

# **Final Evaluation**

**Women and Youth for Innovative Local Development**

**(WYILD Project)**

**15 July 2019 – 30 September 2023**

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**November 2023**

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

| <b>Project Information</b>                   |  |
|--|--|
| Project Title                                | Women and Youth for Innovative Local Development |
| Project's Target Area                        | Armenia  |
| Date of Project Document Signature           | 15 July 2019                                     |
| Project Start and End Dates                  | 15 July 2019 – 30 September 2023                 |
| Committed Budget (based on Project Document) | USD 1,871,822                                    |
| Funding Source                               | Swiss Development Cooperation (SDC)              |
| Implementing Partner                         | United Nations Development Programme             |

## Executive Summary

This report presents the main findings of the final evaluation of the project “*Women and Youth for Innovative Local Development*” (otherwise referred to as the *WYILD project*), financed by the Swiss Development Cooperation (SDC) and implemented by the United Nations Development Programme (UNDP) in Armenia. 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 similar future interventions 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. Interviews were conducted with all the main stakeholders of the project in the central government, local governments, civils society, project team, UNDP, development partners and the donor of the project. Field work was conducted in the period of 10-12 August 2023 and included meetings and observations in the capital Yerevan, as well as the Khoy and Aparan communities. Data collection included two online surveys – one for women and youth and the other with representatives of partner local governments. The evaluation generated a wealth of findings and several recommendations which are synthesized in the rest of this section.

### Relevance

The WYILD project has been highly relevant, aligning strongly with Armenia’s priorities on local governance reform, gender equality, and youth engagement. The project has supported territorial consolidation of municipalities and built capacities of local governments for improved service delivery. Taking a multifaceted approach by working on both the demand and supply sides of governance, the project has empowered women and youth not just as beneficiaries but as agents of change. The project design recognized Armenia's complex socio-political context and evolving realities, enabling adaptive management. Activities were tailored to the country’s critical needs through participatory processes and research. There has been a strong focus by the project on the inclusion of women and youth. These factors have enabled the project to contribute directly to SDGs 5, 11, 16, and 17. An area for further attention is linking project activities to a clear national decentralization strategy and roadmap, which currently is in its final stage of approval.

### Effectiveness and Preliminary Impact

The project has made significant contributions to participatory governance, service delivery, capacity building, and research. It has facilitated the establishment of 22 Women and Youth Advisory Councils (WYACs) enabling over 200 women and youth to engage in local governance. Five youth camps have developed the leadership skills for 96 participants who implemented 60 community initiatives. The project has supported gender mainstreaming in local planning processes and has also provided electoral support. Three major municipal service pilots have improved irrigation, healthcare access, and extracurricular activities through co-financing by communities and the government in the amount of over \$200,000. Eighteen COVID-19 response grants strengthened disaster preparedness, social cohesion, health,

technology use, and culture locally. Thirty leadership grants have enabled women leaders to implement initiatives aimed at the empowerment of women. Forty-three trainings for 624 participants, mostly women, have built the capacities of local activists on gender analysis, leadership, communication, and local governance. Additionally, the project has produced many knowledge products, assessments, and events, which have facilitated research, learning and dialogues on relevant themes. As a result, the project has advanced participatory governance by establishing Women and Youth Advisory Councils, organizing youth leadership camps, supporting community initiatives, facilitating a youth club for policy dialogues, and offering targeted training, thereby engaging hundreds of women and youth in decision-making processes and community development initiatives across multiple regions.

### Coherence

The project builds on previous local governance initiatives by UNDP Armenia, ensuring continuity in strengthening local governance and inclusion. As part of a broader programme with MTAI, GIZ, and the Council of Europe, it has collaborated closely with the other components on gender empowerment activities. Strategic partnerships have been leveraged through joint initiatives with other UNDP projects on women's leadership, youth engagement, gender equality, public administration, and socio-economic development. This has reinforced the project's objectives and has extended its scope and impact. While coordination at the strategic level was adequate, more regular technical meetings between implementing partners could have improved synergies further. An external challenge has been the need for stronger coordination between the various ministries and institutions involved in decentralization reforms. Going forward, this will require expanded engagement beyond MTAI across government entities and partners.

### Efficiency

The project was implemented efficiently by a lean team and oversight bodies. It demonstrated adaptability by shifting activities online during the COVID-19 crisis and addressing conflict impacts through stakeholder engagement. An extension enabled the completion of key initiatives. Comprehensive monitoring and adequate risk management tracking by the project team have supported adaptive management. The project has had a 96% cumulative budget execution rate, despite annual fluctuations (as of 1 August 2023). While the project's broad scope has enabled wide stakeholder engagement, it has also diluted intensity in each area where the project conducted its activities. More concentrated pilots in a few municipalities would have enabled deeper impact. The capacity assessments of grantees would have improved monitoring and optimization. In general, efficient project management and adaptability have led to good implementation progress, despite a challenging external environment.

### Sustainability

The project's sustainability is supported by strong national and local ownership and extensive community engagement. The project has demonstrated a strong commitment to sustainability through the institutionalization of its structures and practices. The standardization of municipal procedures, the establishment and potential mandate of WYACs, and the self-perpetuating

model of the policy-making clubs are all indicative of a project designed with longevity and local empowerment at its core. The project’s focus on gender-inclusive municipal planning has strengthened local capacities for continued work in this area. Further, strategic youth engagement enhances participatory governance. However, further efforts are needed to formally integrate participatory structures into local governance frameworks. The scalability of small-scale pilots has been a positive aspect of the project, but requires systematic institutionalization. Furthermore, there is a need to further consolidate the training content and grounding capacity building in a national framework for local governments. While a strong foundation exists, formalization, scaling, and integration are vital steps for ensuring lasting change.

Cross-cutting Issues

The WYILD project has been aligned with human rights principles by empowering women and youth. The project has promoted various innovations like virtual platforms, advanced technologies, and creative partnerships. Environmental sustainability was incorporated through green solutions in several grant initiatives. Also, several initiatives have built crisis prevention and conflict sensitivity by addressing psychological impacts, fostering resilience, and ensuring inclusive access. The project has made commendable efforts in engaging a diverse range of marginalized groups, including persons with disabilities, in its initiatives. The project's achievement in surpassing its target for engaging representatives from vulnerable communities demonstrates a strong commitment to inclusivity. More efforts could have been made for greater involvement of persons with disabilities in the grant initiatives.

The evaluation identified the following set of recommendations for the attention of project stakeholders. These recommendations will be useful to UNDP, MTAI, other government partners and development partners in the process of designing the future interventions in this area.

|  |
|--|
| <b><u>Recommendation 1: Ground Support in a Decentralization Strategy</u></b>  |
| <ul style="list-style-type: none"> <li>• Any future external assistance on local governance should ideally be grounded in a clear decentralization strategy developed by the government, which development partners like UNDP can support.</li> <li>• UNDP, in coordination with the other relevant development partners identified in this report, is well placed to support the Ministry of Territorial Administration and Infrastructure (MTAI) in the process of developing a fully-fledged decentralization strategy, complete with a concrete action plan.</li> <li>• UNDP should continue to support the strengthening of participatory planning and budgeting at the local level.</li> </ul> |
| <b><u>Recommendation 2: Strengthen the Capacity Development Offer</u></b>  |

- Future capacity development activities should be designed to facilitate exchange visits between communities for peer learning and sharing of best practices.
- The training curricula should include more practical exercises, real-world case studies, and simulations that allow participants to practice the skills they are learning.
- Capacity development activities should be designed to engage more field experts and community leaders as co-facilitators for contextualized insights.
- Pre- and post-training assessments of training events should be used to effectively and consistently quantify and track increases in knowledge and capacity.
- Training reports should document qualitative outcomes and stories of change for a better understanding of the impact.

**Recommendation 3: Strengthen Technical Coordination for Implementation**

- In future interventions, institute regular (perhaps monthly) technical coordination meetings with implementing partners (such as GIZ and CoE) for closer coordination.
- Advocate for greater involvement of diverse government stakeholders in Steering Committee beyond just MTAI.
- Consider additional technical assistance to MTAI to bolster its coordination role across government entities involved in decentralization.

**Recommendation 4: Strengthen the Impact of Grant Initiatives through Concentration of Resources and Greater Capacity of Grant Recipients**

- Provide the entities that implement grant initiatives with ampler timelines – especially for more complex initiatives like the municipal pilots.

**Recommendation 5: Strengthen Sustainability Considerations in the Implementation of Local Governance Projects**

- Develop sustainability plans for grant initiatives early on, outlining strategies for scaling, funding sources, and institutional partners.
- Establish a robust, integrated tracking/monitoring framework for the pilot initiatives, which enables UNDP to collect data for its pilots over an extended period beyond the lifetime of the projects that establish these pilots, allowing for adjustments to programme design.
- Partner with other government entities (in addition to MTAI) to advocate the integration of successful initiatives into legislation, education systems, or public-private partnerships. Identify potential financing models that will safeguard the sustainability of such initiatives in the long-run

- Explore with MTAI and other partners the feasibility of creating an online platform to consolidate/integrate training materials from WYILD and other local governance projects for easy access.
- Advocate for and collaborate with partners to develop a coherent national framework for local government training and strategic human resource development.
- Place greater focus on the creation of local training capabilities by providing more ToT opportunities.
- Explore opportunities to anchor specialized support for vulnerable groups into ongoing social services, rather than as stand-alone initiatives. Future efforts to support vulnerable groups could be more systematically anchored to existing social welfare systems.

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## ACRONYMS AND ABBREVIATIONS

ADA – Austrian Development Agency  
AMD - Armenian Dram  
ATDF - Armenia Territorial Development Fund  
CEC - Central Electoral Commission  
CMIS - Community Management Information System  
CO - Country Office  
CoE - Council of Europe  
COVID-19-Coronavirus Disease 2019  
CPD - Country Programme Document  
CSO – Civil Society Organization  
DAC - Development Assistance Committee  
DIM - Direct Implementation Modality  
DPPA - Department of Political and Peacebuilding Affairs  
EC - Evaluation Commissioner  
EM - Evaluation Manager  
GE - Gender Equality  
GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit  
kW/h-Kilowatt per hour  
LoGopro - Local Self Governance System in Armenia Programme  
LSG - Local Self-Government  
MTAI - Ministry of Territorial Administration and Infrastructure  
NGO - Non-Governmental Organization  
OECD - Organization for Economic Co-operation and Development  
PAR - Public Administration Reforms  
SDC - Swiss Agency for Development and Cooperation  
SDG - Sustainable Development Goal  
SMART - Specific, Measurable, Achievable, Relevant, Time-bound  
TARA - Territorial and Administrative Reform of Armenia  
TOR - Terms of Reference  
ToR - Terms of Reference  
ToT - Training of Trainers  
UN - United Nations  
UNCRPD - United Nations Convention on the Rights of Persons with Disabilities  
UNDAF - United Nations Development Assistance Framework  
UNDP - United Nations Development Programme  
UNEG - United Nations Evaluation Group  
UNSDCF - UN Sustainable Development Cooperation Framework  
USAID - United States Agency for International Development  
USD - United States Dollar  
VCoP - Virtual Community of Practice  
WiLD 2 - Women in Local Development Project, Phase 2  
WYAC - Women and Youth Advisory Council  
WYILD - Women and Youth for Innovative Local Development

# 1. INTRODUCTION

## 1.1. Project Context

In 2014, the Government of the Republic of Armenia initiated an ambitious structural overhaul through the Territorial and Administrative Reform of Armenia (TARA), spearheaded by the Ministry of Territorial Administration and Infrastructure (MTAI). The primary objective was to establish robust local governance frameworks, thereby transforming local administrations into functional and responsive entities. This transformation aimed to strengthen the capacities of Local Self-Governments (LSG) and improve the living conditions of the citizens.

Since the inception of TARA, Armenia has experienced significant progress in its local self-governance landscape. The most evident indicator is the substantial reduction in the number of municipalities, declining from 915 in 2015 to a streamlined 71. This rationalization was nearly concluded with the local elections held on September 25, 2022. Additionally, TARA's influence extends to electoral reforms; specifically, the Electoral Code was amended to introduce a proportional electoral system in communities with a population exceeding 4,000. Thanks to advocacy by UNDP and other partners, this amendment also facilitated the imposition of a 30% gender quota, thereby promoting gender inclusivity in local governance.

Gender equality and women's empowerment remain one of the core local governance reform processes in Armenia: women comprise 53% of population in Armenia and 61.1% of those with higher education, still, leadership positions in government, in policy-making institutions or the private sector in Armenia are male-dominated. Due to women's limited representation in leadership positions, they have very little influence over policy decisions. While a 30% quota system ensures women are represented in political parties, they face distinct barriers to enter the office at the local and national levels.

As part of its broader governance programme,<sup>1</sup> UNDP in Armenia has been continuously working in the areas of political empowerment of women, advancing leadership of women, and supporting the local governments to: (i) engender local decision-making and development processes, (ii) enable youth to get knowledge and skills on participatory governance, and (iii) advance women and youth's potential and raise their voice in policy making at national and local levels. UNDP has considerably contributed to the increase of representation of women at the local level and the formation of dynamic groups of women and youth who not only benefit from projects' support, but also lead local initiatives on the broad spectrum of topics, including participatory governance, women empowerment, and others.

UNDP's Gender Equality (GE) Portfolio is currently comprised of three projects working on political leadership of women, economic empowerment of women, innovative inclusive

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<sup>1</sup> Under its governance programme, UNDP supports initiatives to enhance the capacity and accountability of Parliament, the judiciary, and other key institutions. This involves promoting legislative reforms, improving electoral processes, supporting legal reforms, building the capacity of law enforcement agencies, streamlining administrative processes, introducing digital technologies, promoting citizen-centered service delivery, raising awareness about legal rights, and fostering citizen participation in decision-making. The programme supports capacity building for NGOs, encourages their participation in policy-making processes, and promotes freedom of association and expression. The programme also promotes gender equality and women's empowerment in all aspects of governance.

municipal sectoral services design and delivery, youth leadership advancement and strengthening gender equality in the public administration system of Armenia. Projects are implemented in strong synergy and coordination with one another building on the ongoing activities, relying on the cadre of women and youth already capacitated from the previous projects and joining forces to upscale proven support schemes countrywide. UNDP enjoys broad partnerships among national government, regional and local authorities, donor and international community, civil society organizations, and other stakeholders.

## 1.2. Project Description

One of the above-mentioned projects of UNDP’s GE Portfolio is “Women and Youth for Innovative Local Development” (hereinafter the project or WYILD project), implemented by UNDP in Armenia in partnership with the Ministry of Territorial Administration and Infrastructure of the Republic of Armenia (MTAI), with financial support from the Swiss Development and Cooperation Agency (SDC). The *overarching goal* of the project is to improve the accountability, effectiveness and inclusiveness of local self-government in Armenia in regionally and socially balanced manner. The specific objective of the project is to contribute to enhanced political participation of women, youth local leadership, and citizen-driven municipal sectoral service design and delivery.

The following is a summary of the key features of the WYILD project.

|                                   |  |
|-----------------------------------|--|
| <b>Project title</b>              | “Women and Youth for Innovative Local Development” (WYILD)   |
| <b>Project Number</b>             | 00109273   |
| <b>UNDAF 2016-2020 Outcome 3</b>  | By 2020, Armenia has achieved greater progress reducing gender inequality, and women are more empowered and less likely to suffer domestic violence.   |
| <b>UNSDCF 2021-2025 Outcome 8</b> | All persons benefit from gender equality and equal opportunities to realize their human rights; fulfil their economic, political, and social potential; and contribute to the sustainable development of the country.  |
| <b>CPD 2016-2020 Outcome 3</b>    | By 2020, Armenia has achieved greater progress in reducing gender inequality, and gender-based violence and in promoting women’s empowerment. Output 3.1 Measures in place to increased women’s participation in decision-making.  |
| <b>CPD 2021-2025 Outcome 3</b>    | 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 3.3 Systems/ mechanisms to ensure equal opportunities/rights to participate in decision-making. Indicator 3.3.1 Number of gender-responsive laws, policies, programmes and practices at national and local levels |
| <b>Strategic Plan 2018-2021</b>   | Output 1.6.1 Country-led measures accelerated to advance gender equality and women’s empowerment.  |
| <b>Strategic Plan 2022-2025</b>   | Signature Solution 6 on Gender Equality. Output 6.2 Women’s leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society, and addressing  |

|  |  |   |
|--|--|---|
| <b>SDG 5 and 16</b>                                  | structural barriers, in order to advance gender equality, including in crisis contexts.  |   |
|  | SDG 5 “Achieve gender equality and empower all women and girls.”<br>Target 5.5: Ensuring women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.<br>SDG 16 “Promote peaceful and inclusive society for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels” with target 16.6. of “Develop effective, accountable and transparent institutions at all levels.” |   |
| <b>UNDP Gender Marker</b>                            | GEN 3  |   |
| <b>Country</b>                                       | Armenia  |   |
| <b>Region</b>  | UNDP Regional Bureau for Europe and the CIS  |   |
| <b>Date project document signed</b>                  | 15 July 2019   |   |
| <b>Project Dates</b>                                 | Start<br>15 July 2019  | Planned End/Extension<br>15 July 2023/30 September 2023 |
| <b>Project budget (resources required)</b>           | USD 1,871,822  |   |
| <b>Project budget (resources allocated)</b>          | USD 1,871,822.00   |   |
| <b>Project expenditure at the time of evaluation</b> | USD 1,804,777<br>(August 1, 2023)  |   |
| <b>Funding source</b>                                | SDC  |   |
| <b>Implementing Partner</b>                          | Ministry of Territorial Administration and Infrastructure  |   |

The WYILD project is a part of four-year strategic programmatic framework implemented in partnership between GIZ, UNDP and CoE within “*Improvement of the Local Self-governance System in Armenia*” programme, which is aimed to contribute to strengthening accountability, effectiveness, efficiency, and inclusiveness of the local self-government system in Armenia in a regionally and socially balanced manner.

The UNDP component of the above-mentioned strategic partnership contributed to the outcomes and outputs of the following UN and UNDP programmatic cooperation frameworks in Armenia: UN Development Assistance Framework (UNDAF) 2016-2020, UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025, Country Programme Documents (CPD) 2016-2020, 2021-2025; Strategic Plans 2018-2021, 2022-2025, which in its turn are linked with the national development priorities and the Sustainable Development Goals (SDGs).

The overarching goal of the WYILD project is to strengthen accountability, effectiveness, efficiency and inclusiveness of the local self-government system in Armenia in a regionally and socially balanced manner. The project consists of three components:

- Modern and user-centric municipal /public services are designed and piloted with the participation of residents; monitoring mechanisms are developed and piloted in enlarged municipalities.
- Youth advanced as future leaders, changemakers and enablers of local democracy.
- Women advanced in political participation, party democracy and local leadership.

The project's Theory of Change proposes that if the country development and reform agenda is implemented in gender-sensitive and inclusive way, with engagement of women, men, youth, representatives of vulnerable and marginalized groups, the local governance and public services are more responsive to the needs of community residents. If women and youth have enough capacity for meaningful participation in local governance and development processes, it is mutually beneficial at sides of both citizens and local governments in newly enlarged municipalities. Altogether it stimulates mutual learning, trust and collaboration. If participatory processes and inclusive public services are institutionalised, the local self-government in enlarged municipalities will become more effective, inclusive and gender-sensitive.

The project's expected results, outputs, and deliverables - as defined in the Results Framework - included: 3 innovative models for selected sectoral municipal services designed and piloted in target municipalities; 3 citizen-driven monitoring mechanisms with direct feedback on provided services; 200 vulnerable/marginalized group representatives engaged in capacity development and codesign activities; 100 youth-led community initiatives in support to local democratization/development; 100 policy recommendations (15% by youth) developed and shared with Armenia's Government and National Assembly; 10 solutions co-designed by multistakeholder groups for public services or participatory and cohesive governance; 6% increase in share of the population in target municipalities that sees decision-making as inclusive and responsive; 100 women running for, and 60 being elected in local self-government; 10% women representation achieved in community councils (N.B. if proportional electoral system introduced in 2021 – 2022, women representation will reach 30%.); 30 target municipalities where women actively contribute to local decision-making e.g., through participation in local decision-making and implementation of women-led initiatives; 20 target municipalities with formed female local advisory committees; 20 gender-sensitive Annual Workplans developed based on gender analysis.

## 2. EVALUATION OBJECTIVES AND METHODOLOGY

As the WYILD project was nearing its conclusion scheduled for September 2023, UNDP Armenia commissioned an independent final evaluation of the project.<sup>2</sup> An international evaluator was engaged to conduct the evaluation, which took place in the period August – September 2023.

### 2.1. Purpose of the Evaluation

The overall objective of this project final evaluation is to assess the relevance of the project interventions and the progress made towards achieving its planned objectives, effectiveness, efficiency, as well as the impact and sustainability of interventions within the WYILD project. The evaluation results will be used by UNDP, SDC, implementing partners and other stakeholders when planning further interventions in the areas of women empowerment and women's political participation in Armenia.

#### **Outcomes and Outputs to be evaluated:**

The project's contribution towards the UN/UNDP programmatic framework in Armenia to be evaluated, which in its turn is linked with the national development priorities, UNDP Strategic Plan, and the SDGs. The relevant outcomes and outputs that to be evaluated can be found in the table on the pages 4-5 of the evaluations TOR (Annex I), and in Project Document's Results Framework.

The findings of this evaluation are drawn for the use of:

- **UNDP** for design of further interventions in this programmatic niche, also for learning and fine-tuned implementation of UNDP on-going other projects in the areas related to enhancing political participation of women, increasing representation and participation of women, including young generation, in community development processes, inclusive municipal sectoral service design and delivery, strengthening local self-governments' capacities in gender sensitive planning, and building social cohesion in Armenia's communities.
- **Donor partner(s)** to learn on project results and plan strategic development cooperation, including with UNDP.
- **Project stakeholders** and other partners for further strategic interventions in the field of women's political participation, youth empowerment and citizen participation at the local level and inclusive municipal sectoral service design and delivery.

The geography of the evaluation covered 37 consolidated communities of Armenia where the project was implemented. A significant number of the mentioned communities were enlarged during 2020-21 within the framework of Administrative and Territorial Reform led by MTAI.

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<sup>2</sup> As outlined in the Project Document, upon conclusion the WYILD project required an external evaluation.

## 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 (included in Annex II of this report). 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>3</sup> It applied OECD DAC criteria<sup>4</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>5</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 various beneficiaries, the project team, implementing partners, relevant UNDP programme staff, and other stakeholders. The evaluator used a Human Rights and Gender Equality lens during data collection, data analysis and evaluation process.<sup>6</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, 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 in the 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 involved further collection of project documentation and semi-structured interviews with key stakeholders and partners (see the figure below for a list of data sources). The data collection process also involved field work in the locations where the project had carried out its activities. The sample of beneficiaries engaged (interviewed) for this evaluation was stratified on the basis of gender, age, location, and socio-economic conditions. A list of key questions that drove the data collection process is shown in Annex III of this report.

The identification of stakeholders to be involved in the evaluation process was done through a comprehensive sampling strategy. The evaluator divided project stakeholders into different strata based on their roles and involvement in the project. Random sampling was applied to the

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

<sup>4</sup> Criteria for evaluating development assistance: relevance, effectiveness, efficiency, sustainability and impact of development efforts.

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

<sup>6</sup> <http://www.unevaluation.org/document/detail/980>



beneficiaries of the project (women and youth). This ensured that each stakeholder group has an equal chance of being represented in the evaluation. Full inclusion will be applied to the Project Team, relevant UNDP CO staff, relevant Government Authorities, development partners, etc. The data collection process took into account gender considerations and guaranteed that the gathered data was classified by gender and other pertinent categories. Additionally, a variety of data sources and methods were utilized to promote the inclusion of a diverse set of stakeholders, including those most vulnerable. The following table outlines the main data sources used for this evaluation.

**Table 1: Data Sources**

| Evaluation tools     |                       | Sources of information  |
|----------------------|-----------------------|---|
| Documentation review | General documentation | <ul style="list-style-type: none"> <li>• UNDP Strategic Plan 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> <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>• Mid-Term Evaluation of the Framework Programme;<sup>7</sup></li> <li>• Minutes of Steering Committee and Project Board 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> </ul> |
|                      | Third-party reports   | <ul style="list-style-type: none"> <li>• Gender Policy; National Strategy and Action Plan for the Implementation of Gender Policy 2019-2023; The Law of the RA on Local Self-Governance; The Electoral Code of the RA, European Charter of Local Self-Government, UN 2030 Agenda for Sustainable Development, research developed within the project and portfolio, etc.</li> </ul>  |

Specifically, the data collection process consisted of the following components:

- **Desk Review** - The evaluator completed the analysis of all relevant documents, project documents and progress reports, as well as relevant 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.

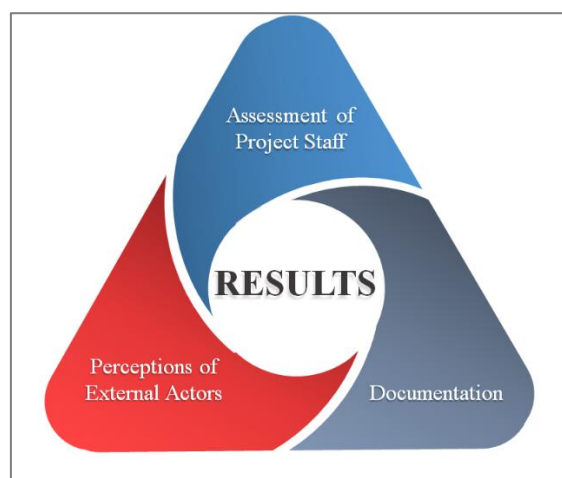
<sup>7</sup> Mid-term Evaluation “Improvement of the Local Self-Governance System in Armenia – Phase 2”, Final Report submitted to the Swiss Cooperation Office in Armenia (Contract number: 81075090), by Dr. Soeren Keil, Astghik Mnatsakanyan and Flavien Felder, January 2023.

- **Semi-structured Interviews** – Interviews involved key stakeholders – in particular, representatives of local governments and local communities, the project team and board members, UNDP programme staff, representatives of other UNDP projects, representatives of SDC and implementing partners (GIZ and CoE), and development partners such as USAID. A sample of local government and local community representatives was selected for interviews. The list of stakeholders interviewed for this evaluation is provided in Annex V of this report.
- **Online Surveys:** Two online surveys were conducted for this evaluation – one for women and youth and the other with representatives of partner local governments.
  - Of the 318 women and youth who were invited to participate in the survey 43 provided a valid response, which represents a response rate of 14 %. A majority of respondents were female (36 out of 43). Also, respondents hailed from 40 different municipalities, with Dilijan City having the most frequent representation. Respondents had engaged with the WYILD project in various capacities, ranging from members of Women and Youth Advisory Councils adjunct to the Heads of Communities (WYACs) to participants in specific campaigns and trainings.
  - Furthermore, of the 81 representatives of local governments who were invited to participate in the survey 15 provided a valid response, with a response rate of 19 %.
- **Field Work** – A field visit took place in support of the data collection process for this evaluation. The field work took place in the period of 10-12 August 2023 and the locations included Yerevan, as well as the Khoy and Aparan communities. It included interviews with representatives of local governments and communities in the respective locations, as well as meeting with project staff and a range of stakeholders.

