –

this could be in the form of certification, official recognition, or linking course completion to professional development goals.

- Secondly, the survey responses from civil society organizations (CSOs) indicate a low rate of participation in trainings organized by the MAP Project. Of the 10 organizations that responded, only one claimed to have taken part in "many trainings", while the remaining nine indicated that they did not participate in any. There were also three organizations that did not answer the question. This data suggests a lack awareness among these CSOs about the training opportunities offered by the MAP Project. This highlights a potential area for improvement in the MAP project's outreach and engagement strategies towards CSOs' involvement in training opportunities.
- Thirdly, there is also a need to establish a solid and easily-accessible platform for the placement of online courses. The establishment of such a platform could be a key activity under a potential follow-up phase of the project. Stakeholders should ensure that the platform used for the courses is user-friendly, accessible, and provides a seamless learning experience.<sup>14</sup>
- Lastly, the MAP project's training content and delivery could greatly benefit from a more systematic and rigorous integration of participants' feedback, especially a more rigorous evaluation at the end of each training event. The relevancy and utility of the training programs for Assembly stakeholders and CSOs could be significantly enhanced by proactively seeking their input during the development phase and customizing the content in alignment with their specific needs and interests.

### **3.2.2. Institutional Development**

A key aspect of the MAP project has been the institutional development of the National Assembly. The project has made significant contributions towards either the establishment or restructuring of various parliamentary units and departments, enhancing key aspects of the Assembly's work such as the efficiency of parliamentary procedures, transparency in operations, public involvement, and professional development within the institution.

#### **Functional Analysis of the National Assembly**

In 2022, a substantial achievement of the MAP project was the successful completion by the Westminster Foundation for Democracy (WFD) of the Functional Analysis of the National Assembly's Administration. A summary of this analysis is provided in Box 7 below.

#### **Box 7: Summary of the Functional Analysis**

The Functional Analysis of the Administration of the National Assembly is a comprehensive review of the functions, structures, and operations of the administration. The analysis highlights the need for enhancing the independence of the National Assembly from the Executive, in line with international principles and standards. It also points out the need for a shift from a top-down, non-communicative, and bureaucratic model to one that promotes a coaching and supportive approach to managing performance. The document also discusses the culture within the administration, highlighting the need for a shift from a top-down, non-communicative, and bureaucratic model to one that promotes a coaching and supportive approach to managing performance. It also emphasizes the need for a

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<sup>14</sup> Technical issues can often discourage users from engaging with online content.

strategic development orientation, underpinned by a culture of leadership, flexible management, delegation, empowerment, and support.

The Functional Analysis of the Administration of the National Assembly provides several recommendations for enhancing the effectiveness of the National Assembly. Here are some key recommendations:

1. **Enhance Independence:** The National Assembly needs to enhance its independence from the Executive, in line with international principles and standards. This includes modernizing governance arrangements and delegating decision-making responsibilities.
2. **Website Management:** The report suggests defining separate roles for content generation, technical design and management, and "look and feel" for the website. It recommends the formation of a multidisciplinary team to manage these aspects, ensuring that the website meets the needs of information-generators, communicators, citizens, and civil society.
3. **Research Capability:** The report recommends enhancing research capability with expertise in all key areas, including finance, economics, healthcare, education, and environment. It suggests the formation of a new Parliamentary Research and Training Centre to provide the research capacity needed by both Standing Committees and individual MPs.
4. **Outreach and Engagement:** The report recommends a shift towards more proactive outreach to citizens to receive timely and prompt feedback on legal initiatives and consult on solutions for policy problems. It suggests the use of social media for communication and engagement with citizens.
5. **Accreditation of Journalists:** The report discusses the procedures for journalists' accreditation, as well as for holding press conferences and interviews within the parliament. It suggests that accreditation should be granted to newspapers with a circulation of 1,500 plus copies and magazines.

The analysis emphasizes that reform and modernization will take time. It suggests the development of a change management process over the course of the next Convocation and perhaps longer.

The analysis identified the need for significant institutional, structural, and cultural reforms within the administration. To implement the recommendations of the Functional Analysis, an "*Action Plan for National Assembly Staff Management*" was developed, laying the groundwork for the further reform actions. The MAP project facilitated internal consultations and workshops throughout 2022, aiming to assess the feasibility of the action plan and formulate strategies for its effective implementation. These organizational reforms were intended to enhance the quality of service provided by the staff to the National Assembly, fortify the assembly's constitutional powers and functions, and bolster public engagement with MPs. Recommendations were developed on principles including functional compliance, separation of main and supporting staff functions, structural strengthening, liability delegation, professional service reformation, and efficient resource usage, establishing a robust roadmap for future progress in the National Assembly administration. However, a political decision is required to implement these changes.

At the request of the Assembly Administration, the MAP project also supported with an analysis of Civil Service Reform in the Assembly Administration, based on gaps identified in the Functional Analysis. This resulted in recommendations for new regulations for a Parliamentary Service and a draft concept note. At the time of this evaluation, the National Assembly Administration was still internally discussing the recommendations on Civil Service Reform and the New Organizational Structure.

## Establishment and Strengthening of Key National Assembly Centers

The MAP project has made significant contributions to the ***Centre for Parliamentary Democracy*** (in current Assembly organigram “*Citizen Reception and Document Circulation Department*”) and ***Research and Training Center*** (in the Assembly organigram “*Expertise and Analytical Department*”), focusing on enhancing their operations and capacities. These two centers are described in more detail in the box below.

### **Box 8: Centre for Parliamentary Democracy and Research and Training Centre**

The Centre for Parliamentary Democracy comprises three units:

1. The Public Engagement Unit or Visitors Center facilitates direct interaction between the public and parliament, thereby promoting transparency, enhancing understanding of parliamentary work, and providing a channel for citizens to express their concerns and interests.
2. The Information and Outreach Unit or Outreach Center focuses on disseminating information about the parliament's activities to the public. This unit enhances transparency, accountability, and keeps citizens informed about legislative activities.
3. The Parliamentary Education Unit develops educational initiatives and programs aimed at parliamentarians and the public. This contributes to the professional development of parliamentary staff and MPs and promotes civic education among the public.

The Research and Training Centre comprises two units:

1. Research Unit provides research support to the Assembly, contributing to the development of legislation and policy that is evidence-based, comprehensive, and contextually relevant.
2. Training Unit focuses on building the capacity of parliamentary staff and MPs through continuous professional development initiatives. This contributes to the overall effectiveness and efficiency of the parliament.

The ***Centre for Parliamentary Democracy*** aims to strengthen the Assembly’s public engagement, improve communication, and enhance parliamentary education and consists of the Public Engagement Unit/Visitors Center, the Information and Outreach Unit/Outreach Center, and the Parliamentary Education Unit. The MAP project's input in the Centre's design was instrumental, enabling citizen engagement, policy analysis, and stakeholder input with the National Assembly. The MAP project supported the development of the Center’s strategic plan for 2023-2025 and secured a budget of around USD 153,179 for 2023. The plan included innovative solutions, one of which was the creation of a citizen engagement unit. This unit boosted the National Assembly's representation through resources such as the Citizen Engagement and Outreach Strategy Handbook. Drawing from international best practices, the Parliamentary Education Unit promoted a more inclusive democracy in Armenia, supplemented by an online civic education component for schoolchildren and teachers. Furthermore, the Information and Outreach Unit was established to enhance the Assembly's interaction with citizens, both directly and online, in synergy with the e-Parliament initiative. The MAP project also facilitated the establishment of the Public Engagement Department to improve citizens' access to the Assembly and MPs, and a refurbished Public Engagement Centre/Visitors' Center aimed at attracting thousands of visitors annually. The Parliamentary



Education Department, another achievement, promoted parliamentary democracy among Armenia's youth and citizenry. This included the successful "*Youth Parliament - Summer School for High School Students*," which is expected to continue.

The MAP project further supported the establishment of the **Research and Training Center** which is tasked to improve the quality of legislative work and promotes evidence-based decision-making and consists of two units described in Box 8 above. The MAP project supported the launch of the Research Unit, which is currently undergoing a trial run. Once this test phase is completed, feedback and lessons learned will be used to determine its format and functionality. The Assembly Administration will then make a decision on how this Training Unit should operate moving forward.

Through its support for these two centers, the MAP project has enhanced the accessibility, educational offering, and transparency of the National Assembly, representing a tangible contribution towards democracy and increased public awareness on parliamentarism.

### Assessments and Reviews

The MAP project has supported the conduct of multiple assessments, reviews, mappings, and designs, including formulating valuable recommendations. The full list of these activities is provided in Box 9 below.

#### **Box 9: Various Assessments and Reviews Conducted under the MAP Project**

The following is a list of assessments, reviews, mappings, designs (including recommendations) conducted under the MAP project.<sup>15</sup>

- A package of recommendations for amending the National Assembly Rule of Procedures (ICHD)
- A report on the acting regulatory framework on state service in the Audit Chamber with gaps, contradictions, and overlaps is developed, and recommendations are prepared and validated by the Management of the Audit Chamber of the RA
- Assessing of Effectiveness of Sectoral Policy Communication Tools (ICHD)
- Assessment of the technical infrastructure of the National Assembly of the Republic of Armenia
- Assessment System of Parliamentary Cooperation with Anti-Corruption Agencies (WFD)
- Comparative Review of Different Models of International Practices Regarding Whistle-Blower and Witness Protection Regulations and Legislation in the Area of Parliamentary Oversight (WFD)
- Comparative Review of Financial and Budgetary Practices in Parliaments of Croatia, Canada, Georgia, and Slovenia (WFD)
- Current Regulations of Civil/state Service in the National Assembly and a Package of Recommendations for new Regulations for a Parliamentary Service
- Cybersecurity Assessment and Recommendations
- Digital Transformation-A review of National Assembly regulations (draft)
- E-Parliament - Architectural design of hardware and software requirements
- E-Parliament Design
- E-Parliament Registration and Voting Procedures
- E-Systems Assessment Report
- Legal Revisions package for the National Assembly Audit Chamber
- Legislative Monitoring Report on RA Law on Lake Sevan (ICHD)

<sup>15</sup> The titles of events are included in the list unaltered, as they were provided by the project team.

- Mapping of Hate Speech
- Mapping of the International Development Cooperation and Coordination and Partners Supporting the National Assembly of the Republic of Armenia (ICHD)
- Needs Assessment of the National Assembly of the Republic of Armenia (WFD)
- Participatory Gender Assessment (PGA) Conducted at the National Assembly of the Republic of Armenia
- Pre-legislative scrutiny analysis and assessment for legislative drafts and amendments overcoming obstacles in the territory of the Eurasian Economic Union
- Public Opinion Matters: Index of Parliament Perception (IPP)
- Public Opinion Poll 2020
- Public Opinion Poll 2021
- Public Opinion Poll 2022
- Recommendations for Reform of the Research and Training Capacity of the National Assembly
- Recommendations on Gender Mainstreaming of Laws (OxYgen)
- Recommendations on Gender Mainstreaming of the Modern Parliament for a Modern Armenia Project
- Report on Making Amendments and Addenda to the Law on Audit Chamber
- Report on post-legislative monitoring and oversight of 2014 amendments to the RA Law on General Education and RA Law on Education (ICHD)
- Republic of Armenia State Budget 2021: Gender Rapid Review (WFD)
- Review and Assessment of Capacities of Information Technology Infrastructures of the Parliament of the Republic of Armenia
- Review of Guide for the Inquiry Committees of the National Assembly of the Republic of Armenia – Suggestions for Further Update (WFD)
- Report on Practice of Responding by the RA NA to the Recommendations of the Human Rights Defender of the RA, and Prospective Directions of Cooperation between These Two Institutions (ICHD)
- Analysis of the legal regulations of conducting public hearings in the RA NA

One of the project's significant contributions has been the development of recommendations for amending the National Assembly's Rules of Procedure. This work led to a comprehensive package aimed at refining the procedural rules governing the National Assembly, ensuring the smooth running of parliamentary affairs. The MAP project's focus extended to Sectoral Policy Communication Tools, where it undertook a rigorous evaluation of their effectiveness. It also performed an in-depth assessment of the National Assembly's technical infrastructure to ensure it met modern technological requirements and maintained optimum performance levels. The project explored the National Assembly's anti-corruption mechanisms by assessing its cooperation with anti-corruption agencies. It also conducted comparative reviews of different international whistle-blower and witness protection regulations, along with budgetary practices in various parliaments. This enabled it to provide informed advice and recommendations to refine the National Assembly's practices in these areas.

Additionally, the MAP project conducted reviews of the regulations of civil/state service in the National Assembly and suggested recommendations for new regulations for a parliamentary service. It performed a cybersecurity assessment and developed suitable recommendations to ensure the secure functioning of the National Assembly's digital infrastructure. The project also reviewed National Assembly regulations, proposing architectural designs for hardware and

software requirements for an e-Parliament, and defining registration and voting procedures for such an electronic system. Several public opinion polls were conducted from 2020 to 2022, shedding light on public sentiment towards the National Assembly and its activities. Alongside, the project conducted a mapping of hate speech and international development cooperation supporting the National Assembly, providing a detailed overview of the landscape in these areas. Moreover, the project emphasized gender aspects within the National Assembly. It conducted a Participatory Gender Assessment (PGA) and made recommendations on gender mainstreaming both in laws and within the MAP project itself.

The MAP project also conducted a critical assessment of the regulatory framework of the state service in the Audit Chamber. This review identified and highlighted various gaps, contradictions, and overlaps in the current structure, leading to the development and validation of remedial recommendations by the Audit Chamber's management. Further, the MAP project prepared a series of legislative monitoring reports, reviews, and assessments of capacities of the IT infrastructure of the Assembly, and presented a comprehensive report on post-legislative monitoring and oversight. It examined the State Budget 2021 through a gender lens and reviewed the guide for the Inquiry Committees of the National Assembly, thereby making insightful recommendations for further updates.

### Strategic Planning

The MAP project has supported the National Assembly with strategic planning through the development of a variety of concepts, plans, and strategies. The full list of these activities is provided in Box 10 below.

### **Box 10: Strategies and Plans Developed under the MAP Project**

The following is a list of concepts, plans, and strategies developed under the MAP project.<sup>16</sup>

- Functional Analysis of the National Assembly
- Action Plan for Increasing the Efficiency of Activities of the Subcommittee on Cooperation with the Regions of the EEU Member States and Defining the Possible Directions of Cooperation Between the Regions of RA and EEU
- Action Plan of the Structural Reforms and New Organizational Structure of the Assembly Staff Management
- Armenian Parliamentary Training Centre: Road Map
- Concept of the Parliamentary Democracy Center (PDC)
- Creating a One-Page Strategic Plan
- Draft Roadmap for Research and Training Centre of the National Assembly of Armenia
- Gender Equality Plan
- Guide to Creating a Citizen Engagement and Outreach Strategy
- Information and Outreach Centre
- Information Management Roadmap
- Marketing Strategy Guidelines: Strategic Communications
- Parliamentary Education Unit (PEU) of the National Assembly of the Republic of Armenia
- Parliamentary Training Centre: Proposed Road Map & Curriculum
- Research and Training Center Concept
- Strategic Communications Vision
- Strategic Development Plan of the NA Parliamentary Democracy Center for the 2023-2025

<sup>16</sup> The titles of events are included in the list unaltered, as they were provided by the project team.

- Strategy on Digital Transformation (Draft)
- The Research Unit Roadmap
- Training Programme Strategy and Outline Syllabus
- UNDP MAP Contingency Plan: COVID-19 Situation Analysis and Response Measures

A key project activity already mentioned in this report has been the Functional Analysis of the National Assembly, providing a comprehensive overview of its operations and contributing to improved understanding and strategic decision-making. The MAP project further supported the National Assembly with the formulation of action plans aimed at enhancing its efficiency. For example, one action plan focused on improving the activities of the Subcommittee on Cooperation with the Regions of the Eurasian Economic Union (EEU) Member States. It defined potential directions of collaboration between Armenia's regions and those of the EEU. Another action plan outlined structural reforms and a new organizational structure for managing the National Assembly's staff, paving the way for a more streamlined and efficient administrative system. Furthering its commitment to future-oriented planning, the project supported the design of the Strategic Development Plan of the Parliamentary Democracy Center for the period 2023-2025, and a Strategy on Digital Transformation.

Education was another key focus area of the MAP project. It formulated concepts and roadmaps for the Parliamentary Training Centre and the Parliamentary Democracy Center and supported the development of a roadmap for the Parliamentary Education Unit (PEU). These documents provided a strategic vision and operational guide for these entities, contributing significantly to capacity-building within the National Assembly. Gender equality was also prioritized, with a dedicated plan developed to promote equality within the National Assembly's operations.

Emphasizing the importance of public engagement, the MAP project supported the formulation of a guide for creating a Citizen Engagement and Outreach Strategy, which serves to enhance communication and interaction between the National Assembly and citizens. This focus on communications was further amplified through the preparation of an Information Management Roadmap and the Strategic Communications Vision. Further, in response to the global COVID-19 pandemic, the MAP project developed a contingency plan that included a thorough situation analysis and response measures, ensuring the continued operation of the National Assembly amid the crisis.

However, as emphasized in the Relevance section of this report, despite the MAP project's contributions in the area of strategic planning, the National Assembly still lacks an officially approved roadmap for the reform process, which presents a challenge not only for the reform agenda, but also for the development partners such as UNDP trying to support the reform process. Overcoming this challenge will require continued efforts by UNDP and development partners to build consensus among political actors and a continued commitment to supporting the National Assembly as it navigates this complex transition. This report provides some recommendations on how that could be facilitated going forward (please, refer to the recommendations' section of this report).

## Methodologies and Codes

The MAP project has contributed significantly in the development of methodologies and codes. The project's efforts in this area have been instrumental in promoting integrity, accountability, and ethical conduct within the legislative body. The full list of these activities is provided in Box 11 below.

### **Box 11: Methodologies and Codes Developed under the MAP Project**

The following is a list of codes and methodologies developed under the MAP project.<sup>17</sup>

- Codes on Ethics and Conduct for Legislative Body-Comparative Study
- Draft Law “On Making Amendments and Addenda to the Constitutional Law "Rules of Procedure of the National Assembly"
- Handbook on Codes of Conduct for the Armenian Parliament
- Improvement of Ethics Code of the National Assembly Deputies
- Mapping Report on Ethics Code for the National Assembly: anti-corruption aspects of integrity and accountability
- Parliament Relations with Anti-Corruption Agencies (WFD)
- Parliamentary Code of Conduct: Template Code with Explanation
- Report on Improvement of Ethics Code of the National Assembly MPs (Stage 2)

One of the project's significant undertakings was a comparative study on ethics and codes for legislative bodies. This research offered valuable insights into international practices and standards, informing the development of a similar code tailored for the Armenian context. In support of this endeavor, the project initiated the development of a draft law on amending the Constitutional Law "*Rules of Procedure of the National Assembly*." This work has been key in ensuring that the parliamentary rules align with the principles and standards embodied in the ethics and conduct codes.

To provide practical guidance for the application of these codes, the MAP project developed a *Handbook on Codes of Conduct for the National Assembly*. This comprehensive resource equips parliamentarians with the knowledge and tools to uphold the highest standards of ethical behavior. The project undertook a targeted effort to improve the *Ethics Code of the National Assembly Deputies*. It also compiled a mapping report, particularly focusing on the anti-corruption aspects of integrity and accountability within the existing Ethics Code. These efforts have further bolstered the Assembly's capacity to mitigate corruption and maintain integrity.

Another important project contribution is the formulation of a methodology for the Assembly's relationship with anti-corruption agencies. This work has provided a framework for effective cooperation and coordination between the Parliament and these agencies. Further, the MAP project carried out a detailed report on improving the Ethics Code of the MPs. This second stage improvement provided a progressive step towards reinforcing the ethical standards expected of MPs.

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<sup>17</sup> The titles of events are included in the list unaltered, as they were provided by the project team.

Overall, the MAP project has provided tangible contributions to the National Assembly in developing methodologies and codes, particularly those related to ethics, conduct, and anti-corruption. These tools have undoubtedly improved the integrity and credibility of the legislative body, fostering a more modern and transparent parliamentary system.

### Digitalization

The MAP project has supported the National Assembly with the digitalization process by developing a broad range of electronic tools, platforms, websites, and dashboards. This work has involved a comprehensive enhancement of the Assembly's IT infrastructure, introducing a new web portal, e-Parliament, e-Learning, e-Library, e-Archive, among other digital systems. The full list of activities in this area is provided in Box 12 below.

### **Box 12: E-tools Developed under the MAP Project**

The following is a list of e-tools (platforms, websites, dashboards, etc.) developed under the MAP project.<sup>18</sup>

- E-parliament: after a series of consultations with the National Assembly Secretariat, it was agreed to divide the TOR into 4 sections (Session Management System, Document Management System, Reporting and Visualization Tool, e-Voting) and announce it in a modular format: the experts (national and international) already divided it for the National Assembly revision and approval.
- Web-portal Data Management: Development of Web-portal Database support software
- e-Session Management System for Standing Committee Sessions
- Upgrading Document Management System aligned with “Mulberry”
- Digital Stands-information board for Visitors Center and Outreach Center
- Digitalization of the National Assembly Session Room
- Wireless system for interconnection of various equipment and modules for digitalized services
- e-Archive: e-library for the photos and videos
- e-Learning Platform
- Headphones for National Assembly Golden Hall simultaneous interpretations
- Stenography of the National Assembly Sessions: speech-to-text
- Q&A application for the session with the Government-NA Dialogue

The project’s contributions in this area are summarized in the figure below. Work in this area commenced with the National Assembly digital transformation strategy that was prioritized in discussions with the National Assembly Secretariat. A central focus of the MAP project has been the development of an 'E-parliament' system. Following in-depth consultations with the National Assembly Secretariat, the project envisaged four key components: Session Management System, Document Management System, Reporting and Visualization Tool, and e-Voting module. This modular structure allows for flexible adaptation and enhancement in response to the Assembly’s evolving needs.

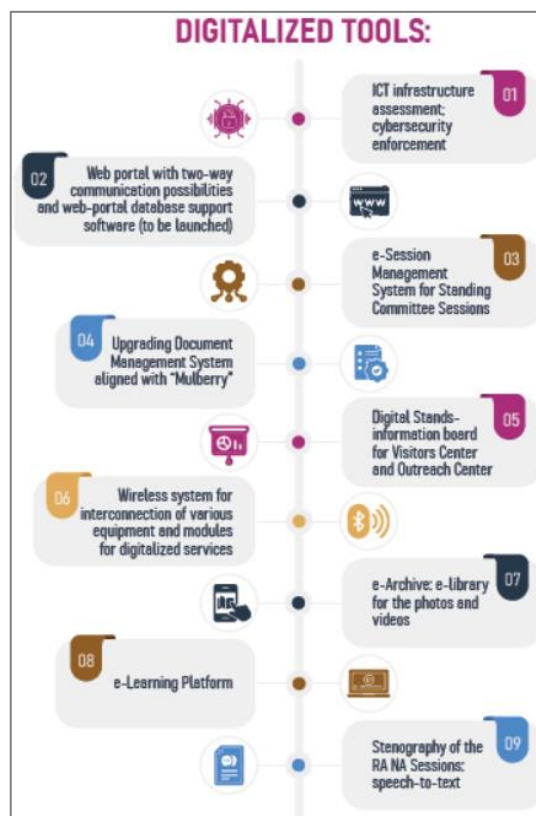
The MAP project has provided technical support to expand the functionality and capacity of the National Assembly's website, with the aim of creating a fully functional, data-driven resource portal. This includes linking the website to the online resources of the Research and

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<sup>18</sup> The titles of events are included in the list unaltered, as they were provided by the project team.

Training Centre. This is ongoing work (at the time of this evaluation) which aims to improve flexibility, adaptability, and institutional memory for the institution, MPs, and other stakeholders. In addition, the project has supported Assembly efforts to develop a web-portal data management system.

Understanding the need for efficient committee operations, the MAP project developed an e-Session Management System specifically for Standing Committee Sessions. This digital tool streamlines session organization, promotes efficient communication, and ensures effective record-keeping. Moreover, the project upgraded the Document Management System to align it with the 'Mulberry' system, a sophisticated software that enhances the administration, storage, and retrieval of documents. The MAP project also ventured into the physical digital transformation of the National Assembly facilities. Digital Stands were established as information boards for the Visitor Center and the Outreach Center, creating an interactive and informative experience for visitors. This effort was furthered by the digitalization of the National Assembly Session Room, allowing for real-time electronic document display, remote participation, and automated record-keeping.



To further support digitalized services, a wireless system was created to interconnect various pieces of equipment and modules. This technology infrastructure enables more flexible and efficient operations within the Assembly. Recognizing the importance of preserving and accessing historical records, the project developed an e-Archive, essentially creating an e-library for photos and videos related to the Assembly's work. Education was another key area, with the project developing an e-Learning Platform. This tool provides a digital space for ongoing professional development and training within the Assembly. To facilitate multilingual communication, headphones were installed for simultaneous interpretations in the National Assembly's Golden Hall. Further advancement was made in the area of stenography, with the purchase of a speech-to-text software to convert National Assembly Sessions voice into scripts. This comprehensive digital transformation stands as a testament to the integration of cutting-edge technology into the parliamentary procedures.

Also, as noted previously in this report, the MAP project supported the development of e-learning modules on Post-legislative Scrutiny and Gender Responsive Budgeting, featuring sub-modules that address various aspects of each topic. These modules were cross-checked with national and international experts, reviewed by in-house specialists, and revised based on feedback. They included case studies from both international and national contexts and will be



finalized during the mid-term review assessment period. These e-Learning modules play a crucial role in the ongoing parliamentary transformation by offering flexible capacity building opportunities and promoting transparency in the actions of Members of Parliament. They are expected to enhance lawmaking and oversight functions while supporting National Assembly staff in making informed decisions.

For all the importance of the project's digitalization work, this area of work has experienced significant delays. The main reason for these delays has been the limited capacity within the Assembly's IT department, which is leading the digitalization process. The formulation and approval of the technical specification of the various components of this work has taken a long time. Also, for the project it has been challenging to recruit stable IT experts who could remain firmly engaged with the project. Only recently has the MAP project been able to engage an IT expert who is now working closely with the Assembly IT team. Consequently, key deliverables in this area such as the Assembly website, the stenography system, the cybersecurity system, and so on, are still ongoing. As one National Assembly staff member put it in the only survey when asked to identify project contributions in the area of digitalization, ***“Creation of the NA new website, as well as upgrading the information system underlying the existing website or creation of a new system. Results are not visible yet and works are ongoing.”*** The project team expects these main components of work to be completed before the end of the project's term. One valuable lesson from this experience is the importance of mapping very carefully all digitalization activities from the start of the project and being modest in the level of ambition when it comes to the actual implementation of infrastructure solutions, given the complexity that such work involves.

### Research and Publications

The MAP project has significantly contributed to the academic and professional knowledge pool of the National Assembly through the development of studies, publications, and research. The full list of these activities is provided in Box 13 below.

#### **Box 13: Studies, Publications and Research Developed under the MAP Project**

- The following is a list of studies, publications and research developed under the MAP project.<sup>19</sup>
- An analysis of implementation of Beijing declaration and platform for actions (OxYGen)
  - Analysis of Mutual Recognition of Diplomas (Certificates awarded by Universities of the Eurasian Economic Union)
  - Analysis of the Draft Law on "Maritime Code of the RA"
  - Analysis of the Economic Expediency of the Operation of the Meghri Free Economic Zone
  - Armenian Independent Bodies: Landscape Analysis
  - Baseline Study of the NA Budget Office Role and Functions and Comparison with Functions of Budget Offices of Other Countries
  - Civic and Scientific Advisory Bodies to the Members of Parliament
  - Comparative Analysis of Different Practices in open e-Parliament
  - Comparative Research in English and Armenian on encouragement and support of multi-child families internationally: best practice and comparable countries” (in Armenian and English). “Comparative Analysis on the Social State Policy: multi-child families”
  - Constituency Guide

<sup>19</sup> The titles of events are included in the list unaltered, as they were provided by the project team.