### 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.

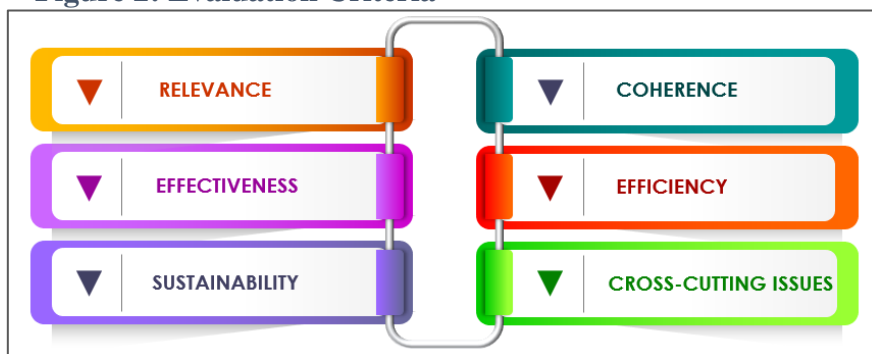
**Figure 1: Method of Triangulation**



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

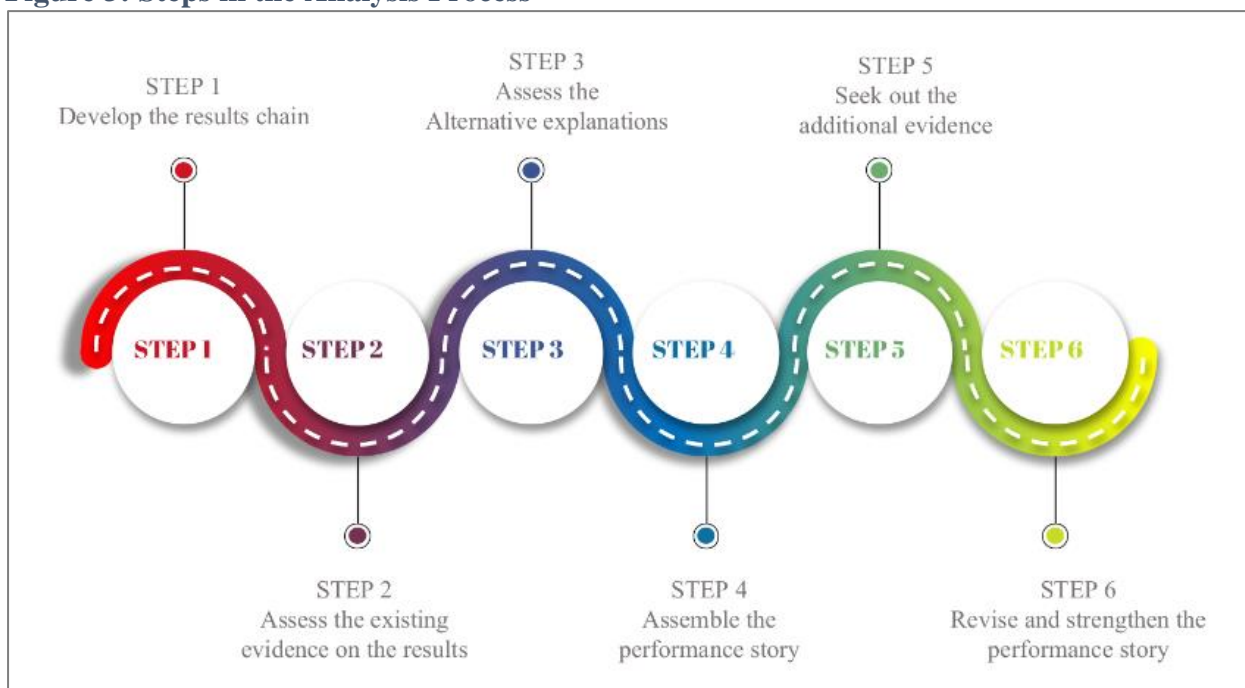
conducted on the basis of the standard criteria of relevance, effectiveness, coherence, efficiency, and sustainability.

**Figure 2: Evaluation Criteria<sup>8</sup>**



Care was given to the assessment of the extent to which the project has been successful in involving *marginalized groups*, especially *women, youth* and *persons with disabilities* and minorities. 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. The Resident Representative of UNDP Armenia was the Evaluation Commissioner (EC) of the final evaluation and the Results-Based Management Programme Analyst acted as the Evaluation

<sup>8</sup> The analysis of effectiveness included a section on the project’s impact, which is a preliminary finding of the main contributions, as a real impact assessment requires a more profound process and also more time to have lapsed since the completion of the project.

Manager (EM). The EC was supported by the 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 the ToR.

#### **2.4. Evaluation Limitations**

All possible efforts were made from the beginning to minimize potential limitations in the evaluation process. One limitation encountered in this evaluation was the low response rate of the two online surveys organized with project beneficiaries (14% and 19% respectively), although an Armenian version of the surveys was used for easy of access by respondents. This type of low response rate is typical in these kinds of evaluation. Nevertheless, the evaluation took the mitigating action to increase the intensity of data collection through extended interviews and a documentary review process. No other 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) Cross-cutting Issues (which includes the Human Rights Based Approach, Gender & Youth Mainstreaming, Disability Inclusion and other considerations). 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. FINDINGS

The evaluation findings are structured into seven sections: i) Relevance (the extent to which the project aligns with the priorities and needs of beneficiaries and the UN's strategic framework); ii) Effectiveness and Impact (the project's contribution to local development outcomes and the extent to which the project has made an impact on local governance and local communities); iii) Coherence (the project's delivery in a coordinated and consistent manner); iv) Efficiency (the efficient delivery of project results); v) Sustainability (the likelihood of project results being sustained after completion); vi) Cross-cutting Issues (which include considerations related to Human Rights Based Approach, Gender & Youth Mainstreaming and Disability Inclusion, considerations about conflict sensitivity and environmental sustainability, etc.).

#### 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 delivered, including its alignment with the institutional frameworks of the UN and UNDP and its contributions to the achievement of the sustainable development agenda.

***Alignment with the National Priorities:*** The WYILD project has been broadly aligned with Armenia's national priorities in the area of local governance and development.

- First and foremost, the WYILD project has supported the country's local governance reform agenda. The main feature of this reform agenda in the period in question has been the amalgamation of municipalities from 915 in 2015 to 71 in 2022. This process has constituted a significant shift in the Armenia's governance landscape, which has required significant support from development partners.<sup>9</sup> The complexities related to the consolidation of municipalities have required specialized external support, particularly in the domains of capacity development for service delivery and citizen engagement. The WYILD project has played a key role in this process, strengthening the institutional competencies of the newly formed entities.
- Another key factor related to the relevance of the WYILD project is the fact that the government that took over following the Velvet Revolution in Spring 2018 has reaffirmed its commitment to territorial and administrative reform. This, combined with the strong ownership and leading role by the Ministry of Territorial Administration and Infrastructure (MTAI), have provided for a strong alignment of the WYILD project with national priorities.
- From an institutional perspective, the project has been implemented under Armenia's *Local Self-Governance System Improvement Programme*, in full alignment with the country's

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<sup>9</sup> The amalgamation process was launched by the Government of Armenia in November, 2011, as part of the "Community Enlargement and Formation of Intercommunity Associations" process. The goal of this process has been to reduce the number of communities in Armenia from by merging smaller communities into larger ones. This is intended to improve the efficiency and effectiveness of local government by increasing the size and resources of each community.

local governance priorities. Furthermore, the project’s municipal service pilots have supported the decentralization of public service delivery, which is a priority under Armenia's territorial and administrative reforms. The project is also fully aligned with Armenia’s *Public Administration Reform Strategy (2021-2030)*, adopted by the government in May 2022, which prioritizes the inclusion of the gender equality component within the various areas of the public administration. The WYLD project has also been in full alignment with the government’s gender equality and youth development priorities - including the key government measures outlined in the box below.

### **Box 1: Key Government Measures on Gender Equality and Youth Development**

Since the project’s start in July 2019, a number of actions have been undertaken by the Armenian Government to advance gender equality, several of which have actually benefitted from UNDP support (as will be seen further in this report). These include the approval of the Gender Policy Implementation Strategy and Action Plan 2019–2023, the establishment by the Prime Minister of the Council on Women’s Issues,<sup>10</sup> the adoption of the 2019-2021 National Action Plan on the UN Security Council Resolution 1325 on Women, Peace, and Security.<sup>11</sup> Another key measure in support of gender equality has been the introduction of 30% quota for local level elections in the country’s Electoral Code.<sup>12</sup> In the area of youth development, the Government has drafted a State Youth Strategy for the period 2021-2025, which includes a commitment to youth engagement in local governance.

***Alignment with the Needs of Communities:*** The WYILD project has been broadly aligned with the needs of the targeted communities. The project’s three core objectives - piloting innovative municipal services, advancing youth leadership, and promoting women’s participation and leadership – have directly responded to the needs of citizens and local governments. The project’s activities targeting inclusion, participatory governance, and improved service delivery have addressed well-recognized gaps in the areas of democratization, gender equality, and youth engagement. These activities have responded to the identified needs of women, youth and local governments for skills, resources, and improved services. Also, the project’s electoral support has been aligned with clear needs by the authorities at a specific point in time. The co-design methodology employed by the project and the validation workshops conducted with end-users and service providers have been additional key instruments utilized by the project to ensure alignment with the needs of the communities. The project also conducted capacity assessment of members of the Women and Youth Advisory Councils (WYACs) formed in the municipalities to understand their training needs, before the design of the training content. Furthermore, as will be seen in more detail later in this report, the adaptations undertaken by the project team based on beneficiary feedback have further reinforced the project’s responsiveness to evolving local needs and priorities.

***Project’s Approach:*** The WYILD project has taken a multi-faceted approach in its attempt at fostering the participation of citizens in community development. By working on both the

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<sup>10</sup> RA Prime Minister Decision N 1740-U

<sup>11</sup> RA Government decision N 197-L

<sup>12</sup> On June 18<sup>th</sup> 2020 RA National Assembly adopted the amendments to the RA Electoral Code.

“demand” and “supply” sides of local governance and public services, the project has taken a holistic approach to the engagement of youth and women in local development processes. The engagement of women is seen not merely as an end in itself, but also as a means for broader gender sensitization and transformation of local development processes. This reflects an understanding of the position of women not just as beneficiaries, but also as agents of change. Similarly, the project's approach to youth engagement is proactive. By viewing youth in a variety of roles - as future leaders, enablers of local democracy, and promoters of digitalization - the project has tapped into the potential of youth to contribute to community development. Additionally, the focus on user-centric approaches and innovative municipal service design has added to the relevance of the project. By being user-led and research-based, the project has enhanced the ownership of the processes that it has set in motion. At the same time, the project has taken advantage of the introduction of affirmative and support measures (e.g., quotas and motivational schemes) in Armenia's local politics, which has created a more enabling and conducive environment for women and youth to engage in local politics and governance.

**Contextualized Design:** The WYILD project was designed with a clear appreciation of Armenia's complex political and socio-economic dynamics. Formulated as a second phase building on the lessons of the preceding *Local Governance Programme*, the project's design recognized ongoing territorial-administrative reforms, conflict prevention needs, the socio-economic impact of COVID-19, and recent gains and challenges in women's political participation. The project's objectives were clearly defined, practical, and aligned with the goal of strengthening local democracy and empowering key stakeholders - women and youth. The project components were logically connected and have reinforced each other. Project activities were tailored to the decentralized governance model - empowering local governments and citizens to improve their accountability towards the public. Moreover, the project has tapped into existing networks of women leaders and youth groups. Furthermore, knowledge products, such as the gender analysis tools, were contextualized for local planning processes. As will be seen further in this report, such an adaptable and flexible design, based on the recognition of the evolving nature of local realities, enabled the project to preserve its relevance despite uncertainties.

**Participatory Approach to Development:** At the community level, the project has supported the strengthening of participatory planning and budgeting processes based on local priorities. While transparent budgetary and annual work planning procedures are legal requirements for all municipalities, citizen engagement and consultations with communities largely exist on paper with limited application in practice. The WYILD project has targeted this challenge through several of its activities.

- The establishment and strengthening of participatory platforms, such as the WYACs, has facilitated engagement, while capacity building activities have strengthened the ability and skills of the stakeholders to leverage those platforms. This was evident in the Khoy and Aparan, which were visited by the evaluator in the course of this evaluation.
- Another area where the WYILD project has promoted participatory process is in local development planning. The project facilitated the opening up of the planning process to

citizen engagement and the gender-mainstreaming of planning process at the municipal level.

- Furthermore, the municipal service pilots have improved public service delivery through participatory processes that have engaged citizens, especially women and youth. The project promoted a methodology of co-designing services with the engagement of the population, including marginalized groups. These pilots have provided a concrete platform for identifying solutions tailored to local needs.
- Efforts to increase women's political participation through leadership training, supporting women candidates in local elections and the establishment of WAYCs, have responded directly to the gender inequality challenges outlined in this report's section on the country context.
- Also, the project has facilitated the engagement of young people with the policy process. Young participants submitted to the authorities a total of 141 recommendations on 16 laws or policy documents, of which 31 have been accepted. Furthermore, the strengthening of leadership skills and capacities among youth has further contributed to local democratization process.

***Inclusion of Marginalized Groups:*** With its strong focus on women's empowerment and youth engagement, the WYILD project has strongly upheld the principle of “*Leaving No One Behind*”. It has prioritized women and youth empowerment, with a notable number of young and female stakeholders participating in project activities. Many project activities such as leadership training and small grants have aimed to empower these groups. The emphasis on youth has improved the foundations for community ownership of local development and future leadership. Also, the WYILD project has paid attention to diversity and inclusivity to improve the situation of vulnerable local populations, including disadvantaged and disabled individuals.

***Adaptive Management:*** The WYILD project has operated in a complex context marked by COVID-19, territorial-administrative reforms, increasing tensions and conflict in and around the Nagorno-Karabakh region, and dynamic political changes. By tracking beneficiary needs through regular check-ins and participatory design processes and by communicating effectively with stakeholders, the WYILD project team was able to adapt and realign activities according to emerging needs and priorities. For instance, the project team shifted training and meetings online during the pandemic restrictions and incorporated psychological support elements to address the trauma of conflict. As local governance reforms progressed, the project increased content on decentralization. Delays in the formation of amalgamated local governments were mitigated through increased relationship building. The project's small grant schemes enabled rapid response to crises - COVID-19 response teams were mobilized and activities related to social cohesion were undertaken to address the conflict situation. The project used participatory research to inform municipal service design, ensuring the relevance of its activities. Furthermore, the project diversified leadership training topics to match the different experience levels of women councilors. Emerging priorities like digital literacy were incorporated into capacity building activities. Overall, the project's adaptable approach allowed it to maintain its relevance despite uncertainties.



**Alignment with UN Priorities:** The WYILD project has been implemented under the framework of the *UNDP Country Programme for Armenia*, contributing to outcomes on inclusive governance, gender equality, and responsive service delivery. As such, the project has been aligned with UN and UNDP priorities on gender equality, good governance, and inclusive institutions. This alignment and the project’s contributions to the priorities of the UN and UNDP programmatic cooperation framework in the country are shown in more detail in the box below which outlines the priorities of the UN and UNDP most relevant to the WYILD project. By empowering women and youth at the local level, the project has supported UNDP’s Signature Solution #6 on confronting obstacles to gender equality and women’s leadership. The objectives of advancing women’s participation and leadership skills have directly contributed to UNDP’s focus in this area. Additionally, through activities like participatory service design, capacity building of local governments, and engaging citizens in decision-making, the project has been aligned with UNDP’s efforts under Strategic Plan Outcome 3 to strengthen accountable and inclusive governance institutions. The project’s focus on making local institutions more transparent and effective reflects these priorities. Furthermore, the project’s implementation in a strong partnership with the Armenian government (this will be discussed in more detail further in this report) has ensured the project’s alignment with the UN’s emphasis on national ownership.

**Box 2: Key Priorities of the UN and UNDP Related to Inclusion and Gender Equality**

The WYILD project has directly contributed to the following UN and UNDP priorities for Armenia:

- [2021-2025 United Nations Sustainable Development Cooperation Framework for Armenia](#) Outcome 8: “All persons benefit from gender equality and equal opportunities to realize their human rights, fulfil their economic, political and social potential, and contribute to the sustainable development of the country”. Output 8.2. Participation of women in decision making at all levels of the executive, legislative, and judicial sectors of governance systems.
- [2021-2025 Country Programme Document for Armenia](#) Output 3.3. Systems/ mechanisms to ensure equal opportunities/rights to participate in decision-making
- [UNDP Strategic Plan 2022-2025](#) Signature Solution 6 on Gender Equality: Output 6.2 Women’s leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society, and addressing structural barriers, in order to advance gender equality, including in crisis contexts.

**Contribution to the achievement of SDGs:** The WYILD project has directly contributed to SDG 5 on gender equality and SDG 16 on inclusive governance institutions. By supporting women candidates in local elections, 31% of elected councilors in target communities were women, reflecting progress on SDG 5.5. Building women’s leadership skills and establishing local gender advisory councils also promote women’s equal participation and leadership. Additionally, the project’s engagement of youth as agents of change in local governance has contributed to inclusive and participatory decision-making as per SDG 16.7. The co-designing of municipal services makes institutions more effective and accountable to citizens. Initiatives to increase transparency and digitization of services have also contributed to SDG 16.6. Furthermore, the project has contributed to SDG 11 on sustainable and inclusive human

settlements (communities) by piloting innovative public services tailored to local needs. The project's participatory approaches have also contributed to SDG 17 on multi-stakeholder partnerships. Overall, the WYILD project has been a well-rounded intervention that has been aligned with and contributed to several SDGs.

#### Areas for Further Attention

The WYILD project has operated in the context of the important process of amalgamation of local government units in Armenia. As such, the project has provided this process with support in key areas, as will be seen throughout this report. With the territorial consolidation reform coming to an end, the focus of the local governance reform agenda in Armenia now will be shifting towards the strengthening of the sectoral and fiscal decentralization process. A challenge noted by several stakeholders of this evaluation is the absence of a fully-fledged roadmap for further sectoral/policy and fiscal decentralization. The absence of such an instrument constrains strategic alignment, undermines accountability, reduces stakeholder buy-in, and potentially limits international support. While a draft Concept Note on Decentralization has been released by MTAI,<sup>13</sup> it remains incomplete and does not represent a cohesive strategy and concrete action plan for the decentralization process in Armenia. This represents an external challenge that has restricted to some extent the ability of the WYILD project, and the broader programme in which it was embedded,<sup>14</sup> to provide support on the basis of a specific roadmap. Going forward, any external support provided in the area of local governance by development partners needs to be provided in the context of a clear and fully-fledged decentralization strategy, that would actually benefit from the support of development partners such as UNDP.

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<sup>13</sup> The Concept Note on Decentralization in Armenia was presented through a draft Government Decision on 21 November 2022, which lays out some government commitments in the decentralization of powers, the principles, tasks and goals of decentralization, the international experience in this sphere, the proposed solutions, and the expected results. This document remains valid as of the time of this evaluation. The document envisages decentralization in the areas of primary health care, maintenance and operation of inter-community and inter-residential roads, maintenance and operation of public school buildings, as well as organization and implementation of complex social services.

<sup>14</sup> This is the “*Improvement of the Local Self-governance System in Armenia*” programme which has been funded by the Swiss Development and Cooperation (SDC) and Federal German Ministry for Economic Cooperation and Development (BMZ), and implemented jointly by UNDP, GIZ, and Congress of Local and Regional Authorities of the Council of Europe, under the leadership and coordination of MTAI.

## 3.2. Effectiveness and Impact

This section presents an assessment of the project's effectiveness and impact. This assessment of the project's effectiveness is organized on the basis of the project's main contributions which are organized in broad categories.

### 3.2.1. Participatory Governance

The WYILD project has played an important role in opening up local governance to participation by citizens, especially women and youth. The following are the main contributions of the project in the area of participatory governance.

#### Formation of Women and Youth Advisory Councils adjunct to the Head of Communities

The WYILD project has been instrumental in promoting participatory governance in Armenia through the establishment of WYACs as advisory bodies adjunct to the Heads of Communities. The importance of these structures lies in their role of facilitating the participation of women and youth in decision-making and development processes.<sup>15</sup> The WYILD project has supported the establishment of 22 WYACs across various regions in Armenia. The complete list of these WYACs is included in Annex VII of this report. These WYACs established with the support of the WYILD project have enabled the involved in local governance matters of a total of 203 women and youth (60 are women and 145 youth). The composition of these councils has varied across communities, with the number of women participating ranging from one to seven and youth participation ranging from two to 13.

Established for the most part in 2021 and 2022, these councils were mostly functional at the time of this evaluation. However, as can be seen from Annex VII of this report, some were created more recently (in 2023) and at the time of the evaluation were still in the recruitment phase. Further, in the process of amalgamation of local governance structures, some councils were merged with newer ones to optimize their structure and reach.

Through the creation of these structures, as will be seen further in this report, the WYILD project has enriched participatory governance in Armenia, and has ultimately contributed to the decentralization and democratization of local governance.

#### Youth Camps

Another key activity of the WYILD project was the organization of the "*I AM the Community*" Youth Leadership camps, which brought together young people from across Armenia. The number of camps organized with the project's support and the respective number of participants for each camp is shown in Table 2 below.

Overall, the project supported the organization of five camps (one per year and two in 2021, in parallel), which engaged a total of 193 participants. Of these, nearly 50% (96 individuals)

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<sup>15</sup> The WYACs are composed of women and youth representatives from the community. They are responsible for: Advocating for community diverse issues at the local level; Providing feedback on local development plans and projects; Monitoring the implementation of gender equality and youth policies; Raising awareness about women's and youth's rights.

participated through the WYILD project. The gender composition across all camps leaned towards a higher female participation, with 73 women compared to 23 men. A total of 66 young people have graduated from the "I AM the Community" programme, with 47 of them being women and 19 men. An official Certificate Award Ceremony was organized for each cohort to recognize the achievements of the graduates who successfully completed initiatives.

**Table 2: Youth Camps Organized with the Support of the WYILD Project**

| No.          | Camp Title                  | Month/Year Organized | No. of Participants | No. of Participants WYILD | No. of Women | No. of Men |
|--------------|-----------------------------|----------------------|---------------------|---------------------------|--------------|------------|
| 1            | I AM the Community Camp 6   | Aug-19               | 35                  | 17                        | 12           | 5          |
| 2            | I AM the Community Camp 7   | Jan-Feb 2020         | 36                  | 17                        | 14           | 3          |
| 3            | I AM the Community Camp 8&9 | Aug-21               | 77                  | 39                        | 30           | 9          |
| 4            | I AM the Community Camp 10  | Mar-22               | 45                  | 23                        | 17           | 6          |
| <b>TOTAL</b> |                             |                      | <b>193</b>          | <b>96</b>                 | <b>73</b>    | <b>23</b>  |

Camp graduates were supported by the WYILD project to implement various self-driven community development initiatives. A total of 60 community initiatives have been implemented by these participants. The full list of these initiatives is provided in Annex IX of this report. As can be seen from the tables in Annex IX, these initiatives took place across the country and were spearheaded by a diverse group of leaders, indicating a broad reach and inclusive approach. They have aimed at improving local governance, providing humanitarian aid,<sup>16</sup> empowering youth and women, improving media literacy, and other themes. They have emphasized direct community engagement through activities such as establishing local councils in schools and residences, as well as the development of partnerships with Local Self-Government bodies.

#### Youth Club and Policy Recommendations

One of the key activities of the WYILD project has been the support it has provided to the Youth Club (*I AM the Community Club*), a structure that has been in operation for five years, serving as an essential platform for youth engagement. The WYILD project supported the conduct of the "I AM the Community Club" policy dialogue sessions (online and offline). Following these sessions, young participants developed policy recommendations which were submitted to relevant state bodies. The complete list of policy recommendations is included in Annex X of this report. From April 2019 to February 2023, young participants submitted recommendations on 16 distinct laws or policy documents, totaling 141 proposals. Of these, 31 had been accepted at the time of this evaluation, representing an acceptance rate of approximately 22%. These proposals were made by a total of 59 graduates, of whom 25 were female and 34 male. The areas and issues targeted by these recommendations are diverse, covering areas such as local governance, electoral codes, vocational training, rights of people

<sup>16</sup> Some initiatives have targeted the provision of humanitarian aid, particularly in response to the COVID-19 pandemic.

with disabilities, and youth and educational policies. The following box provides a summary of the main themes of the recommendations developed by youth.

### **Box 3: Main Themes of Recommendations Provided by Youth**

The following are the main areas in which recommendations were made:

- *Governance and Democratic Processes*: Young participants made recommendations related to reforms in local self-governance and electoral laws. With 30 submissions in this area, the emphasis was on enhancing transparency, electoral integrity, and local governance mechanisms.
- *Social Welfare and Inclusion*: Proposals focused on targeted social interventions for vulnerable groups like young mothers, people with disabilities, and victims of domestic violence. These 35 recommendations indicate a commitment to social equity and welfare.
- *Education and Skill Development*: Proposals in this area focused on educational policies, including pedagogical staff appointments, student evaluations, and scientific degree regulations. With 51 submissions, there was a significant focus on enhancing educational standards, vocational training, and academic governance.
- *Labor and Employment*: Proposals in this category were related to employment assistance, volunteer work regulations, and labor code amendments. 25 proposals in this area underscore the participants' interest in labor market efficiencies and work conditions.

In addition, WYILD project offered to the “*I AM the Community*” Club members series of ToTs to help them to develop their capacity to facilitate community discussion on Citizen Engagement and Women Political Participation at local level. 11 club members were engaged in the organization and facilitation of sessions during the pre-electoral work of the WYILD project. Nine of them were also engaged in the organization and facilitation of 56 discussion groups in the 56 settlements of 14 communities to increase citizen awareness on formal local self-government participation tools.

### Mainstreaming of Gender Equality in Local Planning

Another area of project support was gender-sensitive planning at the municipal level. The WYILD project supported 22 enlarged municipalities<sup>17</sup> to mainstream gender equality into their annual workplans for a more balanced allocation of municipal resources based on a gender analysis of the planning process. To this end, the WYILD project developed a methodology of gender analysis in local planning (*Gender Analysis Step by Step Guide*). To promote the engagement of women in local planning and budgeting processes, the WYILD project developed two additional knowledge products - the “*Gender Equality Guide for Community Discussions*” and the “*Citizen Engagement Toolkit*”. This was complemented with training organized by the WYILD project for 185 LSG representatives (109 women) of 22 enlarged municipalities on *Gender Analysis and Gender Mainstreaming in Annual Work Plans* (more details about the project's training component are provided in the following sections of this report). Consequently, with the support of the project, over ten project ideas proposed by women beneficiaries were incorporated into community annual work plans.

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<sup>17</sup> Aparan, Khoy, Tatev, Tegah, Dilijan, Noyemberyan, and Yeghegnadzor.

## Community of Practice

The WYILD project cooperated with the other project of UNDP “*Women in Politics*” on the establishment of a *Virtual Community of Practice (VCoP)* of women and local youth leaders aimed at bringing project participants together and equip them with the necessary skills to ensure their smooth communication and exchange of experiences. Training sessions were provided to these community members on topics such as Cybersecurity and Positive Digital Footprint and Leadership and Personal Branding.

## Electoral Support

As a result of the 2021 and 2022 local elections, 411 women were elected to LSGs which makes 31% of all elected. In WYILD project target municipalities in total 1064 women were running which was 31% of all candidates. 210 women candidates out of 1064 were WYILD project beneficiaries. Among all elected 411 women community council members, 191 are women community council members from WYILD-covered communities, and 65 out of 191 are WYILD project beneficiaries which makes 34% of all elected.

### **3.2.2. Pilot and Grant Initiatives**

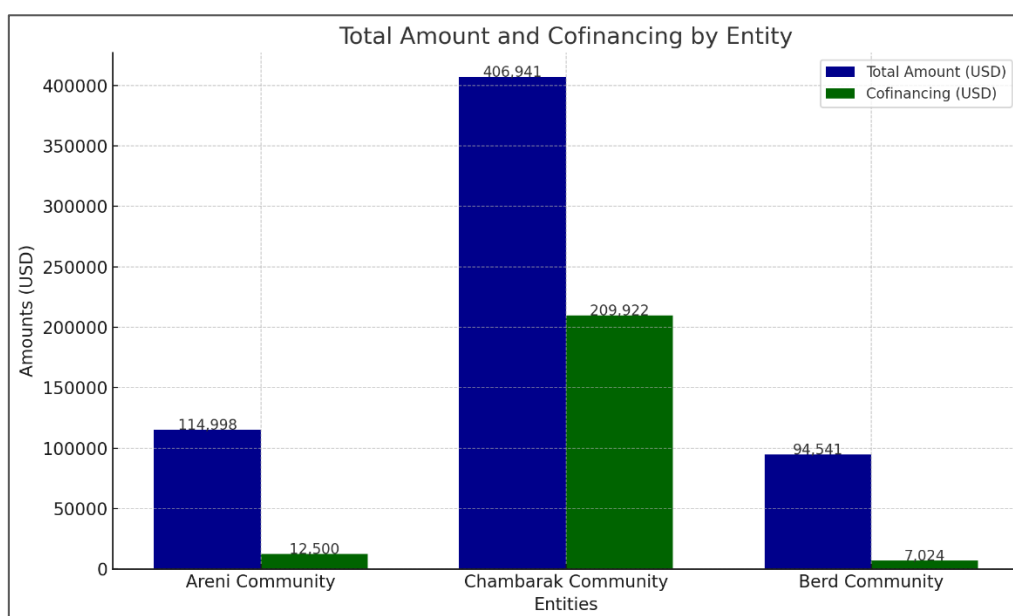
One key aspect of the WYILD project was the implementation of pilot and grant initiatives at the local level. The following are the categories of pilots and grants provided by the project.

- Municipal Services Pilot Initiatives
- Women Leadership Grants (for women elected to or working at local self-governments)
- Covid-19 and Crisis Grants
- DEMO Labs Grants
- Citizens Budgets initiatives

## Municipal Services Pilot Initiatives

The WYILD project initiated the implementation of three major municipal services pilot initiatives: 1) *Smart Irrigation Service in Shoghakat*, 2) *Mobile Extracurricular Service in Areni*, and 3) *Mobile Laboratory and Instrumental Service in Berd*. A total of 616,480 USD were invested, which included 229,446 USD in the form of co-financing from the local governments. The budgets and co-financing for each pilot are shown in the figure below.

**Figure 4: Budget of Municipal Pilots**



At the time of this evaluation, all these initiatives were almost completed. These initiatives are enhancing community services for the three respective communities in different areas—ranging from extracurricular activities and irrigation to healthcare. The following is a brief description of each initiative – more details are provided in Annex XI of this report.

- Smart Irrigation Service in Chambarak (Shoghakat):** This initiative represented a groundbreaking development for the Chambarak (Shoghakat) region, focused on implementing smart and green solutions for irrigating approximately 380 hectares of land with a volume of 30,000 cubic meters. The initiative cost was 388,693 USD, including local co-financing of 191,674 USD. The initiative received support from multiple sources. The ATDF provided co-financing of 11,748 USD for the installation of a 15 kW/h solar photovoltaic plant, designed to power an energy-efficient water pump. Additionally, UNDP assisted the municipality in securing a government subvention, resulting in a grant of 153,000 USD. The cost structure for the smart irrigation service was developed collaboratively with UNDP experts, ensuring an analytical and financially viable approach to the project's execution. The initiative benefited 262 individuals, of whom 30% were women and 70% were men. Given the male-dominated sector in which it operated, this initiative had a tangible impact on gender inclusivity by directly benefiting 78 women.
- Mobile Extracurricular Service in Areni:** This initiative provided a range of activities such as physical exercise, music education, and smart agriculture to young residents of the municipality aged between 8 and 16. The services were delivered via three different modalities, which included: 1) sports equipment renting for children to self-organize their sports; activities, 2) a visit of a guitar teacher to all settlements, and 3) digital smart agriculture lessons with a specialist in smart agriculture from Yerevan. The services were accessible to children in the settlements of Areni via bus, which was refurbished to deliver services. The initiative also included the development of smart agriculture digital modules.

Launched in 2020, the initiative is envisaged to conclude on September 30, 2023. The initiative received a total funding of 114,998 USD, with a co-financing amount of 12,500 USD. The project has already served 1,270 beneficiaries, comprising 48% women and 52% men.

- ***Mobile Laboratory and Instrumental Service in Berd:*** This initiative improved public health access by deploying mobile laboratory services directly to the community members. Under this initiative, the WYILD project supported the re-equipment of five health centers with a mobile laboratory and instrumental diagnostic service. The initiative was collaborative in nature, involving local government units, health centers, and field experts. It received a total budget of 94,541 USD, including 7,024 USD in co-financing. Since the launch of the initiative, it is estimated by the project team to have benefited 31,484 individuals – 50% women, 50% men, and 30% youth.

### Women Leadership Grants

The WYILD project has enabled graduates of the Women Leadership School from various regions of Armenia to advance their leadership potential by implementing mini-grant projects on citizen engagement, women empowerment, and participatory research topics. The project used a total of 19,702,800 AMD to fund 30 initiatives undertaken by women. The full list of Women Leadership mini-grant projects is provided in Annex XII of this report.

These initiatives have been primarily focused on empowering women and youth, enhancing participatory governance, fostering transparency, and upgrading infrastructure and technical capacities. These initiatives have led to the formation of initiative groups, comprising both women and young people, often numbering between 20-50 participants. These groups have been key in executing projects, conducting community needs assessments, and raising issues at community councils. They have also been instrumental in driving social programmes, from sewing clubs to specialized training in fields like local self-government and public speaking. Renovations of community infrastructure such as libraries and acquisition of essential equipment like projectors and computers have also been emphasized.

These investments are complemented by training sessions, aiming to upskill community servants in creating presentations and operating newly purchased equipment. Digital transformation is evident with the implementation of online broadcasting of community council meetings and public hearings, which have seen reasonable public engagement compared to traditional meetings. Notable efforts have been made to increase the awareness levels concerning local governance and participatory processes, with reported improvements ranging from 20% to 70%. Particular achievements include the increased involvement of women in decision-making and their participation in local government activities. This includes the development of women councils, advisory bodies, and training that has enabled women to run in local elections.

These efforts have led to the successful inclusion of community-driven proposals in annual work plans. Technical developments such as Community Management Information System



(CMIS) have been implemented, with the aim to increase transparency and community engagement in decision-making processes. Literature, toolkits, and information sheets about CMIS have been distributed, resulting in a marked increase in the number of users. Similarly, information boards have been installed in some communities to enhance awareness.

### COVID-19 and Crisis Grants

The WYILD project also implemented a grant scheme for individuals and NGOs under the theme “*COVID-19 and Crisis*”. A total of 18 grant initiatives have covered a broad range of areas including disaster response, social cohesion, health awareness, digital literacy, and agricultural development. These grant initiatives are listed in the following table. As some of the grants were implemented by youth they are reported under 2.1. indicator in the results framework and those implemented by women are reported under 3.4. indicator.

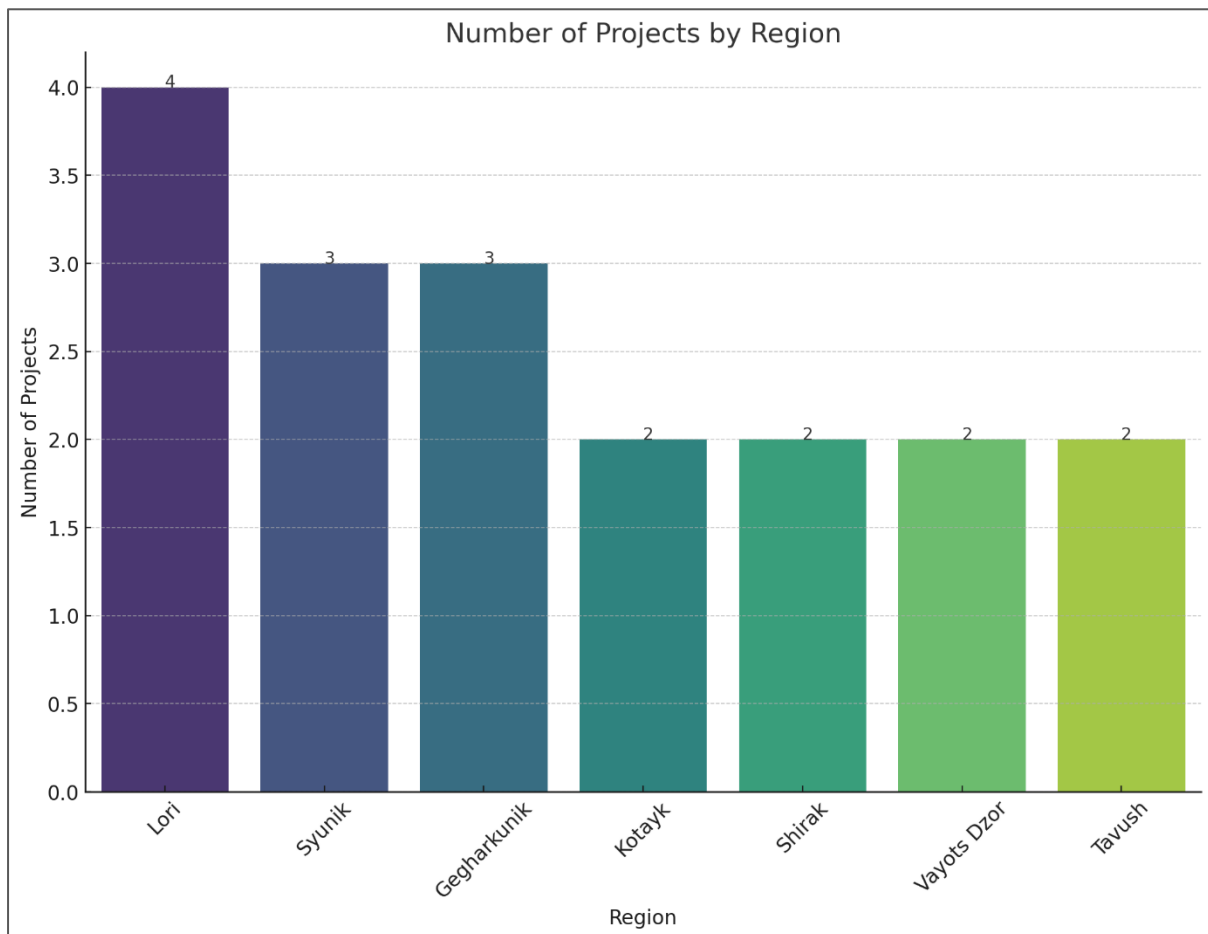
**Table 3: COVID-19 and Crisis Grant Initiatives**

| No. | Title of the Grant Initiative                                     | Short Description  |
|-----|---|--|
| 1   | Forming a quick response volunteer team in Srashen village, Kapan | The main objective of the project was to improve the disaster response capabilities of Srashen village in Kapan.   |
| 2   | Formation of fast response groups                                 | The main idea of the project was to create a fast response group in Gorayk community to respond to emergencies.  |
| 3   | Fast response youth bank  | The aim of the project was to promote the establishment of a youth bank in Yeghvard community, ensuring a fast response to urgent needs.                                     |
| 4   | Enhancing Social cohesion in the communities                      | The goal of the project is to facilitate the adaptation of people from Nagorno-Karabakh in the Vardenis community and enhance social cohesion.                               |
| 5   | Disaster Risk Management fund at the community level              | The goal of the project was to assist local self-government bodies in creating a Disaster Risk Management Fund at the community level.                                       |
| 6   | Modern digital professions for promoting social responsibility    | The goal of the project was to promote social responsibility among youth through modern digital professions and online platforms.  |
| 7   | For a healthy lifestyle without coronavirus                       | The aim of the project was to raise the awareness of the population in the Arpi community (Shirak) about a healthy lifestyle and the prevention of coronavirus.              |
| 8   | Development of a social assistance register in the Armavir region | The aim of the project was to contribute to the development of a social assistance register in the Charentsavan community (Kotayk), helping to identify vulnerable families. |

| No. | Title of the Grant Initiative   | Short Description   |
|-----|---|---|
| 9   | Rapid response in Shoghakat community                                   | The goal of the project is to increase the preparedness and response capacity of Shoghakat community to disasters and emergencies.  |
| 10  | Gladzor community against coronavirus                                   | The goal of the program was to unite volunteers from Gladzor community in the fight against coronavirus, focusing on prevention and awareness-raising.                      |
| 11  | Life in Noyemberyan community during COVID-19                           | The goal of the project was to implement targeted assistance to vulnerable groups in Noyemberyan community during the COVID-19 pandemic.                                    |
| 12  | Establishment of rapid response teams to prevent the spread of COVID-19 | The program aimed to help people who consider themselves ill and cannot get medical help in the Charentsavan community.   |
| 13  | Creation of agricultural online platform in Vayots Dzor region          | The goal of the project was to create an online platform to promote agricultural development in the Vayots Dzor region, supporting local farmers.                           |
| 14  | Epidemic, "Lracharak"   | The goal of the project was to raise awareness about COVID-19 prevention measures in the Metsamor community through an information campaign titled "Epidemic, 'Lracharak'." |
| 15  | Life in the days of coronavirus   | The project aimed to present through media (articles, photos, videos) the daily life in the Shirak region's communities during the coronavirus pandemic.                    |
| 16  | Psychological support for the elderly during COVID-19                   | The goal of the program was to help older people in Yerevan city to overcome psychological difficulties caused by the COVID-19 pandemic.                                    |
| 17  | Conscious generation - a secure future                                  | The program aimed to raise the awareness of the younger generation in the Kotayk region about disaster risks, contributing to a secure future.                              |
| 18  | Gyulagarak community: culture through the eyes of the youth             | The goal of the project was to increase the visibility of Gyulagarak community's cultural values through the perspectives and engagement of the youth.                      |

These grant initiatives have spanned various communities. The figure below shows the distribution of the grant initiatives by municipality in the regions of Armenia.

**Figure 5: Geographical Distribution of COVID-19 and Crisis Grant Initiatives**



While diverse in thematic scope, these initiatives may be grouped into the following overarching thematic areas: disaster preparedness and response, social cohesion and community development, health and well-being, technological and occupational advancement, and promotion of culture. The following is a description of the project’s contribution in each of these areas.

- **Disaster Preparedness and Response:** Initiatives like forming quick response teams in Srashen village, Gorayk community, and Shoghakat community, along with the creation of a Disaster Risk Management Fund, have focused on enhancing the communities' resilience against disasters. These efforts not only facilitated immediate action plans, but also built awareness among the local population. For example, 198 people were involved in discussions on emergency preparedness in Srashen and adjacent settlements, and 300 in Yeghvard.
- **Social Cohesion and Community Development:** Projects aimed at social cohesion in Vardenis and the establishment of a social assistance register in Charentsavan have focused on social integration and the identification of vulnerable groups. While these projects have addressed immediate concerns, they have also helped lay the groundwork for longer-term solutions that require a multi-stakeholder approach, including government bodies, local institutions, and the community at large.

- **Health and Well-being:** Projects that focused on COVID-19, such as those in the Arpi, Gladzor, Noyemberyan, and Charentsavan communities, have addressed immediate health concerns by raising awareness and providing targeted assistance. This work has encompassed the provision of protective gear like masks, dissemination of essential information through leaflets, video tutorials, and trainings on prevention measures.
- **Technological Adoption and Digital Literacy:** The development of online platforms for agriculture in Vayots Dzor, creation of the Human Stories platform, and digital community registers in Charentsavan facilitated the adoption of modern technologies. These efforts have not only fostered economic opportunities, but have also enhanced transparency and accessibility of information, particularly during the pandemic.
- **Promotion of Culture:** The project in Gyulagarak was unique in that it focused on cultural values through the lens of youth engagement. While cultural preservation might seem tangential to immediate developmental needs, it plays an important role in community identity and continuity.
- **Psychological Support:** One initiative was specifically geared towards psychological support for the elderly, a demographic often overlooked in rapid response and community development projects. The psychological dimensions of well-being are as critical as physiological dimensions, especially during crises like a pandemic.
- **Youth and Disaster Education:** Some initiatives, such as the fast-response youth bank and the program titled "*Conscious generation - a secure future*", aimed to engage youth in community responses, thus building future community leaders and informed citizens.

The 18 grant initiatives under the theme “*COVID-19 and Crisis*” represent a well-rounded approach to community development that has been responsive to the country’s emerging needs such as the COVID-19 pandemic, while also building foundations for future resilience and growth.

#### Demo Labs Grants

Another key component of the WYILD project was the piloting of new services through the DEMO Lab on Services. This project component funded 17 initiatives to a total amount of 13,203,700 AMD on a range of topics addressing local challenges across multiple sectors. The list of these initiatives is provided in Annex XIII of this report. As can be seen from the annex, these initiatives have focused on improving municipal sectoral service through innovation and transformation. For example, active women and volunteers have been identified and mapped in Vayk and Charentsavan communities. The latter also developed a volunteer mapping system for rapid assistance in emergency situations. Similar mapping was conducted for young activists in Tashir, reinforcing the importance of community engagement in local governance. In Stepanavan, an online game was created to raise awareness on local government activities and participatory management. Similarly, the residents of the Shoghakat community improved their capacity to use digital community services was enhanced. The Gladzor community developed an electronic map application that includes information on community structure, lands, and roads, available in multiple languages. The project in the Arpi community aimed to raise awareness about healthy lifestyles and coronavirus prevention, while in Kotayk, the

younger generation is being educated about disaster risks. These educational initiatives utilized digital platforms, like the Facebook page created for the "*Power of Speech*" project, or incorporated innovative tools like chatbots, as done in the Shoghakat community.

Overall, these initiatives have represented a multi-pronged strategy to enhance community resilience, citizen participation, and local governance while leveraging technology and fostering partnerships between various stakeholders.

### Citizen Budgets Initiatives

The WYILD project funded two small pilots to improve municipal services, including the installation of smart bus stops in Khoy and the development of a star-gazing community service in Noyemberyan. Both projects were co-financed by the municipalities, with about 10,000 USD mobilized by WYAC members from community budgets.

- The first initiative aimed at addressing a transport-related priority identified through a participatory needs assessment. Under this scheme, two smart bus stops were installed on an inter-community road. The smart bus stops serve multiple purposes, from enhancing commuter safety and comfort to possibly integrating real-time tracking capabilities. According to local government officials, these bus stops have improved public transportation experience and increased usage of public transport leading to lower carbon emissions.
- The second initiative aimed at the development of tourism, through a star-gazing community service. Although recreational in nature, the benefits of such a service are manifold. This initiative has the potential to attract tourism, thereby providing additional revenue streams for the community. On an educational level, it serves as a tool for scientific literacy among residents. Additionally, the service offers mental well-being benefits, offering a communal space for relaxation and reflection.

Overall, the grant schemes launched under the WYILD project have had tangible benefits for the respective communities and have demonstrated innovative and creative solutions to local development problems. From a social perspective, both pilots have leveraged the principle of participatory governance, as they were co-financed by the municipalities. Economically, the star-gazing initiative has the potential to be a revenue-generating venture by attracting tourism. The smart bus stops, while not directly generating revenue, improve the public transportation experience, which has a positive impact on local business activities by making commuting easier and more efficient for both residents and visitors. Environmentally, the smart bus stops contribute to sustainability goals by enhancing public transport utility, thereby reducing individual car usage and subsequent carbon emissions. About 70% of the respondents to the online survey organized with women and youth for this evaluation indicated that they implemented mini-grant initiatives. Most of them highlighted the positive impacts of their initiatives on youth engagement, gender equity, infrastructure, and civic participation.

### 3.2.3. Capacity Development (Training)

The WYILD project facilitated the organization of a range of trainings for various project partners and beneficiaries. The following is a condensed analysis of the capacity development component of the project.

#### Trainings Provided under the WYILD Project

The WYILD project has organized a comprehensive set of 43 training sessions focused on topics ranging from capacity building and gender analysis to self-leadership and participatory local democracy. The complete list of these trainings is included in Annex VIII of this report.

These training sessions were conducted in multiple formats, predominantly in person, across various municipalities. A total of 624 individual participants were involved in these trainings, of which 480 were women, constituting approximately 77% of the total participation. This significant representation underscores the project's commitment to empowering women in public policy and governance spaces.

These trainings have focused on three distinct thematic areas:

- ***"Gender Analysis and Annual Work Plans" Workshops:*** This training programme consisted of 19 training sessions which were conducted mainly in-person and targeted municipal officials related to the planning process. These workshops focused on gender mainstreaming in the context of annual planning. The average number of participants for these sessions was 10, with a balanced gender representation.
- ***Women Leadership Schools:*** 14 training sessions were dedicated to pre and post-electoral women leadership schools. The topics of the school included community development, participatory research and decision-making, women's leadership at the community level, project idea development, and fundraising. The training sessions were conducted both in-person and online. They witnessed a higher degree of participation and were exclusively attended by women. A wide range of municipalities was represented, particularly in the online sessions.
- ***WYAC Capacity Building:*** This training stream consisted of 10 sessions covering a range of subjects such as leadership, negotiation and communication skills, knowledge on local self-government, participatory research and gender mainstreaming. These sessions were conducted in-person and had an average number of participants around 23. They involved representatives from 6-9 municipalities, the most extensive outreach among the three themes. These training series also saw high participation from women, strengthening their roles in these advisory councils.

The majority of the respondents to the online survey organized with women and youth for this evaluation (approximately 90%) indicated they participated in project-organized trainings. Most described the trainings as high-quality, well-organized, beneficial, and positively impactful. Terms like "*high quality*," "*very effective*," and "*very well organized*" frequently appeared in survey responses, underscoring the perceived effectiveness and standard of the trainings. Common feedback was that the content was interesting, the speakers knowledgeable,

and the format interactive. Reported benefits of the trainings included gaining new skills, increasing confidence, building connections with peers, becoming more civically aware, and acquiring knowledge to apply in community initiatives.

### Trainings Provided Jointly with Women in Politics Project

In addition to the trainings described above, the WYILD project has delivered 45 training sessions in partnership with the *Women in Politics* project. These trainings involved 624 individual participants, of whom 600 were women, signifying an overwhelming representation of 96% of the total attendees. The trainings were delivered online, in-person, and a hybrid of both, indicating adaptability in response to the COVID-19 pandemic. The complete list of these trainings is included in Annex VIII of this report.

The training topics broadly fell into four categories: "I AM the Community" Club Capacity Building, Community Mobilisers, and Virtual Community of Practice, as well as four Pre-Electoral and Post-Electoral Women Leadership Schools. The trainings under the "I AM the Community" Club Capacity Building series focused on evidence-based policy making and public policy procedures, underlining the importance of structured, data-driven decisions in public governance. Youth Club members were equipped with knowledge and skills on policymaking. The training programme was included emphasis on skills such as communication, ethics, negotiation, and public speaking. The trainings aimed to enhance interpersonal effectiveness, necessary for community mobilization and participation in policy dialogues. Several trainings were devoted to personal development topics like leadership, personal branding, and women's success stories, focusing on empowering individuals for roles in community leadership and political participation. Trainings under the Community Mobilisers and Pre- and Post-Electoral Women Leadership Schools targeted potential women candidates, with topics that included women's political participation, gender mainstreaming, and gender equality. Under the Virtual Community of Practice series, several trainings were dedicated to disaster risk reduction, planning, and first aid.

Overall, the project's training component received positive feedback from the beneficiaries. It covered a diverse range of relevant skills and was seen by the participants as impactful for personal development. The emphasis on a variety of subjects, from public policy to gender equality and disaster risk management, underlines the holistic approach taken in these capacity-building initiatives. The high proportion of female and youth participation across the board demonstrates the project's focus on strengthening the roles of women and youth in political and community affairs. Training participants appreciated the interactive formats, expert facilitators, and focus on practical applications. The training curricula were well-designed and delivered to meet stakeholder needs.

The online survey with women and youth beneficiaries of the project showed that while the educational aspect of the WYILD project is generally appreciated, there is an explicit desire for more frequent courses, trainings, and workshops. Extending the duration of courses to allow more in-depth discussions and idea exchanges was another suggestion. This is reflective of a desire for a more intense learning experience and greater community engagement.

Furthermore, there was also a demand for actionable skills and financial support to realize initiatives. Participants suggested that future programme designs should integrate more practical, hands-on components, possibly including mini-grants to facilitate the implementation of community-based projects. Also, the aspect of inter-community learning and feedback was another recurring theme that emerged in the survey. There was a suggestion in the survey to facilitate discussions among different communities and sectors, as well as between local officials and community members. Such dialogues could serve as platforms for sharing best practices, challenges, and solutions. This reflects the participants' understanding that community development is not a solo endeavor but one that gains from shared experiences and collaboration.

### **3.2.4. Research and Outreach**

The WYILD project has also provided contributions to the local governance reform agenda through research and awareness-raising activities.

Three knowledge products were developed by the project to contribute to more gender sensitive planning, more effective women engagements in decision making processes at local level, and active citizen participation in local affairs. These knowledge products include: 1) Gender Analysis Step by Step Guide; 2) Gender Equality Guide for Community Discussions; and, 3) Citizen Engagement Toolkit. Furthermore, the project conducted the “*Vulnerability of the local self-government in Armenia during the COVID-19 pandemic*” in 49 municipalities to assist national and local authorities in improving the health crisis management and overall municipal service delivery under critical circumstances. The WYILD project also supported the conduct of a baseline assessment on citizen satisfaction with the engagement in local-level decision making, planning, and budgeting in 52 enlarged municipalities.<sup>18</sup> The project further supported the development of a new methodology/manual on the establishment of a Crisis Management Fund.<sup>19</sup> Furthermore, at the request of the MTAI, the project supported development of the new website of the ministry.<sup>20</sup> The WYILD project has conducted three assessments to help select three communities out of six nominated by the Ministry of Territorial Administration and Infrastructure for inclusion in the pilot program.<sup>21</sup> The results of these three assessments have informed the selection of the three communities that will participate in the larger pilot program.

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<sup>18</sup> In 2020 the WYILD project, in cooperation with GIZ and CoE, conducted the "Baseline assessment on citizen satisfaction with the engagement in local-level decision-making, planning and budgeting in 52 enlarged municipalities". The baseline for the project regarding engagement of residents in the decision-making process, both via formal and non-formal tools was set up. In total, 1,520 residents from 52 enlarged municipalities were interviewed. An end-line assessment is expected to be conducted in 2024 by GIZ this time, which will allow for a comparative analysis later in 2024 as a joint result of the programme.

<sup>19</sup> The manual was publicized on the National Platform for Disaster Risk Reduction Fund (ARNAP website). The link can be found here [here](#).

<sup>20</sup> The website was modernized and enriched with stronger features and functionalities, with a dedicated subsection on gender equality at the local level. Link can be found [here](#).

<sup>21</sup> The three assessments are: A self-assessment completed by the six municipalities identifying key priorities for municipal services.; A citizen satisfaction survey conducted in the six enlarged municipalities of Armenia evaluating public perception of local services.; An economic analysis of paid services in the six enlarged municipalities examining the current state of fee-based offerings.