- Cybersecurity Policies and Procedures
- Defining the Barriers for the Subcommittee on Cooperation with the Regions of the EEU Member States
- Description of Current IT infrastructure in Armenia
- Digital Transformation-Analysis of e-Parliament Functionality and Digital Maturity
- Domestic Violence and COVID 19
- Electronic Gender Reference Library (OxYGen)
- Emergency Response to the Need of People with Disabilities: Priorities of the Sectoral Policy in the Aftermath of War in Artsakh (ICHD)
- Establishment of Institutional Cooperation Between Public Accounts Subcommittee, Audit Chamber and Budget Office of the National Assembly of RA
- Forcibly Displaced People and the Humanitarian Response: Issues and Potential Solutions (ICHD)
- Functional Analysis of the Administration of the National Assembly (WFD)
- Gender Equality Information Kit
- Gender Responsive Budgeting and Parliament
- Gender-Responsive Budgeting and Budget Cycle
- Gender-Sensitive Approaches in the Fight Against COVID-19: the Role of the Parliament (OxYGen)
- Green Economy
- Handbook on Financial Oversight for the National Assembly of Armenia
- How Can ICHD's Town Hall Meetings Support the Legislative Process at the National Assembly? (ICHD)
- Independent Oversight Institutions and Parliament – comparative study
- Independent Oversight Institutions and Parliament – parliamentary guide
- International Practices of Parliamentary Digital Engagement (WFD)
- Legislative Process (ICHD)
- Management of Workflow and Demand in Parliamentary Research Centers
- Organizing an Effective Induction Programme for New Members of Parliament
- Parliaments and Behavioural Insights
- Parliaments and Independent Oversight Institutions (WFD)
- Post-Legislative Scrutiny in Europe - comparative study (WFD)
- Proposals for Public Procurement and Property Legislative Reforms
- Public Procurement Legislative Reforms
- Regulation of Hate Speech in the Legislation of the Republic of Armenia
- Report of the Findings of Survey on Oversight Over the Implementation of Articles on Social and Health Issues of the Law on Local Self-Government in Communities
- Report on Barrier Analysis
- Report on the role of the National Assembly in fighting climate change: challenges and opportunities
- Research on Social and Health Issues of Law on Local Self-Government in Communities
- Secondary Education During the State of Emergency and Beyond (ICHD)
- Security: Top Priority for Restoring Normality of Life in Nagorno Karabakh After Conflict (ICHD)
- Study of Harmonization of Eurasian Economic Union (EEU) Market Regulations in Energy (Gas)
- Submission of Proposals to Increase the Efficiency of State Property Management
- Substantiation of Organization of Logistics-Refrigeration Economy in the Russian-Georgian Parts of the Upper Lars Checkpoint
- Swinging Policies in the Process of Overcoming the COVID-19 Pandemic and its Economic Consequence (ICHD)
- The Role of an MP

- We Should Double and Expand it: How Shall We Proceed about the Operations of the Insurance Foundation for Servicemen in the New Realities (ICHHD)
- What Your Parliament Does for You
- Youth Labor Development and Labor Force Management Issues in Armenia (OxYGen)
- Guidebook for new MPs
- Guidebook for new RA NA Staff (assistants of the new MPs)

In terms of policy analysis, the MAP project has been instrumental in supporting numerous pieces of research. For instance, the project initiated an analysis of the implementation of the Beijing declaration and platform for actions in Armenia, thereby contributing to understanding gender equality and women's rights within the country. The project further delved into the study of mutual recognition of diplomas within the Eurasian Economic Union, which provides vital insights into educational policies and regional integration. Various sector-specific studies were also conducted under the project. Notable examples include an analysis of the economic expediency of the operation of the Meghri Free Economic Zone and a study of harmonization of Eurasian Economic Union (EEU) market regulations in Energy (Gas). These studies have aided the Assembly in understanding the economic and energy sectors, thereby contributing to informed policy-making.

The MAP project also supported the conduct of a baseline study on the role and functions of the National Assembly Budget Office. This, coupled with the functional analysis of the Administration of the National Assembly, provided an introspective view into the functioning of the Assembly, guiding towards potential improvements. The "*Handbook on Financial Oversight for the National Assembly*" was produced by the MAP project as a tool to strengthen financial oversight and audit procedures within the National Assembly. The handbook included key innovative techniques and methods, insights into financial oversight for subject committees, the role of Supreme Audit institutions, engagement with the public, and other practical topics. It has been instrumental in fortifying the cooperation between the Financial and Budget Standing Committee and the Audit Chamber. The MAP project used the handbook to provide a more focused approach towards working with the Audit Chamber, ensuring the engagement of expert knowledge for quality work. The handbook has become a vital guide for new Convocation MPs, as evidenced by the lively discussion around financial oversight at the workshop. It has been placed on the elearning.parliament.am platform as a depository material for the Research and Training Centre. It is intended for further use and dissemination within the Parliament, serving as an introductory knowledge product for new MPs.

The MAP project also supported research on a range of topics such as domestic violence and COVID-19, forcibly displaced people and humanitarian response, and emergency response to the need of people with disabilities. These studies offered insight into the societal repercussions of crises and possible ways to address them. Furthermore, in the realm of digital transformation, a comprehensive analysis of the current IT infrastructure in Armenia was carried out, accompanied by a study of e-Parliament functionality and digital maturity. This work led to a roadmap for the country's digital journey, with particular focus on the National Assembly's digital engagement. The project also contributed to the understanding of gender-responsive

budgeting, green economy, cybersecurity policies, and procedures, and the management of workflow and demand in parliamentary research centres. Each of these subjects plays a critical role in the modern functioning of a parliamentary body.

Overall, the contributions by the MAP project in this area have been broad and diverse. The assessments, methodologies, plans, research, studies, and publications developed under the project have not only enriched the knowledge base of the Assembly, but have also provided a foundation upon which to build future policies and initiatives. The usefulness of this work was also confirmed by the survey for this evaluation. As can be seen from the table below, about 74% of the National Assembly staff who responded to the survey had a positive assessment of the utility and quality of research, studies or evaluations carried out under the project.

**Table 4: Results of Online Survey with National Assembly Staff**

“How do you evaluate the utility and quality of research, studies or evaluations carried out by the National Assembly with the support of the UNDP MAP Project?”	
Answer Choices	Responses
Excellent	37%
Good	37%
Fair	7%
Poor	2%
I don’t know	17%

### 3.2.3. Engagement of Civil Society and Citizens

Another key aspect of the work of the MAP project has been the strengthening of the National Assembly’s engagement with civil society and citizens. The following is a brief description of the support provided by the MAP project in this area.

**Public Hearings:** The MAP project has actively facilitated the organization of public hearings focused on legislative amendments, a development that has marked a significant improvement in democratic participation and transparency in the legislative process. One such instance involved a public hearing to discuss proposed changes to the Law on Education. This event enabled stakeholders to provide their viewpoints and feedback, thereby improving the relevance and effectiveness of the legislation. Further exemplifying this, on June 8th, 2022, a critical public hearing was convened to consider amendments to the "*Law on Administrative-Territorial Division of the Republic of Armenia*", accompanied by a related collection of legislative changes aimed at consolidating communities. These hearings demonstrated the substantial influence that public engagement can have in the formulation of legislation.

**Mobile Committee Sessions:** The MAP project introduced an innovative method for legislative discussions called Mobile Committee Sessions, enhancing the interaction between citizens and both legislative and executive bodies. These mobile sessions fall into two categories: a) consultative pre- and post-legislative meetings that aim to address vital reforms in the country, and b) routine committee meetings held outside the National Assembly building, enabling citizens to directly voice their concerns and receive swift resolution. They were highly valued

by all MPs participating in interviews for this evaluation. They have not only boosted the National Assembly's oversight capabilities but have also linked national executive power, local self-government, independent scrutiny bodies, citizens, and the media. They combine government accountability investigations and mandatory responses with open debates involving local self-governments and citizens. Between 2020 and 2022, a total of 32 mobile sessions were organized, resulting in increased citizen input into legislative decisions.<sup>20</sup> The box below provides some examples of mobile sessions organized with the support of the MAP project.

#### **Box 14: Examples of Mobile Sessions**

The following are some key examples of Mobile Sessions organized by the National Assembly with the support of the MAP project:

- A mobile session was held by the Standing Committee on Territorial Administration, Local Self-Government, Agriculture, and Environment Protection in Gyumri, at the premises of the Shirak Marzpetaran (regional administration), on April 6-7, 2022. The session had 20 participants and resulted in two positive votes for amendments in the Land Code.
- On May 30, 2022, the Standing Committee on State and Legal Affairs organized a mobile session on the draft "Penitentiary Code". The session included 35 participants, including MPs, representatives from various legal and law enforcement entities like the Ministry of Justice, Police, Prosecutor's Office, Anti-corruption committee, Human Rights Defender's Office (HRDO), and the Association of Lawyers.
- Three mobile sessions/discussions were held focusing on amendments to the RA Law on Education for Non-formal and Informal Articles. The sessions discussed the opportunities and risks of learning legal regulations assigned to state bodies according to the draft law. These sessions saw 110 participants, 68 women and 42 men.
- A mobile session was conducted by the Standing Committee on Labour and Social Issues in Ararat Marz. The session focused on new legislative changes for socially vulnerable citizens and the opportunities provided starting from 2023. The meeting also discussed the work of the Territorial Units of Unified Social Services of the Ministry of Labour and Social Issues of RA. The session had 18 participants, 7 women and 11 men.
- A mobile session was held to discuss the framework of the legislative package on the Audit Chamber. This session was requested by the Standing Committee on Financial-Credit and Budgetary Issues and was attended by 25 representatives from various financial and legal entities such as the Audit Chamber, the National Assembly (MPs and experts, Budget Office experts), Ministry of Finance, State Revenue Committee, Central Bank, Ministry of Justice, Ministry of Territorial Management and Infrastructure, and experts from the MAP Project.

***Town Hall Meetings:*** The MAP project successfully implemented the Town Hall Meeting model in an online format, which is well-recognized for empowering public involvement in decision-making processes. This format encouraged individuals from diverse communities to actively participate and influence public decisions, thus fostering a vibrant and inclusive democratic environment. This unique methodology (see features in the box below) was tailored

<sup>20</sup> For instance, a mobile session on Labour and Social Affairs in Artashat, Ararat region, allowed multi-child family representatives to discuss their issues and how new legislation would help them. A similar session took place in Shirak Marz, Gyumri, with the Standing Committee on Territorial Administration, Local Self-Government, Agriculture, and Environment Protection. This meeting involved citizens, local self-government bodies, and the Ministry of Economy in discussing legislative packages to develop the agricultural sector. Further mobile sessions covered topics like the Land Code amendments, draft "Penitentiary Code", amendments to the Law on Education, and new legislative changes on Labour and Social Issues, with an upcoming session to discuss the Framework of the New Legislative Package on Audit Chamber.

to respond to the demands of citizens and decision-makers, serving as a platform for democratic dialogue. Putting this model into practice, the MAP project organized 9 online Town Hall Meetings that engaged with 3 central policy issues. Participation was wide-ranging, involving over 650 community members from 6 regions (marzes), and maintained a gender balance with a male to female ratio of 1:3. These meetings generated approximately 2,000 messages, leading to a wealth of dialogue and discussion. To distill and represent the outcomes of these discussions, three comprehensive analytical reports were produced, encapsulating the key points and conclusions derived from the sessions.

#### **Box 15: Key Features of the Town Hall Format**

The Town Hall Meeting model is distinguished by:

- Scalability: It can expand to accommodate larger discussions or more extensive issues, catering to a broad range of topics and audiences.
- Inclusivity: Every participant's contribution is valued, ensuring that no idea or perspective is neglected.
- Iterative discussions: This feature fosters ongoing dialogue and exchange of ideas, promoting in-depth exploration of issues.
- d) Clear prioritization: The model helps to highlight and articulate top issues and potential solutions, making the decision-making process more efficient and focused.

**Civil Society-National Assembly Platform:** This Platform was established to facilitate effective collaboration between members of the National Assembly and representatives of civil society organizations. The primary objective was to ensure productive dialogue that promotes equal rights and opportunities for both women and men while addressing various societal challenges. These discussions engaged legislative and executive bodies, civil society organizations (CSOs), and experts, focusing on identifying key legislative changes needed. This initiative significantly contributed to policy-level changes that promoted gender equality and women's rights in the country. Several recommendations from these platform meetings transformed into gender-sensitive legislative initiatives championed by MPs and were ultimately adopted by the Parliament. Overall, there were 12 meetings with a total of 464 participants (392 women and 73 men), who were MPs, state officials, representatives of international organizations, and representatives from various CSOs. These discussions led to the initiation of two laws. Notable meetings included a session in May 2022 presenting the final monitoring report for 2019-2021 and a desk research report on the representation of women in the National Assembly across three convocations. Another significant meeting in July 2022 focused on discussing potential legislative amendments to the Law on Domestic Violence, examining statistics on domestic violence, state programs addressing the issue, and proposals for improving rapid response mechanisms and effective prevention strategies.

**Centre for Parliamentary Democracy:** As noted in the previous sections of this report, the MAP project has provided critical support to the Parliamentary Democracy Center, strengthening its capacities and restructuring its operations. As one of the Center's primary functions is to augment public engagement, refine communication, and bolster parliamentary education, through its support the MAP project has contributed to citizen engagement with the National Assembly. This included the establishment of a citizen engagement unit that enhanced

the Parliament's representative function through resources such as the Citizen Engagement and Outreach Strategy Handbook. The Parliamentary Education Unit, with the help of best practices from countries like Canada, Germany, Sweden, the UK, and the USA, was able to foster a more inclusive participatory democracy in Armenia. Furthermore, an online civic education component was included, offering resources for schoolchildren and teachers to integrate into their curriculum. The MAP project's support also led to the development of the Information and Outreach Unit to improve the National Assembly's capacity to engage with citizens directly and online. This was achieved in synergy with the e-Parliament initiative, and the project included a concept note for consideration and further development, with plans for implementation during the latter half of the MAP project's timeline.

Overall, the MAP project has contributed the National Assembly's democratic governance by improving its engagement with civil society, and the public. Through multiple initiatives, the project has encouraged participatory decision-making, transparency, and accountability. The evaluation assessed through an online survey the perceptions of civil society about the extent of engagement facilitated by the MAP project. The responses received through the survey were varied. Several CSO responses indicated a positive change, including examples such as the re-equipment of the Baghramyan entrance (Public Engagement/Visitors' center), the assistance in organizing meetings with citizens, and the increased involvement of representatives of CSOs in discussions on general concern issues. One respondent detailed the UNDP MAP Project's focus on democracy, rule of law, respect for human rights, and fundamental freedoms, and how these efforts promote democratic bilateral relations, multilateral cooperation, and civil society engagement to strengthen public trust. Another respondent mentioned increased citizen and CSO involvement in decision-making discussions.

However, a number of CSO respondents expressed uncertainty or lack of knowledge about the MAP project. This is also reflected in the CSOs' response to question *“In your opinion, how effectively did the UNDP MAP Project facilitate the dialogue between civil society and National Assembly?”*, as can be seen in the results presented in the table below.

**Table 5: Results of Online Survey with CSOs**

Answer Choices	Responses
Extremely effective	8%
Effective	50%
Somewhat effective	8%
Absolutely ineffective	8%
I don't know	25%

Similarly, about 33% of responding CSOs did not have any knowledge of the contributions of the MAP project, as can be seen from the responses to the survey question *“How effectively did the UNDP MAP Project improve the participation of civil society in legislative processes?”* in the table below.

**Table 6: Results of Online Survey with CSOs**

Answer Choices	Responses
Extremely effective	8%
Effective	33%
Somewhat effective	25%
Absolutely ineffective	0%
I don't know	33%

The table below shows the CSO responses to the question “*How useful was the CSO-NA cooperation platform in promoting cooperation and dialogue between the National Assembly and your organization?*”. Also, in this case a substantial number of respondents seem to have limited knowledge about the project.

**Table 7: Results of Online Survey with CSOs**

Answer Choices	Responses
Extremely effective	18%
Effective	27%
Somewhat effective	18%
Absolutely ineffective	9%
I don't know	27%

There is an even higher number of CSOs that are unaware of MAP project contributions towards the Assembly Visitors' Center, as can be seen from the responses to the question “*How do you evaluate the effectiveness of the Visitors' Center (Public Engagement Center) in promoting citizen engagement and policy analysis?*” shown in the table below.

**Table 8: Results of Online Survey with CSOs**

Answer Choices	Responses
Extremely effective	8%
Effective	17%
Somewhat effective	8%
Absolutely ineffective	0%
I don't know	67%

A similar situation can be seen from the table below which summarizes the responses to the question “*Do you think that the Museum of the National Assembly (Information and Outreach Department) renovated with support of the UNDP MAP Project has significantly improved the engagement of citizens by the National Assembly?*”.

**Table 9: Results of Online Survey with CSOs**

Answer Choices	Responses
Extremely effective	0%
Effective	42%
Somewhat effective	0%
Absolutely ineffective	0%



I don't know	58%
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These results indicate that there is a lack of awareness or knowledge among some respondents about the project's activities and contributions, pointing to a potential area for improvement in the project's communication and visibility strategies. This point will be further elaborated under the efficiency assessment of this report.

#### 3.2.4. Awareness Raising and Behavioural Change

Another key aspect of the work of the MAP project has been the support to the National Assembly on promoting public awareness and behavioral change, ultimately leading to a more responsive and representative legislative body.

The MAP project supported the implementation of a periodic polling of public opinion (PoP) from 2020 to 2022. Three such polls were conducted, which offered vital insights into the public's perception of and interaction with the National Assembly. Using the COM-B behaviour change model,<sup>21</sup> the MAP project conducted a barrier analysis following the results of the first poll. Despite the public's keen interest in politics, the poll found that 70% of respondents did not wish to partake in or influence the work of the National Assembly. The barrier analysis, designed to stimulate citizen participation in Parliament, highlighted key issues. These included the perception of the National Assembly primarily as a legislative body, low awareness about its operation and structure, limited understanding of the principles of power separation, and insufficient knowledge about accessible formats to contact the National Assembly. In response to these findings, behavioral interventions were initiated. The results of the qualitative behavioral analysis were integrated into future programs of the National Assembly, and the insights were used to develop tools and strategies for the PDC of the National Assembly Centers, which are planned to be incorporated into a new web portal design.

In 2022, the Index of Parliament Perception (IPP) was introduced as a significant milestone in measuring legislative responsiveness and inclusivity. The IPP, which was built on public perceptions, serves to reveal citizens' attitudes towards the authorities, assess public awareness of parliamentary processes, track changes in public sentiment, and identify factors impacting trust. The integration of the PoP questionnaire into the IPP methodology in 2022 improved the understanding of public perception of the National Assembly, leading to enhanced governance. However, the IPP score for 2022 stood at 40 points, indicating a "*negative perception*" of the National Assembly, although it was borderline "*neutral*." This underscores the necessity of continued efforts to improve public perceptions and enhance parliamentary responsiveness and inclusivity.

Furthermore, the MAP project, in collaboration with UNDP's SDG Innovation Lab, conducted its first behavioral experiment to enhance citizen engagement through digital and traditional channels, aiming to promote civic activism and participation in agenda setting and decision-

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<sup>21</sup> The COM-B model is a framework for understanding and changing behavior. Developed by researchers at the University College London, it stands for "Capability", "Opportunity", and "Motivation", which result in "Behaviour".



making processes. The basis for these experiments was drawn from findings gathered from public opinion polls. The results of these experimental initiatives were incorporated into the communication and outreach strategies of the National Assembly, enriching their engagement with citizens.

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Based on the information and analysis presented above, it is clear that the MAP project has provided substantial support to the Armenian National Assembly, with the greatest contributions in the areas of institutional development, research, education, technology enhancements, and overall capacity building. As Table 10 below shows on the basis of survey data collected for this evaluation, the contributions of the MAP project are viewed as significant in enhancing the work conditions, proficiency, and capabilities of the majority of Assembly staff. The courses and knowledge products offered by the project are appreciated by a majority of the participants, who agreed or mostly agreed on their importance for their work. The introduction and improvement of digital tools and technologies is also seen as a significant contribution. Although some staff expressed disagreement on their importance, the overall sentiment leaned towards agreement. The project was perceived as providing adequate support tailored to the personal needs of the respondents. A majority expressed that the project was sufficient in meeting their personal needs, though a significant portion remained unsure. A substantial portion of the staff agreed that the project has helped improve the quality and performance of their work. Regarding the project's receptiveness to views and suggestions, there was a mixed response with a notable percentage of staff unsure whether their feedback was considered. Yet, those who felt their input was valued still made up a sizeable portion of the respondents. Lastly, many staff members felt that the project had improved their ability to fulfill their roles effectively, indicating that the MAP project successfully facilitated overall capacity development. As has been noted in previous sections of this report, the project's communication and feedback mechanisms could be improved, as indicated by the relative uncertainty in this area.

**Table 10: Results of Online Survey with National Assembly Staff**

<b>Statements</b>	<b>Totally Disagree (%)</b>	<b>Disagree (%)</b>	<b>Agree (%)</b>	<b>Mostly Agree (%)</b>	<b>I Do Not Know (%)</b>
The courses and knowledge products provided by the UNDP MAP Project have been very important in terms of my work/needs.	7	5	53	16	19
The digital tools and technologies introduced or improved with the support of the UNDP MAP Project have been very important in terms of my work / needs.	7	17	52	7	17

The support provided by the UNDP MAP Project has been sufficient for my personal needs	10	7	49	15	20
The UNDP MAP Project has helped me to improve the quality and performance of my personal work	10	13	38	18	23
The views and suggestions provided through feedback were taken into account by the UNDP MAP Project team	8	5	36	18	33
Overall, the UNDP MAP Project has developed my capacities to fulfill my functions.	7	12	45	17	19

### 3.2.5. Achievement of Project Objectives

The achievement of the project's results based on its results framework is presented in Table 11 at the end of this section (which shows in green the targets that have been met and in red the targets that have not been met). The analysis of the achievement of outcome indicators is presented in Box 16 below. As can be seen from the table, the MAP project has contributed to the achievement of five out of six outcome targets by the time of this evaluation (two targets for outcome 3 are on a path to achievement by the end of the project and are marked in orange in the table below). This brings the achievement rate for outcome indicators at 83.3%.

Overall, the analysis of the results framework in discussion with the MAP project team revealed two challenges in terms of how it has been designed:

- Firstly, the results framework is difficult to read and understand. This has been a challenge even for the project team. The definitions of the indicators are not given, leaving room for interpretation. In light of these difficulties, the project team has had to revise this framework multiple times, including at the time of this evaluation. Annex VII of this report provides an explanation and interpretation of the project indicators. In future projects, the UNDP Country Office is advised to pay greater attention to the formulation of results framework as they create serious challenges for project teams at the time of implementation.
- Secondly, discussions with project staff and stakeholders indicated that the targets identified in the results framework have been quite ambitious for the scope and resources of this project. This is a concern that should be considered by UNDP and stakeholders in future iterations of this project and other UNDP projects. The good thing is that now both UNDP and the Assembly have a much better understanding of the project, so a future result framework will be informed by this substantial knowledge that has been already developed.

### Box 16: Achievement of Project Results Framework Outcome Indicators

The following is a summary of the achievements of the MAP project at the outcome level based on the indicators established in the project's Results Framework:

- **Level of satisfaction of stakeholder groups:** There seems to be a slight decrease in the level of satisfaction among stakeholder groups over the evaluated period, dropping from the baseline of 39% to 33%. The level of trust towards the National Assembly (NA) appears to be relatively low, with causes well beyond the MAP project's reach. Enhancing trust and satisfaction among stakeholders should be a primary focus in future initiatives.
- **Percentage of amendments to draft laws introduced by non-government sources:** The data indicates an increase in the participation of non-government sources in legislative activity. Amendments proposed by these sources have increased from 20% to 24%. The project has contributed in this regard by fostering inclusivity and promoting democratic practices, as evidenced by greater participation of civil society organizations (CSOs), citizens, deputies, and factions in legislative processes.
- **Level of citizen satisfaction with accountability and transparency of the NA:** There has been an increase in citizen satisfaction regarding the accountability and transparency of the NA, from 30% to 33.3%. This increase suggests that efforts to improve transparency and accountability might have contributed to public perception. More work is needed in this area.
- **Number of citizens' and CSOs petitions, initiatives, proposals through innovative tools developed by the Project being addressed by or followed up by the Assembly:** The number of citizen and CSO initiatives addressed or followed up by the NA has increased from a total of 65 to 110. This indicates a more efficient addressing of citizen's concerns and might be a result of project contributions towards greater engagement or effectiveness of the innovative tools. More detailed examination is needed to draw precise conclusions.
- **Number of public hearings conducted by committees annually with at least 10% of time allocated to reflecting the CSOs/citizens' concerns:** target 83 and achieved 71. This target is on the path to achievement, with clear contributions from the MAP project.
- **Number of draft laws debated in the National Assembly after public consultation:** target 60 achieved 56. This target is on the path to achievement, with clear contributions from the MAP project.

The analysis of the achievement of output targets shows that the MAP project had achieved 13 out of 17 output targets by the time of this evaluation, a quite satisfactory rate of achievement given the complexity of the project and its considerable level of ambition. A striking challenge for the project has been the indicator related to the National Assembly's website, which still remains under construction. The full list of output indicators and their status of achievement is presented in the table below.

**Table 11: Achievement Status of Project Results Framework Output Indicators**

Output Indicators	Achievement Status
1.1.1 No. of draft laws debated in the National Assembly after public consultations	Achieved
1.1.2 Number of Gender Impact Analyses conducted annually by committees	Not Achieved
1.1.3 Percentage of draft laws and amendments introduced by women deputies	Achieved
1.2.1 Number of research papers produced by the Centre resulting in new or amended laws	Achieved
1.2.2 Percentage of deputies & staff receiving relevant training	Achieved
1.2.3 Percentage of deputies satisfied with in-house research and training center support	Achieved
1.3.1 Number of draft laws and proposals debated or applied as a result of inter-parliamentary engagement	Not Achieved
1.3.2 Number of multi-stakeholder discussions and dialogues	Achieved

2.1.1. Number of new tools, channels and outreach mechanisms for transparency and accountability	Achieved
2.1.2. Number of proposals/debates in NA as a result of citizen feedback through new tools	Achieved
2.2.1 Number of people accessing the upgraded NA web-portal	Not Achieved
2.2.2 Number of people reached through public awareness campaigns	Achieved
2.2.3 Level of citizen satisfaction with Parliamentary Visitor and Information Centre	Not Achieved
3.1.1. Number of annual innovative events and initiatives to connect MPs with citizens	Achieved
3.1.2. Number of annual monitoring reports from CSOs on the work of NA & deputies	Achieved
3.2.1 Number of submissions/comments provided by citizens as input to the work of NA	Achieved
3.2.2 Number of annual public consultations by NA with a focus on seeking input from marginalized groups	Achieved
3.2.3 Number of draft laws, and/or amendments introduced by women deputies as a result of public consultations focused on gender equality	Achieved

As can be seen from Table 12 and Box 17 below, while there have been significant advances in several areas, such as legislative capacities enhancement, research and training capacity building, and citizen engagement, some areas require further attention, such as digitalization, inter-parliamentary cooperation and public consultations focusing on marginalized groups.

#### Box 17: Status of Achievement of Output Indicators

1. **Legislative Capacities Enhancement:** The data shows an overall increase in the number of draft laws debated in the NA after public consultations, from 20 to 26, indicating a growing role of public consultations in legislative processes. However, the number of Gender Impact Analyses (GIA) conducted by committees dropped, suggesting a need for more focused efforts on gender considerations in legislative work. The percentage of draft laws and amendments introduced by women deputies increased, which is a positive indicator of female representation in legislative activities.
2. **Research and Training Capacity Building:** The number of research papers produced by the Research and Training Centre that resulted in new or amended laws remained stable. This suggests that the Research and Training Centre's expert capacity has been sustained, although increased productivity could further enhance legislative quality. The percentage of deputies & staff receiving relevant training increased, indicating an improvement in capacity development activities.
3. **Inter-parliamentary Cooperation:** The number of draft laws and proposals debated as a result of inter-parliamentary engagement decreased, indicating potential challenges in this area. However, multi-stakeholder discussions increased significantly, suggesting that the project has facilitated more comprehensive dialogues involving different stakeholders.
4. **Transparency and Accountability Tools:** The number of new tools, channels, and outreach mechanisms for transparency and accountability slightly increased, indicating progress in this area. Also, an increase in proposals/debates in the NA as a result of citizen feedback suggests that these tools have been effective in promoting public involvement in legislative processes.
5. **Public Awareness:** There was a significant decrease in the number of people accessing the upgraded NA web-portal, indicating a need for improved outreach or user experience. However, the number of people reached through public awareness campaigns increased, reflecting successful efforts in raising public awareness of parliamentary activities.
6. **Citizen and Civil Society Engagement:** The data shows mixed trends with a decrease in the number of innovative events and initiatives to connect MPs with citizens, but a remarkable increase in the number of submissions or comments provided by citizens. This indicates that while the number of events has decreased, the avenues for citizens to provide input have become more effective.

7. **Marginalized Group Inclusion:** There's a decrease in the number of public consultations by the NA with a focus on seeking input from marginalized groups, suggesting a need for further efforts to ensure inclusivity. However, there's an increase in the number of draft laws or amendments introduced by women deputies as a result of public consultations focused on gender equality, reflecting progress in gender-sensitive legislation.