The assessments have provided crucial data points to ensure the pilots align with municipal priorities, citizen needs, and economic considerations.

The WYILD project collaborated with the SDG Innovation Lab to conduct a behavioral experiment on citizen engagement. The initiative used an experimental methodology<sup>22</sup> to test whether providing detailed information about participation methods and evidence of successful engagement could boost citizen engagement in local governance processes. The results showed that there was a noticeable increase in participation rates among the households who received the targeted intervention compared to those that did not (8.5 versus 2.3 per 1,000 households). The quality of engagement also improved significantly, with participants who received the information appearing more prepared and contributing more substantively to public hearings.

To celebrate International Women's Day 2022, the WYILD project hosted the Think Equal Conversations event centered on the theme of "*Gender equality today for a sustainable tomorrow.*" The discussion focused on the realities of gender equality within the context of ongoing reforms in territorial-administrative and state governance sectors. It also addressed the country's priorities and development challenges resulting from the dual crisis and its aftermath, as well as the evolving environment. Speakers touched on critical aspects of women's participation, including women's role in peace and security, crisis response activities, the political, civic and economic empowerment of women, essential labor rights and the care economy, eliminating domestic violence, and challenges in reproductive health. Approximately 55 attendees joined the event via Zoom, including women from various regions. Overall, the event facilitated an important dialogue on achieving gender equality in order to build a sustainable future.

Overall, the project's research and outreach activities not only contribute to the academic and policy discourse, but also provide project beneficiaries with practical tools and methodologies that serve immediate governance needs. These tools can serve as foundational elements in guiding future local governance structures and policies, ensuring they are both effective and aligned with citizen needs.

### **3.2.5. Achievement of Objectives**

Firstly, the analysis of the results framework in discussion with the WYILD project team revealed that the quality of the results indicators has been adequate, adhering to the SMART criteria. They demonstrate specificity, measurability, relevance, and time-bound characteristics that align well with the project's objectives.

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<sup>22</sup> To measure the effects of the intervention, communities were divided into treatment and control groups. The ones in the treatment group received behavioral nudges in the form of leaflets distributed by the postal service that invites them to the community hearings to discuss the four-year development plans of the communities as well as informs them about different engagement channels. Control group communities did not receive any intervention. The results were analyzed by juxtaposing the outcomes in the treatment communities against the control group.

The achievement of the project's results based on its results framework is presented in Table 4 at the end of this section.<sup>23</sup> The following is a brief summary of the status of achievement of project targets by output area based on data provided by the project team.

**Output 1: Modern and User-centric Municipal/Public Services** - This output aimed to foster innovation in municipal services, enhance citizen-driven monitoring, and engage vulnerable and marginalized communities.

- *1.1 Number of Innovative Models for Municipal Services:* The result is a substantial achievement, with the piloting of three bigger-scale municipal sectoral service innovations and seven smaller scale innovations piloted by the project women and youth beneficiaries (total of 10). This suggests successful adoption and robust commitment by Local Self-Governments (LSGs) to the project's goals. It indicates that the risk associated with the weak capacity of LSGs was either effectively mitigated or did not pose a significant obstacle to progress.
- *1.2 Number of Citizen-Driven Monitoring Mechanisms:* The project successfully met the planned target of 3, reinforcing the effective deployment of participatory monitoring systems.
- *1.3 Number of Engaged Vulnerable/Marginalized Group Representatives:* The project exceeded its target, with 202 actual participants against 200 planned, fostering inclusivity in capacity development and co-design activities.

**Output 2: Youth Advanced as Future Leaders, Changemakers, and Enablers of Local Democracy** - This output focused on the mobilization of youth through community initiatives, policy recommendations, and multi-stakeholder collaborations.

- *2.1 Number of Youth-Led Community Initiatives:* The achieved result of 130 against a planned target of 100 points to robust engagement and empowerment of youth in community activities.
- *2.2 Number of Policy Recommendations by Youth:* There was a significant surpassing of the target, with 141 policy recommendations prepared and a 22% rate of consideration by the National Assembly against the planned 100 and 15%. This performance indicates successful advocacy efforts and a higher level of political receptiveness than initially anticipated.
- *2.3 Number of Co-Designed Solutions:* The project met its planned target of 10, demonstrating effective multi-stakeholder collaboration and alignment in achieving governance solutions.

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<sup>23</sup> The project's Results Framework is linked to and contributes to the CPD and UNSDCF results frameworks.

***Output 3: Women Advanced in Political Participation, Party Democracy, and Local Leadership*** - This output was envisaged to elevate women's role in political processes, decision-making, and governance.

- *3.1 Share of Inclusive and Responsive Decision-Making Population:* As noted above, the absence of endline data impeded a conclusive assessment of this indicator.
- *3.2 Number of Women Running for/Being Elected:* The actual performance exceeded the target, indicating a highly effective strategy in promoting women's participation in electoral processes.
- *3.3 Percentage of Women Representation in Community Councils:* The achieved level of 31% significantly surpasses the target of 10%, indicating robust progress in female representation.
- *3.4 to 3.6 Women's Active Contribution, Advisory Committees, and Gender-Sensitive Workplans:* Targets were exceeded for all three indicators, indicating an effective approach to enhancing the role of women in various aspects of governance and community development.

In conclusion, the WYILD project has achieved all its objectives across all three outputs.

**Table 4: Achievement of Project Results**

| Outputs   | Indicators   | Baseline | Target    | Result               | Notes  | Sources & Means of Verification   |
|---|--|----------|-----------|----------------------|--|---|
| <b>Output 1:</b><br>Modern and user-centric municipal /public services are designed and piloted with the participation of residents; monitoring mechanisms are developed and piloted in enlarged municipalities | <b>Indicator 1.1:</b> Number of innovative models for selected sectoral municipal services designed and piloted in target municipalities       | 0        | 3         | <b>10</b>            | <b>UNDP piloted 3 bigger-scale municipal sectoral service innovations and 7 smaller scale innovations piloted by the project women and youth beneficiaries. In total 10.</b> | Sources of evidence and verification are: reports, TV broadcasts, FB posts, feedback of beneficiaries, Monitoring inquiries, interviews, visits.  |
|   | <b>Indicator 1.2:</b> Number of citizen-driven monitoring mechanisms with direct feedback on provided services                                 | 0        | 3         | <b>3</b>             | <b>3 monitoring mechanisms established - Social benefits application system, Healthcare unit tracking app, Inter-settlement transportation monitoring system</b>             |   |
|   | <b>Indicator 1.3:</b> Number of vulnerable/marginalized group representatives engaged in capacity development and co-design activities         | 0        | 200       | <b>349</b>           | <b>349 participants</b>  |   |
| <b>Output 2:</b><br>Youth advanced as future leaders, changemakers and enablers of local democracy  | <b>Indicator 2.1:</b> Number of youth-lead community initiatives in support to local democratization/development                               | 0        | 100       | <b>130</b>           | <b>130 youth-led community initiative were carried out</b>   | Sources of evidence and verification are: survey among camp graduates, monitoring visits/observations, interviews with local government representatives, feedback collection from beneficiaries of micro- |
|   | <b>Indicator 2.2:</b> Number of policy recommendations prepared by project-supported youth and ratio of consideration by the National Assembly | 0        | 100 & 15% | <b>141 &amp; 22%</b> | <b>141 policy recommendations were prepared by youth of which 22% considered by the National Assembly</b>  |   |

|   |  |     |                      |                     |   |  |
|---|--|-----|----------------------|---------------------|---|--|
|   | <b>Indicator 2.3:</b> Number of solutions co-designed by multi-stakeholder groups for public services or participatory and cohesive governance   | 0   | 10                   | <b>10</b>           | <b>10 solutions</b>   | projects, official responses from the Government and National assembly, Feedback from stakeholders on the solutions  |
| <b>Output 3.</b><br>Women advanced in political participation, party democracy and local leadership | <b>Indicator 3.1:</b> Share of the population in target municipalities that sees decision-making as inclusive and responsive.  | 19% | At least 6% increase | N/A                 | <b>Endline results not available.</b>                             | Sources of evidence and verification are: review of the research documentation and recommendation packages, regular update of project database of beneficiaries, interviews with local government representatives, meeting minutes, CEC website data |
|   | <b>Indicator 3.2:</b> Number of women running for/ being elected to local self-government.   | 0   | 100 & 60             | <b>210 &amp; 65</b> | <b>1064 (210 Project BNFs)/191 (65 elected project BNFs)</b>      |  |
|   | <b>Indicator 3.3:</b> Percentage of women representation in community councils (Note: If proportional electoral system is introduced during 2021-2022 elections women representation will reach 30%)                       | 0   | 10%                  | <b>31%</b>          | <b>31% of women representatives elected to community councils</b> |  |
|   | <b>Indicator 3.4:</b> Number of target municipalities where women actively contribute to local decision-making (e.g. through participation in local decision-making processes and implementation of women-led initiatives) | 0   | 30                   | <b>34</b>           | <b>34 municipalities</b>  |  |
|   | <b>Indicator 3.5:</b> Number of target municipalities in which female local advisory committees are formed   | 0   | 20                   | <b>22</b>           | <b>22 Women and Youth Advisory Councils established</b>           |  |
|   | <b>Indicator 3.6:</b> Number of gender sensitive Annual Workplans developed based on the gender analysis data  | 0   | 20                   | <b>22</b>           | <b>22 AWP's developed</b>   |  |

Table 5 below summarizes the achievement of output indicators at the time of this evaluation. As can be seen from the table below, the project has achieved or exceeded all output targets. One indicator (Indicator 3.1.) has not been assessed because there was no data available for it<sup>24</sup> at the point of this evaluation.<sup>25</sup>

**Table 5: Achievement of Project’s Output Indicators**

| No. | Indicator  | Achievement Status    |
|-----|--|-----------------------|
| 1.1 | Number of innovative models for selected sectoral municipal services designed and piloted in target municipalities       | Achieved              |
| 1.2 | Number of citizen-driven monitoring mechanisms with direct feedback on provided services                                 | Achieved              |
| 1.3 | Number of vulnerable/marginalized group representatives engaged in capacity development and co-design activities         | Achieved              |
| 2.1 | Number of youth-lead community initiatives in support of local democratization/development                               | Achieved              |
| 2.2 | Number of policy recommendations prepared by project-supported youth and ratio of consideration by the National Assembly | Achieved              |
| 2.3 | Number of solutions co-designed by multi-stakeholder groups for public services or participatory and cohesive governance | Achieved              |
| 3.1 | Share of the population in target municipalities that sees decision-making as inclusive and responsive.                  | No Data Available Yet |
| 3.2 | Number of women running for/being elected to local self-government   | Achieved              |
| 3.3 | Percentage of women representation in community councils   | Achieved              |
| 3.4 | Number of target municipalities where women actively contribute to local decision-making                                 | Achieved              |
| 3.5 | Number of target municipalities in which female local advisory committees are formed                                     | Achieved              |

<sup>24</sup> The assessment that will inform this indicator will be conducted in 2024 by GIZ and the endline numbers will be reported in 2024, as part of the final reporting.

<sup>25</sup> According to the baseline assessment in 2020, 60% of participants found the decision-making inclusive, and 19% found it responsive.

| No. | Indicator   | Achievement Status |
|-----|---|--------------------|
| 3.6 | Number of gender-sensitive Annual Workplans developed based on the gender analysis data | Achieved           |

### 3.2.6. Project’s Contributions and Preliminary Impact

A comprehensive assessment of the project's full impact is beyond the purview of this current evaluation, given the limitations in human and financial resources allocated for this specific exercise. Nevertheless, the information gathered for this evaluation enables a discussion of the main contributions made by the WYILD project in the context of the larger interventions noted above.

First and foremost, the WYILD project has had a demonstrative nature, testing and showcasing innovative and creative solutions to local-level problems through the active engagement of communities, and especially young people and women. The use of the grant schemes has made the demonstration effect of this work a lot more tangible and hands-on than pure “*training*” programmes. The main effect of the project will be found in demonstrating the important role that people, and in particular these two constituency groups, can play in local development. The extent to which these solutions and this local development approach gets upscaled and replicated is an issue of sustainability, which is discussed further in this report.

Secondly, the WYILD project has promoted and enacted some key changes in local governance structures and practices in Armenia. Again, the major impact of the project is on the improved involvement of underrepresented groups, particularly women and youth, in local governance mechanisms, thereby enriching the decision-making process with more diverse perspectives and skills.

- At the institutional level, a significant contribution of the project has been the establishment of 22 WYACs. By facilitating the inclusion of women and youth in local governance, two groups typically marginalized from decision-making processes, the project has contributed to the improvement of democratic processes and governance mechanisms at the grassroots level. The WYACs have provided a platform for women and youth to voice their concerns and participate in decisions affecting their lives. With capacity building support and tools for effective policy input from the project, the WYACs bridge the gap between local governments and underrepresented groups. During site visits for this evaluation, the Khoy and Aparan municipal governments demonstrated a proactive approach to engaging with local NGOs and residents. Their collaboration was not limited to routine administrative tasks like budgeting and operations planning. Rather, they actively sought public input on substantial strategic issues facing the municipalities. This indicates that the local governments are embracing more inclusive and participatory governance practices beyond basic requirements.

- The "I AM the Community" Youth Leadership camps and subsequent community initiatives led by camp graduates play a role in developing the next generation of community leaders. These leaders, many of whom participated through the WYILD project, have been active in strengthening local democracy, humanitarian efforts, and women and youth empowerment. Young participants have developed and submitted 141 policy recommendations covering various sectors such as local governance, electoral codes, and social rights, with an acceptance rate of approximately 22%. This represents a key channel through which the WYILD project has influenced state policies.
- The members of the Youth Club have been notably active within their respective communities, initially engaging with educational institutions before expanding their focus. Their impact is seen not merely at the grassroots level but also in administrative relations. Some club members now hold high administrative positions such as heads of staff, secretaries, and officers within local self-governance systems, reflecting a marked shift in the perception, knowledge, skills, and aspirations of the individuals involved. Many Youth Club members have even sought Community Council membership, with some achieving success in their electoral pursuits. The elected members have significantly contributed to community decision-making, bringing about change primarily through their understanding of process quality, as well as their distinctive participatory and decision-making styles. Recognition of the club's efforts has come from the highest levels, including a direct response to their recommendations from the Minister of Education, Science, Culture and Sport. This direct engagement attests to the fact that the club's initiatives are acknowledged and valued by the political establishment. Furthermore, under the ministry's auspices, a task force was created for the development of draft law, incorporating members from the Youth Club. This collaboration illustrates the club's vital influence on the legislative process, fulfilling its primary mission.
- The project has actively engaged in mainstreaming gender equality in local planning. By equipping local self-government representatives with gender analysis tools and methodologies, the project has facilitated the integration of gender-sensitive perspectives into annual work plans. More than ten project ideas proposed by women have been adopted into community annual work plans, indicating a more balanced allocation of resources.

Through diverse grant modalities, the WYILD project has promoted community-centric governance models that enhanced service delivery, facilitated citizen participation, and improved resilience in the face of crises. The demonstrative impact of this project is considerable. For example, the smart irrigation pilot has received significant attention and visibility in the country, as it has been mentioned by the Prime Minister of Armenia as an example of projects that the country needs to pursue. This is the highest level of traction that a UNDP pilot initiative can receive in a country. MTAI officials are highly aware of this and noted that they are looking for ways to institutionalize a longer-term framework with such pilots where communities and local governments provide contributions alongside budgets by the central government.



Furthermore, the grant initiatives, such as the renovation of the library and meeting space, and the construction of bus stops, has contributed in a tangible manner to community infrastructure that has direct and immediate impact on community members.

- *Enhanced Service Delivery*: The pilot initiatives in municipalities like Chambarak (Shoghakat), Areni, and Berd have not only led to improved access to essential services but have also involved local governments in co-financing and executing these projects. The projects have spanned from smart irrigation to mobile extracurricular and health services, enriching community life and showcasing the potential for high-impact, localized solutions. The role of local governments in co-financing indicates a degree of ownership and a capacity to prioritize local needs, which is a major change in local governance.
- *Citizen Participation*: The Women Leadership Grants and the formation of initiative groups comprising women and young people have infused a new dynamic into governance. Women's inclusion in decision-making processes and the transparency achieved through the Community Management Information System (CMIS) have made governance more democratic and participatory. Citizens are not just beneficiaries but active participants, a shift that can have a long-term impact on governance quality and sustainability.
- *Resilience in the Face of Crises*: The COVID-19 and Crisis Grants have fostered community resilience, emphasizing multi-stakeholder solutions to imminent crises. The initiatives here were rapid yet well-calibrated to local needs, integrating technological advancements and awareness campaigns. This shows a capacity within local governance to adapt and respond to crises efficiently, a marked difference from possibly bureaucratic and slow response mechanisms of the past.

Additionally, the WYILD project has promoted technological and digital transformation in local governance. This is evident in the utilization of digital platforms and technological tools in municipal services, disaster response, and citizen engagement. This should not be seen merely as a feature, but also as a transformative change, making governance more transparent and inclusive.

Another key contribution of the WYILD project has been the improvement in the capabilities of various local governmental bodies. The project supported the organization of 88 training sessions, benefiting more than 1,200<sup>26</sup> individuals, most of whom were women. The themes were carefully chosen to align with local governance priorities such as capacity building, gender analysis, and leadership skills. Many participants of the online survey organized for this evaluation indicated that they have developed a diverse set of soft and hard skills. Soft skills included effective communication, teamwork, time management, leadership, and critical thinking. Hard skills included more sector-specific skills, such as project management, policy making, and use of digital technology. Several respondents noted that they were able to directly apply the knowledge and skills gained from the courses in their work processes. Whether it was in community organizing, field research, or public speaking, the training appeared to have a direct and immediate impact, reinforcing its practical utility. The contribution of the WYILD

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<sup>26</sup> Number of direct unique beneficiaries of WYILD project.

project is not only evident in the skills it has imparted, but also in the methodological quality of the training events. The training curricula were well-designed, received positive feedback, and met stakeholder expectations. The participants commended the practicality of the training sessions, their interactive nature, and the quality of facilitation.

Additionally, the WYILD project has made valuable contributions to gender-sensitive planning and decision-making by developing knowledge products like the Gender Analysis Step-by-Step Guide and Gender Equality Guide for Community Discussions. The research on the vulnerability of local governments during COVID-19 provided insights to improve crisis management and service delivery. High-level dialogues like the “*Think Equal Conversations*” event have helped identify ways of aligning local governance priorities and challenges with a more equitable and sustainable vision.

In conclusion, the WYILD project has provided tangible contributions to the improvement of the landscape of local governance in Armenia. Its key contributions - fostering citizen participation with an emphasis on engaging women and youth, and piloting sectoral municipal services - have provided a valuable model for governance reform. The project’s targeted efforts to include women and youth have not only contributed to transparency and integrity, but have also improved the level of participatory democracy. Additionally, the innovative approach of co-designing municipal services with the engagement of marginalized groups has demonstrated the feasibility and effectiveness of community-driven governance. This conclusion is also supported by the responses received for this evaluation’s two online surveys. Overall, there is a strong positive sentiment towards the project, as evidenced by expressions of gratitude for the impact it has had on individual and community development. Several respondents expressed gratitude for skills gained, professional growth, and beneficial changes in their lives.

### 3.3. Coherence

This section of the report summarizes the analysis of the coherence of the WYILD project with other UNDP interventions (previous and current) and efforts of other development partners in the context of Armenia's local governance reform agenda.

#### **Project's Coherence with Previous and Parallel Interventions**

***Coherence with Previous Interventions:*** The WYILD project builds on previous initiatives by UNDP Armenia in the area of local governance and community development. As WYILD is part of the larger "Improvement of the Local Self-governance System in Armenia" programme (GiZ, UNDP and CoE), the Women in Local Development Project, Phase 2 (WiLD 2) was part of the LoGoPro programme with almost same partners (GIZ, UNDP, CoP and ATDF). This arrangement has ensured continuity in UNDP's efforts to address local governance and community development priorities in Armenia.

- Firstly, the WYILD project has operated as a sequel to the WiLD 2 project, and as such it has built on its core thematic pillars: women's political empowerment, youth leadership, and the gender-sensitive aspects of Territorial and Administrative Reform (TARA). This thematic integration has allowed WYILD to sustain the momentum generated by WiLD 2 and maintain direct linkages to its efforts aimed at promoting women's roles in governance and engendering local administrative structures.
- Secondly, the WYILD project has incorporated foundational principles and lessons learned from LoGoPro's first phase (2014-2018). This is phase which set the agenda for the amalgamation process and local governance reforms in Armenia, bringing together key development partners such as the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), UNDP, Council of Europe (CoE), and ATDF. By building on the foundations laid by the LoGoPro initiative, the WYILD project has avoided being a fragmented intervention.

***Coherence with Parallel Interventions:*** The WYILD project was conceptualized as a component of a four-year strategic programmatic framework titled the "Improvement of the Local Self-governance System in Armenia" programme which has been funded by the Swiss Development and Cooperation (SDC) and the Federal German Ministry for Economic Cooperation and Development (BMZ), and has been implemented jointly by UNDP, GIZ, and Congress of Local and Regional Authorities of the Council of Europe, under the leadership and coordination of MTAI. Although reporting has been carried out individually by each implementing partner on the basis of their specific indicators and outcomes, the broader programme was underpinned by a unified logical framework for all three implementing partners.

- The WYILD project has closely collaborated with GIZ, particularly in the capacity development activities pertaining to women's empowerment. Notably, the project has co-organized women's leadership schools, grants management, gender analysis, and gender-

responsive budgeting.<sup>27</sup> This partnership has not only aligned efforts in critical areas like gender mainstreaming, but also ensured the efficient use of resources, leading to significant impacts such as successful virtual Women Leadership Schools. When it comes to the pilots and grant initiatives, the implementing partners such as GIZ are less aware of what the WYILD project has done.

- The WYILD project has actively contributed to fiscal decentralization initiatives championed by the Council of Europe (CoE). The project team's provision of written suggestions aimed at enhancing fiscal decentralization processes highlights its capacity to integrate with and contribute to broader governance reforms that are under the aegis of development partners.

The embedding of the WYILD project within this broader programmatic framework has ensured the harmonization of the operations of the three implementing partners with the broader local governance reform agenda spearheaded by MTAI. This programmatic framework has facilitated the coordination of activities among UNDP, GIZ and CoE. Interviews for this evaluation revealed that the coordination of WYILD's activities on Women Empowerment and Citizen Participation with GIZ have been particularly effective. The meetings of the Steering Committee of the "*Improvement of the local self-governance system in Armenia*" programme have been crucial in this regard. These meetings have facilitated synergies in the complementary workstreams of UNDP, GIZ and CoE within the broader programmatic framework. This multi-stream approach has increased the cumulative impact of interventions and has optimized resource allocation and expertise sharing among the stakeholders involved.

While coordination at the strategic level through the Steering Committee has been adequate and interactions with MTAI have been regular, interviews for this evaluation indicate that the coordination between UNDP, GIZ, and the CoE at the technical level would have benefitted from greater contacts and better communications. The three implementing partners have met annually to discuss progress in their specific areas. However, several interviewees noted that in hindsight more frequent technical coordination meetings were necessary. This would have improved coordination, information sharing and knowledge transfer in areas where the three implementing entities had limited interaction with each other – such as the implementation of the pilot initiatives where coordination between the three appears to have been more limited.

### **Synergies with Other UNDP Projects**

The WYILD project has shown a good degree of collaboration and synergy with other UNDP projects and initiatives in Armenia.

When it started the WYILD project was part of UNDP Armenia's Democratic Governance portfolio. Later, the Gender Portfolio was created,<sup>28</sup> and the project was managed by two

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<sup>27</sup> In collaboration with GIZ, two virtual Women Leadership Schools (WLS) were conducted for a total of 67 women working in and elected to LSGs, out of which 32 were UNDP beneficiaries. The topics of the school included community development, participatory research and decision making, women leadership at community level, project idea development and fundraising.

<sup>28</sup> The GE portfolio was launched in March 2022.

programmatic portfolios – namely, the Democratic Governance and Socioeconomic portfolios. This modality appears to have fostered a more holistic approach to inter-disciplinary and cross-portfolio cooperation and problem-solving. The following are some additional examples that demonstrate the collaboration of the WYILD project with other UNDP initiatives in the country.

- The WYILD project has collaborated with the other UNDP project titled “*Women in Politics*” (WiP).<sup>29</sup> The collaboration consisted of capacity-building initiatives for women's leadership, WYACs, and a behavioral experiment aimed at enhancing citizen engagement in local governance processes. Another example of collaboration is the cost-shared roll-out of the “*I AM the Community*” youth leadership model. Through these synergistic efforts, the projects have reinforced their capacity-building and civic engagement objectives.
- The WYILD project has engaged with the “*Women’s Economic Empowerment in South Caucasus*” project (WEESC I & II),<sup>30</sup> focusing on issues of women's community leadership and gender-responsive planning. WEESC has benefited from WYILD’s methodology of gender analysis in local planning to reinforce its component of engagement of women in local planning and budgeting processes. This cross-utilization of methodologies has enriched the component of engaging women in community planning and budgeting processes within the WEESC initiatives.
- The WYILD project conducted a Randomized Controlled Trial (RCT) with both UNDP’s SDG Innovation Lab and the Women in Politics (WiP) project. Designed to boost community participation in governance processes, the RCT sought to assess the impact of providing detailed information on community hearings.<sup>31</sup>
- The Community of Practice (CoP) under UNDP’s gender portfolio was organized as a collaborative platform, with the WYILD project playing a key role.<sup>32</sup> The event united about 40 beneficiaries from three projects<sup>33</sup>, and as an outcome, participants worked on developing relevant and effective interventions in the light of decentralization and public administration reforms. UNDP has formed this CoP from the most active beneficiaries of its projects and has undertaken a number of capacity development and networking activities to help them become a strong collective force of influencers and enablers of local democracy.

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<sup>29</sup> Supported by UK Good Governance Fund.

<sup>30</sup> WEESC is also financed by SDC, as well as UN Women.

<sup>31</sup> RCT results showed that there was a noticeable increase in participation rates among the households who received the targeted intervention compared to those who did not (8.5 vs 2.3 per 1000 households). The quality of engagement also improved significantly, with participants who received the information appearing more prepared and contributing more substantively to public hearings.

<sup>32</sup> This event assembled approximately 40 beneficiaries from three different projects, offering an arena for co-designing portfolio activities. Expert discussions led to the development of pertinent interventions, particularly in the context of ongoing decentralization and public administration reforms. Creative strategies for empowering women and youth were also fleshed out, capitalizing on collective expertise to innovate solutions.

<sup>33</sup> Women and Youth for innovative Local Development, 2. Women in Politics, Public Administration and Civil Society (WiP 2.0.), and 3. Women Economic Empowerment in the South Caucasus II (WEESC II)

- Another example of collaboration was with another UNDP project, “*Gender Equality in Public Administration of Armenia*”, which specifically bolstered the gender dimension of Public Administration Reforms (PAR). This collaboration not only strengthened the project's focus on gender issues, but also extended its reach into the public administration sector.
- The WYILD project also coordinated with UNDP’s Socio-Economic Development portfolio. A new Mobile and Laboratory Instrumental Service was established in Amasia and Sisian communities, funded entirely by UNDP’s Socio-Economic Development portfolio based on the mobile health model that was earlier developed in Berd community. This initiative further added to the project's breadth and scope, addressing additional socio-economic development needs in the targeted communities.
- In addition, the WYILD project has collaborated with UNDP’s Innovation and SDG Finance Portfolio within Yerevan 2.0 project, particularly in the area of gender mainstreaming in local governments. The successful pilot in Noyemberyan community served as a precursor for constructing a more extensive multi-functional public space in the capital Yerevan B2 district. The project was further scaled to include an educational focus, leading to the construction of an outdoor classroom in Ayrum settlement that will cater to a broad educational scope and could serve as a replicable model for other municipalities.
- Additionally, the WYILD project used findings from previous UNDP research titled “*Fifteen Ways to Innovate Municipal Services in Armenia*” (UNDP, 2020). Utilizing these insights, the project team was able to design and pilot more resilient municipal sectoral services. A notable focus was the transformation of public areas into multi-functional spaces, aimed at enhancing education delivery in the face of COVID-19 and potential future pandemics. This strategic utilization of existing research maximized the efficacy of the interventions.

By aligning its objectives and resources with other similar UNDP initiatives, the WYILD project has effectively leveraged partnerships and has contributed to a coherent and cost-effective approach by UNDP Armenia to local governance and community development.

### **Synergies with the Projects of Development Partners**

Overall, the activities of the WYILD project have been well-coordinated and quite synergetic with the activities of other UNDP projects and the work of other development partners in Armenia. The project has leveraged collaborations and optimized resource-sharing across different activities and programmatic areas. However, one challenge that the project has experienced, and which was pointed out by several evaluation participants, is related to the need for stronger coordination among the various ministries and public institutions that are related to local governance and the decentralization process. As outlined by the mid-term evaluation of the programme “*Improvement of the Local Self-Governance System in Armenia*”

– Phase 2”, “better and close cooperation and coordination of different ministries and actors involved at the national level are required for further progress.”

This is an external challenge to the WYILD project over which the project team has limited influence. MTAI is the key player in the coordination process, as it plays a major role on matters of decentralization reform. Thus, MTAI is the most important governmental partner for implementing and funding partners of the decentralization project. As such, interactions with other government agencies have been more limited within the context of the broader programme funded by SDC. Progress on TARA and decentralization has been discussed and advanced primarily through MTAI and a small number of its staff. Going forward, especially on policy and fiscal decentralization, closer coordination between various government entities, project implementers, and funders will be needed. This will require MTAI to reduce its gatekeeper role and instead strengthen its role as a key coordinating body. Therefore, additional support for MTAI’s coordinating role will be necessary going forward.

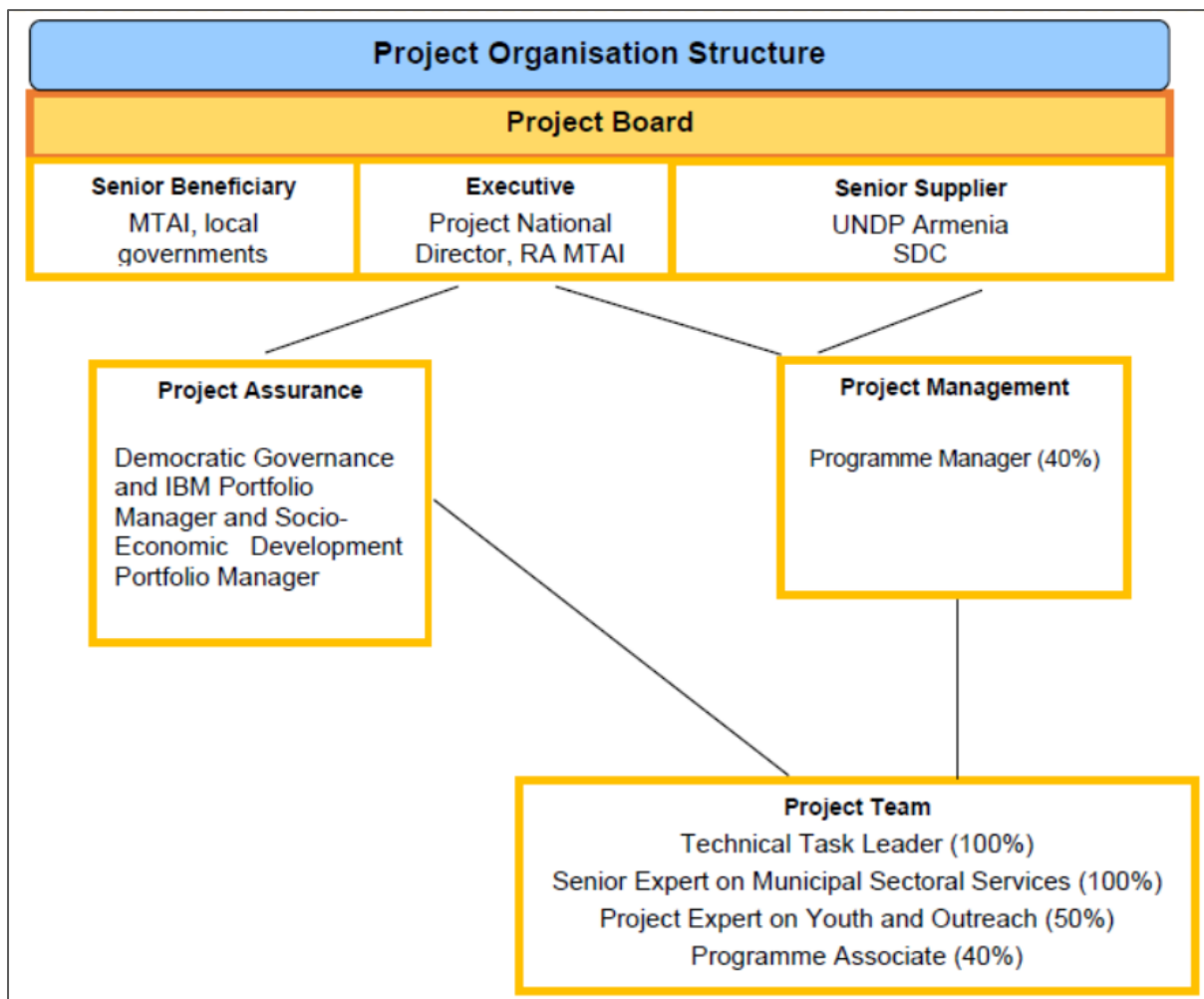
### 3.4. Efficiency

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

#### Project Management

UNDP has been responsible for the overall management and administration of the project, primarily the responsibility for the achievement of the outputs and the stated outcome. The procurement of goods and services was conducted in compliance with UNDP rules and regulations, which envisaged the acquisition of appropriate quality goods and services at the most competitive/lowest price in the market. The management and implementation of the project was carried out efficiently by a lean team (shown in the figure below).

**Figure 6: Project Organizational Structure**



The project operated with a streamlined staff hierarchy to efficiently achieve its objectives. The Project Technical Task Leader, who was commended by most project stakeholders for her leadership skills and dynamism, has successfully led the execution of project activities and has developed excellent partnerships with multiple stakeholders, including government authorities and international partners. The Project Technical Task Leader was reporting to the Programme Manager and was accountable for daily programmatic and budgetary coordination, as well as



policy advocacy and outreach. The Senior Expert on Municipal Sectoral Services provided technical guidance on municipal and community development issues, while the Project Expert on Youth and Outreach specialized in youth engagement and capacity-building initiatives. The day-to-day administrative and financial operations were managed by the Programme Associate, who handled financial records, reporting, and logistical support for project events. This structure was designed to ensure both vertical and horizontal coordination, enabling the project to adapt and respond to challenges and opportunities.

As has been noted in previous sections of this report, the project was implemented in close partnership with MTAI, and included close coordination, regular reporting, consultations and joint implementation of activities. The project team was based in Yerevan, with outreach to regions/communities for programmatic activities.

WYILD has had an efficient governance structure. The project was overseen by a Project Board which acted as the project's main decision-making body and provided the project team with overall guidance and strategic direction. The Project Board has consisted of senior representatives of MTAI, UNDP and SDC and was headed by the Deputy Minister of MTAI and the UNDP Resident Representative. Since the launch of the project, the Project Board has met twice – on 3 June 2021 and 4 March 2022. The Project Board has unanimously approved key strategic decisions, grant-making choices, and other significant initiatives.

In addition, the project has benefitted from the guidance of the Steering Committee of the “*Improvement of the local self-governance system in Armenia*” programme, which has incorporated the activities of the WYILD project, as well as those of the GIZ and CoE components. This committee, led by MTAI, has brought together representatives of the three implementing agencies and SDC as the financing entity to assess progress, strategically realign objectives, and define next steps for the ongoing improvement of local self-governance systems in Armenia.

### Project Implementation and Adaptive Management

The WYILD project has been implemented under challenging external circumstances, which have had a tangible effect on project activities. In the face of these challenges including the COVID-19 pandemic, the 2020 escalation of conflict over Nagorno-Karabakh, and internal political instabilities, the WYILD project has demonstrated a robust capacity for adaptability and resilience, thereby ensuring the continuity and efficacy of its operations. The following are some key examples of the project's adaptability to the evolving circumstances.

- In response to the COVID-19 pandemic, the project swiftly pivoted to online platforms, including for the trainings, the youth and women's leadership initiatives, advisory council meetings, and so on. The shift to the online format which occurred in 2020 is evident in the list of trainings in Annex VIII of this report. The shift allowed for the continuation of key activities and safeguarded the project's objectives from the impediments posed by mobility restrictions. In 2021 and 2022, upon the easing restrictions, the project gradually reverted to in-person sessions.

- In response to Armenia’s increasing tensions with Azerbaijan, the project undertook a multi-pronged approach to maintain stakeholder engagement and motivation. The project adapted the training programmes to incorporate content that addressed the psychological effects of conflict, showing a keen sensitivity to the evolving needs of beneficiaries. While certain events and construction activities near conflict zones were unavoidably postponed or canceled, the project enacted additional layers of beneficiary engagement to mitigate the psychological toll of these disruptions.
- The project also faced challenges related to political instability. Delays in the reconstitution of local governments post-elections caused a lag in municipal engagement in service pilots and other key activities. Recognizing this, the project team increased its efforts in relationship-building with the staff of local governments. The project's management also proactively navigated politically charged environments by reaffirming its stance of neutrality, thereby securing the trust and participation of target groups who might otherwise be hesitant to engage.

The project’s partners who implemented mini-grants valued the support of the project team for their initiatives. The majority of women and youth who responded to the online survey for this evaluation rated the cooperation with and support from the UNDP team as 'Excellent' (22 out of 43), reflecting well on project management. Survey participants commended the flexibility and professionalism of the project team, which enabled them to cope with a challenging environment.<sup>34</sup> Support from the WYILD team was highlighted by several evaluation participants as a key factor of success. One key suggestion made by the participants was the need for longer implementation timelines for the grant initiatives – especially, the municipal pilots which involved significant activities and stakeholders.

Overall, the project's ability to strategically adapt its operational modalities and engagement strategies in response to the COVID-19 pandemic, conflict-related issues, and political instability is indicative of its resilience and flexibility. Through nimble tactical shifts—ranging from digital transformation and psychosocial content adaptation to intensified stakeholder engagement—the project has upheld its mission and objectives despite a rapidly changing external environment.

In September 2022, UNDP submitted a formal request to SDC for a no-cost extension of the WYILD project, which would allow for the completion of outstanding activities, and in particular the three municipal pilots. This extension was granted, extending the project's operational timeline to September 30, 2023. In the context of the challenges discussed in more detail in the following section of this report, this extension was crucial for maintaining the project's agility and adaptability in the execution of its components.

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<sup>34</sup> As noted previously in this report, the most commonly challenges cited by survey respondents included: Community engagement and participation - Motivating and mobilizing residents to get involved in project activities; Local government coordination - Aligning with government priorities, getting buy-in; COVID-19 - Holding in-person events and meetings during pandemic; Conflict-related challenges - Operating under the influence of the conflict over Nagorno Karabakh.

## Risk Management

In examining the WYILD project's risk management capacity, it is important to underscore that the project has been navigating an intricate terrain of risks, marked by political instability, border conflicts, and economic pressures, including currency devaluation and price inflation. The project's main implementation phase in 2020 and 2021 coincided with Armenia's challenging period involving the COVID-19 pandemic and the Nagorno-Karabakh conflict, necessitating a flexible and agile approach to risk management. The table below summarizes the major risks encountered by the project during its implementation.

**Table 6: Risks Encountered by the Project**

| <b>Main Risks</b>  | <b>Mitigating Measures Taken by Project Team</b>   |
|--|--|
| Political Instability                                      | <ol style="list-style-type: none"> <li>1. Intensified efforts to engage potential beneficiaries.</li> <li>2. Adapted content and approach for pre-electoral work.</li> </ol>   |
| Border Conflict with Azerbaijan                            | <ol style="list-style-type: none"> <li>1. Cancellation and rescheduling of training sessions and events.</li> <li>2. Re-evaluation and adaptation of construction plans near conflict zones.</li> </ol>                  |
| Volatility in Political Alliances and Party Responsiveness | <ol style="list-style-type: none"> <li>1. Flexible planning for pre-electoral activities.</li> <li>2. Multiple outreach and relationship-building initiatives with political parties.</li> </ol>                         |
| Societal Demoralization due to Ongoing Threats             | <ol style="list-style-type: none"> <li>1. Adaptation of training programs to address psychological impacts.</li> <li>2. Continuous stakeholder engagement to boost morale.</li> </ol>                                    |
| Delays and Staff Turnover in Local Governments             | <ol style="list-style-type: none"> <li>1. Repeated relationship-building efforts with new municipal staff.</li> <li>2. Flexible timelines for reformation of WYACs and other critical activities.</li> </ol>             |
| Economic Pressures (USD Devaluation, Price Inflation)      | <ol style="list-style-type: none"> <li>1. Strategic procurement processes for high-cost services through open competition.</li> <li>2. Opting for low-cost yet quality service providers for essential needs.</li> </ol> |

Political instability in Armenia posed a major risk to the project's initiatives, specifically in relation to activities planned for 2022 that involve substantial engagement with political parties and local self-governments. The volatility in the political climate has had a palpable impact on organizing pre-electoral work and further jeopardized collaboration with political parties for the capacitation of women in advance of local elections. This required the project team to intensify efforts to bring potential beneficiaries on board.

Border tensions with Azerbaijan created delays in project activities, including the cancellation of pre-electoral and policymaking training sessions. It also influenced the risk appetite and

participation of women candidates in capacity-building initiatives offered by the project. Such tensions further risked the construction of a smart irrigation system in Chambarak (Shoghakat).

The formation of new Local Self-Governments (LSGs) post-proportional elections has been cumbersome and prolonged, affecting critical activities like the reformation of WYACs. Frequent staff turnovers within municipalities have necessitated repeated relationship-building, further slowing down the project's milestones.

The project also faced financial management risks from the devaluation of the USD and a notable increase in the cost of construction materials and labor. These financial pressures have been mitigated to some extent through strategic procurement processes, such as opting for low-cost services from a pool of similar-level service providers, without compromising quality, and high-cost services were acquired through open competition.

Overall, the WYILD project's risk management strategies have had to be agile, adaptive, and multi-dimensional. While external factors such as political volatility and border conflicts have required a reconfiguration of project activities and stakeholder engagement, internal factors like currency devaluation have necessitated financial realignment. Despite these challenges, the project has displayed resilience and adaptability by strategically recalibrating its risk management measures in response to the evolving landscape, ensuring that its mission and objectives remain viable and effective.

### Monitoring

The project employed a comprehensive monitoring plan to assess performance, manage risks, and enable informed decision-making. The project team developed annual work plans which constituted the basis for the planning of project activities. The project team developed a comprehensive M&E matrix, which was regularly updated to monitor the project's implementation and track developments. The monitoring activities, conducted in partnership with MTAI and SDC, consisted of quarterly tracking of progress against predefined result indicators, risk identification and management, and annual quality assessments. The project team monitored the grants initiatives by means of field visits, participation in key events, and constant communication. Internal data reviews were performed annually to inform course corrections. Progress and financial reports were presented to key stakeholders annually, capturing progress data, quality ratings, risk logs, and mitigation measures. Additional tools such as issue logs, risk logs, and a monitoring schedule plan in UNDP's Atlas system facilitated real-time tracking and problem resolution. This framework ensured not only the tracking of key deliverables but also the capturing of lessons learned for continuous improvement.

The project team's sustained collaboration with implementing entities, including local government and community stakeholders, was instrumental for rigorous monitoring and impact assessment of various project activities such as training sessions, grant initiatives, and networking events. Through methods like field visits and ongoing communication, the team was not only able to evaluate the effectiveness of these activities but also to identify gaps and future needs. This informed adaptability allowed for real-time modifications to the project's methodology, proving particularly advantageous in navigating challenges posed by the

COVID-19 pandemic as well as political crises and the regional conflict. In each instance, the team, in coordination with MTAI and local government partners, innovatively adapted its approach to achieve project objectives successfully.

### Project Budget and Expenditure

The table below shows the WYILD project's budget allocations, expenditure, and execution rates across multiple years and outputs. As can be seen from the table, while individual years and outputs exhibited significant variances, the project as a whole demonstrated a relatively strong budget execution rate.

While 2019 shows a good alignment between budget and expenditure, subsequent years exhibit fluctuations in execution rates, both exceeding and falling short of budgetary expectations. The cumulative analysis indicates that, despite annual variances, the project maintained an overall strong budget execution rate of 96%.

**Table 7: Project Budget and Execution<sup>35</sup>**

| No.              | Output Area    | Budgeted (as per ProDoc) | Spent               | Execution Rate |
|------------------|----------------|--------------------------|---------------------|----------------|
| <b>Year 2019</b> |                |                          |                     |                |
| 1                | Output 1       | \$1,915                  | \$1,915             | 100%           |
| 2                | Output 2       | \$18,290                 | \$18,290            | 100%           |
| 3                | Output 3       | \$29,263                 | \$29,263            | 100%           |
| 4                | Implementation | \$30,550                 | \$30,550            | 100%           |
|                  | <b>Total</b>   | <b>\$80,018</b>          | <b>\$80,018</b>     | <b>100%</b>    |
| <b>Year 2020</b> |                |                          |                     |                |
| 1                | Output 1       | \$134,655                | \$134,655           | 100%           |
| 2                | Output 2       | \$51,850                 | \$51,850            | 100%           |
| 3                | Output 3       | \$61,067                 | \$61,067            | 100%           |
| 4                | Implementation | \$73,471                 | \$73,471            | 100%           |
|                  | <b>Total</b>   | <b>\$321,043</b>         | <b>\$321,043</b>    | <b>100%</b>    |
| <b>Year 2021</b> |                |                          |                     |                |
| 1                | Output 1       | \$200,170                | \$200,170           | 100%           |
| 2                | Output 2       | \$128,567                | \$128,567           | 100%           |
| 3                | Output 3       | \$119,815                | \$119,815           | 100%           |
| 4                | Implementation | \$131,550                | \$131,550           | 100%           |
|                  | <b>Total</b>   | <b>\$580,102.73</b>      | <b>\$580,102.73</b> | <b>100%</b>    |
| <b>Year 2022</b> |                |                          |                     |                |
| 1                | Output 1       | \$381,329                | \$381,329           | 100%           |
| 2                | Output 2       | \$61,465                 | \$61,465            | 100%           |
| 3                | Output 3       | \$97,443                 | \$97,443            | 100%           |
| 4                | Implementation | \$114,455                | \$114,455           | 100%           |
|                  | <b>Total</b>   | <b>\$654,691</b>         | <b>\$654,691</b>    | <b>100%</b>    |

<sup>35</sup> The data shown in the table is provided by the project and is not verified by a third party or as part of the evaluation process.

| No.                           | Output Area    | Budgeted (as per ProDoc) | Spent              | Execution Rate |
|-------------------------------|----------------|--------------------------|--------------------|----------------|
| <b>Year 2023<sup>36</sup></b> |                |                          |                    |                |
| 1                             | Output 1       | \$150,946                | \$100,675          | 67%            |
| 2                             | Output 2       | \$1,750                  | \$1,703            | 97%            |
| 3                             | Output 3       | \$0                      | \$0                | 0              |
| 4                             | Implementation | \$83,266                 | \$60,993           | 73%            |
|                               | <b>Total</b>   | <b>\$235,962</b>         | <b>\$163,353</b>   | <b>60%</b>     |
| <b>ALL YEARS</b>              |                |                          |                    |                |
| 1                             | Output 1       | \$869,015                | \$818,726          | 94%            |
| 2                             | Output 2       | \$261,922                | \$261,875          | 99%            |
| 3                             | Output 3       | \$307,588                | \$313,157          | 102%           |
| 4                             | Implementation | \$433,292                | \$411,019          | 95%            |
|                               | <b>Total</b>   | <b>\$1,871,816</b>       | <b>\$1,804,777</b> | <b>96%</b>     |

The table below summarizes the project’s execution rates for each year of operation and for each output area. The project displayed an initial 100% rate in 2019, followed by a decline in 2020 and 2021, and an overshoot in 2022. The year 2023 sees another dip to 60%, highlighting considerable fluctuations in financial execution across the project’s lifespan. The project, however, achieves an overall execution rate of 96%, which indicates a robust rate of financial implementation over its lifetime.

**Table 8: Project Execution Rates<sup>37</sup>**

| Output Areas   | 2019        | 2020        | 2021        | 2022        | 2023       | Total      |
|----------------|-------------|-------------|-------------|-------------|------------|------------|
| Output 1       | 100%        | 100%        | 100%        | 100%        | 67%        | 94%        |
| Output 2       | 100%        | 100%        | 100%        | 100%        | 97%        | 99%        |
| Output 3       | 100%        | 100%        | 100%        | 100%        | 0          | 102%       |
| Implementation | 100%        | 100%        | 100%        | 100%        | 73%        | 95%        |
| <b>Total</b>   | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>60%</b> | <b>96%</b> |

### Areas for Further Attention

A particular feature of the WYILD project has been its very broad scope of intervention, both in terms of thematic areas and geography. The project has covered a range of thematic areas, such as municipal service design, municipal planning, political empowerment of women, participatory local governance, public awareness, and many others. The project activities have also had a broad geographical scope, covering majority of amalgamated communities<sup>38</sup> in the country. This is testified not only by the wide range of localities in which project activities took

<sup>36</sup> In 2023 the project budget was revised; given are the numbers of the revised budget. YY2019-2022 budgets were adjusted to the actual expenditures as per the CDRs for the respective years and the residual amounts were reallocated to 2023.

<sup>37</sup> The data shown in the table is provided by the project and is not verified by a third party or as part of the evaluation process.

<sup>38</sup> Initially 52 amalgamated municipalities (first way of amalgamation). After double amalgamation 36, plus Khoy community from newly amalgamated communities. Khoy was included based on their big desire to form a WYAC.

place, but also the wide range of locations reported by the participants of the two online surveys organized for this evaluation.

Another aspect of the WYILD project that could have received greater consideration is the systematic capacity assessment of the entities involved in the implementation of grants, whether individuals, local government bodies, or CSOs. Using rigorous assessment methodologies and tools, such as a dedicated capacity assessment instrument, would enhance the project's ability to effectively gauge the grantees' ability to execute funded initiatives. Such a comprehensive assessment could involve multiple dimensions - an evaluation of interim and final reports to measure outcomes and effectiveness, and the administration of targeted questionnaires to assess both the technical capacity and domain-specific knowledge of grantees. This multi-pronged approach would not only improve the monitoring accuracy, but could also inform adjustments necessary to optimize project implementation. A rigorous assessment will be particularly beneficial for identifying potential weaknesses in execution capacity, thereby enabling preemptive intervention and the reallocation of resources where needed.

Overall, the WYILD project has been implemented in an efficient manner, with most activities completed at the time of this evaluation or on the way to being completed by the end of the project. Thanks to the project's close collaboration with MTAI and the respective local governments, most challenges have been mitigated with appropriate alternatives identified to ensure effective implementation. The WYILD project has demonstrated significant adaptability in navigating the challenges and adapting to the ever-changing local landscape throughout the political crises and regional conflict on top of the continuous challenges caused by the protracted COVID-19 pandemic.

### 3.5. Sustainability

The assessment of the project's sustainability in this section of the report is based on key factors of sustainability identified by the participants of this evaluation and listed below.

#### Key Factors of Sustainability

The sustainability of the WYILD project hinges on several key factors, which include strong national ownership and community engagement, promotion of planning and adaptation at the local level, engagement of youth in governance and community development. The following is a brief discussion of these factors.

**National Ownership:** A key factor of sustainability for the WYILD project has been the strong ownership of the activities and results of the project.

- Firstly, the WYILD project has enjoyed strong national ownership by its principal implementing partner - MTAI. This strong leadership role, including the individual role of MTAI's Deputy Minister, has ensured that the project was closely aligned with national priorities, enhancing its legitimacy and prospects for sustained impact. Other ministries, such as the Ministry of Health, have also been involved in the respective activities.
- Secondly, local governments have shown strong ownership, going beyond mere financial contributions to include policy endorsement, infrastructural backing, and alignment with broader community objectives. Such local support has facilitated problem-solving, improved resource utilization, and embedded the project within Armenia's existing local institutional infrastructure. Importantly, local government stakeholders were directly engaged in the project's development and execution, thereby facilitating the transfer of skills and capabilities essential for the continuity of project results after the implementation period.
- Thirdly, the project's sustainability was bolstered by the co-financing provided by local governments, especially in the case of three municipal pilots - Mobile Extracurricular Service in Areni, Smart Irrigation Service in Chambarak, and Mobile Laboratory and Diagnostic Service in Berd. This financial commitment not only served as a catalyst for the implementation of activities, but also assured ongoing investment for maintenance and scaling. Beyond its monetary value, co-financing by local governments served as a strong indicator of their ownership and commitment.
- Furthermore, the legal documents that have been developed with the support of the project create obligations for follow up that are sustainable in nature.<sup>39</sup>

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<sup>39</sup> From April 2019 to February 2023, Youth Club participants submitted recommendations on 16 distinct laws or policy documents, totaling 141 proposals. Of these, 31 had been accepted at the time of this evaluation, representing an acceptance rate of approximately 22%. See Annex X for more specific details.



***Community Involvement and Ownership:*** Community involvement and ownership has been another key factor of the sustainability of the WYILD project. The project leveraged community engagement both in its design and implementation phases. Utilizing community needs assessments, the project tailored its activities to specific local needs, increasing the likelihood of sustained impact. Also, the project invested in building capacity by training various stakeholder groups from the community on a range of topics. This not only transferred useful skills to these community stakeholders, but also strengthened their feeling of ownership and empowerment. By equipping community members with new abilities through training, the project enabled them to take charge of maintaining and spreading its goals. For example, community leaders received training on using the multimedia materials to educate others on sustainability practices. Youth groups learned how to conduct surveys to gather feedback for improving initiatives. These capacity building efforts have helped community members to become active participants, rather than passive recipients of external assistance. This has cultivated greater buy-in and has given these stakeholders the tools to drive change themselves. Furthermore, the good participation levels in project activities show that the project's community engagement strategy was effective. For instance, the Gyulagarak community created and shared multimedia materials, which gave them a feeling of ownership and connection to the project's goals. This participatory method has been vital for the project to have a lasting impact.