**Table 12: Achievement of Project Results**

RELATED STRATEGIC PLAN OUTCOME: Outcome 2 - Accelerate structural transformations for sustainable development							
SDGs supported by the project: SDG 16.6 Develop effective, accountable, and transparent institutions at all levels. SDG 16.6.2 (revised): Availability of platforms/tools to measure the proportion of the population satisfied with their last experience with public services; and SDG 16.7.2 who believe decision making is inclusive.							
Project title and Atlas Project Number: 00082042-00091127 Modern Parliament for a Modern Armenia 2019-2022							
EXPECTED OUTCOMES	EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		RESULTS	
				Value	Year	FINAL	
						Planned	Actual as of 30/04/2023
OUTCOME 1: Quality of legislative oversight and policymaking is improved	OUTCOME INDICATOR: 1. Level of satisfaction of stakeholder groups		Public Opinion poll on NA (regional barometer and UNDP MAP Project custom designed), Qualitative Assessments/, MAP data	<a href="https://caucasusbarometer.org/en/cb2019am/TRUPARL/">https://caucasusbarometer.org/en/cb2019am/TRUPARL/</a> 2019 CRRC Public Opinion Poll: 39% Fully trust 6%, Rather trust: 33%	2019	47% (2019-2023)	33% (2019-2023/04)
	OUTCOME INDICATOR: 2. Percentage of amendments to draft laws introduced by non-government sources (deputies; factions, CSOs, citizens) which are debated and voted upon by NA (pre-scrutiny)		Web analytics, NA Reports Media Reports, Committee Reports e-parliament (once introduced)	10% amendments to draft laws are proposed by CSOs/citizens, deputies, or factions	2019	20% (2019-2023)	24% (2019-2023/04)
	Output 1.1 Capacities of the legislature to analyze, draft and amend legislation is enhanced	1.1.1 No. of draft laws debated in the National Assembly (NA) after public consultations (through the project) <sup>22</sup>  (Disaggregated by Gender)	Results of the MAP public opinion polls, Media Reports Committee Reports, Plenary Debates Civil Society Organization’s (CSOs) reports, Independent Scrutiny Bodies <sup>23</sup> recommendations follow up	5 draft laws introduced by deputies or factions	2019	20 (total of 2019-2023)	26 (total of 2019-2023/04)
		1.1.2 Number of gender impact analyses (GIA) conducted	NA Committee Reports, CSO Reports Media	0 Gender Impact Analyses Conducted	2019	10 (total of 2019-2023)	4 (total of 2019-2023/04)

<sup>22</sup> Draft laws introduced through the tools supported by the MAP project – e.g., town halls, mobile sessions, etc.

<sup>23</sup> Independent Scrutiny Bodies refers to the State Bodies reporting to the Parliament such as the State Audit Institution, Ombudsperson, etc.

		annually by committees before draft law adopted by NA	Reports, Gender Analysis Reports				
		1.1.3 Percentage of draft laws and amendments introduced by women deputies	Media Reports CSO Reports, NA Annual Reports NA Verbatim Record	Baseline data will be introduced by Q2-2021	2019	10% (2019-2023)	34% (2019-2023/04)
	<b>Output 1.2 Expert capacity of in-house Research and Training Centre's staff is enhanced</b>	1.2.1 Number of research papers produced by Centre that result in new or amended laws.	Research Centre Reports, Deputy/ Committee, /Staff Feedback, Media Reports, CSO Reports, NA Reports	0 research papers that resulted in an amended or New Laws	2019	7 (total of 2019-2023)	7 (total of 2019-2023/04)
		1.2.2 Percentage of deputies & staff to receive training related to their functions (Disaggregated by Gender)	Training Reports Deputy Feedback Staff Feedback NA Reports	0% out of 132 (100%) MPs/staff (50% of the total number of staff would count as 100%) for the relevance to the committee/plenary work) trained by Training Centre to be established in 2020/21	2019	30% (2019-2023)	29% (average of 2019-2023/04)
		1.2.3 Percentage of deputies satisfied with in-house research and training center support (Disaggregated by Gender)	Project Data Deputy Interviews Surveys	0 (The Research and Training Centre not yet established)	2019	40% (2019-2023)	41% (average of 2019-2023/04)
	<b>Output 1.3 Inter-parliamentary cooperation is strengthened</b>	1.3.1 Number of draft laws and other proposals debated in or applied by the NA as a result of inter-parliamentary engagement <sup>24</sup> (Disaggregated by Gender)	NA Annual Report Media Reports CSO Reports Deputy Feedback	0 Proposals initiates as part of the inter- parliamentary exchange in 2019	2019	11 (total of 2019-2023)	5 (total of 2019-2023/04)
		1.3.2 Number of multi-stakeholder discussions and dialogue (with government, civil society, HRDO, Diaspora reps, etc.) (Disaggregated by Gender)	CSO Data, NA Annual Reports Media Reports Event Reports Committee Reports	2 Events Held in 2019 2 CSO-NA Platforms with 91 participants (22%-men, 78%-women)	2019	26 (total of 2019-2023)	59 (total of 2019-2023/04)
<b>OUTCOME 2: Transparency and accountability of the Parliament</b>	<b>OUTCOME INDICATOR:</b> 1.Level of citizen satisfaction with accountability and transparency of the NA (Disaggregated by Gender)		NA web-site analytics and records, MAP Public Opinion Poll, Survey Results Media Reports CSO Reports	No data	2020	30% (2019-2023)	33.3% (2019-2023/04)

<sup>24</sup> Inter-parliamentary engagement here means engagement with other parliaments.



is increased	<b>OUTCOME INDICATOR:</b> 2. Number of citizens’ and CSOs petitions, initiatives, proposals through innovative tools developed by the Project being addressed by or followed up by the NA. (CSO platform, online meetings)		Website of the NA Analysis and studies on the citizens’ public participation, other reports (CSOs, Ombudsman’s etc.)	No data	2020	65 (total of 2019-2023)	110 (total of 2019-2023/04)
	<b>Output 2.1 Tools for NA increased transparency and accountability in place</b>	2.1.1. Number of new tools, channels and outreach mechanisms for transparency and accountability initiated & maintained	NA Reports Deputy Feedback Media Reports CSO Reports MOUs with NA	0 New Tools Initiated	2019	17 (total of 2019-2023)	22 (total of 2019-2023/04)
		2.1.2. Number of proposals and/or debates in NA as a result of citizen feedback through new tools	NA Annual Report NA Records, CSO Reports Media Reports	0 Proposals	2019	8 (total of 2019-2023)	11 (total of 2019-2023/04)
	<b>Output 2.2. Public awareness of parliamentary activities enhanced</b>	2.2.1 Number of people accessing the <b>upgraded</b> NA web-portal <sup>25</sup>	NA records Web Analytics CSO Reports	0	2019	170,000 (total of 2019-2023)	0 (total of 2019-2023/04)
		2.2.2 Number of people reached through public awareness campaigns (Disaggregated by Gender as possible) <sup>26</sup>	NA Records NA Reports CSO Reports, Media Reports, Public Opinion Poll	0	2019	25,500 (total of 2019-2023)	34,800 (total of 2019-2023/04)
		2.2.3 Level of citizen satisfaction with Parliamentary Visitor and Information Centre <sup>27</sup>	Citizen satisfactions exit interviews	No data	2019	50% (2019-2023)	44% (average of 2019-2023/04)
	<b>OUTCOME 3: Legislative responsiveness, inclusivity and participatory approach is embedded in</b>		<b>OUTCOME INDICATOR:</b> 1. Number of public hearings <sup>228</sup> conducted by committees annually with at least 10% of time allocated to reflecting the CSOs/citizens’ concerns.	NA Reports NA Records, CSO Reports, Media Reports, Committee Reports	18 Public Hearings in 2019	2019	83 (total of 2019-2023)
		<b>OUTCOME INDICATOR:</b> 2. No. of draft laws debated in the National Assembly after public consultation. <sup>29</sup>	NA Reports NA Records, CSO Reports, Media Reports, Committee Reports	0 draft laws (2019)	2019	60 (total of 2019-2023)	56 (total of 2019-2023/04)

<sup>25</sup> The measurement for this indicator refers to the current website, as the new one has not been launched yet.

<sup>26</sup> Campaign organized through Facebook.

<sup>27</sup> Measured through the MAP Public Opinion Poll.

<sup>28</sup> Public hearings shall also embed pre-legislative and post-legislative scrutiny. They may be organized in form of public hearings live, online and in form of mobile committee sessions.

<sup>29</sup> This indicator includes draft laws introduced as a result of public hearings only (see difference with Output Indicator 1.1.1).



<b>MPs work</b>	<b>Output 3.1: Dialogue and collaboration with civil society and citizens is improved</b>	3.1.1. Number of annual innovative events and initiatives to connect MPs with citizens.	CSO Reports, NA Records, Media Reports, Project Event Reports	0 Innovative Citizen Engagement Events	2019	42 (total of 2019-2023)	41 (total of 2019-2023/04)
		3.1.2. Number of annual monitoring reports from CSOs on the work of NA & deputies	CSO reports, Media reports	0 Monitoring Reports	2019	8 (total of 2019-2023)	9 (total of 2019-2023/04)
	<b>Output 3.2 Citizen engagement in parliamentary processes is enhanced</b>	3.2.1 Number of submissions or comments provided by citizens as input to the work of NA (Disaggregated by Gender). <sup>30</sup>	NA Records Committee Reports CSO Reports	No data	2019	350 (total of 2019-2023)	1,130 (total of 2019-2023/04)
		3.2.2 Number of annual public consultations by NA with a focus on seeking input from marginalized groups into the work of the NA.	NA Records NA Annual Report, Committee Reports, CSO Reports, Media Reports	0 Events	2019	13 (total of 2019-2023)	12 (total of 2019-2023/04)
		3.2.3 Number of draft laws, and/or amendments introduced by women deputies as a result of public consultations with civil society and other groups focused on gender equality.	NA Records, NA Reports, CSO Reports, Deputy Feedback	0 Proposals	2019	10 (total of 2019-2023)	15 (total of 2019-2023/04)

<sup>30</sup> From town hall meeting, CSO-NA Platform and OTRs.

### 3.2.6. Project Impact

First of all, it should be noted here that the real impact of the MAP project will take years to fully materialize. Changing the dynamics and mechanisms of a legislative institution like Parliament involves addressing deep-rooted structures, processes, and norms. These changes do not happen overnight, especially if the project aims to improve the quality of legislative oversight and policymaking. Furthermore, it takes time to train staff and members, implement new systems, and embed new skills and knowledge. It takes even longer for these new abilities to lead to improved performance and then result in observable outcomes.

Nevertheless, it is possible to state in this report that the MAP project has had a tangible impact on the National Assembly of Armenia, ushering in some important changes in the way it functions. While this impact has yet to be transformative due to the short duration of the project and its limited resources, the significance of certain changes within the National Assembly cannot be understated. The following are some key contributions at the impact level.

***Institutional Strengthening and Capacity Building:*** The project has introduced comprehensive training and workshops that have bolstered capacity building and institutional strengthening, particularly in areas such as post-legislative scrutiny, gender-responsive budgeting, parliamentary research, financial management, sustainable development, and climate change. It has also led to the creation of units, centers, and departments within the National Assembly, which has contributed to an improvement in legislative work, public engagement, transparency, and accountability. The MAP project has also introduced new practices and procedures that have enhanced the Assembly's role in post-legislative scrutiny, improving both law enactment and its societal impact. By collaborating closely with multiple Standing Committees, subcommittees, and the National Assembly administration, the project has significantly improved legislative capacity and representative mandate, streamlined the legislative drafting process through valuable technical assistance, and indirectly bolstered the policy-making and oversight functions of the Assembly.

***Enhanced Professional Competency:*** By developing innovative curricula and learning modules that cover a wide array of parliamentary processes and societal challenges, the MAP project has significantly enhanced the professional competency of parliamentary staff and MPs, as well as understanding of parliamentary democracy among youth.

***Improved Legislative Capacity:*** The MAP project has improved the legislative drafting process by providing valuable technical assistance, thereby boosting the Assembly's legislative capacity and policy-making and oversight functions. The project has been effective in shaping legislative amendments and fostering improvements across a range of policy areas. The list of laws and legislative amendments supported by the project is shown in Box 18 below. The range of topics covered by the amended laws is diverse, including labor rights, compensation for military service-related injuries, rights of disabled persons, local self-government, criminal code, civil code, administrative procedures, reproductive health rights, general education, land code, penitentiary code, administrative-territorial division, public service compensation, and social support. This shows that the project has been instrumental in influencing a wide range

of policy areas. Through legislative change, the MAP project has succeeded in driving changes that have far-reaching impacts on the society.

### **Box 18: Legislative Amendments and Adopted Laws Resulting from the MAP Project**

Out of 22 debated laws and amendments prepared with the support of the MAP project, 14 laws have been adopted. They are shown below.

1. RA Labour Law: “On Making Additions and Amendments to the Labour Code of the RA (ՀՕ-415-Ն) Introducing paternity leave and Child Care improvements
2. Law "On Compensation of Damages Caused to the Life or Health of Soldiers during the Defence of the RA" (ՀՕ-502-Ն)
3. Law "On the Rights of Persons with Disabilities" and Law "On the Assessment of the Functionality of the Person" (Կ-860)
4. RA Law on Local Self-Government (ՀՕ-237-Ն) respective articles on social and health issues Draft Law on Making Amendments to the Law on Local Self-Government (Կ-742)
5. Law “On Making Addenda and Amendments to the Criminal Code of the Republic of Armenia” (Պ-952)
6. Adopted Law “On making an addition to the Civil Code of the Republic of Armenia” (Պ-827)
7. Law "On Making Addenda and Amendments to the Code of Administrative Procedure of the Republic of Armenia" (Կ-890)
8. Adopted Law "On Making Amendments and Addenda to the Law on Human Reproductive Health and Reproductive Rights" (Կ-976)
9. RA Law "On General Education", (ՀՕ-160-Ն)
10. Amendment to the RA Land Code (ԱԺ, 04.05.2022, ՀՕ-112-Ն) because of a mobile discussion of the SC held in Gyumri during 6-7 April 2022
11. RA Law on “RA Penitentiary Code”- Կ-263-13.05.2022-ՊԻ-011/2աւթ adopted in the 2nd hearing after the Mobile Discussion of the SC on State and Legal Affairs dated 30 May 2022
12. RA Law on Amending the Law on Administrative-Territorial Division ՀՕ-266-Ն – after a public hearing dated 8 June 2022
13. Adopted amendment to the “Law on Compensation of Persons holding State Positions and Public Service Positions”- 15.07.21 ՀՕ-309-Ն
14. Draft Law “On Social Support” has been developed by the Ministry of Labour and Social Issues, where the recommendations of the Project-facilitated research are included

**Democracy and Citizen Engagement:** The MAP project has fostered a culture of greater openness and dialogue between the civil society organizations and MPs.

**International Engagement and Global Partnerships:** Facilitating international engagements, the project has enabled the National Assembly members to learn from global best practices and build global partnerships.

**Cooperative and Interconnected Environment:** The MAP project has fostered a more collaborative environment among stakeholders. It has enhanced alignment with global standards and facilitated an efficient approach to tackling the challenges facing the National Assembly.

**Modernization and Inclusivity:** The project has taken a comprehensive approach to parliamentary strengthening, covering key areas such as legislative processes, technical infrastructure, public engagement, gender equality, anti-corruption, and capacity building. It has also supported the development of digital tools and methodologies, fostering ethical

behaviour and promoting anti-corruption measures. These efforts are integral to the Assembly's modernization and inclusivity.

***Separation of Powers:*** The MAP project has contributed to the strengthening of the separation of powers and parliamentary democracy by introducing extensive reformatory processes and tools, enhancing the overall policy making in the National Assembly through the provision of quality research and the collection of wide inputs, fostering a culture of openness and raising awareness among citizens of their right to be informed and consulted, and fostering dialogue between civil society organizations (CSOs) and Members of Parliament (MPs)

This evaluation also examined the impact of MAP project from the perspective of the National Assembly members. The box below summarizes some of the key statements of National Assembly staff captured through the online survey conducted for this evaluation. In summary, the MAP project, as expressed by MPs and National Assembly staff, has fostered stability, transparency, and inclusiveness, enhanced capacity building, provided a navigational framework for challenges, supported the development and digitalization of key parliamentary centers, promoted parliamentary oversight, democracy, and gender-responsive budgeting, emphasized youth engagement, facilitated legislative amendments, and enabled capacity development and international exchanges.

#### **Box 19: Project Contributions in the Voices of National Assembly**

The following are key contributions of the MAP project highlighted by MPs and National Assembly staff in during the evaluation:

1. The project has fostered stability, transparency, and inclusiveness, working effectively with both position and opposition factions.
2. The project has supported capacity building and strengthening within the Parliament.
3. The project has provided a framework to navigate challenges and obstacles and assured continued cooperation.
4. The project contributed to the further development of the Democracy Center, enabling greater citizen engagement in trainings, and making the Parliament more accessible to the public.
5. The project has contributed to the development of the Research and Training Center, with impacts not only on the structure, concept, and technical equipment, but also in terms of capacity development for staff members who received certification through participation in trainings.
6. Goals related to the digitalization of Parliament and the launch of a new website were set and anticipated to be achieved.
7. The project has served as a crucial platform for parliamentary oversight and evaluation of government programs, ensuring their implementation, funding, and achievement of targets.
8. The project has promoted democracy and inclusiveness by organizing committee sessions outside of the capital city.
9. The project facilitated activities related to Gender-Responsive Budgeting and Program Budgeting, highlighting the importance of conducting gender expertise and studying international experiences.
10. The project has emphasized the engagement of youth in forward-looking initiatives.
11. The project has supported committee mobile sessions, leading to legislative amendments adopted by the National Assembly.
12. The project has contributed to capacity development trainings, workshops for MPs, members of the National Assembly Staff and Budget Office staff, and study visits to international parliaments and budget offices for experience exchange.

Furthermore, about 80% of surveyed National Assembly staff has a positive view of the impact of the main activities of the MAP project. The table below shows the response rate to the survey question *“In your opinion, how was the impact of the research, studies or evaluations carried out with support of the UNDP MAP Project on the activities of the National Assembly?”*.

**Table 13: Results of Online Survey with National Assembly Staff**

Answer Choices	Responses
Significant	36%
Moderate	33%
Not significant	12%
I don't know	19%

As shown in Table 14 below, a majority of respondents agree or mostly agree that the MAP project has made significant contributions to improving parliamentary procedures, strengthening the representative function of the National Assembly, enhancing citizen and CSO engagement, and supporting National Assembly staff to fulfill their functions more efficiently. However, a considerable percentage of respondents were uncertain about the project's impacts, indicating the need for improved communication and visibility of the project's achievements.

**Table 14: Results of Online Survey with National Assembly Staff**

Statements	Totally Disagree (%)	Disagree (%)	Agree (%)	Mostly Agree (%)	I Do Not Know (%)
The UNDP MAP Project significantly contributed to the improvement of parliamentary procedures and working ways.	5	10	33	10	43
The UNDP MAP Project strengthened the representative function of the National Assembly.	5	5	33	14	44
The level of engagement of citizens and CSOs by the National Assembly improved significantly with support of the UNDP MAP Project.	5	5	36	7	48
The UNDP MAP Project supported the staff of the National Assembly to fulfill their functions more efficiently.	5	5	50	12	29

### 3.3. Coherence

This section of the report provides an assessment of the coherence of the MAP project with other UNDP projects and the efforts of other development partners. This assessment was done by examining the project's collaborative efforts with other initiatives, leveraging their resources and expertise of to amplify its effects.

#### Synergies with Other UNDP Projects

The MAP project team has cooperated with various UNDP entities. One notable example of this is the cooperation with the Gender Portfolio. This collaboration has revolved around the principle of gender mainstreaming—integrating a gender perspective in policy and project implementation. One of the highlights of this partnership came during a New York-based workshop titled "Integrating Gender in Project Lifecycle," organized by the UNDP Gender Seal Team. At this event, the MAP project team demonstrated dedication to gender equality by showcasing the project's approach to incorporating gender analysis at each stage of project management. Furthering their commitment to gender equality, the MAP project was selected to participate in a training programme offered by UNDP Armenia, where the MAP team demonstrated a comprehensive strategy towards integrating gender equality into project management, from conception to execution. The MAP project also collaborated with UNDP's "Women in Politics" project, with both initiatives joining forces to establish the National Assembly-CSO Platform. Among other things, this platform was designed to specifically address gender mainstreaming issues and champion women's empowerment.

The MAP project has engaged in several collaborative efforts in the area of climate change. One such collaboration was with the Global Project on Parliaments, under the auspices of UNDP's Bangkok Regional Hub. This joint effort enabled an Armenian MP to participate in the New York workshop titled "*Empowering Climate Democracy: Workshop for Parliamentarians from Small Jurisdictions on Multilateral Climate Negotiations*," held in July 2022. Further, the MAP project also collaborated with UNDP's Climate Change Programme to organize the inaugural conference on "*Climate Change and Parliamentarians*" in Yerevan, Armenia, in November 2022. In collaboration with the National Assembly, this conference gathered national and international experts, academics, legislators, executives, and youth. Serving as a unique platform, it promoted future partnerships and informed decision making, enabling parliamentarians to effectively oversee national and international climate change commitments. Additionally, the MAP project facilitated a large, inclusive conference, the "*Parliamentary Action on Climate Change: Conference for Parliamentarians in Armenia*", which brought together national and international experts, MPs, academics, and youth, fostering dialogue and exchange. The MAP project's collaborations extended to the UNDP project "*Environmental Protection of Lake Sevan (EU4Sevan)*", which is aimed to create a long-term vision for Lake Sevan and strategize the means to achieve it. The MAP project supported the post-legislative scrutiny/legislative monitoring of the "*Law on Lake Sevan*," implemented by the National Assembly, ensuring its successful execution. Moreover, the MAP project collaborated with the UNDP Environment Portfolio to provide "*English Language*" courses for the Ministry of Environment staff, using the resources and lessons from the MAP

project. This served to further enhance the Ministry's capacity to address environmental concerns.

The MAP project has promoted the SDGs in collaboration with other UNDP initiatives. Firstly, the project facilitated a National Assembly staff member's participation in a series of workshops focused on SDG-compliant legislation. This series also involved sharing e-learning modules and other resources with experts from Standing Committees, the Budget Office, and MP assistants, reinforcing the project's commitment to the cause. The MAP project, in collaboration with the UNDP project "*Making Finance Work for Transformative Change in Armenia: Unlocking Finance for Armenia 2030*," hosted participatory workshops, which catered to MPs and National Assembly staff, providing insights into SDGs, the initiation and implementation of SDG-compliant legislation, the budget process, programme and gender-responsive budgeting, strategic planning, and the role of Parliaments in SDG Implementation. In 2023, the MAP project partnered with an SDG Lab expert to provide MPs with consultations on SDGs, equipping them to discuss these goals effectively at both the Parliamentary Assembly of the Council of Europe (PACE) and a conference in Washington. The MAP project also facilitated an MP's participation in the conference "*Resilient National Evaluation Systems for Sustainable Development: 2022 National Evaluation Capacities (NEC 2022)*" in Turin, Italy, in October 2022. This event was aimed at government officials from institutions involved with evaluation and public policy, such as central planning and finance ministries, evaluation units, and national statistical agencies. In 2023, the MAP project collaborated with the UNDP project "*Accountable Institutions and Human Rights Protection in Armenia*" providing MPs with consultations on human rights issues. This collaboration enabled them to discuss gender equality and violence against women at conferences in Vilnius and at the "*Gender Violence*" Annual Conference in London, UK. Furthermore, in 2022, the MAP project enabled a Standing Committee Expert to participate in an Inter-Parliamentary Union e-learning module. This module, centered on SDG-compliant legislation, comprised a series of four online workshops delivered over six months to a select group of parliamentary staff from various global regions.

The MAP project has collaborated with UNDP's SDG Innovation Lab to develop innovative tools for citizen engagement and crowdsourcing ideas. This collaboration was fueled by findings from a Behavioural Experiment called "*Barrier Analysis*" which explored what motivates citizen engagement across digital and traditional channels. To enhance citizen participation in Armenia's parliamentary democracy, the MAP project commissioned UNDP's SDGs Innovation Lab to conduct a barrier analysis based on qualitative research. This analysis was strategically designed to influence subsequent behavioral interventions. The barrier analysis was conducted innovatively using two renowned tools. The first, the COM-B behaviour change model, was developed by behavioural experts at University College London. The second, the Behavioural Barrier identification tool, is a product of the Behavioural Insights Team in the UK. Several key issues emerged from the analysis. First, citizens predominantly perceived the National Assembly as a legislative body, with limited awareness of its role in problem-solving. Second, citizens had a limited understanding of the operation and structure of parliament, as well as the principle of the separation of powers. Lastly, citizens lacked knowledge about the various accessible means to connect with the National Assembly. These



valuable insights gleaned from the barrier analysis were then utilized to inform the development of the Parliamentary Development Center Strategy Plan, ensuring a more effective and citizen-centered approach.

Overall, the MAP project has effectively partnered with other UNDP initiatives to bolster gender equality, promote sustainable development, tackle climate change, and enhance citizen engagement with Armenia's National Assembly. Through these collaborations, it has facilitated informative workshops, influenced legislative measures, and fostered innovative tools for public engagement, showcasing its commitment to creating meaningful and sustainable change.

### Synergies with the Initiatives of Other UN Agencies and Development Partners

Armenia's National Assembly has been the recipient of support from several development partners, including USAID (IFES, NDI and IRI), GIZ, EU, OSCE and the Canadian Parliamentary Center. Box 20 below provides a short summary of the main support provided by development partners to the National Assembly. Given these multiple layers of support, it is crucial that any support from UNDP to the Assembly is coordinated well with these other efforts to prevent overlaps and to establish synergies.

#### **Box 20: Main Activity Areas of Development Partners**

The following is a brief description of the main activity areas of development partners in support of the National Assembly of the Republic of Armenia.

- **EU:** The EU has focused on the twinning process, which seeks to strengthen the capacity of the National Assembly (NA) in overseeing and implementing the Comprehensive and Enhanced Partnership Agreement (CEPA). They aim to host a public awareness meeting and have invited all partners.
- **IFES:** The focus of IFES has been on the Electoral Code and Local Self-Government (LSG) elections. A working group was established to support extra parliamentary participation in the electoral process and discussed OSCE reports and local observers' reports on LSG elections.
- **IRI:** IRI has focused on multiple activities, such as regular polls for evidence-based policy-making, training for National Assembly staff, facilitating meetings with constituencies, providing communication training, and expert assistance for parliamentary research and social media monitoring. Other areas include parliamentary research support and communication assistance for the Research and Training Centre.
- **NDI:** NDI initiatives include the training of 27 young people in various roles within the NA, conducting community consultations, citizens' consultations, and meetings with MPs. He also mentioned the upcoming MPs Induction Workshop.
- **Canadian Parliamentary Centre:** CPC has supported the drafting of a 5-year strategic plan (Corporate Strategic Plan of the Staff) for the National Assembly administration and training for Assembly staff. CPC has also facilitated knowledge exchanges through organizing visits to Canada and/or online sessions and visits to Armenia for MPs and senior staff. It has also facilitated pilot internship placements under the Canada-Armenia Parliamentary Internship Program.



- **USAID:** USAID's involvement has focused on parliamentary accountability and constitutional engagement in partnership with IRI and NDI. It has also facilitated the Assembly's involvement with the House Democratic Partners' countries and peer-to-peer work.
- **OSCE:** OSCE has focused on security sector reform projects, cooperation with parliamentary democracy monitoring, and collaboration with the NA SC on Defense. OSCE also conducted an Evaluation/Poll on internal security/Police.
- **GIZ:** GIZ has supported the Assembly's participation in the Eastern Partnership Parliament. Activities included the Parliamentary Secretaries General Round table and the Heads of Staff meetings.

MAP project's response to this situation has been two-pronged. Firstly, the project team has sought to coordinate its activities and communicate with the other relevant development partners (listed in the box above). Secondly, the project team has sought to facilitate the coordination between the National Assembly and international partners. To this end, the MAP project introduced Quarterly Parliamentary Assistance Partners' Coordination Meetings, bringing together partners supporting the work of the National Assembly. These partners include USAID, IFES, GIZ AM, IRI, NDI, OSCE/ODIHR, the UK Embassy, and the Embassy of Sweden. The table below provides the list of coordination meetings organized by the MAP project, with the respective dates.

**Table 15: Date of IP Coordination Meetings**

Dates of International Partners' Coordination Meetings
04.02.2020
06.03.2020
27.05.2020
05.11.2021
17.05.2022
25.04.2023

As can be seen from the table above, these meetings have usually taken place once a year. They have provided a platform for the development partners to share a broad spectrum of perspectives and resources. As a practical example of this, the GIZ reported in interviews for this evaluation that through this coordination it was able to leverage the capacities and expertise developed over the years with the MAP project's support for its IT-related work in support of the National Assembly. These coordination meetings facilitated by the MAP project have also helped the National Assembly to strengthen its ability to manage with greater efficiency the

contributions of various development partners.<sup>31</sup> The MAP team also produced a list (matrix) of international assistance to the National Assembly, which has been useful for all development partners involved in the area of parliamentary development.