***Promotion of Planning at the Local Level:*** The WYILD project's focus on gender-inclusive planning at the local level is another key feature for sustaining results. As noted previously, in 2022 the project aided seven municipalities in integrating gender equality into their annual work plans. This enabled more balanced resource allocation based on a gender analysis of the planning process. The project's involvement in the planning process allows for more structured external support rooted in the development plan. By influencing the plans at their formative stage, the project could advocate for fair consideration of gender issues in allocation of budgets, projects and services. This contrasted with a reactive approach of attempting to adjust plans after the fact. Additionally, the project's hands-on support built local capacity in gender-responsive planning. Through training, municipal stakeholders acquired skills for conducting gender analyses, auditing budgets, and designing initiatives to meet women's needs. Equipped with these capabilities, the targeted municipalities can now integrate gender equality on their own in future plans. Involving diverse community members also enhances sustainability. The project brought women's groups together with government planning teams to collaborate on gender-inclusive programmes. By channeling grassroots input directly into official plans, this bridges the gap between authorities and citizens. It institutionalizes mechanisms for traditionally marginalized voices to shape decisions.

***Institutionalization of Structures Established with the Project's Support:*** The WYILD project's sustainability hinges on the institutionalization of the structures and capacities developed during its execution, a process in which it has shown commendable progress. A pivotal element in this regard is the standardization of procedures for municipal services, a move that notably ingrains a key project result into the routine operations of local governance, thereby enhancing its longevity. This standardization is instrumental in ensuring the project's

outcomes are not transient but become a permanent feature of local governance. For example, the establishment of Women and Youth Advisory Councils (WYACs) as adjunct bodies to community leaders marks progress in institutionalization. These councils provide a structured forum for women and youth to engage in decision-making, directly affecting their lives and sustaining their involvement and representation beyond the project's duration. The WYACs' sustainability is further bolstered by their origination through recommendations from the Head of the Community and decisions by the Local Council, signifying local ownership and commitment. These entities will continue to function throughout the incumbent community head's term, with new formations and support extended under the WiP 2.0 project. However, it's noteworthy that these councils are voluntary, not mandatory. To strengthen their sustainability, a strategy could involve making their formation and functioning a mandatory aspect of local governance, akin to their involvement in the 5-year community development plan. The "I AM the Community" Youth policy-making Club exemplifies another sustainable initiative. Its dynamic format, allowing for the regular rotation of its board and the active involvement of members in legislative amendment discussions, showcases an effective model of participatory governance. The Club's structured approach to policy contribution – from suggesting amendments to tracking the progress of proposals – is a testament to its robustness. The knowledge and skills imparted to at least 59 club members empower them to lead policy-making initiatives across all regions of Armenia, indicating the project's extensive reach and sustained impact. Drawing from this model, a similar club for women has been initiated under the UNDP WiP 2.0 project, co-designed with women and existing club members. This approach not only ensures inclusivity but also leverages the expertise of seasoned club members in facilitating sessions, furthering the project's sustainability. This model of policy-making clubs, characterized by their self-sustaining and evolving nature, represents a significant advancement in institutionalizing participatory governance practices.

***Youth's Key Role in Community Development:*** The sustainability of the WYILD project was rooted in a clear approach for youth engagement. First, by directly involving youth in its initiatives, the project has made a strategic investment in the community's future leadership. Rather than viewing youth as mere beneficiaries, they are positioned as active stakeholders. This inclusion not only enriches the project's immediate outcomes but creates a pipeline of informed and engaged community leaders for the future. Second, the project's focus on youth engagement is inherently sustainable, as it is designed to be self-renewing. As one generation of youth rises into leadership roles, they are more likely to foster engagement among younger cohorts. Thus, the cycle of local empowerment and civic participation is perpetuated. By connecting youth engagement to tangible outcomes, the WYILD project has set the stage for youth to be more than just involved – the project has sought to motivate them to continue to participate in and contribute to the community's long-term well-being.

#### Areas for Further Attention

While the WYILD project has made significant progress in institutionalizing participatory mechanisms and building capacities, further efforts can be made towards some factors that strengthen the sustainability of the project activities. Below is a brief description of some of these key factors.

**Scalability of Pilot Initiatives:** The sustainability of the WYILD project's outcomes also depends on the scalability of its grant initiatives. For these initiatives to contribute substantially to community development, they will need to scale both horizontally (across other communities) and vertically (offering a broader range of services and engagement). There are some promising examples of the project's initiatives being scaled up or replicated elsewhere. For instance, the online game "Play LSG" was created by WYILD project to teach Lori region residents about community budgets, plans and development. Originally intended for just the Lori area, it has proven very successful. The game has now been posted on many community websites and is easily accessible. Given this achievement, MTAI intends to roll out the game nationally to extend its educational and interactive benefits. Another positive example is the gender analysis and mainstreaming methodology for annual work plans developed by the project. This was adopted by the "*Women's Economic Empowerment Phase II*" project, funded by SDC and ADA, which implemented it in eight more communities. Several factors enabled the horizontal scaling of these initiatives to new locations. The low-cost digital format of these initiatives has made replication easy and affordable (as the example of the PLAY LSG game shows). These initiatives had tangible local impact and built momentum and attracted interest from other areas. Broad dissemination through community websites and government networks has enabled the spreading of awareness.

However, as noted previously, most grant initiatives backed by the WYILD project have been small-scale and fragmented, and thus limited to the piloting stage. The exceptions are the three municipal pilots. With extensive local engagement and ownership, these pilots provide models for long-term, scalable solutions that can serve as benchmarks for future efforts. While the WYILD project shows a promising sustainability approach through the scalability of pilots like "Play LSG," more systematic institutionalization is needed to ensure lasting impact. Scalability is vital but not sufficient alone. The pilots offer creative solutions, but need sustained financial, human and institutional investment to translate into durable improvements in wellbeing and resilience. For instance, while "Play LSG" expanded organically through digital networks, its educational potential could be further amplified by formally incorporating it into civics curricula and community training programs. The gender mainstreaming methodology saw success when adopted by another project, but institutionalizing it across all levels of government planning would ensure systematic application.

Therefore, in addition to replicating initiatives across communities, concerted efforts are needed from MTAI and other government entities to promote them further and root them structurally. This may involve advocacy to shape supportive legislation, cooperation with educational institutions for large-scale adoption, and securing steady funding sources or public-private partnerships for continuation. With regards to development partners such as UNDP, thinking holistically about how to integrate and sustain initiatives should begin at the pilot design stage.

Another issue related to the sustainability of the pilot initiatives is the need for monitoring the long-term impact and sustainability, beyond the lifetime of a particular project. Although outside of the WYILD project, this is something that UNDP could do at the programme level – given that UNDP projects are generally short term in nature. The absence of such mechanisms

does not allow UNDP and its partners to capture learnings, ensure the continuity of positive outcomes, and make data-driven adjustments to future projects or subsequent iterations of the WYILD project. This oversight becomes particularly critical given the pilot nature of many project activities. The pilots, by definition, serve as experiments that are meant to be scaled, modified, or discontinued based on their performance over time. The absence of long-term monitoring mechanisms means that empirical data needed for these strategic decisions will be lacking.

***Sustainability of Capacity Building (Training):*** Capacity building has been a cornerstone of the WYILD project, benefiting local governments, community members, and civil society organizations (CSOs). A range of trainings has been provided by the project, which is listed in Annex VIII of this report. However, given this large body of training content created by this project – as well as other UNDP projects operating in this area - the extensive training materials need to be systematically organized, stored, and made readily accessible. Some participants of the online surveys organized for this evaluation suggested the need for better organization and documentation of training content. To enhance the longevity and impact of these resources, UNDP could explore the possibility of developing an "Integrated Training Package." This idea could be expanded further and could also involve UNDP collaborating with other development actors to integrate the training content relevant to local governance and community development. Such an endeavor would not only unify resources, but also foster inter-organizational synergy and improve overall training effectiveness. A permanent online platform could be used for disseminating this consolidated training material. By hosting the content online, stakeholders can have unrestricted, no-cost access, further enhancing the project's reach and sustainability.

Secondly, the capacity building contributions of UNDP and other partners would be more effective if grounded in a coherent framework for municipal human resource development. Such a national training system for local governments does not yet exist in Armenia. Municipalities lack a strategic approach to human resource development and training. While generally open to staff development, they do not budget or plan training in a systematic way. The online learning platform developed by GIZ and transferred to MTAI in 2020 is used somewhat, but not universally among staff. Capacity building remains a key need and priority for local governments and a strong national strategy is required to address this gap. A national training system could provide standardized, accredited curricula on essential topics like strategic planning, financial management, and community engagement. While external partners like UNDP can provide valuable ad hoc training, ultimately the government must champion and institutionalize human capital development. This will require political prioritization, budget commitments, and structural changes.

Furthermore, to scale impact, UNDP should intensify efforts to build local training capabilities. The WYILD project piloted Training of Trainer (ToT) initiatives, like with the "I AM the Community" Club.<sup>40</sup> However, greater focus on ToT is needed moving forward. Future

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<sup>40</sup> In July 2022, the WYILD project organized a Training for Trainers (ToT) tailored for members of the "I AM the Community" Club. This initiative aimed to enhance the members' capacities for facilitating discussion groups and delivering training sessions. After a rigorous selection process that included a thematic test on local citizen

interventions should prioritize the ToT model, aiming to empower selected individuals who can then propagate knowledge and skills to wider local networks. This calls for a strategic shift towards bolstering training of trainers in upcoming UNDP projects.

***Specialized Support for Vulnerable Populations:*** As outlined in the description of the grant initiatives in the effectiveness section of this report, the WYILD project has provided support to the delivery of a range of services for vulnerable populations. However, this support has been fragmented across small-scale grant initiatives, most of which have been of an experimental nature. In future interventions, greater effort could be made to anchor – where feasible - targeted support for vulnerable populations to existing social support systems, so that these interventions are more sustainable overtime. This could include persons with disabilities, which is a vulnerable group that has received limited attention in this project – more details on this are provided in the last section of this report on “Cross-cutting Issues”. The integration of these initiatives into ongoing public sector programmes managed by state entities, rather than operating as stand-alone initiatives dependent on temporary grant funding, will enhance their sustainability.

Overall, many of the activities and achievements of the project are likely to be sustained. While the WYILD project has made commendable strides in laying the groundwork for institutionalization, there is a need for further formal integration into local governance structures and scaling into other locations and sectors.

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engagement, selected club members underwent ToT sessions to develop discussion group outlines and modules. In the implementation phase, these members facilitated discussion groups in approximately 60 settlements across 14 communities, focusing on formal tools for citizen engagement in Local Self-Governance processes.

### 3.6. Cross-cutting Issues

As the empowerment of women and youth has been the central theme of the project, there is no special section on the mainstreaming of gender and youth in this report – this a theme that cuts across the report. Instead, this section of the report is focused on the project’s human rights-based approach, disability inclusion, innovations, and conflict sensitivity.

#### Human Rights Based Approach

By emphasizing inclusivity and focusing on the conditions of women and youth as vulnerable groups in the population, the WYILD project has adhered to international human rights and humanitarian law. Through prioritized interventions focused on the empowerment of women and youth, the project has contributed to the realization of various human rights, with a focus on non-discrimination, inclusiveness, accessibility, and accountability. The following are some key aspects of the WYILD project that align with the human rights-based approach:

- The focus on advancing women's participation and leadership in local governance has promoted the rights of women to equal political participation without discrimination.
- Enabling youth to engage in local decision-making has promoted their right to have a voice in matters affecting them.
- Co-design of municipal services has recognized the right of communities to participate in policy choices affecting their rights.
- Taking a rights-based approach, the project has contributed to the empowerment of rights-holders like women and youth to claim their rights and has enabled duty-bearers like governments to meet their obligations.

The project’s social cohesion and well-being dimensions have been particularly relevant given social challenges such as displacement, COVID-19 pandemic, and post-conflict trauma.<sup>41</sup> Mental health support and psychological rehabilitation activities have contributed in alleviating stress and trauma, but have also contributed to a more resilient citizenry. Initiatives focusing on raising awareness and education, about healthy living or disaster risks, have not only enhanced individual knowledge, but also contributed to building a culture of preparedness and responsible citizenship. Grants aimed at digital literacy and technological adoption have supported the right to education and access to information. Skills training and economic empowerment programs have been in line with the right to work, fostering economic self-determination and self-reliance. Furthermore, the creation of local monitoring approaches and cooperation agreements between community groups and LSGs are crucial for enhancing transparency and community-led oversight. These measures empower citizens to hold public institutions accountable and engage in the decision-making process. Initiatives like the online

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<sup>41</sup> The project has focused on the COVID-19 response, with initiatives in Gladzor, Noyemberyan, and Shnogh among others. This has encompassed the provision of protective gear like masks, dissemination of essential information through leaflets, video tutorials, and trainings on prevention measures.

game in Stepanavan that educates on local government functions further promote an informed citizenry.

One drawback of the WYILD project has been the limited inclusion of persons with disabilities in the project activities, which has had a limiting effect on the rights-based framework for inclusion. This is discussed in more detail further in this chapter of the report.

### Disability Inclusion

The WYILD project, while primarily targeting women and youth, has extended its reach to encompass other marginalized groups, notably including individuals with disabilities. This approach is evident in the engagement of a diverse array of representatives from vulnerable and marginalized communities in capacity development and co-design activities. The project set an ambitious target of involving 200 representatives from these groups and surpassed this goal by engaging 347 individuals.<sup>42</sup> This achievement reflects the project's commitment to broad-based inclusivity. The project's definition of vulnerable and marginalized groups has been comprehensive, encompassing displaced populations, ethnic minorities, the elderly, people with disabilities, single mothers, and economically disadvantaged large families (with six or more members). This definition aligns with an inclusive approach that acknowledges the varied and intersecting facets of vulnerability and marginalization.

Despite these achievements, there could have been greater inclusion of persons with disabilities in grant initiatives. These initiatives, with their community-level focus, presented opportunities for enhanced engagement of individuals with disabilities, thereby fostering more comprehensive and effective solutions that address the needs of the entire community. This approach aligns with a rights-based perspective on inclusivity, as underscored by international human rights frameworks such as the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). The adoption of such a rights-based approach would not only ensure compliance with international standards but also enhance the overall impact and effectiveness of the project by ensuring that the voices and needs of all community members, including those with disabilities, are adequately represented and addressed.

### Promotion of Innovative Solutions

The WYILD project has promoted an array of innovations across various domains, from technological advancements and novel methodologies to creative collaborations and financing models. Creating dedicated spaces for experimentation, ideation, and prototyping, the project has fostered a culture of innovation within the initiatives that it has financed and supported. The innovative use of virtual platforms for training, education, or community engagement has allowed for wider reach and inclusivity, particularly in remote or underserved areas. The digital transformation has proven particularly important in the context of the COVID-19 pandemic. Some of the initiatives supported by the WYILD project have utilized cutting-edge technology, such as artificial intelligence, big data analytics, or blockchain, to streamline processes,

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<sup>42</sup> The engagement of these groups is substantiated in the project documentation, including the citizen satisfaction survey conducted in six communities. Notably, this survey indicates that 81 individuals with disabilities were actively involved in the research process, demonstrating the project's commitment to inclusive participation.

enhance decision-making, and ensure transparency. An example of this is the use of blockchain technology in financial management as a way to enhance transparency and accountability. The project has also encouraged innovative partnerships between different sectors, such as government bodies, private companies, NGOs, and academia, which has created synergies and allowed for the leveraging of diverse expertise. These collaborations have resulted in unique solutions that no single sector could have achieved alone. Overall, these innovative approaches have enriched the capacity of involved stakeholders to address complex challenges, enhance impact, and improve sustainability.

### Environmental Sustainability

Overall, the WYILD project has aligned its activities and initiatives with environmental sustainability goals. Practices promoted by the project, such as the incorporation of green technologies, renewable energy solutions, or sustainable agricultural practices, illustrate a forward-thinking approach to resource management and long-term impact. For example, as part of the UNDP broader crisis support initiative, a solar power (photovoltaic) on-grid system for electricity generation was established in Togh enlarged municipality. Toward a successful pilot of smart irrigation service in Chambarak, the project team-initiated the design and cost estimation development by a qualified company based on which a geomembrane basin with a useful volume of 30,000 cubic meters was built. In Areni, a new mobile extracurricular education service was launched, which included digital smart agriculture lessons with the best specialist in smart agriculture from Yerevan. Development and testing of an alternative model for public space renovation in Meghri with the aim of improving its management systems and creating more sustainable and green settlements. In Ayrum settlement of Noyemberyan community a small outdoor classroom was built (including two arbors) for children to explore different plants and during the spring to plant different plants. With UNDP other funds the idea was upscaled and an outdoor classroom for natural science classes (robotics, biology and astrology), an amphitheater for music and literature classes, performances and educational movie watching, and special benches were built for group discussion that can accommodate four educational institutions (4000 children from two kindergartens and two schools). This is a new service for Yerevan municipality that can be replicated for more enlarged municipalities in the future.

### Crisis Prevention and Conflict Sensitivity

The WYILD project has also had a significant focus on conflict sensitivity, crisis prevention and resilience. Several initiatives focusing on disaster risk reduction, emergency preparedness, and health crisis management were designed to anticipate potential crises and foster community resilience. This included creating early warning systems, providing training and resources for emergency response, and building community awareness and preparedness. For example, the initiatives focusing on disaster preparedness and emergency response in locations like the Srashen village and the Gorayk community have increased local capacities to manage unforeseen crises. Volunteer mapping and training, such as the system developed in Charentsavan, was designed to reduce response times and mitigate the impact of emergencies.



In response to rising tensions on the border with Azerbaijan, the project took a multi-faceted approach to sustain engagement and motivation among stakeholders. The training programmes were adapted to include content addressing the psychological impacts of the conflict, demonstrating the project's attentiveness to beneficiaries' changing needs. Although some events and construction activities near the conflict areas had to be postponed or canceled, the project implemented extra engagement initiatives with beneficiaries to minimize the psychological effects of these disruptions. While unavoidable disruptions occurred, the project showed sensitivity and adaptability by modifying programs to support beneficiaries through challenging circumstances.

In addition, ensuring that all community members, including marginalized and vulnerable groups, have equal access to the benefits of the project initiatives was critical for promoting stability and avoiding sources of tension. By incorporating principles of inclusiveness, the initiatives promoted by the project have helped improve social cohesion in the targeted communities.

## 4. LESSONS LEARNED

### *Lesson 1: Embracing challenges in piloting as a learning opportunity*

Embracing challenges as a learning opportunity, though often overlooked, carries significant value for public sector programmes and projects. In the WYILD project, this was particularly the case in the grant initiatives which were innovative in the way they were designed and implemented, and as such carried a significant amount of risk. The key takeaway from these initiatives is that not all experimentations are supposed to succeed. Some will struggle and this is part of the process of learning by doing, especially in initiatives that require innovative approaches. Recognition of failure fosters a culture where it is safe to take calculated risks, essential for innovation.

The WYILD project introduced several new approaches to ensure the lessons learned are incorporated already at the project implementation phase, as a mitigation or a calculated risk taking strategy. One of the approaches was the grant modality for NGOs to upscale and sustain small, but successful pilots. As a result, the online LSG game “Play LSG” was upscaled and sustained by the NGO Center, allowing all the municipalities to offer the game to the residents via official websites to help the residents learn about the community budget, annual work plan, and five-year community development plans interactively. The second approach is the finalization of three road maps of the three municipal sectoral service pilots: 1) mobile extracurricular service, 2) Smart irrigation service, and 3) mobile laboratory and instrumental diagnostic service that are based on the WYILD project team-developed methodology for municipal sectoral service co-design and implementation. The third one is the WYAC methodology, which was developed based on the lessons learned from establishing advisory councils adjunct to the Head of Communities.

What is essential in these cases is to draw lessons from the experience. Once a failure is recognized, a rigorous analysis of its causes is needed, which can include assessing all factors, including technical, managerial, financial, political, and environmental. This stage may involve utilizing methodologies to analyze the failure and identify the underlying reasons. The analysis should then translate into learning that can be applied in future initiatives. Lessons learned should be documented and shared within the organization and with relevant stakeholders, involving not only understanding what went wrong but also identifying what could have been done differently.

Based on the analysis and learning, adjustments to strategies, methodologies, and processes should be made. This involves revising the project design, enhancing collaboration, improving oversight, adjusting financial models, or investing in training. The lessons learned should be actionable and contribute to building resilience in the organization and its projects, preparing the team for future challenges and unexpected situations, and enhancing the ability to adapt and respond effectively.

In conclusion, embracing failure as a learning opportunity is not merely about accepting that failure happens; it is about systematically leveraging it to enhance understanding, adapt strategies, foster innovation, build resilience, and improve future performance.

### ***Lesson 2: Digital Engagement for Community Development***

Digital engagement emerged as a critical lesson from these initiatives, reflecting a modern approach to community development, communication, and service delivery. This shift towards embracing technology serves not only as an innovative solution to various challenges but also enhances community involvement and responsiveness.

In the context of the Tsaghkahovit community, a subsystem for social support provision was integrated into the Municipal Management and Information System (MMIS) of Tsaghkahovit community, aiming to streamline and enhance the accessibility of social support service provision. This innovative system has facilitated the seamless submission of resident applications, followed by thorough assessments of information credibility by administrative heads. Subsequently, the application is directed to a designated social worker who conducts a comprehensive home visit and needs assessment, meticulously recording the gathered data within the subsystem. Upon the completion of this process, the Head of Community makes informed decisions concerning the approval or disapproval of social support requests. In cases where support is approved, an automated notification is sent to the community's financial department, expediting the disbursement of necessary assistance. Conversely, when applications are denied, residents are promptly informed of the grounds for refusal, fostering transparency and accountability within the social support framework.

The Gyulagarak community's use of multimedia materials to engage the public further illustrates the multifaceted applications of digital engagement. Here, the creation of video contents served as a tool for awareness, education, and mobilization. By employing multimedia, local officials were able to reach a broader audience, transcending language barriers and leveraging visual aids to convey complex ideas simply. This method not only fostered community awareness and understanding but also enabled active participation and feedback, making governance more interactive and inclusive.

The eight video contents produced for Kapan's municipality presented a more advanced form of digital engagement by effectively utilizing visual media to convey important messages to the public. These contents acted as a bridge between local authorities and the community, enhancing dialogue and building trust. Such visual narratives can be instrumental in shaping public opinion, guiding behavior, and even stimulating economic activities, as they can showcase local products or services.

Another dimension of digital engagement was observed in the Vayots Dzor community, where an agricultural online platform was developed. This digital marketplace allowed farmers to connect, exchange goods, share knowledge, and access essential services. This platform became a valuable resource in a traditionally non-digital sector, highlighting the potential of technology to revolutionize even the most conventional areas of community life.

These examples collectively illustrate the transformative power of digital engagement in various aspects of public administration and community life. Whether streamlining service delivery, fostering civic participation, enabling economic activities, or enhancing public awareness and education, digital tools provide versatile solutions that are adaptable to diverse community needs. The integration of technology into these initiatives showcases the potential for more robust, transparent, and participatory governance, as well as the capability to innovate and adapt to evolving societal demands. The thoughtful application of digital engagement can lead to a more connected, informed, and empowered community, reinforcing social cohesion and advancing shared goals.

## 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 and further fine-tuned in the Inception Report. This section also includes a set of recommendations for the attention of the project stakeholders. The recommendations are forward-looking in nature, in the sense that they provide suggestions for similar initiatives and projects in the future, drawing on the lessons of the WYILD project.

### Relevance

- The WYILD project has been highly relevant to Armenia's local governance reform agenda and aligned with national priorities on decentralization, gender equality, and youth engagement.
- Its activities have directly responded to the needs of local governments and communities in the areas of capacity building, inclusive governance and improved public services.
- The project has taken a holistic approach by working on both the demand and supply sides of governance, reflecting an understanding of women and youth as agents of change.
- The flexible and adaptable design has allowed the project to maintain relevance despite a complex operating context marked by significant uncertainties. The project has flexibly responded to external factors such as double crisis including as COVID-19 and escalation of the conflict in Nagorno-Karabakh, territorial-administrative reforms, and socio-political dynamics.
- Implementation in strong partnership with MTAI has ensured national ownership and commitment to the project's goals.
- The project's focus on participatory approaches, transparency, and accountability of institutions has aligned the project with UNDP's governance and gender equality priorities.
- As the territorial consolidation process is coming to an end, support is needed for the next phase of LSG reforms, particularly decentralization - the strengthening of sectoral, fiscal, and policy decentralization. The absence currently of a detailed government roadmap on further decentralization poses a challenge for providing targeted external support.

### **Recommendation 1: Ground Support in a Decentralization Strategy**

- Any future external assistance on local governance should ideally be grounded in a clear decentralization strategy developed by the government, which development partners like UNDP can support.
- UNDP, in coordination with the other relevant development partners identified in this report, is well placed to support the Ministry of Territorial Administration and Infrastructure (MTAI) in the process of developing a fully-fledged decentralization strategy, complete with a concrete action plan.

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| <ul style="list-style-type: none"><li>• UNDP should continue to support the strengthening of participatory planning and budgeting at the local level.</li></ul> |
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### Effectiveness and Impact

- The WYILD project has played an important role in opening up local governance to participation by citizens, especially women and youth. The establishment of 22 Women and Youth Advisory Councils (WYACs) opened local governance to participation of women and youth in decision-making. Leadership camps built the capacity of 96 young people, nearly 76% women, to undertake community initiatives across Armenia.
- The Youth Club's activities and accomplishments paint a picture of a dynamic, influential body that, despite its informal nature, has succeeded in engaging with and impacting both local governance and the wider political landscape. The success of the club is marked by its members' ascent to leadership positions, the acceptance of its recommendations, and its ability to effect meaningful changes in legislation and regulations that resonate within their communities and beyond.
- The WYILD project has not only enabled more equitable participation, but has also advanced the quality and effectiveness of public policy decisions across Armenia. The involvement of citizens has improved processes such as budgeting, municipal project design, and gender mainstreaming of local activities.
- These grant initiatives have not only fulfilled immediate community needs, but have also featured participatory and financially viable models, corroborated by robust co-financing mechanisms.
- The municipal service pilots delivered innovative solutions in irrigation, healthcare, and extracurricular activities. The women leadership grants empowered women, increased transparency, and facilitated participatory governance. The COVID-19 and crisis grants displayed adaptability to emerging contexts like the pandemic. Capacity building was a key focus across the grants to ensure sustainability. The variety of grants indicates a comprehensive approach tailored to community needs and crises.
- The project's capacity development contributions have been manifold - it has fostered inclusivity through a high rate of female participation, ensured adaptability through varied training formats, and facilitated capacity building through broad geographical representation.
- The project has promoted innovative solutions to governance, catalyzed active citizen participation, and leveraged synergies with other programs, providing tangible contributions to Armenia's journey toward more democratic, inclusive, and effective local governance.

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| <p style="text-align: center;"><b><u>Recommendation 2: Strengthen the Capacity Development Offer</u></b></p> |
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| <ul style="list-style-type: none"><li>• Future capacity development activities should be designed to facilitate exchange visits between communities for peer learning and sharing of best practices.</li></ul> |
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- The training curricula should include more practical exercises, real-world case studies, and simulations that allow participants to practice the skills they are learning.
- Capacity development activities should be designed to engage more field experts and community leaders as co-facilitators for contextualized insights.
- Pre- and post-training assessments of training events should be used to effectively and consistently quantify and track increases in knowledge and capacity.
- Training reports should document qualitative outcomes and stories of change for a better understanding of the impact.