In 2020, in response to the socio-economic impact of COVID-19, the MAP project spearheaded the organization of a dedicated platform - the *Platform for Socio-Economic Recovery after COVID-19*. This initiative convened all UN agencies in Armenia with the aim of fostering a comprehensive and multidisciplinary approach to post-pandemic recovery. The platform served as a valuable forum for members of the National Assembly's Standing Committees, facilitating the effective exchange of information, resources, and expertise. Through this initiative, the MAP project demonstrated its commitment to a holistic approach to recovery, enhancing coordinated efforts to meet the challenges posed by the pandemic.

Another example of coherence is MAP project's collaboration with the Inter-Parliamentary Union (IPU) on topics such as gender-sensitive parliaments, business continuity, and Sustainable Development Goals (SDGs). This cooperation demonstrates the project's commitment to adhering to international standards and best practices. A notable result of this cooperation was the facilitation by the MAP project of the translation into Armenian of a joint publication by the IPU and the United Nations Environment Programme (UNEP) titled "*Green Approaches to COVID-19 Recovery: Policy Note for Parliamentarians*". This translated resource was widely disseminated, ensuring its accessibility to Armenian parliamentarians, thereby equipping them with insights into sustainable recovery strategies post-pandemic.

By dint of a budget that has been larger than that of the other projects in support of the National Assembly and its broad scope of activities, the MAP project has been uniquely positioned to facilitate the coordination of National Assembly and development partners. While such effort has undoubtedly contributed to the coordination and harmonization of donor assistance and the empowering of the National Assembly to understand the full range of assistance available and to coordinate with the partners, there has been potential for greater coordination, in the opinion of several development partners interviewed for this evaluation. Understandably, the coordination of parliamentary support work is complex as it involves a host of national and international partners, each with their own viewpoints, methodologies, and priorities. As one donor representative interviewed for this evaluation put it, "*sometimes it's a challenge to coordinate different implementing agencies. These agencies come to initiate projects with the National Assembly, each focusing on a certain aspect of the Assembly's work. This demands strong coordination.*". This multitude of stakeholders has a tendency to create overlaps, gaps, or inconsistencies in the support extended to the National Assembly, sometimes leading to confusion or uncertainty within the institution.

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<sup>31</sup> In the words of a development partner representative who participated in the coordination meetings: "*There would be a formal part of the meeting held at the National Assembly, where we would have the chance to highlight our main activities. This would then be followed by questions and remarks by the different donors and implementing organizations. The National Assembly and we ourselves would also have the opportunity to ask questions to the partners. After the official part of the meeting, we would have the chance to approach each other for further exchanges. For example, if we noticed that someone else was doing something interesting, we would follow up with them.*".

Nevertheless, going forward more effort is needed towards improving the coordination of this multiplicity of stakeholders. The focus of MAP's work in this area should be on strengthening the coordinating capacities of the National Assembly, as the Assembly itself is in the best position to align the support received from different partners with its needs and priorities. Despite the progress that has been achieved in bolstering the National Assembly's ownership and role in development coordination (see this report's section on Sustainability for more details on this), the MAP project should continue its support to reinforce the National Assembly's role as a convening entity. A strong base for coordination has been built, so it will be crucial to further develop it in a practical and meaningful way.

Furthermore, in a possible future iteration, the MAP project should also improve the quality and frequency of information it shares with development partners on its activities. The development partners interviewed for this evaluation expressed the need for more information and improved communication from the MAP project regarding its activities in support of the National Assembly. This issue is further discussed in the Efficiency section of this report.

\* \* \*

In conclusion, the MAP project has collaborated with other UNDP initiatives to promote gender equality, address climate change, support the promotion and achievement of SDGs, and strengthen citizen engagement. It has also coordinated with several international organizations supporting the National Assembly, holding regular meetings and establishing a recovery platform in response to COVID-19. The project's active role in the coordination of assistance to the National Assembly demonstrates UNDP's and the MAP project team's commitment to promoting concerted and effective collaboration amongst all relevant partners. There is, however, potential for stronger coordination with international stakeholders and a need to improve communication with development partners regarding the project's activities.

### 3.4. Efficiency

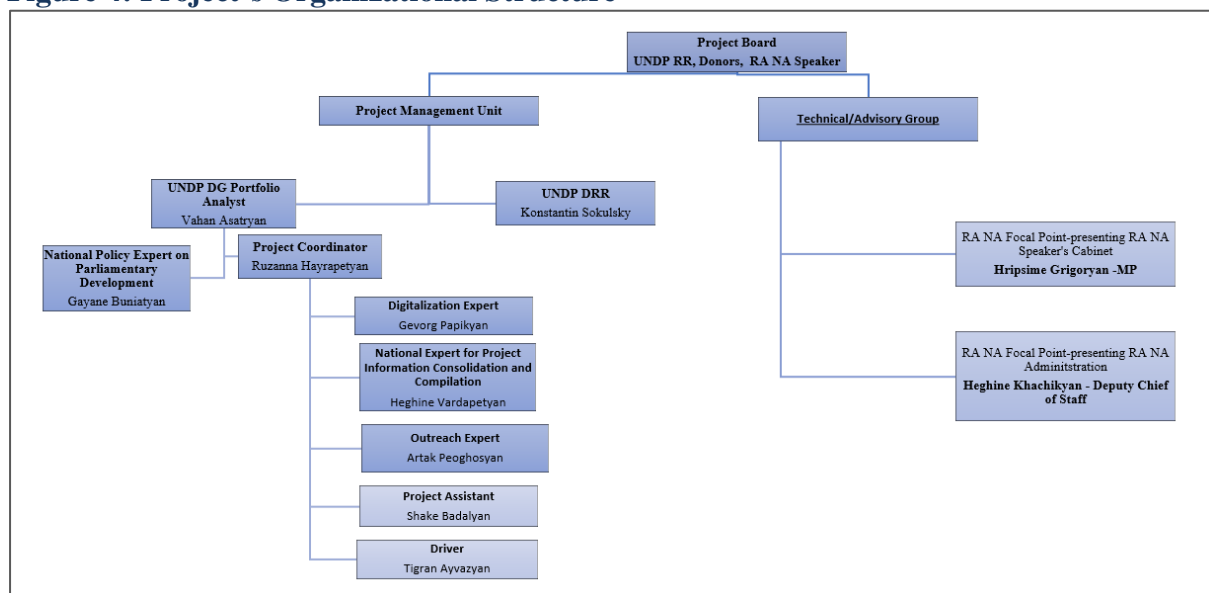
This section of the report provides an assessment of the efficiency with which the MAP project was planned, financed, and implemented.

#### Project Management and Implementation

The following is a brief overview of the management and implementation mechanisms that drove the execution of the MAP project. It highlights the roles and responsibilities of the project team, the Project Management Board, the Technical/Advisory Group, and the Responsible Parties, each instrumental in the project's implementation.

**Project Team:** The management of the MAP project was carried out by UNDP under the Direct Implementation Modality (DIM), a framework under which UNDP bore the principal responsibility for achieving the project's outputs and outcomes. This modality allowed for effective resource utilization and management. The project was implemented by a compact and efficient team that comprised several roles: a Chief Technical Advisor, a National Project Adviser, an Associate Project Coordinator, a Project Assistant, and experts, including a Policy Advisor, an IT Expert, an Engineer, a Gender Expert, and an International Senior Research Expert. Initially, an international Chief Technical Advisor guided the project; however, this role was later eliminated, shifting the leadership responsibility to the Associate Project Coordinator. Despite its streamlined structure, this dedicated team has successfully navigated the complexities of the project, demonstrating overall good resource utilization and project management.

**Figure 4: Project's Organizational Structure**



**Project Management Board:** The Project Management Board, comprised of key stakeholders including the President of the National Assembly, Members of Parliament, National Assembly Administration, Chief of Staff, donor representatives, UNDP Country Office and project team, has served as the decision-making and oversight entity for the MAP project. The presence of key stakeholders in the Project Management Board enabled sound decision-making and

oversight, thus enhancing the strategic significance and performance of the project. Board meetings have been organized annually and have been jointly chaired by the President of the National Assembly and the UNDP Resident Representative, underscoring the project's strategic significance. These meetings have focused on reviewing project performance, assessing attained results, learning from experiences, and discussing strategic adjustments for the remaining project timeline. The MAP project team has also maintained a quarterly meeting schedule with donors and partners. These interactions were based on detailed activity and financial reports submitted by the team, reinforcing an environment of transparency and open communication.

**Technical/Advisory Group:** The Technical/Advisory Group was composed of technical representatives from the National Assembly, project partners (responsible parties), technical embassy staff from donor countries, and the project team. Initially, the project coordinated weekly meetings involving the responsible parties and the National Assembly focal points.<sup>32</sup> However, in response to the COVID-19 pandemic and regional conflicts, the frequency of these meetings was adjusted to a bi-weekly schedule and then subsequently a quarterly one. Following the snap elections and the conclusion of agreements with responsible parties, the meetings became more focused, involving only the project's Focal Points. As the project matured, these meetings shifted to a monthly frequency, with additional ad hoc meetings being arranged as required. This adjusted schedule allowed for more tailored and focused discussions, promoting efficiency in project execution.

**Responsible Parties:** A particular feature of the MAP project was the key role that the Responsible parties (RPs) played in the delivery of project activities. Three reputable international and national civil society organizations were engaged by the MAP project in the implementation of activities through Responsible Party Agreements (RPA). Each RP's roles and responsibilities were well-defined within the contracts, which were negotiated and communicated by both UNDP Operations and the MAP Team. The MAP project implemented a systematic approach to engagement with the RPs, which included bi-weekly meetings among all the parties. To ensure consistency and compliance with donor requirements, each RP was supplied with a reporting template and explicit instructions on how to compose their reports. These were then integrated into the UNDP's global reporting template. The project team encouraged the RPs to work collaboratively and invited them to all project events and activities. As part of this inclusive approach, RPs were invited to attend donor coordination meetings where they had the opportunity to present their work, discuss challenges, and seek advice and support. Most interviewees for this evaluation thought that the RPA model has functioned well under the MAP project, enabling the National Assembly to benefit from the diverse experience and expertise of the three involved RPs. However, the project's relationship with the international RP – Westminster Foundation for Democracy (WFD) – experienced some challenges, primarily consisting of communication issues. In interviews for this evaluation, WFD raised concerns about two aspects of their role in the MAP project. Firstly, they noted that they were not kept fully and continuously informed of developments within the project

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<sup>32</sup> The project team agreed with the new National Assembly management to have two focal points from the National Assembly: one from the Speaker's Cabinet and one from the National Assembly Administration.

and the National Assembly, often being unaware of other relevant activities undertaken by the MAP project or the National Assembly. Clearly, communication gaps have played a role in this relationship and from the perspective of the MAP project team the fact that key staff of WFD were located outside of the country must have played a role in this. Nevertheless, communication challenges seem to have been a systemic issue in the project, which discussed in more detailed further in this report. Secondly, WFD brought up concerns about the lack of clarity in the division of roles and responsibilities between the MAP project team and WFD staff, especially in regards to supervision, review and approval of activities and deliverables. While the other RPs have not experienced these issues, a key take away from this experience is that roles and responsibilities should be defined with greater clarity in future RP agreements.

### Risk Management

Throughout the implementation of the MAP project, several external challenges arose, that significantly impacted the implementation of the project. The following are the main risks that materialized.

- The onset and continuation of the global COVID-19 pandemic was a critical challenge. Starting in March 2020, this public health crisis severely disrupted the lives and livelihoods of all Armenians, including those associated with parliamentary activities. Not only did it introduce unforeseen risks to the project, but it also significantly delayed some of the key project deliverables. Compounding the difficulties, travel restrictions and health concerns for key experts and project staff temporarily curtailed the project's full implementation capacity.
- In October 2020, the Nagorno-Karabakh conflict created a major distraction from routine parliamentary operations, causing disruptions in the normal execution of project activities.
- Moreover, the snap parliamentary elections in June 2021 presented substantial obstacles. The shift in parliamentary leadership, members of parliament, and staff, in conjunction with the challenges that such elections impose on parliamentary processes, complicated the project's execution.
- Lastly, the reallocation of resources and redefining of priorities due to the war, the ongoing pandemic, political upheaval, and subsequent snap elections negatively affected the project. This shift especially impacted the National Assembly and other crucial MAP stakeholders, thus inhibiting the promotion and implementation of the gender equality agenda in the country.

To navigate these obstacles, the MAP project team developed mitigating strategies in consultation with partners from the National Assembly, donors, and other stakeholders. Most risks faced by the project received tailored strategic planning and specific mitigation measures to maintain project continuity and success. The following are key examples of major risks and mitigating measures put in place by the project team.

***Pre-term Elections:*** The pre-term elections of June 2021 presented a substantial risk, given the unpredictable nature of their outcomes. However, the MAP project effectively incorporated this uncertainty into its adaptive programming, ensuring high delivery and continuity with the

new convocation. A notable phenomenon during these elections was the 50% legislative turnover. Rather than viewing this as a risk, it was considered a democratic necessity, promoting social stability by integrating diverse political groups. This turnover also facilitated a smoother transition, which benefited the project's continuation.

**Mitigation Measures:** To navigate the potential challenges induced by this legislative turnover, the project developed a comprehensive plan in collaboration with the Secretariat. This included preparing digital transformation seminars for new MPs and their assistants, conducting induction and thematic seminars, and promoting e-parliament and web portal activities. The project also facilitated training, analysis, and induction sessions for the National Assembly staff and collaborated with independent scrutiny bodies, like the Audit Institution and Ombudsperson's Office, to ensure holistic project implementation.

**COVID-19 Pandemic:** The COVID-19 pandemic emerged as an unprecedented global challenge. Armenia's response, like many countries, included restrictions on entry from March to September 2020, during which the infection rates rose notably. Despite the pandemic impacting many staff and MPs, the project adapted to the constraints and maintained its operations throughout 2020. Some project components, such as certain interviews for the Functional Analysis of the National Assembly, were postponed but eventually completed in 2021. By the end of the reporting period, all MPs and staff had received vaccinations, improving the project's operational environment.

**Mitigation Measures:** The project's contingency plan and adaptive management measures served as effective mitigation strategies during the pandemic. The project transitioned to an online and semi-online working format, organizing numerous online meetings and events. It refocused efforts towards online work, implementing on-demand studies, and e-learning modules. The experiences from 2020 and the embrace of digital transformation strategies contributed to the continuity of the project, enhancing its transparency, efficiency, and cost-effectiveness.

**Regional Conflict:** The escalation of conflict in the region diverted attention and resources away from parliamentary support.

**Mitigation Measures:** To counteract this, the project fostered and expanded formal and informal networks within the project stakeholders and Civil Society Organizations (CSOs). Regular risk updates were facilitated, and constant communication was maintained with the Speaker of the National Assembly. Should the conflict have escalated further, the project was prepared to immediately adjust its activity plan and notify the Project Board. Despite some inevitable delays and postponements, the contingency plan's activities proceeded as planned, demonstrating the project's resilience and adaptability.

As the above examples testify, thanks to the project's proactive approach, it remained adaptive and responsive to the continually changing situation. Although political instability and an uncertain border situation affected the project's execution, the MAP team stayed focused on execution and delivery.

## M&E Frameworks and Adaptive Management

In its role as a parliamentary development initiative, the MAP project operated within a dynamic, politically-charged environment. As noted above, during its implementation period, the MAP project faced significant challenges that impacted Armenia, including snap elections of the National Assembly, the COVID-19 pandemic, and subsequent relaxation of restrictions that allowed for more inclusive events in partnership with the National Assembly. Additionally, an opposition-led boycott of the National Assembly sessions posed further challenges to stakeholder engagement.

In response to these challenges, the MAP project team enacted adaptive measures as part of a contingency plan, which was formally adopted at the Project Board Meeting in May 2020. The "Adaptive Management and Programming" encompassed two key dimensions: flexible delivery and the promotion of behavioral change. This approach incorporated an agile strategy, allowing for flexibility in response to potential obstacles. It enabled the development and implementation of a range of activities involving various modalities and stakeholders. Furthermore, it was responsive to the project's wider environment, including the political context and evolving National Assembly convocations.

Furthermore, to navigate the COVID-19 challenges, the project developed a "*Contingency Plan: COVID-19 Situation Analysis and Response Measures*". This plan incorporated key adaptive management measures to address the difficulties brought about by the pandemic. Given the travel restrictions and the widespread effects of the pandemic, the project transitioned to online work and proposed alternative implementation methods and new activities for responsible parties to consider. The project's operations adapted to online and hybrid formats, including online meetings and events, as well as weekly and bi-weekly meetings with the National Assembly and Responsible Parties, respectively. As the rate of vaccinations increased and new infection cases declined, the MAP project was able to resume its full level of activities around December 2022.

The Project Document underwent three amendments, necessitating various strategic adaptations. Firstly, the UK GGF Funding Facility suggested a deferment of its funding to 2021 and a no-cost extension from March 31, 2021, to September 30, 2021. This proposal triggered a subsequent budget adjustment, as outlined in the Inception Report and previous sections. Secondly, the project received a generous contribution from SIDA, which offset the unfunded portion of the basket fund with an amount of 5 million SEK, equivalent to 501,554.82 USD. This contribution also extended the Project's financial lifespan until October 31, 2023.

The project's Results and Resources Framework (RRF) was revised in 2020 to integrate findings and analysis from various sources such as Public Opinion Polls, Capacity Building for MPs and Staff reports, Responsible Parties' (RPAs) reports on the quantity, participation rate, and outcomes of Functional Analysis, Gender Mainstreaming Analysis, and Research and Training Centre Analysis, among others. The revised RRF introduced a range of new indicators that capture qualitative, quantitative, and gender-sensitive dimensions.



Overall, continuous monitoring helped the project team identify the successful strategies, which were then targeted for replication and institutionalization. The adaptive approach facilitated the achievement of defined targets and results, maintaining a high level of performance throughout the project's implementation. It ensured the successful execution of the project's Annual Work Plans and secured a high delivery rate. Despite the complications posed by the COVID-19 pandemic, regional armed conflicts, and pre-term elections, the project team successfully leveraged adaptive management strategies to maintain its trajectory.

### Project Budget and Expenditure

The MAP project was envisaged to be funded through a basket-fund modality. Although UNDP conducted a series of negotiations with potential donors such as Germany, a fully-fledged basket-fund did not materialize. Eventually, the project was financed by the Government of Sweden/SIDA (USD 208,729 and 2,487,341 USD respectively) and the United Kingdom (USD 2,105,872).

After a dialogue process with the National Assembly, the project secured a specific allocation from the state budget amounting to USD 153,179, equivalent to 60 million Armenian Dram (AMD).<sup>33</sup> This reduced the unfunded portion of the basket fund, which at the point of this evaluation stood at \$44,879 USD.

**Table 16: Project Funding**

<b>Organization</b>	<b>Total Project Budget (USD)</b>
Government of Sweden	208,729
SIDA	2,487,341
UK GGF	2,105,872
State Budget to RA NA	153,179
Unfunded	44,879
<b>Total</b>	<b>5,000,000</b>

The table below shows the project's budget execution by outcome area for the years 2019 to 2023 (as of the time of the evaluation). The following are some key observations related to the project's expenditure pattern.

- In 2019, Outcome 1 experienced an overspend of 10 percentage points, with an execution rate of 110%. Conversely, Outcome 2 was under-executed by 42 percentage points, having an execution rate of 58%. Outcome 3 saw no execution whatsoever (0%), indicating that none of the budgeted funds were used for this purpose. Outcome 4 had an execution rate of 79%, indicating a 21 percentage points under-execution. On the whole, the total spending was less than budgeted by 12 percentage points.
- In 2020, all four outcomes were under-executed, with Outcome 3 showing the most significant under-execution at 60 percentage points below the budget. The overall

<sup>33</sup> As per the United Nations Official Rate of Exchange (UNORE) as of December 2022.

execution rate was 74%, indicating a total under-execution of 26 percentage points across all outcomes.

- In 2021, Outcomes 1, 2, and 4 overspent by 19, 15, and 6 percentage points respectively. However, Outcome 3 was significantly under-executed, with 52 percentage points less spending than budgeted. Overall, the total spending came quite close to the budget, with only a 3-percentage point under-execution.
- 2022 presented a different scenario where all four outcomes were under-executed. Outcomes 1 and 4 nearly reached their budgeted amounts with 90% and 88% execution rates respectively. However, Outcomes 2 and 3 significantly under-executed, with a 59 and 60 percentage points difference from the budget. The total expenditure was 30 percentage points lower than the budgeted amount.
- Data for 2023 is reported only for the four first months of year (point of evaluation). In 2023, Outcome 1 slightly overspent by 3 percentage points, whereas Outcome 2 under-executed by 24 percentage points. Outcome 3 and Outcome 4 notably under-executed by 64 and 88 percentage points respectively. The total expenditure for the first four months of the year was 45 percentage points under plan, but the project team is optimistic that by the end of the project the whole planned allocation will be spent.

Considering all years, Outcome 3 consistently had the lowest execution rate, peaking at 48% in 2021. Outcome 2 also saw consistent under-execution except in 2021 when it overspent by 15 percentage points. Outcomes 1 and 4 generally remained near their budgeted amounts, apart from 2019 and 2021 (Outcome 1 overspending) and 2023 (Outcome 4 significant underspending). Overall, the project's total spending from 2019 to 2023 was 21 percentage points less than the budgeted amount, with an execution rate of 79%. It is worth noting that the project's spending became progressively more efficient, with 2021 being the closest to full budget execution. In conclusion, while the project has made reasonable progress in utilizing its resources, there is room for improvement to ensure better balance and optimal resource utilization, especially in Outcomes 2 and 3.

**Table 17: Project Budget, Expenditure and Execution (as of 30 April 2023)**

No.	Outcome Area	Budgeted (as per ProDoc)	Spent	Execution Rate
<b>Year 2019</b>				
1	Outcome 1	\$146,449	\$161,068	110%
2	Outcome 2	\$17,064	\$9,895	58%
3	Outcome 3	\$23,868	\$0	0%
4	Outcome 4	\$83,574	\$66,432	79%
5	<b>Total</b>	<b>\$270,955</b>	<b>\$237,394</b>	<b>88%</b>
<b>Year 2020</b>				
1	Outcome 1	\$851,130	\$739,950	87%
2	Outcome 2	\$285,577	\$225,645	79%
3	Outcome 3	\$352,785	\$142,494	40%
4	Outcome 4	\$250,020	\$182,547	73%
5	<b>Total</b>	<b>\$1,739,512</b>	<b>\$1,290,637</b>	<b>74%</b>
<b>Year 2021</b>				

No.	Outcome Area	Budgeted (as per ProDoc)	Spent	Execution Rate
1	Outcome 1	\$658,778	\$781,076	119%
2	Outcome 2	\$203,044	\$233,109	115%
3	Outcome 3	\$405,091	\$193,064	48%
4	Outcome 4	\$263,860	\$278,989	106%
5	<b>Total</b>	<b>\$1,530,773</b>	<b>\$1,486,239</b>	<b>97%</b>
<b>Year 2022</b>				
1	Outcome 1	\$539,891	\$483,457	90%
2	Outcome 2	\$346,680	\$141,868	41%
3	Outcome 3	\$146,880	\$58,307	40%
4	Outcome 4	\$211,011	\$185,242	88%
5	<b>Total</b>	<b>\$1,244,462</b>	<b>\$868,874</b>	<b>70%</b>
<b>Year 2023 (first four months of the year)</b>				
1	Outcome 1	\$105,625	\$108,472	103%
2	Outcome 2	\$193,040	\$145,752	76%
3	Outcome 3	\$81,621	\$29,378	36%
4	Outcome 4	\$173,864	\$21,416	12%
5	<b>Total</b>	<b>\$554,150</b>	<b>\$305,018</b>	<b>55%</b>
<b>ALL YEARS</b>				
1	Outcome 1	\$2,301,874	\$2,274,024	99%
2	Outcome 2	\$1,045,405	\$756,269	72%
3	Outcome 3	\$986,377	\$423,243	43%
4	Outcome 4	\$982,329	\$734,626	75%
5	<b>Total</b>	<b>\$5,315,985</b>	<b>\$4,188,162</b>	<b>79%</b>

Table 17 below summarizes the execution rates for all four outcome areas across the five years of the MAP project implementation, from 2019 to 2023 (as of 30 April 2023).

- Outcome 1 had execution rates ranging from 87% to 119%, with a total average of 99%. This suggests that Outcome 1 spending was consistently close to or above the budgeted amount throughout the five years.
- Outcome 2 showed more variability in execution rates, ranging from 41% to 115%, and averaged 72% over the total period. This indicates that Outcome 2 saw both significant under-spending and over-spending across different years.
- Outcome 3 had the lowest execution rates, from 0% to 48%, with a total average of 43%. This outcome consistently saw under-spending compared to the budgeted amounts.
- Outcome 4's execution rates ranged from 12% to 106%, averaging 75% over the total period. This outcome experienced considerable variability in spending across the years.

Overall, the project's total budget execution rate over the five-year period was 79%. This indicates that on average 79% of the budgeted amounts were spent across all outcomes and years. However, there has been substantial variation in execution rates both between outcomes and across years, suggesting that spending was not evenly distributed or consistent. The under-

execution of certain outcomes (especially Outcome 3) across several years indicate room for improvement in budget planning and execution.

**Table 18: Execution Rates by Outcome Area (as of 30 April 2023)**

Outcome Areas	2019	2020	2021	2022	2023	Total
Outcome 1	110%	87%	119%	90%	103%	99%
Outcome 2	58%	79%	115%	41%	76%	72%
Outcome 3	0%	40%	48%	40%	36%	43%
Outcome 4	79%	73%	106%	88%	12%	75%
<b>Total</b>	<b>88%</b>	<b>74%</b>	<b>97%</b>	<b>70%</b>	<b>55%</b>	<b>79%</b>

Table 18 below shows the project's distribution of expenditure by category. The category "*Contractual Services-Companies*" had variable spending throughout the years with a significant increase in 2021 and a total expenditure of \$459,619. This category makes up 10% of total spending. "*Local Consultants*" totaled \$497,586, contributing to 10% of total spending. "*International Consultants*" saw the highest spending in 2020, with minimal spending in 2022 and significant expenditure in 2021. The total amount spent was \$426,449, accounting for 9% of total spending. "*RPA*s" had the highest spending in 2020, with no spending reported for 2022 and 2023. The total spending in this category was \$1,029,111, making up 21% of total spending, the highest of all categories. "*Events, Conferences*" had the highest expenditure in 2022. The total spending was \$878,007, accounting for 18% of total spending. "*Travel*" expenditure was relatively low compared to other categories, peaking in 2022, and making up 3% of total spending with a total amount of \$159,656. "*Admin expenses*" accounted for 15% of total spending with a total amount of \$737,734. In general, the expenditure category "*RPA*s" took up the largest portion of the budget at 21%, followed by "*Events, conferences*" at 18%, and "*Admin expenses*" at 15%. The least spent category was "*Travel*" at 3% of the total budget. Overall, this budget distribution suggests a project heavily oriented towards engaging expertise (both local and international), investing significantly in events for stakeholder engagement and with a notable focus on *RPA*s.

**Table 19: Project Expenditure by Category (as of 30 April 2023)**

Expenditure Categories	2019	2020	2021	2022	30/04/2023	All Years	% of Total
1. - Contractual Services-Companies	5,366.83	(16,409.53)	250,426.71	151,884.04	68,350.81	<b>459,619</b>	10%
2. - Local Consultants	851.73	83,948.95	184,467.62	168,570.91	59,746.75	<b>497,586</b>	10%
3. - International Consultants	-	237,712.06	130,999.28	(4,902.00)	62,640.00	<b>426,449</b>	9%
4. - <i>RPA</i> s	93,912.09	511,860.89	423,338.51	-	-	<b>1,029,111</b>	21%
5. - Events, conferences	69,980.25	284,597.28	211,056.42	263,406.69	48,965.86	<b>878,007</b>	18%
6. - Travel	851.73	6,380.38	6,961.25	104,673.52	40,789.29	<b>159,656</b>	3%
7. - Admin expenses	66,431.72	182,546.64	278,989.35	185,241.07	24,525.11	<b>737,734</b>	15%
<b>TOTAL</b>	<b>237,394</b>	<b>1,290,637</b>	<b>1,486,239</b>	<b>868,874</b>	<b>305,018</b>	<b>4,188,162</b>	<b>87%</b>

### Project Visibility and Communications

Based on the feedback received from the stakeholders involved in the MAP project, it is become evident that the realms of communication and visibility have experienced difficulties. A number of challenges related to the project's communication and feedback mechanisms have been noted in previous sections of this report – mainly the Relevance and Effectiveness sections

of the report. The following is a brief description of the communications challenges identified during the evaluation process.

- ***Interactions with Responsible Parties:*** One area of concern was the effectiveness of communications between the project team and the Responsible Parties. Primarily, there were significant issues in the communications with the WFD. The MAP project team anticipated better reporting from the WFD on their activity sectors, but also the WFD team was expecting more information from the project team on the ongoing project activities with the Assembly. Moreover, the participation of various responsible parties added intricacies to the project reporting process. Each participating party had different reporting timelines, expectations, and guidelines. This variety in reporting systems created challenges for project administration, time management, and overall project implementation.
- ***Engagement with Assembly Stakeholders:*** The third area is related to information sharing and visibility among the Assembly stakeholders. As noted previously in this report, a considerable percentage of Assembly respondents to the online survey for this evaluation were uncertain about the project's impacts, indicating the need for improved communication and visibility of the project's achievements. This clearly suggests a need for improved communication and increased visibility of the project's accomplishments.
- ***Engagement with CSOs:*** Fourthly, information sharing and visibility among CSOs were another area that needed improvement. Several CSOs participants expressed a lack of knowledge or uncertainty regarding the MAP project. This is further validated by the CSOs' responses to the survey question, ***“In your opinion, how effectively did the UNDP MAP Project facilitate the dialogue between civil society and National Assembly?”***, as observed in the results shared earlier in this report.
- ***Engagement with Development Partners:*** The role of development partners is undeniably crucial in the success of a project such as MAP, acting as both catalysts and contributors to the project's advancement. Nevertheless, the evaluation revealed that the communication process with these partners could have been significantly more effective. During the latter stages of the project, communication with development partners appears to have been less optimal. Several development partners, during their interviews for the evaluation, noted that the information they received about the project's activities and achievements was insufficient. This lack of comprehensive information flow could potentially limit their ability to contribute optimally to the project, consequently affecting the overall project outcomes.

Managing a project such as MAP that involves multiple stakeholders brings with it inherent complexities. However, for future projects, improving communications and visibility with all key stakeholders is vital. The appointment of a dedicated communications officer could be a beneficial addition to address these issues. Moreover, creating a regular project newsletter could significantly contribute to improving visibility and communication. Lastly, as for the

responsible parties, it is recommended to either adopt a more flexible approach within joint activities or stick to a single agreed-upon reporting method right from the project's inception.

\* \* \*

In conclusion, the MAP project has successfully navigated several significant challenges during its implementation, demonstrating adaptability, cultural sensitivity, and a commitment to capacity building. Throughout the implementation of the project, key challenges emerged, including the uncertainties of pre-term elections, the global COVID-19 pandemic, and regional conflicts. However, through strategic planning, adaptive programming, and effective mitigation measures, the project remained resilient and managed to maintain its continuity. This is also reflected in the results of the survey with National Assembly staff presented in Table 20 below.

**Table 20: Results of Online Survey with National Assembly Staff**

<b>Statements</b>	<b>Totally Disagree (%)</b>	<b>Disagree (%)</b>	<b>Agree (%)</b>	<b>Mostly Agree (%)</b>	<b>I Do Not Know (%)</b>
Project activities were organized in a timely and efficient way.	5	5	44	14	33
The activities of the UNDP MAP Project were well coordinated and consistent.	5	5	46	17	27

The project's ability to operate within a high-risk environment while ensuring effective delivery indicates the viability of the project management and implementation strategies. There has been however room for improvement in the project's communication and visibility, which have led to insufficient information sharing and a lack of awareness regarding the project's impacts and achievements among some of the partners.

### 3.5. Sustainability

The concept of sustainability, particularly in relation to this project, encompasses various aspects. The "Effectiveness" section of this report examined a range of achievements that have the potential for long-term continuance. This section delves into a detailed discussion about sustainability, presenting it in the context of strengths and challenges, as outlined by the participants involved in this evaluation.

#### Sustainability Strengths

***Ownership:*** A key factor that has underscored the sustainability of the MAP project is the strong ownership of the project by the National Assembly. Firstly, the project documentation provides robust evidence of this ownership, indicating a comprehensive and close engagement of the National Assembly in the project's activities. The effective collaboration and active participation reflected in these documents signify the National Assembly's genuine commitment to the project. Secondly, the strong sense of ownership was underlined in the feedback obtained during the evaluation interviews and the online survey with the National Assembly staff. Feedback gathered during the evaluation confirmed the National Assembly's full involvement in the project and the significant role it played in its execution. Further, the fact that the project board is co-chaired by the President of the National Assembly is an indication of the strategic importance of this project for the Assembly. Lastly, a key manifestation of this ownership is the physical location of the project team within the premises of the National Assembly building. The fact that the National Assembly has generously hosted the project team is indicative of its strong commitment to, and support for, the MAP project. This co-location has not only facilitated a seamless exchange of ideas and strengthened collaboration but also symbolically underlined the National Assembly's dedication and interest in the project. The National Assembly's strong ownership has served as a key factor in the project's sustainability. This involvement will likely support the ongoing implementation of the project's reforms, thereby ensuring the project's long-term impact on the modernization of Armenia's parliamentary processes.

***Engagement of citizens and civil society with the legislative process:*** One of the significant factors contributing to the sustainability of the MAP project has been the active engagement of citizens and civil society organizations in the legislative process - a core objective of the project. This engagement has not been a peripheral aspect of the MAP project but rather a central pillar of its design and execution. The engagement of these groups provides a robust base for the project's sustainability. It enhances the project's credibility and resilience in several ways. Firstly, by fostering a more participatory legislative process, the project helps to cultivate a more positive perception of the National Assembly among the public. This perception can contribute to greater trust and legitimacy, vital factors for the long-term success and acceptance of the project's reforms. Secondly, this engagement establishes stronger channels of communication and cooperation between the National Assembly and non-governmental actors, such as civil society organizations. Such partnerships can provide diverse perspectives, technical expertise, and resources, thereby increasing the project's adaptability and effectiveness. Moreover, this engagement can also serve as a mechanism for holding the

National Assembly accountable for implementing the key national reforms. Citizens and civil society organizations, as beneficiaries and stakeholders of the project, will be able to play a greater role in monitoring the project's progress and advocating for its continued implementation.

***Institutionalization of key Parliamentary Structures:*** The MAP project has underscored the importance of enhancing the capacity of key departments within the National Assembly, thereby creating foundations for their sustainability. These departments are integral to a robust National Assembly, rendering their enhancement an enduring element of the project's sustainability. Here are a few critical structures that have been supported sustainably:

- *Research and Training Centre:* The MAP project has been instrumental in establishing the Research and Training Centre. This centre has already started addressing research requests, previously managed by the project, from the Standing Committees. The institutionalization of this Centre ensures that the National Assembly will continue to have a dedicated research and training department, thus adding to the project's sustainability.
- *Parliamentary Democracy Centre (PDC):* The MAP project not only conceptualized the PDC but also prepared its structure and a Strategic Development Plan for 2023-2025. The project launched three innovative solutions, paving the way for a new programme funded by a state budget line to enhance the role of the National Assembly. The MAP project developed concepts to widen citizen access to the National Assembly and promote parliamentary democracy. These concepts, tailored to local needs and specificities, are based on practices from parliaments in the UK, Sweden, USA, Canada, and Germany.
- *Mobile Committee Sessions:* This novel format allowed Standing Committees to hold meetings and discussions outside of the National Assembly building. This approach enables citizens to directly address executive and legislative bodies, leading to quicker resolution of issues. The National Assembly's decision to add a travel budget for MPs further institutionalizes this mechanism.
- *Town Hall Meetings:* These meetings, promoted and supported by the MAP project, have proven effective in facilitating public participation in decision-making processes. The methodology of THM addresses the needs of citizens and decision-makers and fosters democratic processes. Interviews for this evaluation showed that these meetings are highly valued by MPs.
- *CSO-National Assembly Platform:* The MAP project facilitated the creation of the National Assembly-CSO Platform, drawing upon insights from comparable platforms. This platform fosters dialogue between the National Assembly members and civil society organizations. It aims to address issues arising in society and to promote gender equality. Several legislative initiatives adopted by the Parliament originated from this platform, which had 464 participants and initiated two laws. Recognizing the risk of a possible monopoly by a single CSO, the MAP project advocated for the establishment of a rotating secretariat to maintain a balanced power structure.



- **Donor Coordination Meetings:** The National Assembly has committed to continuing and leading ongoing coordination meetings, demonstrates a promising stance towards institutionalization and sustainability. It is crucial that the National Assembly has taken on the coordination function because it best understands how to allocate resources and how to bring different actors together. This is the most cost-efficient and sustainable way. Furthermore, during the most recent coordination meeting, the National Assembly adopted an innovative approach – instead of requiring donors and implementing organizations to present their activities, the Assembly streamlined the process by developing and presenting a succinct report detailing their engagements with each implementing organization. This innovative approach not only affirms the Assembly's active role, but also enhances the clarity and coherence of communication amongst all parties involved. In the words of a development partner representative who attended the last coordination meeting – *“It was a pleasant surprise. We were not informed beforehand that the National Assembly had compiled a report on what had been done over the last six months, complete with photos, main topics, outcomes, and agreements. They presented it and asked us to add anything from our perspective. This was a positive indication of sustainability and readiness to take over.”*.

In summary, the MAP project's focus on strengthening and institutionalizing key parliamentary structures has laid a good foundation for sustainability. By embedding these structures within the National Assembly, the project has safeguarded the long-term continuation of its objectives and impact.

**Digitalization:** A significant aspect driving the sustainability of the MAP project has been its comprehensive digitalization agenda. The project has facilitated the National Assembly's digital transformation through several initiatives such as the development of a two-way communication web portal, the implementation of an e-Session Management System for Standing Committee Sessions, the upgrade of the Document Management System aligned with the "Mulberry" platform, the installation of Digital Stands for the Visitors and Outreach Centers, the deployment of a wireless system for enhanced interconnectivity, the establishment of an e-Archive for easy access to photos and videos, the launch of an e-Learning platform for continuous learning, and the incorporation of speech-to-text technology for improved documentation of National Assembly sessions. This digital transformation is crucial for the project's sustainability as it establishes a robust framework for maintaining and enhancing the processes and procedures introduced by the MAP project.

**Legislative change:** Another key element contributing to the sustainability of the MAP project has been the legislative change it has fostered. Changes enacted within the sphere of national laws and regulations carry both a duty and commitment for implementation, thereby solidifying the project's outcomes. The MAP project has bolstered the quality of legislative oversight and policymaking by supporting participatory platforms and implementing a suite of innovative tools. These measures facilitated the amendment of several laws that have since become crucial components of the national legislative framework. In total, the MAP project influenced the discussion of 22 laws and amendments, culminating in the successful amendment of 14 laws. This marks a considerable stride in transforming the legislative landscape and showcases the

project's ability to induce meaningful and sustainable changes in the legislative framework. Therefore, these legislative changes serve as a testament to the project's enduring impact on the national legislative system.

**Gender-Responsive Budgeting:** A key aspect contributing to the MAP project's sustainability has been its emphasis on gender-responsive budgeting, a strategy that facilitates profound and enduring alterations in the country's gender dynamics. This budgeting method involves allocating resources specifically dedicated to advancing gender equality, backed by parliamentary decisions that have substantial influence over the country's budgetary process. For the first time, the 2022 State Budget Law incorporated gender budgeting, designating a total sum of 22,596,043 AMD to initiatives aimed at fostering equal opportunities for both women and men. This milestone, albeit awaiting tangible impact assessment in future years, marks the MAP project's significant role in augmenting the National Assembly's openness culture, considering all vulnerable societal groups equitably and adapting state budget planning accordingly.

**Table 21: Results of Online Survey with National Assembly Staff**

Statement	Totally Disagree (%)	Disagree (%)	Agree (%)	Mostly Agree (%)	I Do Not Know (%)
The outcomes of the UNDP MAP Project will be maintained after its completion.	5	2	43	14	36

### Opportunities for Strengthening Sustainability

For all the positive factors of sustainability listed above, there are also some challenges to the sustainability of the achievements of the MAP project.

**Financial Sustainability of the Reform Agenda:** The ongoing parliamentary reform agenda, propelled by the MAP project, bears financial implications both in the short run and the long run. Therefore, it is important to consider whether the tools and mechanisms being implemented are cost-effective and whether they can be maintained with available national resources. To this end, it will be useful for the project stakeholders to come up with an estimate of the resources required for the continuation of the initiatives that have been launched in the National Assembly. This estimation would ideally necessitate a strategic plan that serves as a foundation for evaluating cost implications. Ultimately, the sustainability of funding sources and the National Assembly's ability to secure future financing to prolong the existing reforms are of paramount importance.

**Basket Fund Approach:** The project's utilization of a basket fund model represents a multi-donor approach that has the potential to enhance project sustainability. However, this model has so far garnered interest from only the UK and Sweden. If the MAP project is to be extended, it would be worthwhile to persist with the basket fund modality to finance future activities. In

doing so, stakeholders should aim to engage more donors. Ideally, such a consolidated funding approach could encompass all sources of donor support for the National Assembly, thereby fostering a synergistic and efficient funding model for all external technical aid extended to the Assembly. In reality, this is difficult to achieve, as it would require convincing all donors to consolidate their resources under a single framework.

***Further institutionalization of structures:*** Another priority of the MAP project going forward should be the continued institutionalization of the structures supported by the project. While many of these structures are already solidly established within the National Assembly's framework as departments or units, certain structures necessitate further institutionalization. For instance, the MAP project has facilitated the organization of the 'Youth Parliament - Summer School for High School Students', a programme that has demonstrated a high level of satisfaction among participants, sparking enthusiasm among both the youth and MPs, along with the National Assembly staff, to engage in and propagate the principles of parliamentary democracy. The National Assembly has committed to ensure the sustainability of the summer school and maintain the programme delivered during the two-week summer school period. The goal going forward should be to robustly institutionalize this summer school, transforming it into a permanent fixture within the National Assembly's framework. This would ensure that the benefits gained and the values instilled through this initiative continue to impact future cohorts, reinforcing democratic principles and cultivating active citizenship.

***Sustainability of Capacity Building (Training):*** Capacity building for MPs and Parliamentary staff has been a crucial component of the MAP project. The MAP project has focused on creating and providing comprehensive training for the National Assembly. Significant time and resources have been invested in developing the training material. This valuable material could be organized, stored, and made accessible to MPs and Parliamentary staff more efficiently. Feedback gathered during this evaluation suggests potential steps that stakeholders of the MAP project could consider to further enhance the sustainability of the training content.

- ***Integrated Training Offer:*** One suggestion is the creation of an “integrated training package”. This approach would create a comprehensive, unified training package addressing diverse needs, promoting synergy and cooperation among development partners, and enhancing overall effectiveness.
- ***Training Platform:*** Given that an extensive body of training material has been created by various sources, it will be useful to strengthen the platform that makes this material easily available to interested MPs and staff on a permanent basis. The training material could be placed online and interested MPs and staff could access it at any point in time. This will require the establishment of an effective platform that hosts the training content.
- ***More Focus on Training of Trainers (ToT):*** Interviews for this evaluation indicated that in an eventual upcoming phase, the MAP project should pay greater attention to the creation of training capabilities within the National Assembly, rather than procuring them externally (and even internationally). This will require greater focus on the training of trainers.

### *Need for Long-term Commitment:*

Parliamentary development is a complex and long-term endeavor, and achieving meaningful change often requires sustained efforts over a prolonged period. The reasons for this are manifold.

- *Democratic Consolidation:* The process of democratic consolidation and the establishment of strong legislative institutions is not a short-term task. It requires the transformation of political culture, strengthening of institutions, and the development of democratic practices, all of which take time. The long-term commitment of development projects is crucial in supporting this gradual process of change.
- *Behavioural change:* Changing established behaviors and practices within an institution such as a parliament can be a challenging and time-consuming process. These behaviors are often deeply ingrained, shaped by long-standing traditions, practices, norms, and institutional culture. Therefore, altering them requires not just imparting new knowledge or skills, but also changing attitudes and mindsets. This can involve, for instance, promoting a culture of transparency and accountability, fostering a commitment to gender equality, or encouraging an evidence-based approach to decision-making. The process of behavioral change is often iterative and gradual, requiring continuous effort, reinforcement, and follow-up. Moreover, it requires supportive structures and systems to be in place to enable and sustain the desired behaviors. This is why long-term commitment is so essential. By staying engaged over the long term, development projects can support this complex process of change, helping to ensure that new behaviors become deeply embedded and form a lasting part of the institution's culture.
- *Capacity Building and Skills Development:* Building the capacity of the MPs and Assembly staff involves not just one-off training sessions, but an ongoing process of learning and development. Long-term commitment allows for this continuous capacity building and the development of deep and lasting competencies.
- *Responding to Changing Circumstances:* The political and social environment in which parliaments operate can change over time, and new challenges can arise. Long-term commitment allows development projects to be responsive to these changes, adapting their approaches and activities to continue supporting parliaments in the face of new challenges.
- *Building Relationships:* Effective development work often depends on building strong relationships with local stakeholders. This includes parliamentarians, parliamentary staff, and other key actors. Long-term commitment allows for the development of these relationships, which can enhance the effectiveness and impact of the project.

Projects that are implemented over a short period may see their outcomes fade once the project ends. Without long-term commitment, there's a risk that practices might revert to how they were before the project began. On the other hand, long-term engagement can help to ensure the sustainability of project outcomes, embedding new practices and approaches into the regular functioning of the parliament. Therefore, the long-term commitment is a critical aspect of parliamentary development projects. This commitment enables these projects to make a substantial and lasting contribution to the strengthening of parliaments in developing nations.

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As noted in the paragraphs above, many of the activities and achievements of the MAP project are likely to be sustained – especially, given the strong ownership of the project. However, there are some factors that still need to be addressed in order to further improve the sustainability prospects of the project. It's also important to note that the sustainability of the project will also depend on factors that are external to the project, such as the commitment of the political factor and the broader political and socio-economic context.

### 3.6. Human Rights Based Approach, Mainstreaming and Disability

#### Inclusion

##### Human Rights Based Approach

The MAP project has incorporated a Human Rights-Based Approach (HRBA) into its operations, following the principles of inclusivity, non-discrimination, accountability, participation, and transparency.<sup>34</sup> The MAP project had embodied the HRBA in several ways:

- The MAP project has been committed to inclusivity, emphasizing diversity and ensuring that no marginalized groups were left behind. It has targeted women, youth, persons with disabilities, and other vulnerable populations. The project has devised plans, strategies, codes, and e-tools to enhance inclusivity and equal participation. The Gender Equality Plan and the Handbook on Codes of Conduct for the Armenian Parliament are key examples of this commitment, promoting non-discrimination and equality.
- Several of the legislative amendments supported by the MAP project have targeted social issues and seem to be aimed at supporting vulnerable groups, such as disabled people, soldiers, parents, and public servants. The amendments to the Labor Law and the Law "*On the Rights of Persons with Disabilities*" are good examples of this. The draft law "*On Social Support*" has been developed with the inclusion of project-facilitated research recommendations. This shows the project's emphasis on evidence-based policy-making, which is key to the effectiveness and efficiency of laws.
- The project has developed numerous methodologies and codes of conduct to bolster accountability. For instance, the Codes on Ethics and Conduct for Legislative Body-Comparative Study, and the Draft Law "On Making Amendments and Addenda to the Constitutional Law "*Rules of Procedure of the National Assembly*" are initiatives aimed to ensure that parliamentarians and staff adhered to human rights obligations. Furthermore, the MAP project supported a review of whistleblower and witness protection models, which was conducted by WFD. The review encompassed best practice models from Albania, Georgia, Italy, Moldova, the UK, and the USA, offering valuable insights into the oversight function of Parliament. This comprehensive comparative analysis was then delivered to the National Assembly Management for distribution among the Standing Committees. By doing so, the project facilitated the enrichment of MPs' knowledge of international best practices, thereby providing the groundwork for informed policy making. This analysis had a notable impact on legislative actions: at least two laws amending the Law on Whistleblower System were approved by the National Assembly. Furthermore, several Government and Prime Minister Decrees for addenda and amendments in other Decrees were adopted. These were based on the Law on Whistleblower System and the Constitutional Law on Human Rights Defender.

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<sup>34</sup> HRBA in development cooperation projects signifies that they integrate international human rights norms and standards into their design, implementation, and monitoring.

- The MAP project has encouraged citizen participation and engagement through various strategies, such as the Guide to Creating a Citizen Engagement and Outreach Strategy and the Information and Outreach Centre. These initiatives aimed to give citizens a voice in policymaking processes, ensuring that their rights were represented and protected.
- As part of its commitment to transparency, the project has been working on digital transformation. The development of e-tools formed part of this effort, aiming to make parliamentary work more accessible and understandable to the public. The digital transition to an e-Parliament also raised the challenge of online human rights abuses, such as hate speech, which the project had taken steps to address through legislative recommendations.
- The MAP project has incorporated capacity building initiatives, such as the Training Programme Strategy and Outline Syllabus, and the Parliamentary Training Centre. These programmes included training on human rights, aimed at enhancing the ability of parliamentarians and staff to uphold and advocate for human rights in their work.
- The project's research and analysis initiatives has also incorporated a human rights perspective, contributing to a more comprehensive understanding of human rights-related issues and challenges.

The MAP project's HRBA has contributed significantly to the advancement of human rights, particularly for disadvantaged and vulnerable local populations. It has facilitated discussions and dialogues between the National Assembly, Human Rights and Development Organization (HRDO), experts, and civil society on human rights issues, strengthening parliamentary oversight in human rights, the Rule of Law (RoL), and gender concerns during states of emergencies or crises.

### Gender Mainstreaming

The needs assessment of the National Assembly conducted by the MAP project at the inception of the project produced a key recommendation related to the gender mainstreaming – *“to consider gender impact of legislation and its alignment with relevant regulatory impact assessment methodologies and indicators. To increase the usage of gender-specific instruments within the structures of the parliament, particularly in the legislative, oversight and budget processes. To develop gender mainstreaming strategy for the National Assembly.”* In line with this assessment, the MAP project has made comprehensive efforts in the area of gender equality, covering strategic planning, capacity building, legislative improvements, resource allocation, gender-responsive budgeting, and public outreach, among other activities.

Strategic planning and gender audit form the backbone of the MAP project's approach to gender equality. The project has played a vital role in the implementation of the Gender Audit and the participatory gender assessment of the National Assembly, culminating in the development of a comprehensive Gender Equality Plan. This plan, presented in 2022, forms the guiding framework for achieving parliamentary gender equality. Moreover, the MAP project has devised a gender mainstreaming strategy for the Parliament, fostering an inclusive and participatory approach to this process.

Capacity building is a significant aspect of the MAP project's commitment to gender equality. The creation of an online/Specialized Gender Equality Course for Members of Parliament (MPs) and National Assembly staff has helped instill gender equality concepts among key decision makers. In addition to the online course, the project also conducted a series of workshops and consultations on Gender Responsive Budgeting (GRB) between 2020 and 2022. These capacity building measures targeted various entities, including the Standing Committee on Budget and Financial Affairs and the Budget Office (BO), thereby ensuring that these key bodies have an increased understanding of GRB. These capacity building efforts included GRB online workshops, introductory seminars, specialized sessions with the National Assembly Budget Office, and discussions on the Budget Process of the Republic of Armenia (RA), encompassing both program and gender-responsive budgeting.

In addition to capacity building, legislative improvements were also a key part of the project's gender-based approach. The project provided support for the gender mainstreaming of laws, aiding in the drafting of a Law on Mandatory Gender Impact Analysis. Moreover, a task force was formed under the project to review the draft Labour Code and propose recommendations for gender mainstreaming. The resulting recommendations were accepted by the Ministry of Labor and Social Affairs and included in the revised law.

Budgetary and financial allocations also reflected the project's commitment to gender equality. The 2022 Law on State Budget incorporated gender budgeting for the first time, allocating a significant sum for projects promoting gender equality. Furthermore, gender-responsive measures saw an 8.9% increase in gender-sensitive expenditures in the state budget from the previous year, marking a transformative impact on the budgeting processes within the National Assembly.<sup>35</sup>

Outreach and awareness-raising efforts were integral to the MAP project's gender equality initiatives. These included discussions on topics of special interest and outreach events within the National Assembly-CSO platform. Furthermore, the project supported the publication of women's empowerment articles by OxYGen Foundation, covering a range of topics, including women MPs' activities, legislative initiatives addressing women's issues, and labor code amendments. Moreover, the project engaged in a dialogue series on employment and the labor market, and the Armenian Labor Code.

The project has also produced various gender analysis and knowledge products. This includes the creation of a Gender Reference Library and the development of a gender-sensitive information package for MPs and staff of the Parliament. It also includes an analysis of the implementation of the Beijing Declaration and Platform for Actions in Armenia and recommendations on gender mainstreaming of laws. These resources provide valuable insights into the state of gender equality in Armenia and serve as tools for further promoting gender equality.

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<sup>35</sup> For the first time, the 2022 Law on State Budget incorporated gender budgeting, allocating 22,596,043,000 AMD for projects promoting gender equality. Notably, the gender-sensitive outcome indicators for the 2022 state budget saw a significant increase, demonstrating a shift towards a more gender-responsive budgetary process in major state sectors such as justice, social, education, health, economy, and the prosecutor's office.



Overall, the MAP project, through its various activities and initiatives, has demonstrated a sustained commitment to gender equality. The project's gender-based approach has effectively mainstreamed gender considerations into strategic planning, capacity building, legislation, budgeting, outreach, and knowledge production, contributing to a more gender-equitable National Assembly and, more broadly, a more gender-inclusive Armenia.

**Table 22: Results of Online Survey with National Assembly Staff**

Statements	Totally Disagree (%)	Disagree (%)	Agree (%)	Mostly Agree (%)	I Do Not Know (%)
The UNDP MAP Project effectively taken into account the gender equality considerations.	7	0	44	14	35

### Youth Mainstreaming

The MAP project has also focused on promoting youth empowerment and participation in the democratic process. To this end, it has supported various innovative initiatives and activities. One of the main aspects of the MAP project's approach to youth mainstreaming has been its facilitation of youth-oriented events and programmes. For instance, the project organized a "*Youth Parliament - Summer School for High School Students*", which was met with high levels of satisfaction among the participants and enthusiasm from the MPs and National Assembly staff. This initiative allowed youth to engage with the principles of parliamentary democracy and encouraged further interaction with these key democratic processes.

Furthermore, the MAP project extended its youth empowerment initiatives by organizing the two-week Youth Summer Camp in collaboration with the National Assembly President's office. This camp was a success, drawing support from both ruling and opposition parties, demonstrating a cross-party commitment to youth engagement in the political process. This support underscored the importance of the project's continued engagement in curriculum development and programming to establish the most effective model for a Youth Parliament in Armenia. Additionally, the MAP project also contributed to youth engagement through the creation of multimedia educational materials. These resources served to raise public awareness about parliamentary democracy among the youth, making complex concepts accessible and promoting informed participation.

In addition to organizing youth-oriented activities, the MAP project has also been crucial in securing resources to ensure the sustainability of these programmes. This involved detailed planning and effective collaboration with the National Assembly Management, leading to adaptive programming that suits the needs of the youth. One significant achievement of this effort was securing a state budget line to the tune of 64 million AMD for "*Increasing the role of the National Assembly*". This budget line had previously been withdrawn due to the lack of a strategic plan but was reinstated following the development and discussion of the

“Parliamentary Democracy Center” Strategic Plan for 2023-2025 within the National Assembly.

Overall, the MAP project's commitment to youth mainstreaming is evident in its organized activities, educational initiatives, strategic planning, and the mobilization of resources. The project's emphasis on youth participation in parliamentary processes is a testament to its commitment to inclusivity and democratic empowerment. With its ongoing efforts, the MAP project continues to work towards a more youth-inclusive parliamentary system in Armenia.

### Climate Change Mainstreaming

The MAP project has also sought to integrate climate change concerns within its operations. This integration was carried out through global collaborations, organization of key events, facilitating participation in international forums, as well as policy support and capacity development. Starting with the MAP project's global collaborations, it has worked closely with the Global Project on Parliaments Bangkok Regional Hub and the Climate Change Programme of UNDP Armenia. This collaboration has led to significant opportunities for international exposure and participation, as evidenced by the opportunity granted to an Armenian opposition Member of Parliament (MP) to participate in a Workshop on “Empowering Climate Democracy: Workshop for Parliamentarians from Small Jurisdictions on Multilateral Climate Negotiations” in New York, USA, from July 5-7, 2022. This event was an opportunity for legislators to deepen their understanding of global climate negotiations. The MAP project has also played a significant role in organizing and facilitating large and inclusive events to raise awareness about climate change. An example of this was the “*Parliamentary Action on Climate Change: Conference for Parliamentarians in Armenia*” event. This conference invited a broad range of participants, including national and international experts, MPs, accredited ambassadors in Armenia, academia, and youth.