### Coherence

- The WYILD project built on previous UNDP local governance initiatives, ensuring continuity in addressing priorities. It incorporated lessons learned from prior projects.
- Embedding within a broader programmatic framework with common objectives facilitated coordination with GIZ and CoE.
- Strategic-level coordination through the joint Steering Committee was effective, but more frequent technical coordination would have been beneficial.
- The project demonstrated good collaboration and synergy with other UNDP projects through joint activities, methodologies, research utilization, and platforms.
- The partnership with GIZ leveraged expertise and aligned with broader governance reforms.
- Coordination among government entities involved in the decentralization process remains a challenge, underscoring the need to bolster MTAI's coordination role.
- Overall, the project leveraged partnerships and maintained coherence with previous and parallel interventions by UNDP and development partners. More inter-agency coordination is needed on technical levels.

### **Recommendation 3: Strengthen Technical Coordination for Implementation**

- In future interventions, institute regular (perhaps monthly) technical coordination meetings with implementing partners (such as GIZ and CoE) for closer coordination.
- Advocate for greater involvement of diverse government stakeholders in Steering Committee beyond just MTAI.  
Consider additional technical assistance to MTAI to bolster its coordination role across government entities involved in decentralization.

### Efficiency

- Project management and implementation were efficient overall, with a lean team structure that enabled coordination and adaptability. The Project Manager provided strong leadership.

- The project demonstrated resilience and adaptability in the face of major external challenges like COVID-19, conflict, and political instability. It pivoted activities online during the pandemic and intensified stakeholder engagement at a time of high volatility.
- Risk management was agile given the complex environment. Political volatility and border tensions with Azerbaijan required reconfiguring activities and stakeholder engagement. Financial risks from currency fluctuations were mitigated through strategic procurement.
- Monitoring was comprehensive, employing tools like progress indicators, risk logs, annual reviews, and field visits. More rigorous assessment of grant recipients' capacities could further strengthen monitoring.
- The execution of the budget was relatively strong overall, with a cumulative rate of 86%, despite annual fluctuations in some areas.
- The project's flexibility and stakeholder engagement were key success factors that allowed it to navigate a difficult external environment while upholding its mission. More time for municipal pilots was a suggested area of improvement.
- One challenge was that the project had a very broad scope, across multiple thematic areas and geographical locations, which had a limiting effect on the depth of engagement and impact, spread thinly across many areas and stakeholders.

**Recommendation 4: Strengthen the Impact of Grant Initiatives through Concentration of Resources and Greater Capacity of Grant Recipients**

- Provide the entities that implement grant initiatives with ampler timelines – especially for more complex initiatives like the municipal pilots.

### Sustainability

- Strong national ownership by the national and local governments, especially the lead ministry MTAI, aligned the project with national priorities for sustained impact. Co-financing by local governments for the pilots demonstrated commitment and catalyzed implementation.
- Community involvement in project design and implementation tailored activities to local needs and built capacity and feelings of ownership.
- The project has demonstrated a robust commitment to sustainability through its emphasis on gender-inclusive planning and adaptability. Building local capacity in gender-responsive planning has equipped municipalities to integrate gender equality independently moving forward.
- Strategic youth engagement positioned youth as stakeholders and future leaders, enabling the cycle of participation to be self-renewing over generations. Connecting youth engagement to tangible outcomes has created conditions for continued participation in community development.



- The project made good progress in demonstrating scalable solutions through its pilots. However, the full promise of these innovative models relies on complementary efforts to ingrain them institutionally over the long-term.
- Formal institutionalization is needed to sustain newly established participatory mechanisms like Women and Youth Advisory Councils (WYACs). Their long-term functionality depends on leadership, management, budgets from local governments.
- Grant initiatives were small-scale and require systematic efforts to scale both horizontally (new locations) and vertically (more services). Municipal pilots provide scalable models but need investment.
- A coherent national framework is needed to institutionalize training and strategically develop local government human resources.

**Recommendation 5: Strengthen Sustainability Considerations in the Implementation of Local Governance Projects**

- Develop sustainability plans for grant initiatives early on, outlining strategies for scaling, funding sources, and institutional partners.
- Establish a robust, integrated tracking/monitoring framework for the pilot initiatives, which enables UNDP to collect data for its pilots over an extended period beyond the lifetime of the project that establish them, allowing for adjustments to programme design.
- Partner with other government entities (in addition to MTAI) to advocate the integration of successful initiatives into legislation, education systems, or public-private partnerships. Identify potential financing models that will safeguard the sustainability of such initiatives in the long-run
- Explore with MTAI and other partners the feasibility of creating an online platform to consolidate/integrate training materials from WYILD and other local governance projects for easy access.
- Advocate for and collaborate with partners to develop a coherent national framework for local government training and strategic human resource development.
- Place greater focus on the creation of local training capabilities by providing more ToT opportunities.  
Explore opportunities to anchor specialized support for vulnerable groups into ongoing social services, rather than as stand-alone initiatives. Future efforts to support vulnerable groups could be more systematically anchored to existing social welfare systems.

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

- The project upheld human rights principles by empowering women and youth to participate in governance and claim their rights.
- The project has made notable progress in engaging a broad spectrum of marginalized groups, including persons with disabilities, although there was potential for greater enhancement of this group in the grant initiatives..
- The project promoted innovative solutions through technologies, methodologies, partnerships and financing models.

- Many initiatives supported by the project aligned with environmental sustainability goals.
- There was significant focus on crisis prevention, conflict sensitivity, and building community resilience.

## ANNEX I: EVALUATION'S TERMS OF REFERENCE

### Terms of Reference

|                           |  |
|---------------------------|--|
| <b>Post Title:</b>        | <b>International Consultant, Lead Evaluator for Project Final Evaluation</b> |
| <b>Project Title:</b>     | "Women and Youth for Innovative Local Development" (WYILD)                   |
| <b>Project number:</b>    | Project Number: 00109273   |
| <b>Contract modality:</b> | Individual Contract (IC)   |
| <b>Starting Date:</b>     | 24 July 2023   |
| <b>Duration:</b>          | 24 July 2023 – 25 September 2023 (30 working days)                           |
| <b>Duty Station:</b>      | Home-based, 1 week field mission to Armenia.                                 |

#### **1. Evaluation background, context, and details**

Gender equality and women's empowerment remain one of core development issues in Armenia: women comprise 53% of population in Armenia and 61.1% of those with higher education, still, leadership positions in government, in policy-making institutions or the private sector in Armenia are male-dominated. Due to women's limited representation in leadership positions, they have very little influence over policy decisions. While a 30% quota system ensures women are represented in political parties, they face distinct barriers to enter the office at the local and national levels.

UNDP in Armenia has been continuously working in the areas of political empowerment of women, advancing leadership of women, and supporting the local governments to: (i) engender local decision-making and development processes, (ii) enable youth to get knowledge and skills on participatory governance, and (iii) advance women and youth's potential and raise their voice in policy making at national and local levels. UNDP has considerably contributed to the increase of representation of women at the local level and the formation of dynamic groups of women and youth who not only benefit from projects' support, but also lead local initiatives on the broad spectrum of topics, including participatory governance, women empowerment, and others.

Currently, UNDP's Gender Equality (GE) Portfolio is comprised of three projects working on political leadership of women, economic empowerment of women, innovative inclusive municipal sectoral services design and delivery, youth leadership advancement and strengthening gender equality in the public administration system of Armenia. Projects are implemented in strong synergy and coordination with one another building on the ongoing activities, relying on the cadre of women and youth already capacitated from the previous projects and joining forces to upscale proven support schemes countrywide. UNDP enjoys

broad partnerships among national government, regional and local authorities, donor and international community, civil society organizations, and other stakeholders.

One of the above-mentioned projects of UNDP's Gender Portfolio is "Women and Youth for Innovative Local Development" (hereinafter the Project or WYILD Project), implemented by UNDP in Armenia in partnership with the Ministry of Territorial Administration and Infrastructure of the Republic of Armenia (MTAI), with financial support from the Swiss Development and Cooperation Agency (SDC). The overarching goal of the Project is to contribute to enhanced political participation of women, youth local leadership, and citizen-driven municipal sectoral service design and delivery.

The Project is part of a bigger programmatic framework with GIZ, UNDP and CoE "*Improvement of the local self-governance system in Armenia*" that aimed to contribute to strengthening accountability, effectiveness, efficiency, and inclusiveness of the local self-government system in Armenia in a regionally and socially balanced manner.

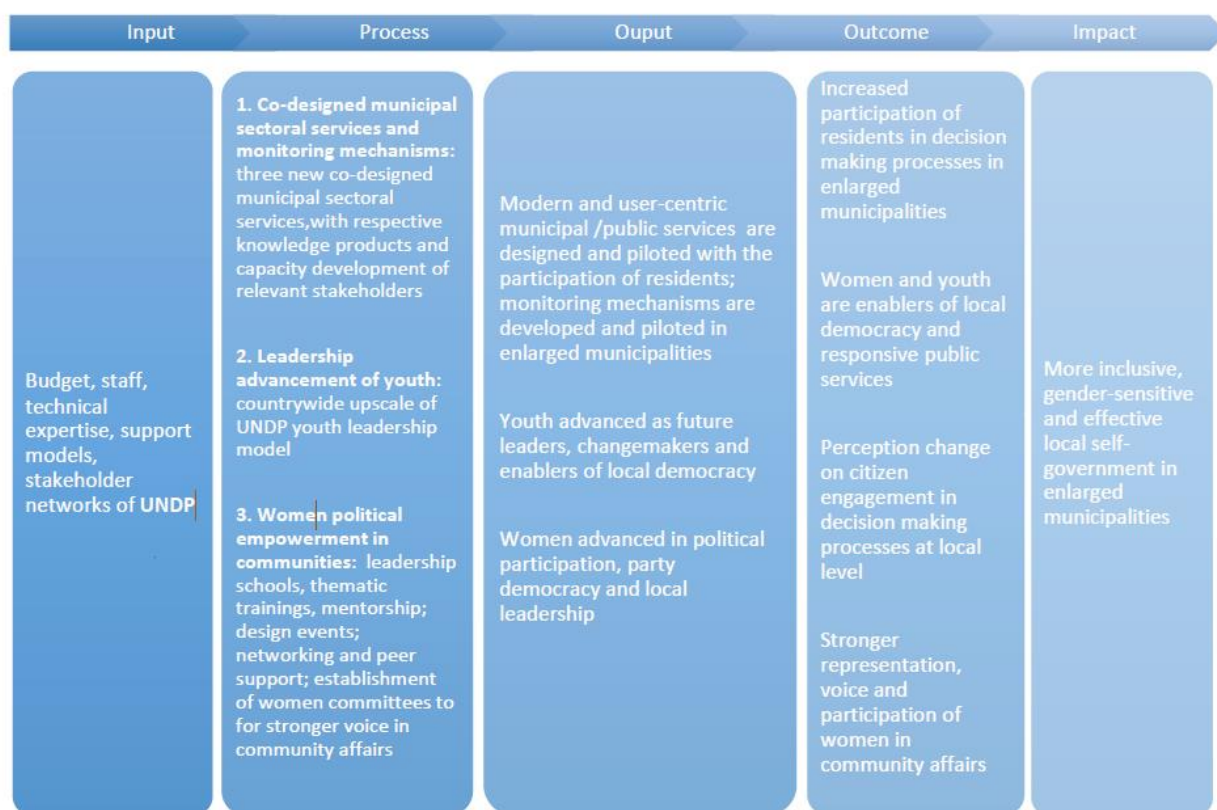
The UNDP component of the above-mentioned strategic partnership contributed to the outcomes and outputs of the following UN and UNDP programmatic cooperation frameworks in Armenia: UN Development Assistance Framework (UNDAF), UN Sustainable Development Cooperation Framework (UNSDCF), Country Programme Documents (CPD) 2016-2020, 2021-2025; Strategic Plans 2018-2021, 2025-2025 (see details in below table), which in its turn are linked with the national development priorities and the Sustainable Development Goals (SDGs).

The Project has three components: 1. Modern and user-centric municipal /public services are designed and piloted with the participation of residents; monitoring mechanisms are developed and piloted in enlarged municipalities. 2. Youth advanced as future leaders, changemakers and enablers of local democracy. 3. Women advanced in political participation, party democracy and local leadership.

The Project's expected results, outputs, and deliverables - as defined in the Results Framework - included: 3 innovative models for selected sectoral municipal services designed and piloted in target municipalities; 3 citizen-driven monitoring mechanisms with direct feedback on provided services; 200 vulnerable/marginalized group representatives engaged in capacity development and codesign activities; 100 youth-led community initiatives in support to local democratization/development; 100 policy recommendations (15% by youth) developed and shared with the Government and National Assembly of Armenia; 10 solutions co-designed by multistakeholder groups for public services or participatory and cohesive governance; 6% increase in share of the population in target municipalities that sees decision-making as inclusive and responsive; 100 women running for, and 60 being elected in local self-government; 10% women representation achieved in community councils (N.B. if proportional electoral system introduced in 2021 – 2022, women representation will reach 30%); 30 target municipalities where women actively contribute to local decision-making e.g., through participation in local decision-making and implementation of women-led initiatives; 20 target municipalities with formed female local advisory committees; 20 gender-sensitive Annual Workplans developed based on gender

analysis. See Project’s Results Framework in Annex 1 and infographics on women’s leadership in Annex 2.

The Project’s Theory of Change outlines the following approach: *if* the country development and reform agenda is implemented in gender-sensitive and inclusive way, with engagement of women, men, youth, representatives of vulnerable and marginalized groups, *then* the local governance and public services are more responsive to the needs of community residents. *If* women and youth have enough capacity for meaningful participation in local governance and development processes, *then* it is mutually beneficial at sides of both citizens and local governments in newly enlarged municipalities. Altogether it stimulates mutual learning, trust and collaboration. *If* participatory processes and inclusive public services are institutionalized, *then* the local self-government in enlarged municipalities will become more effective, inclusive and gender sensitive.



The Project’s key beneficiaries and stakeholders included:

**Women in communities** of Armenia are the main target group for the project to be engaged through tested and innovative methods. Government at all levels, civil society organization, academic institutions, online and offline networks of beneficiary groups will also be engaged in identification of new cadre of potential female leaders. This groups will become multipliers of the outreach activities in the communities of Armenia.

**Youth in communities** is the second target group, which is viewed as a standalone force as future leader and enablers of women engagement in local politics. Digital space is the best platform for engaging the tech-savvy youth in project activities both as beneficiaries and as contributors. The project will also engage female students of high schools to advance their knowledge base, leadership potential and skills.

**Vulnerable/marginalized group** (displaced people, ethnic minorities (if any), people with disabilities, elderly, single mothers and poor large families (six and more family members) representatives will be in special focus of the project. UNDP will engage them in both capacity development and co-design activities to ensure their voice in local democratization processes.

**National and local governments** are important target groups to support (i) various participatory schemes to be led by female and youth project beneficiaries, and (ii) advocacy work for gender sensitive public policies and affirmative actions. Financial contribution from national and local budgets is important. It is also important that the national government sets the agenda for local democratization, inspires and motivates the local self-government to follow the participatory governance path.

**Private sector** has significant potential to engage in the project local activities, specifically relating to public services. Corporate social responsibility principles are important to be promoted in the social partnership schemes with the business companies.

**NGOs** - as potential agencies interested to work with the LSG in case the municipalities decide to follow New Public Management logic and outsource some of the services; they are also a significant advocacy support force for policy changes at local and national levels.

**Public at large (with focus on enlarged municipalities):** The public awareness campaigns target the Armenian society to raise awareness and knowledge on gender equality fundamentals and reduce stereotypes on women and men roles. Traditional and social media channels are employed for effective communication.

Basic project information in a table format:

|                                   |  |
|-----------------------------------|--|
| <i>Project title</i>              | <i>“Women and Youth for Innovative Local Development” (WYILD)</i>  |
| <i>Project Number</i>             | <i>00109273</i>  |
| <i>UNDAF 2016-2020 Outcome 3</i>  | <i>By 2020, Armenia has achieved greater progress reducing gender inequality, and women are more empowered and less likely to suffer domestic violence.</i>  |
| <i>UNSDCF 2021-2025 Outcome 8</i> | <i>All persons benefit from gender equality and equal opportunities to realize their human rights; fulfil their economic, political, and social potential; and contribute to the sustainable development of the country.</i> |
| <i>CPD 2016-2020 Outcome 3</i>    | <i>By 2020, Armenia has achieved greater progress in reducing gender inequality, and gender-based violence and in promoting</i>  |

|   |  |   |
|---|--|---|
| <p><i>CPD 2021-2025 Outcome 3</i></p> <p><i>Strategic Plan 2018-2021</i></p> <p><i>Strategic Plan 2022-2025</i></p> <p><i>SDG 5</i><br/><i>UNDP Gender Marker</i></p> | <p><i>women's empowerment. Output 3.1 Measures in place to increased women's participation in decision-making.</i></p> <p><i>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 3.3 Systems/mechanisms to ensure equal opportunities/rights to participate in decision-making. Indicator 3.3.1 Number of gender-responsive laws, policies, programmes and practices at national and local levels</i></p> <p><i>Output 1.6.1 Country-led measures accelerated to advance gender equality and women's empowerment.</i></p> <p><i>Output 6.2 Women's leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society, and addressing structural barriers, in order to advance gender equality, including in crisis contexts.</i></p> <p><i>Achieve gender equality and empower all women and girls.</i><br/><i>Target 5.5: Ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.</i></p> <p><i>GEN 3</i></p> |   |
| <p><i>Country</i></p>   | <p><i>Armenia</i></p>  |   |
| <p><i>Region</i></p>  | <p><i>UNDP Regional Bureau for Europe and the CIS</i></p>  |   |
| <p><i>Date project document signed</i></p>  | <p><i>15 July 2019</i></p>   |   |
| <p><i>Project Dates</i></p>   | <p><i>Start</i><br/><i>15 July 2019</i></p>  | <p><i>Planned End/Extension</i><br/><i>15 July 2023/30 September 2023</i></p> |
| <p><i>Project budget (resources required)</i></p>   | <p><i>USD 1,871,822.00</i></p>   |   |
| <p><i>Project budget (resources allocated)</i></p>  | <p><i>USD 1,871,822.00</i></p>   |   |
| <p><i>Project expenditure at the time of evaluation</i></p>   | <p><i>USD 1,681,786.45 (Jun 1, 2023)</i></p>   |   |
| <p><i>Funding source</i></p>  | <p><i>SDC</i></p>  |   |
| <p><i>Implementing Partner</i></p>  | <p><i>Ministry of Territorial Administration and Infrastructure</i></p>  |   |

## **2. Evaluation purpose, scope, and objectives**

The overall objective of this project final evaluation is to assess the relevance of the project interventions and the progress made towards achieving its planned objectives, effectiveness, efficiency, as well as the impact and sustainability of interventions within the “Women and Youth for Innovative Local Development” (WYILD) project. The evaluation results will be used by UNDP, SDC, implementing partners and other stakeholders when planning further interventions in the areas of women empowerment and women’s political participation in Armenia.

### **Outcomes and Outputs to be evaluated:**

The Project’s contribution towards the UN/UNDP programmatic framework in Armenia to be evaluated, which in its turn is linked with the national development priorities, UNDP Strategic Plan, and the SDGs. The relevant outcomes and outputs that to be evaluated see in the table on the pages 4-5 of this TOR, and in Project Document Results Framework.

The evaluation findings will be used by:

- **UNDP** for design of further interventions in this programmatic niche, also for learning and fine-tuned implementation of UNDP on-going other projects in the areas related to enhancing political participation of women, increasing representation and participation of women, including young generation, in community development processes, inclusive municipal sectoral service design and delivery, strengthening local self-governments’ capacities in gender sensitive planning, and building social cohesion in Armenia’s communities.
- **Donor partner(s)** to learn on project results and plan strategic development cooperation, including with UNDP.
- **Project stakeholders** and other partners for further strategic interventions in the field of women’s political participation, youth empowerment and citizen participation at the local level and inclusive municipal sectoral service design and delivery.

The geography of the evaluation **will cover 36 consolidated** communities of Armenia where the project was implemented. A significant number of the mentioned communities were enlarged during 2020-21 within the framework of Administrative and Territorial Reform led by MTAI.

More specifically, the evaluation will focus on direct and indirect beneficiaries of the project, specifically women, young people, graduates of *“I AM the Community”* youth leadership model, municipalities, women-led local councils, partner NGOs, as well as other stakeholders and partners.

The evaluation will be conducted in consultation with the project team and key partners such as the Ministry of Territorial Administration and Swiss Agency for Development and Cooperation. The evaluation will study the project document and its results framework, relevant other documents, including at the national and local levels, knowledge products and other materials produced during the project implementation. The findings and conclusions of the evaluation will be triangulated through key informant interviews, focus group discussions, documents/desk reviews, case studies - but also as relevant and feasible – via administrative records review and surveys/questionnaires (the methodology and approaches will be finalized



jointly with Evaluator) with the main stakeholders, members of the beneficiary groups in selected communities, and via other sources of information.

Findings of the evaluation will be shared and discussed with implementing partners, stakeholders, and the donor organisation SDC.

### **3. Evaluation criteria and key guiding questions**

All project related documents and materials will be provided to the Evaluator for thorough review in the preparatory phase of the evaluation and designing the Inception Report with the clear logical framework, Evaluation Matrix, workplan, etc. The Project will be evaluated based on the OECD DAC core evaluation criteria, such as the relevance, effectiveness, efficiency, as well as sustainability and impact (to the extent possible). The key evaluation questions will include, but 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 Government 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?
- Has the project made sufficient progress towards its planned objectives/outcomes/outputs? What are the key achievements, challenges, and implementation lessons? How can these be applied to other similar projects?
- 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 and how has the project been able to support the government and beneficiary communities in developing capacities and establishing mechanisms to ensure ownership and the durability of effects under the ongoing government reforms initiatives?
- 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?
- To what extent has the programme built political momentum with local stakeholders around its outcomes and outputs/activities? And to what extent will initiatives be continued by local stakeholders with their political and financial backing?

***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 SDG agenda?
- To what extent has the project achieved its overarching goal of contributing to enhanced political participation of women and youth in community development processes?
- Has the project had any intended or unintended secondary effect throughout the implementation?
- To what extent has the programme delivered behavioural change and changes to social norms around women’s political participation?

**Cross-cutting issues**

The Evaluator shall present in sufficient granularity level in the Inception report, and in the Evaluation Report, the questions, findings, conclusions, and recommendations to drill down and lean about the details of cross-cutting aspects of the Project such as gender inequality, vulnerable groups, disability issues, human rights-based approach, and leaving no one behind. The respective tools, methodologies, and data analysis shall be developed by the Evaluator.

The UNDP “Gender Results Effectiveness Scale (GRES): A Methodology Guidance Note”; UN Evaluation Group Guidance Document on “Integrating Human Rights and Gender Equality in Evaluations”, and other methodological guidelines shall be consulted and used for preparation of this evaluation, see in **IEO UNDP Evaluations Methodology Centre** [here](#).

Some of the guiding questions include:

**Institutional development and capacity building**

- To what extent did the Project contribute to the institutional building of various new mechanisms and tools?
- To what extent did stakeholders enhance their capacities on addressing cross-cutting topics?

### **Participatory deliberation**

- To what extent are the participatory themes integrated into the Project's activities?
- To what extent did the Project contribute to raising the dialogue culture and public participation in the lives of communities?

### **Innovation**

- To what extent has the Project contributed to innovative approaches in community initiatives aimed to strengthen dialogue between civil society and local authorities as well as democratic governance?

### **Human rights, leaving no one behind**

- To what extent have disadvantaged/marginalized groups such as poor, persons with disabilities, etc. had access to and benefited from the project?
- How were vulnerable groups (including people with disabilities) involved in the project? Have any vulnerable groups been inadvertently excluded of the opportunity to benefit from project activities (during online or offline work)?

## **4. Evaluation methodology**

As mentioned, the evaluation methodology shall be guided by the Norms and Standards of the United Nations Evaluation Group (UNEG). The evaluation will be conducted in a participatory manner: representatives of the key stakeholders, including communities, line ministries, NGOs, beneficiary women and youth, donor community, etc. will be involved in the evaluation as key informants.

In this evaluation mixed method approach will be applied by combining qualitative and quantitative components to ensure complementarity. The analysis will be built on triangulating information collected from different sources (project staff, project partners, stakeholders and beneficiaries) and via different methods including secondary data and documentation review and primary data. It should be critical to examine information gathered from various sources and synthesize 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 will review the following documents before conducting any interviews: project documentation, progress and other reports, work plans, monitoring data, workshop reports, country data, policies, legal documents (see the full list in Section 11).

Preliminary suggestions for data collection methods:

- Desk review including review of analysis of existing documents, legal and policy frameworks (RA Gender Policy; RA National Strategy and Action Plan for the Implementation of Gender Policy 2019-2023; The Law of the RA on Local Self-

Governance; The Electoral Code of the RA, European Charter of Local Self-Government, UN 2030 Agenda for Sustainable Development and relevant processes in Armenia, researches developed within the project and portfolio, etc).

- If applicable, review mid-term Evaluation Report.
- Review monitoring reports, available other results-based management records and analysis generated through the project implementation.
- Key informant interviews with beneficiaries, duty-bearers and policy makers, community focal points, partner organizations.
- Expert interviews with project implementing agencies.
- Focus group discussions with beneficiaries.

The independent Evaluator will identify key stakeholders/informants (including but not limited to project implementers, decision makers, direct and indirect beneficiaries, etc.), and appropriate data collection methods for each informant category (such as semi-structured or in-depth interviews, expert interviews, focus groups), in close coordination with the project team.

A combination of these methods should be proposed by the independent Evaluator in the detailed evaluation methodology of the Inception Report.

In close cooperation with the project team, the Evaluator will also be responsible for the development of appropriate instruments, including questionnaires, interview and focus group guides, for each of the methods selected. All materials should be gender-sensitive in language and presentation, as well as shall take into consideration human rights and equity angles.

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

1. **Evaluation Workplans and Inception Report:** Evaluation methodology, including data collection tools/questionnaires, list of beneficiaries and stakeholders to be interviewed, interview schedules and reports.
2. **Draft Evaluation Report:** After the field activities conducted, the Evaluator will submit a draft evaluation report of WYILD, highlighting initial key findings, conclusions, lessons learnt, and recommendations.
3. **Final Evaluation Report:** Evaluation report (minimum 30 pages, but not exceeding 50 pages, plus annexes – see details in section 12 on UNDP Guidelines on Structure of the Evaluation Report) in English, presenting around five strategic recommendations. Evaluation report shall be in line with the UN Evaluation Group standard 4.9. It shall be evidence-based, presenting the Project's results vis-à-vis the Results Framework, based on triangulated data, findings and recommendations on further strategic interventions in the area, etc.
4. Separate 1-2 pager summary brief with infographics summarizing the key findings of the evaluation for sharing with external audiences.
5. **Presentation of the Evaluation Report:** this will be delivered online to UNDP and other key stakeholders, providing the summary of the evaluation report findings.
6. Evaluation methodology, including the Evaluation Matrix, data collection tools/questionnaires, list of beneficiaries and stakeholders to be interviewed with

consideration of also cross-cutting and leaving no one behind parameters. Field mission plans and reports – outlined in an evaluation inception report.

7. Data collection and analysis and draft outline of the Evaluation Report.

### **Related Evaluation Activities**

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

1. Contextualize WYILD interventions.
2. Prepare Inception Report.
3. Conduct (online) meetings and interviews with stakeholders:
  - a. The UNDP 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 meetings and discussions with the project team, Gender Portfolio Manager, UNDP Senior Management such as Resident Representative and/or Deputy Resident Representative, other staff as relevant.
  - c. The Evaluator will meet with the project direct beneficiaries, project implementing partners, responsible government counterparts, etc to learn on their experiences with the project.
  - d. The Evaluator will meet with donor representatives and relevant development partners.
4. Undertake consultations on draft report and recommendations following the submission of the initial findings and draft report with UNDP, to receive feedback for incorporation into the final report.
5. Process audit trail reflecting any factual errors or other evidenced comments received from UNDP or coming from Project Board / Implementing Partner.