Furthermore, the MAP project collaborated with the UNDP Climate Change Program and UNDP Bangkok Regional Hub Global Programme on Gender-Responsive and Risk-Informed Sustainable Development to host the 1st Conference on “Climate Change and Parliamentarians” in Yerevan, Armenia, on November 25-26, 2022. This conference, organized in close partnership with the National Assembly of the Republic of Armenia, served as a unique platform for informed decision making and oversight for parliamentarians regarding national and international commitments in climate change. In 2023, in partnership with the Environmental Protection of Lake Sevan (EU4Sevan) project, a component of the UNDP, the MAP project supported the development of a new long-term national vision for Lake Sevan. This was achieved by utilizing a MAP project-developed report by the implementing partner, ICHD, focusing on post-legislative scrutiny and legislative monitoring of the implementation of the RA Law “*On Lake Sevan*”, which was adopted by the National Assembly. Moreover, in 2023, the MAP Project supported the UNDP Environment Portfolio by organizing an “*English Language*” course for the staff of the Ministry of Environment. This initiative was based on the good lessons learned from previous MAP project activities and illustrates how the project also prioritizes capacity building within key environmental institutions.

Overall, the MAP project's commitment to mainstreaming climate change is evident through its extensive collaboration, event organization, policy support, and capacity-building activities. The project continues to work on integrating climate concerns within its scope, contributing to a more sustainable and climate-resilient Armenia.

### SDG Mainstreaming

The MAP project has taken several initiatives to mainstream the SDGs into its programming, promoting their importance within the National Assembly. This commitment to the SDGs can be seen across several key actions and activities undertaken by the MAP project. Initially, a needs assessment conducted by the MAP project at its inception produced a key recommendation relating to the SDGs – “*to enhance the National Assembly's role in contributing to and overseeing the SDGs*”. To achieve this, the project supported initiatives to increase awareness of the SDGs among the National Assembly members and staff.

A significant initiative was the international e-learning module on SDG-compliant legislation crafted by the Inter-Parliamentary Union (IPU). This program was attended by 15-20 parliamentary staff from around the world and aimed to improve legislative scrutiny capacities for SDG alignment, introduce international parliament case studies, and foster international collaboration. The MAP project enabled the participation of Armenian Parliamentary staff in this important initiative. The project further facilitated a series of participatory workshops on SDG-compliant legislation and SDG awareness. These workshops, conducted in partnership with the UNDP “*Making Finance Work for Transformative Change in Armenia: Unlocking Finance for Armenia 2030*” project, covered topics like the Budget Process, gender-responsive and SDG budgeting, and the role of Parliaments in SDG implementation. By doing so, it aided MPs and National Assembly staff in comprehending the SDGs and their impact on policy and legislation.

In terms of capacity building, the MAP project facilitated the joint participation of a UNDP representative and a Member of Parliament in the 2022 National Evaluation Capacities Conference (NEC 2022). This collaboration exposed participants to the Resilient National Evaluation Systems for Sustainable Development and a global network of practitioners. Furthermore, the project fostered innovative citizen engagement tools. In partnership with the UNDP SDG Innovation Lab, it conducted a Behavioural Experiment “*Barrier Analysis*” to understand citizen engagement methods across digital and traditional channels. This resulted in recommendations that were considered in the Parliamentary Development Center Strategy Plan. In 2023, the MAP project offered consultations to MPs in collaboration with the SDG Lab expert. These sessions aimed to capacitate MPs for speeches on the SDGs at significant international events like the Parliamentary Assembly of the Council of Europe (PACE), and a Conference in Washington.

In 2022, an MP, facilitated by the MAP project, participated in the National Evaluation Capacities (NEC2022) conference in Turin, Italy, to gain insights into resilient national evaluation systems for sustainable development. Further, in 2023, the MAP project, in collaboration with the UNDP Accountable Institutions and Human Rights Protection in

Armenia Project, provided a series of consultations to MPs. This empowered them to deliver speeches on human rights issues, particularly those focusing on gender equality and violence against women, at various conferences, including one in Vilnius and the “Gender Violence” Annual Conference in London, UK.

Overall, the MAP project has effectively mainstreamed the SDGs into its programming and policy advocacy, helping the National Assembly to contribute to and oversee the SDGs. Through capacity building, knowledge sharing, and fostering international collaborations, the project has effectively amplified the reach and impact of the SDGs in the Armenian legislative context.

### Disability Inclusion

The MAP project has promoted disability inclusion in several ways, primarily focusing on the rights of persons with disabilities, including internally displaced persons (IDPs), civilians, and military personnel, especially in the aftermath of the conflict in Nagorno-Karabakh. Following the conflict, the pressing need to address the rights and health care of individuals, particularly military veterans with war-related disabilities, came to the forefront. These veterans often require proof of disability to receive treatment for their physical and psychological injuries. In response to this significant challenge, the MAP project supported the Armenian government in developing an alternative scheme to meet the care needs of those with war-related disabilities. This initiative is an example of the MAP project's responsive aid to the National Assembly under unexpected external circumstances.

To further enhance disability inclusion, the MAP project embarked on the development of e-tools, digital platforms, and systems for the National Assembly. This initiative aimed to make parliamentary information and processes more accessible to people with disabilities. One recommendation to strengthen this initiative includes incorporating accessibility features into the 'e-Archive: e-library for photos and videos', such as subtitles or sign language interpretation for people with hearing impairments, and alternative text descriptions for people with visual impairments. The MAP project facilitated the inclusion of sign language in the sessions of the National Assembly.

The MAP project also prioritized training and capacity building for disability inclusion. This initiative involved training parliamentarians and staff to understand and promote the rights and inclusion of people with disabilities in their work. This awareness and capacity building played a vital role in ensuring that disability inclusion was incorporated into parliamentary activities and policy development.

The project also highlighted the importance of an inclusive emergency response. The MAP project funded a study titled "Emergency Response to the Need of People with Disabilities: Priorities of the Sectoral Policy in the Aftermath of War in Artsakh (ICHD)". This research focused on the unique needs and challenges faced by people with disabilities in emergency situations, a critical consideration for disability inclusion.

While the MAP project incorporated disability inclusion elements in its programming, the specific impact of these efforts would depend on their implementation. Further embedding disability inclusion as a central focus could enhance the effectiveness and reach of these initiatives.

#### Conflict Sensitivity and Crisis Prevention

Although not a direct objective of the interventions, the MAP project has indirectly played a role in promoting conflict sensitivity and crisis prevention, particularly in the context of the Nagorno-Karabakh conflict.

The MAP project has contributed to the political stability and cohesion in Armenia through its focus on capacity development of the National Assembly and fostering cooperation among Members of Parliament (MPs). It has facilitated training and professional development initiatives for the parliamentary staff, including long-term e-learning modules and workshops, aimed at enhancing legislative scrutiny capacities, strategic planning, budgeting, and alignment with global development goals. This has improved professional competencies and strengthened the functioning of the National Assembly. Meanwhile, by organizing events like the Youth Parliament Summer School and the Youth Summer Camp attended by MPs from both ruling and opposition parties, it has fostered a spirit of collaboration and mutual understanding, thus mitigating political polarization. Furthermore, by ensuring inclusivity and active participation of diverse groups in parliamentary processes, the MAP project has aided in establishing a more representative and cohesive political climate.

Through disability inclusion, capacity building for the National Assembly, and youth engagement, the project has worked towards mitigating the social ramifications of the conflict and fostering a more resilient society. It has also supported the development of conflict-sensitive policies and initiated crisis prevention strategies using digital platforms. Overall, the MAP project represents a comprehensive effort to advance democratic norms, inclusivity, and conflict prevention in Armenia's changing political landscape.

## 4. LESSONS LEARNED

### ***Lesson 1: Parliamentary Development as an Incremental and Adaptive Process***

Understanding that parliamentary development unfolds gradually, especially in a complex operational environment involving multiple stakeholders and donors, is a vital takeaway from the MAP project. Operating in a challenging environment requires a realistic appreciation for the pace and nature of progress. Armenia's political landscape has experienced significant turbulence since its independence in 1991, including transitioning from a strong presidential system to a parliamentary democracy only four years ago. As such, the structures, norms, and practices of parliamentary democracy are still being established and solidified.

The MAP experience also illustrates the key role of flexibility in parliamentary development projects. It shows that even in the face of substantial challenges, a project that is adaptable, responsive, and attuned to the needs of its beneficiaries can achieve meaningful progress and impact.

It is crucial to recognize that the MAP project, despite encountering inevitable challenges since its inception in 2019, has provided considerable contributions Armenia's parliamentary development. This is partly due to its design, which incorporated gradual and sustained steps. The project's strategy did not expect overnight transformations but rather fostered continuous incremental improvements. It acknowledged the necessity of building on small but significant steps to consolidate the foundation of the parliamentary democracy, foster political stability, and promote effective governance. Furthermore, the MAP project was designed to promote sustainability. Its various initiatives - from youth empowerment, inclusion of marginalized groups, climate change and SDGs mainstreaming to the focus on capacity building of the National Assembly - are not standalone interventions. They are interconnected elements contributing to the overarching objective of fostering a robust and inclusive parliamentary democracy in Armenia. This comprehensive and integrated approach adds resilience to the system, which is critical for the sustainability of the reforms, making the MAP project an instrumental part of Armenia's democratic journey.

In conclusion, acknowledging parliamentary development as a complex, incremental process allows us to set realistic expectations, appreciate the progress made, and remain patient and persistent in our efforts to build a strong democratic institution.

### ***Lesson 2: The Crucial Role of Cultural Context in Parliamentary Development***

One of the key insights from the MAP project is recognizing the profound influence of a country's unique historical, social, and cultural context in shaping parliamentary development. Just as every country has its distinct operational conventions and societal norms, Armenia too boasts of deeply ingrained parliamentary traditions, rooted in the nation's rich history and societal norms. The respect for hierarchical structures, conventional communication channels, and ingrained decision-making processes all constitute the cultural tapestry of Armenia and have a substantial bearing on any successful project execution.

Understanding this cultural dynamic was a part of the MAP project's strategy. The project team strived to strike an optimal balance between the application of international best practices and the preservation of local relevance. By adopting this approach, they ensured that the proposed modifications were welcomed rather than resisted by the Assembly members and the staff, fostering an environment conducive to change and progress. For example, in the quest to modernize parliamentary practices, the project team ensured they were not perceived as overhauling the traditional practices entirely. Instead, they emphasized how the proposed alterations would supplement and enhance the existing processes, rendering them more effective and efficient. This tactful approach, respectful of local norms, facilitated the acceptance of project objectives and smoothened their implementation.

Recognizing and respecting the cultural context of Armenia was central to the MAP project's ability to effectively communicate the advantages of its reforms. This strategy encouraged local ownership, which is a crucial factor in ensuring the sustainability of the project's impact. While cultural factors posed potential challenges, they were strategically and thoughtfully managed to uphold and value Armenia's unique cultural heritage while successfully implementing the project. The lesson underscores the importance of cultural awareness and sensitivity in navigating and influencing the societal landscape for effective project implementation.

### ***Lesson 3: The Imperative of National Ownership in Parliamentary Development***

An essential lesson from the MAP project is the irreplaceable role of national ownership in the successful execution and adoption of development initiatives, particularly those concerning parliamentary development. The MAP project, implemented by the UNDP in Armenia, has offered a valuable illustration of this principle.

The National Assembly of Armenia exemplified local ownership by wholeheartedly embracing the MAP project, cognizant of its potential to strengthen their capabilities for enhanced governance and decision-making. This commitment was clearly visible in their active involvement, steadfast dedication to the project's goals, and their integral participation in decision-making processes throughout the project's lifespan.

One of the most potent symbols of this local ownership was the decision to house the MAP project within the premises of the National Assembly. This strategic choice signified the Assembly's solid commitment to the project and served as a tangible symbol of their ownership. Furthermore, it streamlined the practical aspects of project execution, enabling closer collaboration, streamlined communication, and prompt application of the project's outcomes, thereby bolstering the project's efficiency and effectiveness.

Housing the project within the National Assembly also afforded the project team a deeper understanding of the local context, traditions, and institutional culture. This familiarity enabled the team to devise and implement interventions that were culturally sensitive, increasing their likelihood of acceptance by the Assembly members and staff.

Crucially, the project's integration within the Assembly's premises ensured it was perceived not as an external dictate, but as an internal initiative aimed at fortifying the institution from

the inside. This strategic positioning cultivated trust, promoted active participation, and instilled a sense of responsibility and ownership among Assembly members and staff.

In sum, the MAP project has emphasized the pivotal role local ownership holds in ensuring the success of parliamentary development initiatives. The substantial ownership demonstrated by the National Assembly was instrumental in driving the project's success, establishing it as a paradigm for other nations seeking to bolster their parliamentary capacities.

#### ***Lesson 4: The Value of Bolstering Independent Oversight Bodies***

The MAP project underscored the significance of enhancing the role of Independent Oversight Bodies in the democratic framework of the National Assembly. In 2022, the project adopted a comprehensive approach to fortify the role of these bodies, setting a notable precedent for democratic reform and parliamentary governance.

Utilizing landscape research and comparative analysis as foundational tools, the MAP project provided guidance and reference points for the National Assembly leadership. It spearheaded practical initiatives to facilitate rapport between the Audit Chamber and the National Assembly Standing Committee on Financial-Credit and Budgetary issues, creating a theoretical and practical scaffold that advanced the democratic reform agenda of parliamentarism.

Throughout 2022, the project made considerable strides in strengthening the capacities of the Audit Chamber members. It prepared them for a substantial certification process, illustrating its commitment to enhancing the competency and effectiveness of this crucial oversight body. Furthering its efforts, the MAP project cultivated working relationships with international counterparts, particularly the Austrian Court of Audit. The project facilitated crucial dialogues and physical meetings between the Audit Chamber leadership and representatives of the Austrian Court of Audit, promoting knowledge exchange and fostering international cooperation.

Importantly, the MAP project also supported legislative reform of the Audit Chamber. It guided the revision of existing legislation and provided recommendations for new legislation, contributing to the Audit Chamber's transformation into a more independent, neutral entity equipped with robust powers of financial, compliance, and performance audit in alignment with INTOSAI principles. This commitment to bolstering the role and capacity of the Audit Chamber, an essential Independent Oversight Body, represents a key lesson from the MAP project: the reinforcement of these bodies significantly contributes to the democratic health of the National Assembly and, by extension, the country.

#### ***Lesson 5: The Dual Significance of Legislation Drafting and Parliamentary Oversight***

A key lesson from the MAP project is the recognition of the unique needs and operational structures of the Armenian parliament, in particular, the prioritization of legislation drafting over parliamentary oversight. The Needs Assessment conducted at the onset of the project highlighted the MPs' primary focus on drafting and reviewing draft legislation, with oversight of the executive, post-legislative, and budget scrutiny viewed as somewhat secondary.



This emphasis contrasts with the practice in many European parliaments, where lawmakers typically don't draft legislation and are primarily focused on their oversight function. While the importance of legislation drafting is deeply ingrained in the parliamentary culture of Armenia and other countries in the region, it is not advisable to entirely shift this focus. The legislative drafting process remains a vital component of the parliamentary mandate, shaping the legal framework that governs the nation.

However, it is equally essential to elevate the understanding and usage of parliamentary oversight and post-scrutiny tools amongst MPs. Such tools ensure that legislation is implemented effectively and that the executive is held accountable for its actions. In this regard, the MAP project suggests a balance — acknowledging and respecting the historical emphasis on legislation drafting, while also advocating for a greater understanding and application of parliamentary oversight mechanisms.

To achieve this, the project calls for an increase in awareness and capacity-building programs for MPs on oversight and post-scrutiny tools. Doing so will augment the range of skills and competencies within the National Assembly, strengthening its capacity to fulfill its legislative and oversight functions in a balanced and effective manner. Overall, the MAP project underscores the importance of recognizing and balancing the dual significance of legislation drafting and parliamentary oversight for a robust and responsive parliamentary system.

## 5. CONCLUSIONS AND RECOMMENDATIONS

The following are the evaluation's main conclusions organized according to the evaluation criteria and aligned with the evaluation questions identified in the evaluation's Terms of Reference. This section also includes a set of recommendations that will be useful to the National Assembly and UNDP in the process of designing further support for the Armenian Parliament.

### Relevance

- The needs-based design of the MAP project was instrumental in tailoring it to the unique challenges and needs of the National Assembly. Future projects should be designed based on careful needs assessments and a strong partnership with the beneficiary institution.
- The MAP project's holistic approach towards capacity development proved successful, addressing different dimensions such as legislative skills, research and analytical capacities, administrative and management abilities, IT infrastructure, and citizen engagement. Support for the Audit Chamber was also highly relevant and needed.
- The MAP project has demonstrated the critical importance of flexibility and adaptability in the face of unforeseen challenges. This is an essential consideration for future parliamentary development projects.
- The MAP project's impartiality has demonstrated that cross-partisan collaboration can be fostered within a project framework, enhancing the overall acceptance and effectiveness of the project.
- The project's introduction of innovative practices, such as digital transformation and gender empowerment, has shown the significant value of innovation in parliamentary reform.
- The alignment of the MAP project with UN and UNDP strategic frameworks ensured that the project contributed to broader development goals.
- The MAP project's contributions to the SDGs demonstrate the potential of parliamentary strengthening projects to contribute to sustainable development objectives.
- A well-defined, officially approved strategic plan is critical for the relevance of the MAP project. Such a plan is needed to guide the transformation process of Armenia's shift to a parliamentary system, rather than reacting to individual assembly requests. MAP's role should be seen as facilitative in strategic planning.
- The MAP project could strengthen its impact by narrowing its focus to fewer areas and creating depth through sustained engagement. This implies that future phases of the project should take a more targeted approach, allocating resources strategically for maximum impact.

- The high staff turnover at the National Assembly has affected the project's effectiveness. Future work could address this by implementing measures to retain institutional knowledge, such as robust orientation programs, knowledge management systems, mentorship programs, career progression pathways, and effective succession planning.

### **Recommendation 1: Further Strengthen the Relevance of the Intervention**

Given that the project is nearing its end, most the following recommendations are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Strategic Planning (National Assembly, UNDP and MAP Project Team, with involvement of other development partners):** Going forward, efforts should be ramped up by the National Assembly, UNDP and the MAP project team to build a wider consensus among political factions for a reform road map or a strategic plan for the Assembly. This may involve a series of consultations and dialogues involving all political stakeholders with the aim of building consensus around the strategic plan. The plan should outline clear steps and milestones, offering a roadmap for the National Assembly's transition from a semi-presidential to a parliamentary system. This effort should also include the issues of civil service reform in the Assembly Administration, which is a crucial aspect of parliamentary reform in Armenia. In the remainder of its lifetime, the MAP project is well-positioned to provide capacity building support to the Assembly in strategic planning and consensus-building processes. The project could also play a greater role in facilitating the dialogue process.
- **Project Prioritization (UNDP and MAP Project Team):** In the design of a future phase of the project, UNDP and the MAP project team, in close cooperation with the Assembly, should reevaluate the project's scope and priorities. Given resource constraints, stakeholders should narrow the project's focus to a few key areas where greater depth can be achieved through sustained engagement. A thorough assessment should be carried out to identify these critical areas.
- **Staff Retention (MAP Project Team and National Assembly's HR Team):** The MAP project is well-positioned to assist the National Assembly in the development of a comprehensive plan to address the challenge of staff turnover. This could include measures such as an improved onboarding process, mentorship programs, clear career progression pathways, and an effective succession planning system (see Box 3 in this report for an overview of these measures). The MAP project team can provide technical support in designing these initiatives.
- **Dedicated Support for the Audit Chamber (UNDP):** In consultation with donors and development partners interested in supporting Armenia's independent institutions, UNDP should consider the design of a specialized project dedicated to the Audit Chamber. This project should aim to support the Chamber's restructuring process, enhance its performance audit capabilities, and build staff capacity in order to meet the institution's evolving needs and responsibilities.

## Effectiveness and Impact

- Through a rich training menu established on the basis of the needs assessment, the MAP project has significantly boosted the National Assembly's capacity.
- Despite these notable contributions in capacity building, there is room for improving the availability and communication of online training, fostering higher participation from Civil Society Organizations, and establishing a user-friendly, accessible platform for online courses.
- The MAP project has identified and addressed gaps in the National Assembly's structure and culture, fostering institutional advancement. The Functional Analysis has laid the groundwork for future reforms, indicating the project's relevance to evolving institutional needs.
- The establishment of key centers like the Centre for Parliamentary Democracy has facilitated crucial connections between the Assembly and the public.
- Through assessments and mappings, the MAP project has identified key areas for improvement within the Assembly's operations, resulting in a comprehensive set of recommendations for operational efficiency.
- Methodologies and codes related to ethics and anti-corruption have established a foundation for transparent parliamentary systems, fostering trust and an ethical political culture.
- The Assembly's digital transformation remains work in progress. The MAP project has demonstrated the need for robust digital infrastructure to enhance operational efficiency and transparent governance. This is an area that should be prioritized by the MAP project for the remainder of the project's lifetime.
- The project has helped the Assembly introduce innovative strategies to improve public engagement, transparency, and accountability.
- The MAP project has achieved 83% of its outcome targets and 76% of its output targets. In similar projects in the future, there is a need for more realistic target-setting.
- Despite its short duration and limited resources, the project has had significant impact on the Armenian National Assembly by catalyzing institutional strengthening, capacity building, professional competency enhancement, and legislative capacity improvement across various policy areas; it has also fostered democracy, citizen engagement, international cooperation, modernization, inclusivity, and a strengthened separation of powers, as confirmed by the positive feedback from Assembly members.

**Recommendation 2: Strengthen the Training Offer and Rationalize Digitalization Efforts**

The following are some practical recommendations in this area. Most of them are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Online Training Platform (MAP Project Team):** In a potential follow-up phase of the project, the MAP project team should prioritize the establishment of a robust, user-friendly, and easily-accessible platform for hosting online courses. This platform should offer easy access and ensure a seamless learning experience. Stakeholders should be involved in the platform's design and implementation to ensure its utility.
- **CSOs Engagement in Training (UNDP and MAP Project Team):** The MAP project team should work on improving its outreach and engagement strategies to involve Civil Society Organizations (CSOs) more effectively in training opportunities – where feasible jointly with MPs and Assembly staff in order to facilitate greater engagement and collaboration. This could be achieved by identifying possible participation for CSOs, regularly updating CSOs about upcoming training events and outlining the potential benefits of their participation. The project team should regularly follow up with CSOs that have shown interest or have participated in trainings, as this will help sustain their engagement in future trainings.
- **Communications on Availability of Training and Incentivization of Assembly Stakeholders (MAP Project Team):** The MAP project team should enhance its communication strategies to raise awareness about the availability and benefits of online courses. Regular updates through newsletters, internal communication platforms, or targeted emails could be used for this purpose. In collaboration with the Assembly Administration, the team should consider options incentivizing participation by offering certification, official recognition, or linking course completion to professional development goals.
- **Feedback from Training Participants (MAP Project Team):** The MAP project team should regularly and rigorously collect and incorporate feedback from trainings' participants to refine and improve the trainings' content and delivery. The team should also ensure the content of the training programs is relevant and useful for Assembly stakeholders and CSOs. This could be achieved by seeking their input during the training development phase, tailoring content to their needs and interests.
- **Digitalization Activities (MAP Project Team):** In coordination with the Assembly Secretariat, the MAP project team should make a firm decision on what digitalization activities are feasible for successful completion until the end of the project given the project's timeline and available resources. Once these digitalization activities have been identified, the project team should prioritize their completion on the basis of a strict monitoring/tracking method.

## Coherence

- The MAP project has worked closely with other UNDP initiatives and projects to amplify its impact, including efforts in gender equality, climate change, SDGs, and citizen engagement.
- The project has established collaborations such as gender mainstreaming with the Gender Portfolio, climate change strategies with the Global Project on parliaments, SDG initiatives with various UNDP projects, and innovative citizen engagement approaches with UNDP's SDG Innovation Lab.
- To ensure coherent support to the National Assembly from multiple partners, the MAP project has organized Coordination Meetings, enabling effective collaboration, sharing of resources, and establishment of synergies.
- The MAP project has organized a Platform for Socio-Economic Recovery after COVID-19, uniting all UN agencies in Armenia for a comprehensive approach to recovery, and collaborated with the Inter-Parliamentary Union (IPU) on various topics to adhere to international standards.
- Future improvements are needed in the coordination of development partners and the Assembly's coordinating capacities need to be further strengthened to better align support with its needs and priorities. More frequent and detailed communication regarding MAP activities is required.

### **Recommendation 3: Greater Support for the Coordination Function of the National Assembly**

The following are some practical recommendations in this area. Most of them are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Further Strengthen the Capacity of the National Assembly (MAP Project Team):** The MAP project should provide support to the National Assembly to strengthen its capacity to coordinate technical assistance. This could include training on coordination skills, or support to establish or improve internal coordination structures. This work should be aimed at improving the National Assembly's ability to align support from different partners with its own needs and priorities.
- **Feedback Mechanism (MAP Project Team):** The project should support the National Assembly in strengthening the feedback mechanism to allow for regular feedback to development partners.
- **Joint Planning Sessions (MAP Project Team):** The project should explore the possibility of supporting the National Assembly in the organization of joint planning sessions with development partners. These sessions would allow for aligning objectives, harmonizing activities, and identifying areas of collaboration or potential overlap.

## Efficiency

- The project's management structure, involving key stakeholders and leveraging a Direct Implementation Modality (DIM), has demonstrated good utilization of resources and project oversight. Future projects will benefit from a similar model, provided they ensure clear delineation of roles and responsibilities.
- The engagement of Responsible Parties through Responsible Party Agreements enabled the National Assembly to benefit from the RPs' expertise and experience. However, communication gaps and ambiguities about RPs' roles and responsibilities can pose challenges. Future engagements with RPs must consider the need for detailed, clear contracts and mechanisms for regular, inclusive communication.
- The project has exhibited strong adaptability to significant changes, such as legislative turnover. The MAP project's risk management strategy, characterized by adaptive planning and specific mitigation measures, has ensured the project's continuity despite substantial challenges like the COVID-19 pandemic, regional conflicts, and snap parliamentary elections.
- The project's decision to embrace digital transformation strategies in response to the COVID-19 pandemic facilitated continuity, transparency, and cost-effectiveness in the project execution, demonstrating adaptability to the new operational environment.
- Despite the disruptive regional conflict, the project was able to maintain operational continuity through proactive network expansion, regular risk updates, and preparedness to adjust activity plans if necessary, showcasing the project's resilience.
- Transparent and regular communication among all project stakeholders, including donors, advisors, and responsible parties, is crucial to ensuring project efficiency and strategic significance. However, there is a need for improvement in information sharing and ensuring all parties are kept abreast of project developments and activities.
- The MAP project has experienced communication and visibility challenges with some stakeholders. Future projects should prioritize improved communications, in particular the dissemination of project updates.

### **Recommendation 4: Strengthen Project Communications and Visibility**

The following are some practical recommendations in this area. Most of them are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Project Communications and Visibility (MAP Project Team):** The MAP project team should improve communications with all partners and stakeholders ensuring they receive adequate information about the project's activities and achievements. The following are some key actions that could be taken in this regard:

- Establish clearer roles and lines of communication between the project team and Responsible Parties, such as the WFD. This could include regular, scheduled updates, and concise reporting formats that outline project activities and progress.
  - Implement a more visible and active communication strategy with the Assembly stakeholders. This can involve regular public presentations, discussions, and Q&A sessions about the project's achievements and future directions.
  - Create an enhanced information sharing system for development partners. This can be achieved by developing an interactive digital platform or regular newsletters detailing the project's activities, accomplishments, and future plans.
  - Improve information sharing and visibility among CSOs by organizing community-level forums and workshops. These platforms would aim to facilitate dialogue, answer queries, and ensure CSOs are well informed about the project's progress.
  - Appoint a dedicated communications officer who can manage and streamline all communications related to the project. This role could involve coordinating with all stakeholders, facilitating information sharing, and maintaining a positive and clear image of the project.
- **Agreements with Responsible Parties (UNDP):** In future engagements with Responsible Parties, UNDP should draft more detailed contracts, defining roles and responsibilities with greater clarity. This can help prevent potential communication gaps and misunderstandings about the division of labor, supervision, and review of deliverables.

### Sustainability

- The strong ownership of the National Assembly over the MAP project is a key factor of sustainability and continuation of the project's reforms.
- The active engagement of citizens and civil society organizations in the legislative process not only underlines the project's sustainability but also adds credibility, trust, and legitimacy to the National Assembly.
- The emphasis on institutionalizing key parliamentary structures in the National Assembly, such as the Research and Training Centre and the Parliamentary Democracy Centre, reinforces the sustainability of the MAP project. This lays the groundwork for further improvements in the National Assembly's functions and processes.
- The initiation of innovative concepts like Mobile Committee Sessions, Town Hall Meetings, and the National Assembly-CSO Platform contribute to a participatory legislative process, further bolstering the project's sustainability.
- The Assembly's proactive stance in leading Donor Coordination Meetings and presenting detailed activity reports indicates a promising future for sustainable coordination and resource allocation amongst various project stakeholders.
- The digitalization efforts spearheaded by the MAP project not only modernize the Assembly's operations but also strengthen the sustainability of the project.



- The adoption and amendment of several laws and regulations underscore the project's ability to enact enduring changes in Armenia's legislative framework, enhancing the project's sustainability.
- Ensuring financial sustainability of reforms should be a key priority moving forward, with strategic planning and effective resource estimation playing critical roles in realizing the MAP project's long-term objectives.
- Expanding the basket fund approach by attracting more donors can further enhance the project's sustainability and create a more efficient funding model in support of the National Assembly.
- There is also strong case for developing more in-house training capabilities, focusing on the training of trainers to ensure the sustainability and relevance of capacity-building initiatives.
- The complexities of parliamentary development necessitate long-term commitment, as meaningful change requires the transformation of political culture, strengthening of institutions, and development of democratic practices. Long-term commitment also allows for the gradual process of behavioural change, the fostering of new institutional norms, and the opportunity for continuous capacity building and skills development.
- The value of building strong relationships with national stakeholders cannot be overstated, and long-term engagement fosters the establishment of these relationships, thus enhancing the effectiveness and impact of the project.

**Recommendation 5: Long-Term Perspective, Multi-Donor Approach, Integrated Training and Institutionalization of Structures**

The following are some practical recommendations in this area. Most of them are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Long-Term Commitment (UNDP):** Given the complex and gradual nature of parliamentary development, UNDP should seek to foster a long-term commitment to parliamentary support.
- **Multi-Donor Approach (UNDP and MAP Project Team):** The current multi-donor approach via the basket fund model should be explored further with the aim of identifying interested donors and creating a unified funding model to foster a synergistic and efficient mechanism of providing external technical aid.
- **Develop an Integrated Training Offer (UNDP and MAP Project Team):** UNDP should consider an integrated training package that will promote synergy, enhance cooperation among development partners, and increase the effectiveness of the training provided. More focus should be placed on Training of Trainers (ToT) to build internal training capabilities within the National Assembly.
- **Institutionalization of Structures (MAP Project Team):** The MAP project should support the National Assembly in the further institutionalization of structures, such as

the 'Youth Parliament - Summer School for High School Students'. Efforts should be made to transform this programme into a permanent fixture within the National Assembly's framework.

#### Human Rights Based Approach, Gender Mainstreaming and Disability Inclusion

- The MAP project has shown significant commitment to inclusivity and non-discrimination, adopting a proactive strategy for identifying and reaching marginalized populations could enhance these endeavors.
- The MAP project's contributions to legislative amendments have positively influenced social issues and vulnerable groups.
- The promotion of citizen engagement and participation in policy-making has been significant in representing and protecting their rights.
- The focus on digital transformation and development of e-tools for increased parliamentary transparency is critical. Addressing challenges related to online human rights abuses, such as hate speech, should remain a priority in future strategies.
- The MAP project's facilitation of discussions between the National Assembly, HRDO, experts, and civil society on human rights issues has been crucial. Continuing such dialogues and collaboration can further strengthen parliamentary oversight on human rights, rule of law, and gender concerns, especially during crises.
- The MAP project's strategies for promoting gender equality are impacting broader legislative and budgeting processes within the National Assembly, with an evident transition towards more gender-responsive decision making. The Gender Equality Plan and gender mainstreaming strategy have provided a structured framework, guiding the National Assembly towards achieving its gender equality goals.
- The project's efforts in securing resources for youth initiatives underscore its commitment to sustained youth engagement, ensuring these programs are not temporary but are integrated into the National Assembly's core activities.
- The MAP project has strategically used international collaboration to enhance the climate change awareness and knowledge of Armenian MPs, a model that could be replicated for other crucial global issues.
- The incorporation of SDGs into the MAP project's programming demonstrates the role that capacity-building projects can play in promoting and integrating global development goals.

- The MAP project's efforts to foster an inclusive, representative political climate have indirectly contributed to conflict prevention, indicating the need to prioritize inclusion in all parliamentary work.

**Recommendation 6: Further Efforts towards a Stronger Human Rights Approach to Parliamentary Support**

The following are some practical recommendations in this area. Most of them are forward-looking in nature and many of them address a potential follow-up phase of the project.

- **Gender Mainstreaming (UNDP and MAP Project Team):** The MAP project should continue to support the National Assembly in the implementation of the Gender Equality Plan and build upon the progress made in mainstreaming gender in the legislative, budgeting, and outreach processes. This could include setting measurable targets for gender representation in parliamentary activities. The project should further efforts to promote Gender Responsive Budgeting in all financial decisions, ensuring funds are allocated in a way that promotes gender equality.
- **Leave No One Behind (UNDP and MAP Project Team):** The MAP project should continue to support legislative amendments that target social issues and support vulnerable groups, using evidence-based policy-making as a guide. The MAP project should further promote citizen participation and engagement, ensuring that their voices are heard in policymaking processes.

## ANNEX I: EVALUATION'S TERMS OF REFERENCE

### Terms of Reference

**Post Title:** International Consultant/Lead Evaluator for Project Final Evaluation

**Project Title:** Modern Parliament for a Modern Armenia (MAP)

**Project number:** Project ID: 00082042 / Output ID: 00091127

**Contract modality:** Individual Contract (IC)

**Starting Date:** 20 April 2023

**Duration:** 20 April – 05 July 2023 (estimated 25 consultancy days)

**Duty Station:** Home based with 1-week mission to Armenia

#### 1. Background and context:

The “**Modern Parliament for a Modern Armenia**” Project is designed to strengthen the National Assembly of the Republic of Armenia (NA) in its new and fundamentally enhanced role within the governance system in carrying out its key functions - legislation, oversight, and representation. With a long-term goal of enhancing the overall effectiveness of the NA as a policy-making institution, the Project is designed to support the NA in taking advantage of modern governance tools and mechanisms with a focus on improved operational quality, transparency, and inclusiveness of parliament and enhanced parliamentary capacity for gender-responsive policymaking.

The Project has a three-stage approach in addressing the enhancement of capacity, transparency, and responsiveness: (i) a catalytic stage of a needs assessment, strategic agenda-setting, and piloting of designed approaches; (ii) full-fledged implementation of the strategic agenda, tested approaches, and activities; (iii) evaluation of the implementation, policy recommendations, and Project closure.

UNDP MAP Project is supporting the NA to enhance its role and functions in law-making, policymaking, and oversight, in particular: (i) enhancing capacity in law-making, policymaking, and oversight; (ii) increasing the transparency and inclusiveness of the legislature; (iii) responding to the needs of constituents and strengthening interaction with them.

UNDP Armenia hereby seeks the services of an international consultant specialised in parliamentary development evaluations to conduct the Final Evaluation of the “Modern Parliament for a Modern Armenia” Project, which as a parliamentary development Project with a strong focus on non-partisan role, demand-driven and strong ownership approach that UNDP is renowned and trusted for. The international evaluator will be responsible for the overall design and writing of the final evaluation report.

The Evaluator is expected, arrive to Yerevan for live interviews.

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

Basic project information in a table format:

Project title	Modern Parliament for a Modern Armenia (MAP)	
Atlas ID	Project ID: 00082042; Output ID: 00091127	
Corporate outcome and output:	Outcome 2 - Accelerate structural transformations for sustainable development	
SDGs supported by the Project:	SDG 16.6 Develop effective, accountable, and transparent institutions at all levels. SDG 16.6.2 (revised): Availability of platforms/tools to measure the proportion of the population satisfied with their last experience with public services; and SDG 16.7.2 who believe decision making is inclusive.	
Country	Armenia	
Region	UNDP Europe and the CIS Region	
Date project document signed	August 2019	
Project Dates	Start 15 August 2019	End 30 October 2023
Project budget (resources required)	USD 5,000,000	
Project budget (resources allocated)	USD 4,955,121	
Project expenditure at the time of evaluation	4,146,309 (January 2023)	
Funding source	UK, The Swedish Ministry for Foreign Affairs, Sida, Government -State Budget for the RA NA contribution	
Implementing Party	UNDP Armenia	

## 2. Objectives and Scope of work:

The overall objective of the final review assignment is to assess the continued relevance of an intervention and the progress made towards achieving its planned objectives, effectiveness, efficiency as well as, if available already at this stage, the impact and sustainability of interventions under the “Modern Parliament for a Modern Armenia” Project.

The evaluation findings may be used:

- for further programme development in the field and resource mobilization.

The evaluation will be carried out in close cooperation and consultation with the Project team and the National Assembly of the Republic of Armenia (RA NA) administration based on the project results framework, reviewing the Project documents, and conducting interviews with main stakeholders, members of the beneficiary groups and selected communities.

Interviews should be organized and held by the Evaluator live, and online for those meetings with donors and parties that are out of Armenia, for special groups, etc. Findings of the final evaluation will be communicated to the Project Board and Responsible Parties (RPs) on the MAP Project (As mentioned in background – ICHD, OxYGen, and WFD).

The interview will be held with the following organizations and individuals as a minimum:

Key Stakeholders:

- Speaker’s Cabinet
- Chief of Staff’s Cabinet
- Members of the Parliament
- Parliamentary staff
- Donors: SIDA/Swedish Embassy and GGF/UK Embassy

Other stakeholders:

- RPAs (OxYGen, ICHD, WFD)
- Audit Office
- Partners Coordination Group
- CSOs

### 3. Evaluation Criteria and Key guiding questions:

All Project related documents and materials will be thoroughly reviewed in the Inception phase by the Evaluator to finalize the evaluation design with a clear Evaluation Matrix, a clear logic and workplan of the evaluation, which shall be agreed by all parties. Five core OECD DAC evaluation criteria, namely the relevance, effectiveness, efficiency, as well as sustainability and impact (to the extent possible) will be analysed.

Key evaluation questions will include, but are not limited to the following:

#### Relevance

- Are the Project activities/components relevant to the actual/defined needs of the beneficiaries? Were the objectives clear and feasible? How do the main components of the Project contribute to the planned objectives and are logically interlinked?
- Is the Project in line with the current priorities of the country? Is the National Assembly of the Republic of Armenia committed to the Project? How is the Project aligned with and supports the national, regional and community strategies/plans?
- Has the Project involved relevant stakeholders through consultative processes or information-sharing during its preparation phase? Was the needs assessment/analysis on women's political participation carried out at the beginning of the Project reflecting the various needs of different stakeholders? Are these needs still relevant? Have there any new, more relevant needs emerged that the Project should address?
- How Project adjusted to COVID-19 and post-war conflict context with activities and mode of operation?

#### Effectiveness

- How effective has the Project been in establishing ownership by the stakeholders? How has the Project encouraged ownership on behalf of the beneficiaries for learning and applying the newly acquired knowledge and skills in practice? Can the Project management and implementation be considered as participatory?
- Is the Project making sufficient progress towards its planned objectives/outcomes/outputs? What are the key achievements, challenges, and implementation lessons? How can these be applied to the Project?
- To what extent has the online capacity building work been effective and did it serve its purpose?

#### Efficiency

- To what extent has the UNDP made good use of the human, financial and technical resources, and has used an appropriate combination of tools and approaches to pursue the achievement of Project results in a cost-effective manner?
- Was there a clear distribution of roles and responsibilities of key actors involved?
- To what extent did the Project capitalize on other complementary initiatives to the Project to reinforce the results of the Project?
- Have Project funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered? To what extent are the activities and achieved results cost-efficient?

#### Sustainability (to the extent possible)

- To what extent has the Project been able to support the National Assembly of the Republic of Armenia in developing capacities and establishing mechanisms to ensure ownership and the durability of effects under the ongoing government reforms initiatives in this Mid-term period?
- Is there a need to adjust the Project (i.e., timeline in relation to COVID-19 and post-conflict situation)? If so, do Project objectives and strategies must be adjusted?

- What are the possible sustainability prerequisites for each of the Project components? What are the hindering factors for ensuring the sustainability of Project outcomes beyond the Project lifecycle?

Impact (to the extent possible)

- Has the Project contributed or is likely to contribute to long-term political or social changes for individuals, communities, and institutions in achieving the SDGs agenda?
- To what extent has the Project achieved its overarching goal of improved quality, transparency, and inclusiveness of parliamentary operations?
- Has the Project had any intended or unintended secondary effect throughout the implementation?

Cross-cutting issues (gender equality, social inclusion conflict sensitivity, capacity building & partnership):

- 1) To what extent cross-cutting themes were integrated into the Project's activities?
- 2) To what extent MAP addresses discrimination against, inequality and/or exclusion of marginalized and vulnerable groups? Were vulnerable groups' needs and priorities reflected in the Project design, interventions, monitoring (disaggregated data) and reporting?
- 3) To what extent did stakeholders (RA National Assembly, CSOs) enhance their capacities on addressing cross-cutting topics?

Gender equality

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?
- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Please note that specific questions are expected to be included in the inception report. The Evaluator will finalize the specific questions to be used in coordination with UNDP.

#### **4. Evaluation methodology**

**The evaluation methodology will be guided by the Norms and Standards of the United Nations Evaluation Group (UNEG).** The evaluation will be conducted in a participatory manner: key stakeholders will be involved in all phases of the evaluation, including the planning, inception, fact-finding, and reporting phases.

In this evaluation mixed method approach will be applied by combining qualitative and quantitative components to ensure complementarity. The two independent evaluators will collect data from desk review and verify them with soft in-depth interviews. The analysis will be built on triangulating information collected from different stakeholders (Project staff, Project partners, stakeholders, and beneficiaries) through different methods including secondary data and documentation review and primary data. It should critically examine the information gathered from the various sources and synthesize the information in an objective manner. If contradictory information is obtained from different stakeholders, an effort should be made to understand the reasons for such information, including any gender-based factors and differences.

The Evaluator shall review the following documents before conducting any interviews: Project documentation, progress reports, work plans, monitoring data, workshop reports, country data, policies, legal documents, etc.

Preliminary suggestions for data collection methods to be envisaged include:

- Desk review including review of analysis of existing documents, legal and policy framework
- Review of monitoring and evaluation reports, available reports and analysis generated through the Project

- Review of the mid-term evaluation report
- Interviews with key and other beneficiaries (as listed above)
- Key interviews with partners and stakeholders as specified above
- Focus groups where possible

The independent evaluator will interview key stakeholders (including but not limited to Project implementers, decision makers, direct and indirect beneficiaries, etc.), and appropriate data collection methods for each interviewee category (such as semi-structured or in-depth interviews, expert interviews), in close coordination with the MAP Project team.

A combination of these methods should be proposed by the independent evaluator in the detailed evaluation methodology in the inception report.

In close cooperation with the MAP Project team, the Evaluator will also be responsible for the development of appropriate instruments, interviews and for each of the methods selected.

The evaluation will follow the principles of the **UN Evaluation Group's norms and standards** regarding independence, objectiveness, impartiality, and inclusiveness and will be guided by the UN ethics guidance as guiding principle to ensure quality of evaluation process, especially apropos conflict of interest, confidentiality of individual informants, sensitive to beliefs, manners and customs, discrimination, and gender equality, to address issues of vulnerable population.

## **5. Evaluation products (key deliverables)**

1. **Evaluation Workplans and Inception Report:** Evaluation methodology, including (online) data collection tools/questionnaires, list of beneficiaries and stakeholders to be interviewed, interview schedules and reports.
2. **Draft Evaluation Report:** After the field activities (online and offline interviews conducted), the Evaluator will submit a draft evaluation report of MAP, highlighting achievements, constraints, and lessons learnt as well as corrective measures where required and recommendations
3. **Final evaluation report:** Evaluation report in English including key recommendations (minimum 30 pages plus annexes). Evaluation report shall be in line with the UN Evaluation Group standard 4.9. It shall be evidence-based, presenting the Project's progress vis-à-vis the Results Framework, based on triangulated data, findings and recommendations on Project planning, programming, necessary adjustment to the course change, etc.
4. Separate 1-2 pager **summary brief** with infographics summarizing the key findings of the evaluation for sharing with external audiences.

### **Related Evaluation Activities**

To achieve the objectives and produce the deliverables of the evaluation, the Lead Evaluator will be expected to:

1. Contextualize MAP interventions
2. Prepare Inception Report
3. Conduct meetings (online interviews) with stakeholders
  - a. The UNDP project team will brief the Evaluator and provide all necessary details and clarifications on the documents made available for the document review.
  - b. The Evaluator will have meeting and discussions with the project team, Chief Technical Advisor, Democratic Governance Portfolio Manager, and other unit staff as relevant, UNDP Resident Representative.
  - c. The Evaluator will meet with relevant of the National Assembly of the Republic of Armenia representatives and government counterparts, project implementing partners, civil society partners, etc to learn on their experiences with the project.
  - d. The Evaluator will meet with donor representatives and relevant development partners.
4. Consultation on draft report and recommendations following the submission of the draft report, undertake consultations with UNDP to receive feedback for incorporation into the final report



## ANNEX II: PROJECT'S RESULTS FRAMEWORK

RELATED STRATEGIC PLAN OUTCOME: Outcome 2 - Accelerate structural transformations for sustainable development							
SDGs supported by the project: SDG 16.6 Develop effective, accountable, and transparent institutions at all levels. SDG 16.6.2 (revised): Availability of platforms/tools to measure the proportion of the population satisfied with their last experience with public services; and SDG 16.7.2 who believe decision making is inclusive.							
Project title and Atlas Project Number: 00082042-00091127 Modern Parliament for a Modern Armenia 2019-2022							
EXPECTED OUTCOMES	EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS	
				Value	Year	FINAL	
						Planned	Actual as of 2022
OUTCOME 1: Quality of legislative oversight and policymaking is improved	OUTCOME INDICATOR: 3. Level of satisfaction of stakeholder groups		Public Opinion poll on NA (regional barometer and UNDP MAP Project custom designed), Qualitative Assessments/, MAP data	<a href="https://caucasusbarometer.org/en/cb2019am/TRUPARL/">https://caucasusbarometer.org/en/cb2019am/TRUPARL/</a> 2019 CRRC Public Opinion Poll: Fully trust 6%, Rather trust: 33%	2019	47% ( 2019-2023)	33% (2019-2022)
	OUTCOME INDICATOR: 4. Percentage of amendments to draft laws introduced by non- government sources (deputies; factions, CSOs, citizens) which are debated and voted upon by NA (pre-scrutiny)		Web analytics, NA Reports Media Reports, Committee Reports e-parliament (once introduced)	10% amendments to draft laws are proposed by CSOs/citizens, deputies, or factions	2019	20% (average of 2019-2023)	24% (average of 2019-2022)
	Output 1.1 Capacities of the legislature to analyse, draft and amend legislation is enhanced	1.1.1 No. of draft laws debated in the National Assembly (NA) after public consultations (Disaggregated by Gender)	Results of the MAP public opinion polls, Media Reports Committee Reports, Plenary Debates Civil Society Organisations (CSOs) reports, Independent Scrutiny Bodies <sup>36</sup> recommendations follow up	5 draft laws introduced by deputies or factions	2019	20	26
		1.1.2 Number of gender impact analyses (GIA) conducted annually by committees before draft law adopted by NA	NA Committee Reports, CSO Reports Media Reports, Gender Analysis Reports	0 Gender Impact Analyses Conducted	2019	10 (total of 2019-2023)	4 (total of 2019-04/2023)

<sup>36</sup> Independent Scrutiny Bodies refers to the Parliamentary Bodies reporting to the Parliament such as the State Audit Institution, Ombudsperson etc.

		1.1.3 Percentage of draft laws and amendments introduced by women deputies	Media Reports CSO Reports, NA Annual Reports NA Verbatim Record	Baseline data will be introduced by Q2-2021	2019	10%	34%
	<b>Output 1.2 Expert capacity of in-house Research and Training Centre's staff is enhanced</b>	1.2.1 Number of research papers produced by Centre that result in new or amended laws.	Research Centre Reports, Deputy/ Committee, /Staff Feedback, Media Reports, CSO Reports, NA Reports	0 research papers that resulted in an amended or New Laws	2019	7 (total of 2019-2023)	7 (total of 2019-04/2023)
		1.2.2 Percentage of deputies & staff to receive training related to their functions (Disaggregated by Gender)	Training Reports Deputy Feedback Staff Feedback NA Reports	0% out of 132 (100%) MPs/staff (50% of the total number of staff would count as 100%) for the relevance to the committee/plenary work) trained by Training Centre to be established in 2020/21	2019	30%	29%
		1.2.3 Percentage of deputies satisfied with In- house research and training centre support (Disaggregated by Gender)	Project data Deputy Interviews Surveys	0 (The Research and Training Centre not yet established)	2019	40%	41%
	<b>Output 1.3 Inter-parliamentary cooperation is strengthened</b>	1.3.1 Number of draft laws and other proposals debated in or applied by the NA as a result of inter- parliamentary engagement (Disaggregated by Gender)	NA Annual Report Media Reports CSO Reports Deputy Feedback	0 Proposals initiates as part of the inter- parliamentary exchange in 2019	2019	11 (total of 2019-2023)	5 (total of 2019-04/2023)
		1.3.2 Number of multi-stakeholder discussions and dialogue (with government, civil society, HRDO, Diaspora reps, etc.) (Disaggregated by Gender)	CSO Data, NA Annual Reports Media Reports Event Reports Committee Reports	2 Events Held in 2019 2 CSO-NA Platforms with 91 participants (22%-men, 78%-women)	2019	26 (total of 2019-2023)	59 (total of 2019-04/2023)
<b>OUTCOME 2: Transparency and accountability of the Parliament is increased</b>	<b>OUTCOME INDICATOR:</b> 1.Level of citizen satisfaction with accountability and transparency of the NA (Disaggregated by Gender)		NA web-site analytics and records, MAP Public Opinion Poll, Survey Results Media Reports CSO Reports	No data (data will be set by the 1 <sup>st</sup> public opinion poll by MAP)	2020	30%	33.3%
	<b>OUTCOME INDICATOR:</b> 2. Number of citizens' and CSOs petitions, initiatives, proposals through innovative tools developed by the Project being addressed by or		Website of the NA Analysis and studies on the citizens' public participation, Other reports (CSOs,	No data (data will be set with new website and innovative tools by MAP)	2020	65 (total of 2019-2023)	110 (total of 2019-04/2023)

	followed up by the NA.		Ombudsman's etc.)				
	<b>Output 2.1 Tools for NA increased transparency and accountability in place</b>	2.1.1. Number of new tools, channels and outreach mechanisms for transparency and accountability initiated & maintained	NA Reports Deputy Feedback Media Reports CSO Reports MOUs with NA	0 New Tools Initiated	2019	17 (total of 2019-2023)	22 (total of 2019-04/2023)
		2.1.2. Number of proposals and/or debates in NA as a result of citizen feedback through new tools	NA Annual Report NA Records, CSO Reports Media Reports	0 Proposals	2019	8 (total of 2019-2023)	11 (total of 2019-04/2023)
	<b>Output 2.2. Public awareness of parliamentary activities enhanced</b>	2.2.1 Number of people accessing the upgraded NA web-portal	NA records Web Analytics CSO Reports	0	2019	170,000 (total of 2019-2023)	0 (total of 2019-2022)
		2.2.2 Number of people reached through public awareness campaigns (Disaggregated by Gender as possible)	NA Records NA Reports CSO Reports, Media Reports, Public Opinion Poll	0	2019	25,500 (total of 2019-2023)	34,800 (total of 2019-2022)
		2.2.3 Level of citizen satisfaction with Parliamentary Visitor and Information Centre	Citizen satisfactions exit interviews	No data	2019	50%	44%
<b>OUTCOME 3: Legislative responsiveness, inclusivity and participatory approach is embedded in MPs work</b>	<b>OUTCOME INDICATOR:</b> 1. Number of public hearings <sup>37</sup> conducted by committees annually with at least 10% of time allocated to reflecting the CSOs/citizens' concerns.		NA Reports NA Records, CSO Reports, Media Reports, Committee Reports	18 Public Hearings in 2019	2019	83 (total of 2019-2023)	71 (total of 2019-04/2023)
	<b>OUTCOME INDICATOR:</b> 2. No. of draft laws debated in the National Assembly after public consultation.		NA Reports NA Records, CSO Reports, Media Reports, Committee Reports	0 draft laws (2019)	2019	60 (total of 2019-2023)	56 (total of 2019-04/2023)
	<b>Output 3.1: Dialogue and collaboration with civil society and citizens is improved</b>	3.1.1. Number of annual innovative events and initiatives to connect MPs with citizens.	CSO Reports, NA Records, Media Reports, Project Event Reports	0 Innovative Citizen Engagement Events	2019	42 (total of 2019-2023)	41 (total of 2019-2022)
		3.1.2. Number of annual monitoring reports from CSOs on work of NA & deputies	CSO reports, Media reports	0 Monitoring Reports	2019	8 (total of 2019-2023)	9 (total of 2019-2022)
	<b>Output 3.2</b>	3.2.1 Number of submissions or	NA Records Committee	No data	2019	350 (total of 2019-	1,130 (total of 2019-

<sup>37</sup> Public hearings shall also embed pre-legislative and post-legislative scrutiny. They may be organized in form of public hearings live, online and in form of mobile committee sessions.

	<b>Citizen engagement in parliamentary processes is enhanced</b>	comments provided by citizens as input to work of NA (Disaggregated by Gender).	Reports CSO Reports			2023)	04/2023)
		3.2.2 Number of annual public consultations by NA with a focus on seeking input from marginalized groups into the work of the NA.	NA Records NA Annual Report, Committee Reports, CSO Reports, Media Reports	0 Events	2019	13 (total of 2019-2023)	12 (total of 2019-04/2023)
		3.2.3 Number of draft laws, and/or amendments introduced by women deputies as a result of public consultations with civil society and other groups focused on gender equality.	NA Records, NA Reports, CSO Reports, Deputy Feedback	0 Proposals	2019	10 (total of 2019-2023)	15 (total of 2019-04/2023)

### ANNEX III: EVALUATION CRITERIA AND KEY QUESTIONS

Relevant evaluation criteria	Key questions suggested
<b>Relevance</b>	<ul style="list-style-type: none"> <li>▪ Are the Project activities/components relevant to the actual/defined needs of the beneficiaries?</li> <li>▪ Were the objectives clear and feasible? How do the main components of the Project contribute to the planned objectives and are logically interlinked?</li> <li>▪ Is the Project in line with the current priorities of the country? Is the National Assembly of the Republic of Armenia committed to the Project? How is the Project aligned with and supports the national, regional and community strategies/plans?</li> <li>▪ Has the Project involved relevant stakeholders through consultative processes or information- sharing during its preparation phase? Was the needs assessment/analysis on women's political participation carried out at the beginning of the Project reflecting the various needs of different stakeholders? Are these needs still relevant? Have there any new, more relevant needs emerged that the Project should address?</li> <li>▪ How Project adjusted to COVID-19 and post-war conflict context with activities and mode of operation?</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>▪ How effective has the Project been in establishing ownership by the stakeholders? How has the Project encouraged ownership on behalf of the beneficiaries for learning and applying the newly acquired knowledge and skills in practice? Can the Project management and implementation be considered as participatory?</li> <li>▪ Is the Project making sufficient progress towards its planned objectives/outcomes/outputs? What are the key achievements, challenges, and implementation lessons? How can these be applied to the Project?</li> <li>▪ To what extent has the online capacity building work been effective and did it serve its purpose?</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>▪ To what extent has the UNDP made good use of the human, financial and technical resources, and has used an appropriate combination of tools and approaches to pursue the achievement of Project results in a cost-effective manner?</li> <li>▪ Was there a clear distribution of roles and responsibilities of key actors involved?</li> <li>▪ To what extent did the Project capitalize on other complementary initiatives to the Project to reinforce the results of the Project?</li> <li>▪ Have Project funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered? To what extent are the activities and achieved results cost-efficient?</li> </ul>

<b>Sustainability</b>	<ul style="list-style-type: none"> <li>▪ To what extent has the Project been able to support the National Assembly of the Republic of Armenia in developing capacities and establishing mechanisms to ensure ownership and the durability of effects under the ongoing government reforms initiatives in this Mid-term period?</li> <li>▪ Is there a need to adjust the Project (i.e., timeline in relation to COVID-19 and post-conflict situation)? If so, do Project objectives and strategies must be adjusted?</li> <li>▪ What are the possible sustainability prerequisites for each of the Project components? What are the hindering factors for ensuring the sustainability of Project outcomes beyond the Project lifecycle?</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>▪ Has the Project contributed or is likely to contribute to long-term political or social changes for individuals, communities, and institutions in achieving the SDGs agenda?</li> <li>▪ To what extent has the Project achieved its overarching goal of improved quality, transparency, and inclusiveness of parliamentary operations?</li> <li>▪ Has the Project had any intended or unintended secondary effect throughout the implementation?</li> </ul>
<b>Additional Criteria</b>	<p>Cross-cutting Issues</p> <ul style="list-style-type: none"> <li>▪ To what extent cross-cutting themes were integrated into the Project's activities?</li> <li>▪ 2) To what extent MAP addresses discrimination against, inequality and/or exclusion of marginalized and vulnerable groups? Were vulnerable groups' needs and priorities reflected in the Project design, interventions, monitoring (disaggregated data) and reporting?</li> <li>▪ 3) To what extent did stakeholders (RA National Assembly, CSOs) enhance their capacities on addressing cross-cutting topics?</li> </ul> <p>Gender equality</p> <ul style="list-style-type: none"> <li>▪ To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?</li> <li>▪ Is the gender marker data assigned to this project representative of reality?</li> <li>▪ To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?</li> </ul>

## ANNEX IV: EVALUATION MATRIX

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
Relevance	• Are the Project activities/components relevant to the actual/defined needs of the beneficiaries?	• Which specific activities/components address the beneficiaries' needs? • How were the needs identified?	• Alignment of project activities with the needs of beneficiaries. • Clarity and feasibility of objectives. • Logical connections between project components and objectives.	• Project documents and reports. • Needs assessment/analysis. • Stakeholder consultations and interviews.	• Document analysis. • Interviews with stakeholders. • Focus Group Discussions. • Online Survey.
	• Were the objectives clear and feasible? How do the main components of the Project contribute to the planned objectives and are logically interlinked?	• What are the main objectives of the project? • How do the project components align with the objectives?	• Clarity and feasibility of objectives. • Logical connections between project components and objectives.	• Project documents and reports. • Needs assessment/analysis. • Stakeholder consultations and interviews.	• Document analysis. • Interviews with stakeholders. • Focus Group Discussions. • Online Survey.
	• Is the Project in line with the current priorities of the country? Is the National Assembly of the Republic of Armenia committed to the Project? How is the Project aligned with and supports the national, regional, and community strategies/plans?	• How does the project align with the country's current priorities? • What is the level of commitment from the National Assembly of the Republic of Armenia? • How does the project support national, regional, and community strategies/plans?	• Alignment with national priorities. • Commitment from the National Assembly of the Republic of Armenia. • Alignment with national, regional, and community strategies/plans.	• National and regional policy documents. • Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.
	• Has the Project involved relevant stakeholders through consultative processes or information-sharing during its preparation phase? Was the needs assessment/analysis on women's political participation carried out at the beginning of the Project reflecting the	• Which stakeholders were involved in the project's preparation phase? • How were the needs assessment/analysis conducted and were various stakeholders' needs taken into account? • Are the identified needs	• Involvement of relevant stakeholders. • Needs assessment/analysis conducted and reflecting various stakeholders' needs. • Relevance of identified	• Needs assessment/analysis. • Stakeholder consultations and interviews. • Project documents and reports.	• Document analysis. • Interviews with stakeholders. • Focus Group Discussions.

<b>Evaluation Criteria</b>	<b>Key Questions</b>	<b>Sub-Questions</b>	<b>Indicators/Success Standard</b>	<b>Data Sources</b>	<b>Data Collection Methods/Tools</b>
	various needs of different stakeholders? Are these needs still relevant? Have there any new, more relevant needs emerged that the Project should address?	still relevant? • Have any new needs emerged?	needs. • Emergence of new needs.		
	• How Project adjusted to COVID-19 and post-war conflict context with activities and mode of operation?	• What changes were made in project activities and mode of operation due to COVID-19 and post-war conflict?	• Adaptation of project activities and mode of operation to COVID-19 and post-war conflict context.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.
Effectiveness	• How effective has the Project been in establishing ownership by the stakeholders? How has the Project encouraged ownership on behalf of the beneficiaries for learning and applying the newly acquired knowledge and skills in practice? Can the Project management and implementation be considered as participatory?	• How has stakeholder ownership been fostered? • How have beneficiaries been encouraged to apply knowledge and skills? • How participatory is the project management and implementation?	• Stakeholder ownership. • Encouragement of ownership for beneficiaries. • Participatory management and implementation.	• Project documents and reports. • Stakeholder interviews. • Beneficiary feedback.	• Document analysis. • Interviews with stakeholders. • Focus Group Discussions. • Online Survey.
	• Is the Project making sufficient progress towards its planned objectives/outcomes/outputs? What are the key achievements, challenges, and implementation lessons? How can these be applied to the Project?	• How is progress being measured? • What are the most significant achievements and challenges? • What are the main implementation lessons?	• Progress towards planned objectives/outcomes/outputs. • Identification of key achievements and challenges. • Implementation lessons and their application.	• Project documents and reports. • Stakeholder interviews. • Beneficiary feedback.	• Document analysis. • Interviews with stakeholders. • Focus Group Discussions. • Online Survey.
	• To what extent has the online capacity building work been effective and did it serve its purpose?	• How was the effectiveness of online capacity building work evaluated? • How well were the objectives of the online capacity building work met?	• Effectiveness of online capacity building work. • Achievement of online capacity building objectives.	• Project documents and reports. • Stakeholder interviews. • Beneficiary feedback. • Online capacity	• Document analysis. • Interviews with stakeholders. • Focus Group Discussions. • Online Survey.



Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
				building materials and data.	
Efficiency	• To what extent has the UNDP made good use of the human, financial and technical resources, and has used an appropriate combination of tools and approaches to pursue the achievement of Project results in a cost-effective manner?	• How have human, financial, and technical resources been utilized? • What tools and approaches have been employed? • How cost-effective are the project results?	• Resource utilization. • Combination of tools and approaches. • Cost-effectiveness of project results.	• Project documents and reports. • Financial records. • Stakeholder interviews.	• Document analysis. • Financial review. • Interviews with stakeholders.
	• Was there a clear distribution of roles and responsibilities of key actors involved?	• How were roles and responsibilities distributed among key actors? • How clear was the distribution of roles and responsibilities to the involved parties?	• Clarity of role and responsibility distribution. • Understanding of roles and responsibilities among key actors.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.
	• To what extent did the Project capitalize on other complementary initiatives to the Project to reinforce the results of the Project?	• Which complementary initiatives were identified and utilized? • How did the complementary initiatives contribute to the project results?	• Identification and utilization of complementary initiatives. • Contribution of complementary initiatives to project results.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.
	• Have Project funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered? To what extent are the activities and achieved results cost-efficient?	• Were funds and activities delivered on time? • What bottlenecks, if any, were encountered? • How cost-efficient are the activities and achieved results?	• Timeliness of fund and activity delivery. • Identification of bottlenecks. • Cost-efficiency of activities and results.	• Project documents and reports. • Financial records. • Stakeholder interviews.	• Document analysis. • Financial review. • Interviews with stakeholders.
Sustainability	• To what extent has the Project been able to support the National Assembly of the Republic of Armenia in developing capacities and establishing mechanisms to ensure ownership and	• How has the project supported the development of capacities in the National Assembly? • What mechanisms have been established	• Capacity development for the National Assembly. • Established mechanisms for ownership and durability of effects.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
	the durability of effects under the ongoing government reforms initiatives in this Mid-term period?	to ensure ownership and durability of effects?			
	• Is there a need to adjust the Project (i.e., timeline in relation to COVID-19 and post-conflict situation)? If so, do Project objectives and strategies must be adjusted?	• How has the project been affected by COVID-19 and the post-conflict situation? • Are adjustments to the project timeline necessary? • If adjustments are needed, should the project objectives and strategies be modified?	• Impact of COVID-19 and post-conflict situation on the project. • Necessity of timeline adjustments. • Modification of project objectives and strategies, if needed.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.
	• What are the possible sustainability prerequisites for each of the Project components? What are the hindering factors for ensuring the sustainability of Project outcomes beyond the Project lifecycle?	• What are the prerequisites for the sustainability of each project component? • What factors may hinder the sustainability of project outcomes?	• Identified sustainability prerequisites for each project component. • Identified hindering factors for project outcome sustainability.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.
Impact	• Has the Project contributed or is likely to contribute to long-term political or social changes for individuals, communities, and institutions in achieving the SDGs agenda?	• What long-term political or social changes have occurred or are likely to occur as a result of the project? • How are these changes contributing to the achievement of the SDGs agenda?	• Identified long-term political and social changes. • Contribution to the SDGs agenda.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.
	• To what extent has the Project achieved its overarching goal of improved quality, transparency, and inclusiveness of parliamentary operations?	• How has the project improved the quality of parliamentary operations? • How has the project enhanced the transparency of parliamentary operations? • How has the project increased the inclusiveness of parliamentary operations?	• Improved quality of parliamentary operations. • Enhanced transparency of parliamentary operations. • Increased inclusiveness of parliamentary operations.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources		Data Collection Methods/Tools
	• Has the Project had any intended or unintended secondary effect throughout the implementation?	• What intended secondary effects have occurred as a result of the project? • What unintended secondary effects have occurred as a result of the project?	• Identified intended secondary effects. • Identified unintended secondary effects.	• Project documents and reports. • Stakeholder interviews.		• Document analysis. • Interviews with stakeholders.
Additional Criteria: Cross-cutting Issues	• To what extent were cross-cutting themes integrated into the Project's activities?	• Which cross-cutting themes were integrated? • How were these themes integrated into project activities?	• Integration of cross-cutting themes into project activities.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.	
	• To what extent does MAP address discrimination against, inequality, and/or exclusion of marginalized and vulnerable groups? Were vulnerable groups' needs and priorities reflected in the Project design, interventions, monitoring (disaggregated data), and reporting?	• How does MAP address discrimination, inequality, and exclusion? • How are vulnerable groups' needs and priorities considered in project design, interventions, monitoring, and reporting?	• Addressing of discrimination, inequality, and exclusion in the project. • Consideration of vulnerable groups' needs and priorities.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.	
	• To what extent did stakeholders (RA National Assembly, CSOs) enhance their capacities on addressing cross-cutting topics?	• How have stakeholders' capacities been enhanced? • Which cross-cutting topics were addressed?	• Enhanced capacities of stakeholders. • Addressed cross-cutting topics.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.	
Gender Equality	• To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?	• How has the project addressed gender equality and women's empowerment in its design, implementation, and monitoring?	• Integration of gender equality and women's empowerment in project design, implementation, and monitoring.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.	

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources		Data Collection Methods/Tools
	• Is the gender marker data assigned to this project representative of reality?	• How accurate is the gender marker data assigned to the project?	• Accuracy of assigned gender marker data.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.	
	• To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?	• What positive changes in gender equality and women's empowerment have been observed? • Were there any unintended effects on gender equality and women's empowerment?	• Observed positive changes in gender equality and women's empowerment. • Identification of unintended effects.	• Project documents and reports. • Stakeholder interviews.	• Document analysis. • Interviews with stakeholders.	

## ANNEX V: INTERVIEWED STAKEHOLDERS

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Meeting: UNDP MAP Project Team – RA NA Project Office	Focus Group Meeting - Research and Training Center: Ms. Arusyak Kananyan, Head of Division of Legal Monitoring and Information; Ms. Lilit Markosyan, Head of Social, HealthCare Department, Ms. Zemphira Hovasapyan, Head of Legal Division (on-line survey answer), Mr. Artur Tamazyan, Head of Budget Division (OIC of Head) – RA NA – Interpreter	-	-	-	-
-		-	-	Meeting: Natia Natsvlishvili Resident Representative UNDP Armenia – UN House	-
Meeting: Ms. Heghine Khachikyan, Deputy Chief of Staff, MAP	IP Meeting: Ms. Margarita Hakobyan, Oxygen - Oxygen office: 23 Davit Anghaght str.	Meeting: Mr. Armen Gevorgyan, MP, "Armenia" Faction,	Meeting: Mr. Gevorg Papoyan, MP, "Civil	-	-

Project Focal Point representing Administration – RA NA	3rd floor domus entrance with glass	Member of SC on EU Integration – RA NA Project Office	Contract" Faction, Chair, SC on Financial-Credit and Budgetary Affairs – Dilijan		
Meeting: Mr. Davit Arakelyan, Chief of Staff Secretary General – RA NA	Focus Group Meeting - Office of the RA NA: Mr. Hovhannes Nalbandyan, Adviser Ms. Tsovinar Khachatryan, Press Secretary Ms. Ashkhen Hayrapetyan, Assistant – RA NA – Interpreter	-	-	-	-
Meeting: Mr. Zorayr Karapetyan, Ph.D. Head of Methodology, Analysis, and International Relations Department Mr. Karen Arustamyan, Board Member, Audit Chamber - RA Audit	Meeting: Ms. Zhanna Harutyunyan, UNDP Gender Portfolio Manager – UN House Room 412-Blue Room	Meeting: Ms. Gayane Mamikonyan, SIDA, Programme Officer for Development Cooperation - Embassy of Sweden in Yerevan	Focus Group Meeting – Digitalization Component Mr. Tatul Soghomonyan, Head of Secretariat Mr. Tigran Parsilyan, Head of Automatic Management and Information Systems Department Ms. Lusine Hovhannisyan,	Meeting: Ms. Hripsime Grigoryan MP, “Civil Contract” Faction, Member of SC on Foreign Relations – Chair of the Swedish Friendship Group, MAP Project Focal Point representing the President’s Office – RA NA	-

			Head of the Service Division for the Official Web Site of the NA Ms. Laura Antonyan, Head of PR, and Communication Department (on-line survey) – RA NA – Interpreter		
Meeting: Mr. Vladimir Vardanyan, MP, Chair of the Legal Affairs Standing Committee – RA NA	15:30 - Meeting: Ms. Ligia Ghazaryan, SDG Portfolio – UN House Room 412-Blue Room	Meeting: GGF and UK Embassy Oksanna Abrahamyan – Embassy if UK in Yerevan	Meeting: Ms. Armenuhi Kyureghyan "Armenia" Faction, Member of SC on Health Care – RA NA – Interpreter	-	-
Meeting: Ms. Lilya Vardanyan, RA NA Expert, SC on Regional and Eurasian Integration, capacitated by the project as SGD expert for the RA NA – RA NA	-	IP Meeting: Ms. Christina Sargasyan, ICHD – “Ani			





## **ANNEX VI: ETHICAL CONSIDERATIONS**

This evaluation was conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The evaluator has safeguarded 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 consultant has also ensured 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 is solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

## ANNEX VII: INTERPRETATION OF PROJECT INDICATORS

PERFORMANCE INDICATOR	BASELINE 2019	TARGET	ACTUAL as of 2022
<b>Outcome 1</b>			
1a. Level of satisfaction of stakeholder groups	39% <sup>i</sup>	47% <sup>ii</sup>	33% <sup>iii</sup>
1b. Percentage of amendments to draft laws introduced by non-government sources (MPs, factions, CSOs, citizens) which are debated and voted upon by NA (pre-scrutiny)	10% <sup>iv</sup>	20%	25%
<b>Output 1.1</b> Capacities of the legislature to analyse, draft and amend legislation is enhanced			
1.1.a. Number of draft laws debated in the NA after public consultations <sup>v</sup>	5	20	12 <sup>vi</sup>
1.1.b. Number of gender impact analyses (GIA) conducted annually by committees before a relevant draft law adopted by the NA <sup>vii</sup>	0	7	1 <sup>viii</sup>
1.1.c. Percentage of draft laws and amendments introduced by female MPs	N/A <sup>ix</sup>	10% <sup>x</sup>	11% <sup>xi</sup>
<b>Output 1.2</b> Expert capacity of the staff of in-house Research and Training Centre (RTC) is enhanced			
1.2.a. Number of research papers produced by the RTC that result in new or amended laws <sup>xii</sup>	0	7	7 <sup>xiii</sup>
1.2.b. Percentage of MPs and staff that received training related to their functions <sup>xiv</sup>	0%	30%	46% <sup>xv</sup>
1.2.c. Percentage of MPs satisfied with in-house RTC support <sup>xvi</sup>	0% <sup>xvii</sup>	40% <sup>xviii</sup>	52% <sup>xix</sup>
<b>Output 1.3</b> Inter-parliamentary cooperation is strengthened			
1.3.a. Number of draft laws and other proposals debated in or applied by the NA as a result of inter-parliamentary engagement <sup>xx</sup>	0	11	4 <sup>xxi</sup>
1.3.b. Number of multi-stakeholder discussions and dialogue (with government, civil society, HRDO, Diaspora reps, etc.) <sup>xxii</sup>	2	26	55 <sup>xxiii</sup>

PERFORMANCE INDICATOR	BASELINE 2019	TARGET	ACTUAL as of 2022
<b>Outcome 2</b>			
2a. Level of citizen satisfaction with accountability and transparency of the NA	N/A <sup>xxiv</sup>	30%	33.3% <sup>xxv</sup>
2b. Number of citizens' and CSOs petitions, initiatives and proposals through innovative tools developed by the Project addressed by or followed up by the NA	N/A	65 <sup>xxvi</sup>	107 <sup>xxvii</sup>
<b>Output 2.1</b> Tools for NA increased transparency and accountability in place			
2.1.a. Number of new tools, channels and outreach mechanisms for transparency and accountability initiated and maintained	0	17 <sup>xxviii</sup>	18 <sup>xxix</sup>
2.1.b. Number of proposals and/or debates in the NA as a result of citizen feedback mobilized through new tools	0	8 <sup>xxx</sup>	10 <sup>xxxi</sup>
<b>Output 2.2</b>			

Public awareness of parliamentary activities enhanced			
2.2.a. Number of people accessing the upgraded NA web-portal	0	170,000 <sup>xxxii</sup>	0
2.2.b Number of people reached through public awareness campaigns	0	25,500 <sup>xxxiii</sup>	34,800 <sup>xxxiv</sup>
2.2.c. Level of citizen satisfaction with Parliamentary Visitor and Information Centre	N/A	50% <sup>xxxv</sup>	44%

PERFORMANCE INDICATOR	BASELINE 2019	TARGET	ACTUAL as of 2022
<b>Outcome 3</b>			
3a. Number of public hearings conducted by committees annually with at least 10% of time allocated to reflecting the CSOs/citizens' concerns	18	83 <sup>xxxvi</sup>	69 <sup>xxxvii</sup>
3b. Number of draft laws debated in the NA after public consultations	0	60 <sup>xxxviii</sup>	51 <sup>xxxix</sup>
<b>Output 3.1</b> Dialogue and collaboration with civil society and citizens is improved			
3.1.a. Number of annual innovative events and initiatives to connect MPs with citizens	0	42 <sup>xl</sup>	41 <sup>xli</sup>
3.1.b. Number of annual monitoring reports from CSOs on work of the NA and MPs	0	8 <sup>xlii</sup>	6 <sup>xliii</sup>
<b>Output 3.2</b> Citizen engagement in parliamentary processes is enhanced			
3.2.a Number of submissions or comments provided by citizens as input to work of the NA	N/A	350 <sup>xliv</sup>	1,100 <sup>xlv</sup>
3.2.b Number of annual public consultations by the NA with a focus on seeking input from marginalized groups into the work of the NA	0	13 <sup>xlvi</sup>	10 <sup>xlvii</sup>
3.2.c Number of draft laws, and/or amendments introduced by women MPs as a result of public consultations with civil society and other groups focused on gender equality	0	10 <sup>xlviii</sup>	4 <sup>xlix</sup>

<sup>i</sup> Fully trust 6%, Rather trust: 33%. Data source: 2019 CRRP Public Opinion Poll. <https://caucasusbarometer.org/en/cb2019am/TRUPARL>.

<sup>ii</sup> This is a progressive indicator with increment set for each year and final target set to 47%.

<sup>iii</sup> Fully trust: 11% (+2%), Rather trust: 22% (-11%). MAP Public Opinion Poll. December 2022. UNDP.

<sup>iv</sup> This is a progressive indicator with final target set to 20%. Data source: NA Reports, Media Reports.

<sup>v</sup> This indicator refers to the number of draft laws for a specific year. It is a progressive indicator with final target set to 20. Data source: Media Reports, Committee Reports, Plenary Debates, CSO reports.

<sup>vi</sup> Nearly 50% of the drafts are authored or initiated by women.

<sup>vii</sup> This indicator refers to the number of GIAs for a specific year. Target set for 2022 is 7. Data Source: NA Committee Reports, CSO Reports, Media Reports

<sup>viii</sup> GIA&GEP 2021 submitted for approval to the NA Secretariat, Annual GIAs planned.

<sup>ix</sup> At the moment of the project approval no baseline data was available. Baseline data was introduced in 2020. The indicator refers to the percentage of draft laws by female MPs for a specific year. Data source: Media Reports, CSO Reports, NA Annual Reports.

<sup>x</sup> This is a progressive indicator with final target set to 10%.

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- <sup>xi</sup> Twelve out of 114 draft laws initiated/authored by MPs were initiated by women (MPs).
- <sup>xii</sup> This is a cumulative indicator for the entire project duration (2019-2023). Data source: Research Centre Reports, Feedback by MPs, Committees, Staff, Media Reports, CSO Reports, NA Reports.
- <sup>xiii</sup> This includes 4 research papers produced in 2022 (out of 34) that resulted in a draft law vis-à-vis target for 2022 set to 3 papers.
- <sup>xiv</sup> This is a progressive indicator with final target set to 30%. Meanwhile, targets and values are set for each specific year. Data source: Project Reports, Feedback by MPs and Staff, NA Reports.
- <sup>xv</sup> This includes 46% in 2022, vis-a-vis 30% target set for 2022. It includes 40% of MPs (of which 51% men, 49% women) and 47% of the NA staff (of which 70% men, 30% women).
- <sup>xvi</sup> Data source: Project Reports, Interviews with MPs.
- <sup>xvii</sup> The RTC did not exist in 2019, and the indicator has not been measured according to the methodology in 2020 due to compound crisis challenges (COVID-19, armed conflict).
- <sup>xviii</sup> This is a progressive indicator with target for the entire project duration set to 40%.
- <sup>xix</sup> Includes 30% men and 70% women of the respondents. The average satisfaction rate for 2021-2022 is 41%.
- <sup>xx</sup> This is a cumulative indicator for the entire project duration. Data source: NA Annual Reports, Media Reports CSO Reports, MP Interviews.
- <sup>xxi</sup> Includes inter-parliamentary cooperation facilitated by the project with the parliaments of Austria and Sweden. At least 5 engagements are planned for 2023.
- <sup>xxii</sup> This is a cumulative indicator for the entire project duration. Data source: CSO Reports, NA Annual Reports, Committee Reports, Media Reports, Project Reports.
- <sup>xxiii</sup> This includes 10 events in 2022 vis-à-vis target for 2022 set to 8. Number of participants to the events in 2022 is 268 (of which 58% men, 42% women), including: (i) 2 NA SC Sessions with 65 participants 82% men 18% women); (ii) 2 CSO-NA Platform with 73 participants (89% women 11% men); and 6 Mobile Committee Sessions with 130 participants 71% men, 39% women).
- <sup>xxiv</sup> This indicator is progressive and is set for each specific year. Target set for both 2022 and the final year of the project is 30%. Data source was set by the NA Public Opinion Poll (POP) instituted by UNDP.
- <sup>xxv</sup> Sex-disaggregation of the satisfied respondents: 21.4% among men, 16.3% among women. Data source: NA Public Opinion Poll POP 2022.
- <sup>xxvi</sup> This is a cumulative indicator with final target for the project set to 65, including 30 for 2022.
- <sup>xxvii</sup> Results for 2022 include 55 proposals and initiatives: (i) 2 proposals and initiatives from CSO-NA platform; (ii) 8 initiatives and proposals from SC meetings and Mobile sessions; (iii) 40 proposals from quests; (iv) 5 proposals from video discussions.
- <sup>xxviii</sup> This is a cumulative indicator for the entire project duration with final target set to 17 (including 5 in 2023). Data source: NA Reports, Interview with MPs, Media Reports, CSO Reports.
- <sup>xxix</sup> Includes 11 tools, channels and outreach mechanisms introduced in 2022, including: (i) Quests (2); (ii) Videos (2); (iii) Augmented Reality product (1); (iv) Digital tools (2); (v) Index of Parliament Perception (1); and (vi) 3 two-way communication tools.
- <sup>xxx</sup> This is a cumulative indicator with the final target set to 8 for the project (including 3 in 2023). Data source: NA Annual Reports, NA Records, CSO Reports, Media Reports.
- <sup>xxxi</sup> Includes 4 proposals/debates delivered in 2022, including: (i) Standing committee sessions in the regions (2); and (ii) 2 public hearings.
- <sup>xxxii</sup> This is a cumulative indicator with a final target set for the project. Data source: NA Annual Reports, NA Records, CSO Reports, Media Reports.
- <sup>xxxiii</sup> This is a cumulative indicator with final target set to 25,500 for the project (including 10,000 for 2023). Data source: NA Records and Reports, CSO Reports, Media Reports, Public Opinion Poll.
- <sup>xxxiv</sup> Includes 33,500 people reached in 2022 vis-à-vis 10,000 target set for 2022.
- <sup>xxxv</sup> This is a progressive indicator with both final target and target for 2022 set to 50% level of satisfaction. Data source: Citizen Satisfaction exit interviews, Reports of the Citizens' Engagement Department of the NA.
- <sup>xxxvi</sup> This is a cumulative indicator with final target for the project set to 83 (including 5 for 2023). Data source: NA Reports and Records, CSO Reports, Media Reports, Committee Reports.
- <sup>xxxvii</sup> Including 26 public hearings conducted by committees in 2022. At least 14 hearings are expected in 2023 ensuring that the final target is achieved. 31 out of 69 public hearings were supported by the MAP project.
- <sup>xxxviii</sup> This is a cumulative indicator with values set for each year, the final target for the project set to 60, and target for 2022 set to 20. Data source: NA Reports and Records, CSO Reports, Media Reports, Committee Reports.
- <sup>xxxix</sup> This includes 14 in 2022, including: 10 draft laws discussed in public hearings, 2 in SC mobile sessions, and 2 in CSO-NA platform. At least 9 draft laws will be discussed in 2023, ensuring that the target will be achieved.

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<sup>xi</sup> This is a cumulative indicator with the final target for the project set to 42 (including 10 in 2023). Data source: CSO Reports, NA Records, Media Reports, Project Reports.

<sup>xli</sup> Including 16 events and initiatives in 2022 vis-à-vis target set to 16 for 2022. This includes: (i) 2 SC participatory sessions; (ii) a Youth Summer School; (iii) 8 NA-Audit Chamber consultations; (iv) 2 Climate Change agenda for parliamentarians; (v) a conference participation on NEC; (vi) 2 events on GESI; (vii) A ECPRD event. At least ten events are expected in 2023, ensuring that the target is achieved.

<sup>xlii</sup> This is a cumulative indicator with final target set for the project to 8 (including 3 for 2023). Data source: CSO Reports, Media Reports.

<sup>xliii</sup> Includes 2 monitoring reports in 2022 vis-à-vis target set to 2 for 2022. Data source: Parliament Monitoring website by Mandate CSO ([www.parliamentmonitoring.am](http://www.parliamentmonitoring.am)) and OxyGen (<https://havasat-infohub.am>). Three monitoring reports are expected in 2023, ensuring that the project target is achieved.

<sup>xliv</sup> This is a cumulative indicator with final target for the project set to 350 (including 160 in 2023). Data source: NA Records, Committee Reports, CSO Reports.

<sup>xlv</sup> Includes 100 submissions (70% women and 30% men) in 2022 vis-à-vis target set to 80 for 2022.

<sup>xlvi</sup> This is a cumulative indicator with final target for the project set to 13 (including 4 in 2023). Data source: NA Records and Reports, Committee Reports, CSO Reports, Media Reports.

<sup>xlvii</sup> Includes 6 events in 2022 vis-à-vis target for 2022 set to 5: (i) 1 CSO-NA Platform session on DV; (ii) 1 SC Mobiles session on minorities; (iii) 1 Public Discussion on American Model of the ILC for PWDs; (iv) 1 Discussion on NA Staff-CSO Cooperation for Inclusiveness and Disability Accessibility; (v) 1 Discussion on extended families; (vi) 1 Youth Camp consultations with NA leadership. In 2023 at least 3 events are expected, ensuring that the final target will be achieved.

<sup>xlviii</sup> This is a cumulative indicator with final target for the project set to 10. Data source: NA Records and Reports, CSO Reports, Interviews with MPs.

<sup>xlix</sup> Includes 1 (Amendment to the Law on Education) in 2022. In 2023, at least 11 drafts are expected, ensuring that the final target will be achieved.