## **ANNEX II: PROJECT'S RESULTS FRAMEWORK**

| EXPECTED OUTPUTS  | OUTPUT INDICATORS <sup>43</sup>   | DATA SOURCE   | BASELINE |      | TARGETS (by frequency of data collection) |        |         |        |         |         |         |        |         |                      |         |   | DATA COLLECTION METHODS & RISKS  |
|---|---|---|----------|------|---|--------|---------|--------|---------|---------|---------|--------|---------|----------------------|---------|---|--|
|   |   |   | Value    | Year | Year 1                                    |        | Year 2  |        | Year 3  |         | Year 4  |        | Year 5  |                      | FINAL   |   |  |
|   |   |   |          |      | 2019                                      | 2020   | 2021    | 2022   | 2023    | Planned | Actual  |        |         |                      |         |   |  |
|   |   |   |          |      | Planned                                   | Actual | Planned | Actual | Planned | Actual  | Planned | Actual | Planned | Actual <sup>44</sup> | Planned | Actual  |  |
| <b>Output 1.</b><br>Modern and user-centric municipal /public services are designed and piloted with the participation of residents; monitoring mechanisms are developed and piloted in enlarged municipalities | 1.1. Number of innovative models for selected sectoral municipal services designed and piloted in target municipalities | Documentation of LSGs                               | 0        | 2019 | 0   | 0      | 1       | 1      | 2       | 2       | 0       | 3      | 0       | 4                    | 3       | 10 (3 bigger scale pilots and 7 smaller scale piloted implemented by the project beneficiary women and youth) | Reports, Monitoring visit records, RISK: The weak capacity of LSG to deliver the services in planned period and with the planned quality |
|   | 1.2. Number of citizen-driven monitoring mechanisms with direct feedback on provided services                           | Assessments, Minutes, and reports from the meetings | 0        | 2019 | 0   | 0      | 1       | 0      | 2       | 0       | 0       | 2      | 0       | 1                    | 3       | 3   | Reports, Monitoring visit records, Feedback of beneficiaries   |
|   | 1.3. Number of vulnerable/marginalized group representatives engaged in capacity development and co-design activities   | Decision of the Advisory Board                      | 0        | 2019 | 20  | 0      | 100     | 187    | 40      | 50      | 40      | 50     | 0       | 47                   | 200     | 349   | Monitoring inquiries, interviews, visits   |

<sup>43</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<sup>44</sup> The numbers in 2023 target column will be changed /amended upon project completion.

|   |  |  |   |             |                |           |                |           |                |           |                |           |           |           |                 |                |  |
|---|--|--|---|-------------|----------------|-----------|----------------|-----------|----------------|-----------|----------------|-----------|-----------|-----------|-----------------|----------------|--|
| <p><b>Output 2.</b></p> <p>Youth advanced as future leaders, changemakers and enablers of local democracy</p> | <p>2.1. Number of youth-led community initiatives in support to local democratization/development</p>                                | <p>Descriptions of micro-projects, Event documentation: agenda, lists of participants, project database, Applications form small grants and idea calls, Reports</p> <p>After camp individual plans, mid-term evaluation report, final report</p> | <p>0<br/>(65 by 2019, result of WILD, WILD 2/2)</p> | <p>2019</p> | <p>10</p>      | <p>8</p>  | <p>20</p>      | <p>16</p> | <p>20</p>      | <p>22</p> | <p>40</p>      | <p>20</p> | <p>10</p> | <p>64</p> | <p>100</p>      | <p>130</p>     | <p>Survey among camp graduates</p> <p>Monitoring visits/observations</p> <p>Interviews with local government representatives.</p> <p>Feedback collection from beneficiaries of micro-projects</p> <p>RISK: lack of support networks in the communities</p> |
|   | <p>2.2. Number of policy recommendations prepared by project-supported youth and ratio of consideration by the National Assembly</p> | <p>Copies of Packages shared with the Government and National Assembly</p>   | <p>0</p>  | <p>2019</p> | <p>15/15 %</p> | <p>18</p> | <p>30/15 %</p> | <p>69</p> | <p>30/15 %</p> | <p>11</p> | <p>25/15 %</p> | <p>10</p> | <p>0</p>  | <p>34</p> | <p>100/15 %</p> | <p>141/22%</p> | <p>Official responses from the Government and National assembly</p> <p>RISK: lack of political will</p>  |



|   |   |  |   |      |   |   |   |   |   |   |                      |   |   |   |                      |   |   |
|---|---|--|---|------|---|---|---|---|---|---|----------------------|---|---|---|----------------------|---|---|
|   | 2.3. Number of solutions co-designed by multi-stakeholder groups for public services or participatory and cohesive governance | Description of solutions<br>Co-design events<br>documentation:<br>agenda,<br>lists of participants, hand-out materials<br><br>Reports from the event with description of solutions | 0 | 2019 | 0 | 0 | 3 | 3 | 4 | 3 | 3                    | 2 | 0 | 2 | 10                   | 10  | Feedback from stakeholders on the solutions<br><br>Feedback from local governments on the applicability of the solutions  |
| <b>Output 3.</b><br><br>Women advanced in political participation, party democracy and local leadership | 3.1 Share of the population in target municipalities that sees decision-making as inclusive and responsive.                   | Baseline and End-line reports  | 0 | 2019 | 0 | 0 | 0 | 0 | 0 | 0 | At least 6% increase | 0 | 0 | 0 | At least 6% increase | End line was not conducted because of lack of funds   | Review of the research documentation and recommendation packages.<br><br>RISK: Lack of prioritization of the direct democracy aspects among beneficiary groups and/or LSGs.   |
|   | 3.2. Number of women running for/ being elected to local self-government.   | The project database,<br><br>RA Central Electoral Committee (CEC) website  | 0 | 2019 | 0 | 0 | 0 | 0 | 0 | 0 | 0                    | 0 | 0 | 0 | 100/60               | 1064 (210 Project BNFs)/191 (65 elected project BNFs) | Regular update of project database of beneficiaries<br><br>CEC website data<br><br>RISK: High competition in cluster communities, women getting insufficient number of votes. |

|  |   |   |      |   |   |    |    |    |     |    |     |   |   |     |     |  |
|--|---|---|------|---|---|----|----|----|-----|----|-----|---|---|-----|-----|--|
| <p>3.3. Percentage of women representation in community councils (Note: If proportional electoral system is introduced during 2021-2022 elections women representation will reach 30%)</p>                       | <p>The project database, RA Central Electoral Committee (CEC) website</p>   | 0 | 2019 | 0 | 0 | 0  | 0  | 0  | 31% | 0  | 31% | 0 | 0 | 10% | 31% | <p>Regular update of project database of beneficiaries</p> <p>CEC website data</p> <p>RISK: High competition in cluster communities, women getting insufficient number of votes</p>                    |
| <p>3.4. Number of target municipalities where women actively contribute to local decision-making (e.g. through participation in local decision-making processes and implementation of women-led initiatives)</p> | <p>Event documentation: agenda, lists of participants, the project database, Applications form small grants and idea calls, Reports</p> | 4 | 2019 | 0 | 0 | 10 | 11 | 10 | 10  | 10 | 13  | 0 | 0 | 30  | 34  | <p>Survey among beneficiary women, Monitoring visits/observations</p> <p>Interviews with local government representatives</p> <p>RISK: lack of support networks in the communities</p>                 |
| <p>3.5. Number of target municipalities in which female local advisory committees are formed</p>   | <p>Decision on formation of Advisory Committee by LSG, Charter of Committees, Meeting Minut</p>   | 0 | 2019 | 2 | 3 | 7  | 7  | 8  | 7   | 3  | 8   | 0 | 0 | 20  | 22  | <p>Monitoring visits/observations</p> <p>Interviews with local government representatives</p> <p>Meeting minutes</p> <p>RISK: resistance of the LSG in creating and/or supporting these committees</p> |

|  |  |  |   |      |   |   |   |   |   |   |   |   |   |   |    |    |  |
|--|--|--|---|------|---|---|---|---|---|---|---|---|---|---|----|----|--|
|  | 3.6. Number of gender sensitive Annual Workplans developed based on the gender analysis data | The gender analysis reports, The copies of AWP | 0 | 2019 | 2 | 2 | 4 | 7 | 7 | 6 | 7 | 7 | 0 | 0 | 20 | 22 | <p>Consultation reports from the team</p> <p>Interviews with local government representatives</p> <p>RISK: challenges with sex- and age-disaggregated data to be able to conduct gender analysis</p> |
|--|--|--|---|------|---|---|---|---|---|---|---|---|---|---|----|----|--|

### 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? 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 Government 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>▪ Has the project made sufficient progress towards its planned objectives/outcomes/outputs? What are the key achievements, challenges, and implementation lessons? How can these be applied to other similar projects?</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 and how has the project been able to support the government and beneficiary communities in developing capacities and establishing mechanisms to ensure ownership and the durability of effects under the ongoing government reforms initiatives?</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>  |

|                            |   |
|----------------------------|---|
|                            | <ul style="list-style-type: none"> <li>▪ To what extent has the programme built political momentum with local stakeholders around its outcomes and outputs/activities? And to what extent will initiatives be continued by local stakeholders with their political and financial backing?</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 SDG agenda?</li> <li>▪ To what extent has the project achieved its overarching goal of contributing to enhanced political participation of women and youth in community development processes?</li> <li>▪ Has the project had any intended or unintended secondary effect throughout the implementation?</li> <li>▪ To what extent has the programme delivered behavioural change and changes to social norms around women’s political participation?</li> </ul>   |
| <b>Additional Criteria</b> | <p>Cross-cutting Issues:</p> <p>Institutional development and capacity building</p> <ul style="list-style-type: none"> <li>▪ To what extent did the Project contribute to the institutional building of various new mechanisms and tools?</li> <li>▪ To what extent did stakeholders enhance their capacities on addressing cross-cutting topics?</li> </ul> <p>Participatory deliberation</p> <ul style="list-style-type: none"> <li>▪ To what extent are the participatory themes integrated into the Project’s activities?</li> <li>▪ To what extent did the Project contribute to raising the dialogue culture and public participation in the lives of communities?</li> </ul> <p>Innovation</p> <ul style="list-style-type: none"> <li>▪ To what extent has the Project contributed to innovative approaches in community initiatives aimed to strengthen dialogue between civil society and local authorities as well as democratic governance?</li> </ul> <p>Human rights, leaving no one behind</p> <ul style="list-style-type: none"> <li>▪ To what extent have disadvantaged/marginalized groups such as poor, persons with disabilities, etc. had access to and benefited from the project?</li> <li>▪ How were vulnerable groups (including people with disabilities) involved in the project? Have any vulnerable groups been inadvertently excluded of the opportunity to benefit from project activities (during online or offline work)?</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       |
|---------------------|---|--|--|---|-------------------------------------|
| <b>Relevance</b>    | Are the project activities/components relevant to the actual/defined needs of the beneficiaries? Were the objectives clear and feasible?  | To what extent do the project activities/components address the actual/defined needs of the beneficiaries? | Evaluation of the alignment between the project activities/components and the actual/defined needs of the beneficiaries.                         | Project reports, beneficiary feedback                         | Documentary Review, Interviews      |
|                     | How do the main components of the project contribute to the planned objectives and are logically interlinked?   | How clear and feasible were the project objectives at the outset?  | Assessment of the clarity and feasibility of the project objectives set during the planning phase.   | Project documentation, planning documents                     | Documentary Review, Interviews      |
|                     |   | How do the main components of the project contribute to the planned objectives?                            | Identification and assessment of the contribution of each project component to achieving the planned objectives and their logical interlinkages. | Project reports, progress reports                             | Documentary Review, Interviews      |
|                     | Is the project in line with the current priorities of the country? Is the Government committed to the project? How is the project aligned with and supports the national, regional, and community strategies/plans? | How well does the project align with the current priorities of the country?                                | Evaluation of the alignment between the project's goals and objectives and the current priorities of the country.                                | Project documentation, national and regional strategies/plans | Documentary Review, Interviews      |
|                     |   | What is the level of Government commitment to the project?   | Assessment of the extent of the Government's commitment to the project, as indicated by their involvement, support, and allocation of resources. | Stakeholder feedback, official communications                 | Interviews, Focus Group Discussions |
|                     |   | How does the project support the national,   | Identification of the ways in which the project aligns with and supports the   | Project documentation,  | Documentary Review, Interviews      |

| Evaluation Criteria | Key Questions  | Sub-Questions   | Indicators/Success Standard  | Data Sources                                     | Data Collection Methods/Tools   |
|---------------------|--|---|--|--|---|
|                     |  | regional, and community strategies/plans?   | national, regional, and community strategies/plans.  | strategy and plan documents                      |   |
|                     | 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 any new, more relevant needs emerged that the project should address? | To what extent were relevant stakeholders involved in the project's preparation phase?                                      | Evaluation of the involvement of relevant stakeholders in consultative processes and information-sharing during the preparation phase of the project.                              | Stakeholder feedback, project planning documents | Interviews, Focus Group Discussions   |
|                     |  | Was a comprehensive needs assessment/analysis on women's political participation conducted at the beginning of the project? | Assessment of whether a needs assessment/analysis on women's political participation was conducted at the outset and how it reflected the various needs of different stakeholders. | Needs assessment reports, stakeholder feedback   | Documentary Review, Interviews  |
|                     |  | Are the identified needs from the beginning of the project still relevant?  | Identification and evaluation of the relevance of the needs identified at the beginning of the project to the current context and beneficiaries.                                   | Beneficiary feedback, progress reports           | Interviews, Online Survey with Project Beneficiaries, Focus Group Discussions |
|                     |  | Have any new, more relevant needs emerged that the project should address?  | Identification and assessment of any new, more relevant needs that have emerged during the project's implementation and require the project's attention.                           | Stakeholder feedback, community assessments      | Interviews, Focus Group Discussions   |
|                     | How did the project adjust to the COVID-19 and post-war conflict context with activities and mode of operation?  | What adjustments were made to project activities to address the COVID-19 and post-war conflict context?                     | Documentation and evaluation of the adjustments made to project activities to adapt to the COVID-19 and post-war conflict context.   | Project reports, COVID-19 response plans         | Documentary Review, Interviews  |
|                     |  | How were project operations modified to comply with COVID-19  | Assessment of the modifications made to project operations to ensure compliance  | Project documentation, safety guidelines         | Documentary Review, Interviews  |



| <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>     |
|----------------------------|---|---|---|--|--|
|                            |   | and post-war safety protocols?  | with COVID-19 and post-war safety protocols.  |  |  |
| <b>Effectiveness</b>       | How effective has the project been in establishing ownership by the stakeholders?         | 1. To what extent do stakeholders demonstrate ownership of the project?         | 1. Percentage of stakeholders actively engaged in project decision-making and activities.                           | Interviews with stakeholders             | Interviews                               |
|                            |   | 2. How do stakeholders perceive their level of influence in project matters?    | 2. Stakeholder perception of their influence in shaping project outcomes.   | Surveys with stakeholders                | Online Survey with Project Beneficiaries |
|                            |   | 3. Has the project created mechanisms for stakeholder involvement and feedback? | 3. Existence and utilization of feedback mechanisms for stakeholders to express their opinions and suggestions.     | Project documentation and reports        | Documentary Review                       |
|                            | Has the project made sufficient progress towards its planned objectives/outcomes/outputs? | 1. To what extent have the project objectives/outcomes/outputs been achieved?   | 1. Progress made toward the intended objectives/outcomes/outputs, measured against predefined targets.              | Project reports and data on indicators   | Documentary Review                       |
|                            |   | 2. What are the key achievements of the project?                                | 2. Significant accomplishments and contributions of the project toward the targeted outcomes.                       | Progress reports and success stories     | Documentary Review                       |
|                            |   | 3. What are the main challenges faced during project implementation?            | 3. Identification of major obstacles encountered during implementation and the strategies employed to address them. | Project team and beneficiary feedback    | Interviews, Focus Group Discussions      |
|                            |   | 4. What are the lessons learned from project implementation?                    | 4. Insights gained from the project experience that can be applied to similar future initiatives.                   | Project team reflections and evaluations | Interviews                               |

| <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>  |
|----------------------------|--|---|--|---|---|
|                            | To what extent has the online capacity building work been effective and did it serve its purpose?  | 1. How effective was the online capacity building in achieving its objectives?    | 1. Assessment of the success in meeting the intended goals of the online capacity building initiative.                       | Participant feedback and performance indicators     | Online Survey with Project Beneficiaries  |
|                            |  | 2. Were the online capacity building content and methods relevant and engaging?   | 2. Stakeholder perception of the relevance and engaging nature of the online training content and methods.                   | Online training content analysis                    | Documentary Review, Online Survey with Project Beneficiaries, Focus Group Discussions |
|                            |  | 3. How well did beneficiaries apply the newly acquired knowledge and skills?      | 3. Assessment of the extent to which beneficiaries applied the newly acquired knowledge and skills in real-world situations. | Beneficiary feedback and case studies               | Interviews, Focus Group Discussions, Documentary Review                               |
| <b>Efficiency</b>          | 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 effectively were the human resources utilized in achieving project results?   | Percentage of human resources utilized effectively to achieve project outcomes.  | Project documentation and reports                   | Documentary Review  |
|                            |  | How efficiently were the financial resources utilized in project implementation?  | Cost-effectiveness analysis of financial resource utilization in achieving project objectives.                               | Financial reports and expenditure data              | Documentary Review  |
|                            |  | How effectively were the technical resources deployed to attain project outcomes? | Assessment of the contribution of technical resources to the achievement of project results.                                 | Project progress reports and technical reports      | Documentary Review, Interviews  |
|                            | Was there a clear distribution of roles and responsibilities of key actors involved?   | Were roles and responsibilities of key actors clearly defined and understood?     | Clarity of roles and responsibilities of key actors in project implementation.   | Project implementation documentation and agreements | Documentary Review, Interviews  |

| <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> |
|----------------------------|--|--|--|---|--------------------------------------|
|                            |  | How well did the assigned roles align with the project's overall objectives and goals? | Alignment of roles with the project's objectives and goals.                                    | Project objectives and roles documentation            | Documentary Review, Interviews       |
|                            | To what extent did the project capitalize on other complementary initiatives to the project to reinforce the results of the project?   | Were other relevant initiatives leveraged to reinforce project outcomes?               | Identification of complementary initiatives utilized to enhance project results.               | Project reports and meeting minutes                   | Documentary Review, Interviews       |
|                            |  | How effectively were other initiatives integrated to maximize project results?         | Assessment of the integration of complementary initiatives to enhance project outcomes.        | Project progress reports and collaboration records    | Documentary Review, Interviews       |
|                            | 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 project funds delivered in a timely manner?                                       | Timeliness of project fund delivery.   | Financial records and project timelines               | Documentary Review, Interviews       |
|                            |  | Were project activities completed on schedule?   | Timeliness of project activity implementation.   | Project progress reports and schedules                | Documentary Review, Interviews       |
|                            |  | What were the factors that caused delays in fund delivery and activity implementation? | Identification of bottlenecks and delays in project fund delivery and activity implementation. | Project records and team feedback                     | Interviews                           |
|                            |  | How cost-efficient were the project activities in achieving intended results?          | Evaluation of the cost-efficiency of project activities in relation to the achieved results.   | Project expenditure reports and cost-benefit analyses | Documentary Review, Interviews       |

| <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>  |
|----------------------------|---|---|---|--|---|
| <b>Sustainability</b>      | To what extent and how has the project been able to support the government and beneficiary communities in developing capacities and establishing mechanisms to ensure ownership and the durability of effects under the ongoing government reforms initiatives? | How has the project supported the development of capacities among government and beneficiary communities?                     | Assessment of the extent of support provided by the project in building capacities for government and beneficiary communities.                            | Project reports, capacity-building records, stakeholder feedback | Documentary Review, Interviews  |
|                            |   | What mechanisms have been established to ensure ownership and sustainability of project effects beyond the project lifecycle? | Identification and assessment of mechanisms implemented to ensure project ownership and sustainability beyond the project lifecycle.                      | Project documentation, reports on institutional mechanisms       | Documentary Review, Interviews  |
|                            | 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 prerequisites are necessary to ensure the sustainability of each project component?                                      | Listing of prerequisites necessary for ensuring the sustainability of each project component.   | Project documentation, sustainability plans                      | Documentary Review, Interviews  |
|                            |   | What factors may hinder the sustainability of project outcomes beyond the project lifecycle?                                  | Analysis of factors that may impede the sustainability of project outcomes beyond the project lifecycle.  | Stakeholder feedback, project evaluations                        | Interviews, Focus Group Discussions   |
|                            | To what extent has the project built political momentum with local stakeholders around its outcomes and outputs/activities? And to what extent will initiatives be continued by local stakeholders with their political and financial backing?                  | How much political momentum has the project built with local stakeholders?  | Evaluation of the extent to which the project gained political momentum and support from local stakeholders.  | Reports on stakeholder engagement, media coverage                | Documentary Review, Interviews  |
|                            |   | How likely are local stakeholders to continue initiatives with their political and financial                                  | Assessment of the likelihood that local stakeholders will continue initiatives with their political and financial support after the project's conclusion. | Stakeholder feedback, commitments and pledges                    | Interviews, Online Survey with Project Beneficiaries, Focus Group Discussions |

| Evaluation Criteria | Key Questions   | Sub-Questions  | Indicators/Success Standard   | Data Sources   | Data Collection Methods/Tools       |
|---------------------|---|--|---|--|-------------------------------------|
|                     |   | backing after the project's conclusion?  |   |  |                                     |
| <b>Impact</b>       | Has the project contributed or is likely to contribute to long-term political or social changes for individuals, communities, and institutions in achieving the SDG agenda? | To what extent has the project contributed to long-term political changes for individuals and communities in achieving the SDG agenda?             | Assessment of the extent of contributions made by the project to long-term political changes for individuals and communities in line with the SDG agenda.             | Project reports, impact studies, beneficiary feedback        | Documentary Review, Interviews      |
|                     |   | To what extent has the project contributed to long-term social changes for individuals, communities, and institutions in achieving the SDG agenda? | Assessment of the extent of contributions made by the project to long-term social changes for individuals, communities, and institutions in line with the SDG agenda. | Project reports, impact studies, beneficiary feedback        | Documentary Review, Interviews      |
|                     | To what extent has the project achieved its overarching goal of contributing to enhanced political participation of women and youth in community development processes?     | To what extent has the project enhanced political participation of women in community development processes?                                       | Evaluation of the extent to which the project has contributed to enhancing the political participation of women in community development processes.                   | Beneficiary feedback, gender and youth participation records | Interviews, Focus Group Discussions |
|                     |   | To what extent has the project enhanced political participation of youth in community development processes?                                       | Evaluation of the extent to which the project has contributed to enhancing the political participation of youth in community development processes.                   | Beneficiary feedback, gender and youth participation records | Interviews, Focus Group Discussions |
|                     |   | What intended secondary effects have emerged   | Identification and assessment of any secondary effects that were intentionally  | Project documentation,                                       | Documentary Review, Interviews      |

| <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>                              |
|--|--|---|--|--|---|
|  | Has the project had any intended or unintended secondary effect throughout the implementation?                                 | throughout the project implementation?  | planned and emerged during the project implementation.   | impact assessments                               |   |
|  |  | What unintended secondary effects have emerged throughout the project implementation?                         | Identification and evaluation of any unintended secondary effects that emerged during the project implementation.                              | Stakeholder feedback, project evaluations        | Interviews, Focus Group Discussions                               |
|  | To what extent has the project delivered behavioral change and changes to social norms around women's political participation? | To what extent has the project induced behavioral change related to women's political participation?          | Evaluation of the extent to which the project has successfully induced behavioral changes related to women's political participation.          | Beneficiary feedback, behavior change indicators | Interviews, Online Survey with Project Beneficiaries              |
|  |  | To what extent has the project contributed to changes in social norms around women's political participation? | Assessment of the extent to which the project has contributed to changes in social norms and attitudes around women's political participation. | Focus group discussions, community surveys       | Focus Group Discussions, Online Survey with Project Beneficiaries |
| <b>Institutional development and capacity building</b> | To what extent did the project contribute to the institutional building of various new mechanisms and tools?                   | How has the project contributed to the establishment of new institutional mechanisms and tools?               | Identification and assessment of the new institutional mechanisms and tools established by the Project.  | Project reports, institutional documents         | Documentary Review, Interviews                                    |
|  |  | What are the impacts of these new mechanisms and tools on project outcomes?                                   | Evaluation of how the new institutional mechanisms and tools have influenced the project outcomes and effectiveness.                           | Project evaluations, beneficiary feedback        | Interviews  |
|  | To what extent did stakeholders enhance their capacities on addressing cross-cutting topics?                                   | What capacity-building initiatives were   | Documentation and evaluation of capacity-building initiatives conducted for  | Capacity-building reports, training records      | Documentary Review, Interviews                                    |

| <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>  |
|-----------------------------------|---|--|--|---|---|
|                                   |   | implemented for stakeholders?  | stakeholders to address cross-cutting topics.  |   |   |
|                                   |   | How have stakeholders demonstrated improvements in addressing cross-cutting issues?                    | Assessment of the extent to which stakeholders have enhanced their capacities to address cross-cutting topics as a result of the Project.            | Stakeholder feedback, progress reports              | Interviews, Online Survey with Project Beneficiaries, Focus Group Discussions |
| <b>Participatory deliberation</b> | To what extent are the participatory themes integrated into the project's activities?   | How has the project incorporated participatory themes in its activities?                               | Evaluation of the extent to which participatory themes have been integrated into the design and implementation of Project activities.                | Project documentation, meeting minutes              | Documentary Review, Interviews  |
|                                   |   | What has been the level of stakeholder engagement and participation in project activities?             | Assessment of the level of stakeholder engagement and participation in the Project's activities, reflecting the integration of participatory themes. | Stakeholder feedback, meeting records               | Interviews, Focus Group Discussions   |
|                                   | To what extent did the project contribute to raising the dialogue culture and public participation in the lives of communities? | How has the project contributed to promoting dialogue culture and public participation in communities? | Identification of project's efforts to promote dialogue culture and public participation, and their impact on communities.                           | Community feedback, reports on community engagement | Documentary Review, Interviews  |
|                                   |   | What are the changes observed in the level of public participation and community dialogue?             | Evaluation of changes in the level of public participation and community dialogue resulting from the Project's interventions.                        | Community surveys, focus group discussions          | Focus Group Discussions, Online Survey with Project Beneficiaries             |
| <b>Innovation</b>                 | To what extent has the project contributed to innovative approaches in community initiatives aimed to strengthen                | How has the project introduced innovative approaches in community initiatives?                         | Identification and assessment of innovative approaches introduced by the project to strengthen dialogue between                                      | Project documentation, innovation reports           | Documentary Review, Interviews  |

| <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>  |
|--|---|---|--|--|---|
|  | dialogue between civil society and local authorities as well as democratic governance?  |   | civil society and local authorities, and enhance democratic governance.  |  |   |
| <b>Human Rights, Leaving No One Behind</b> | To what extent have disadvantaged/marginalized groups such as the poor, persons with disabilities, etc. had access to and benefited from the project? | What measures were implemented to ensure access and benefits for disadvantaged/marginalized groups?   | Documentation and evaluation of measures taken to ensure access and benefits for disadvantaged/marginalized groups in project activities.        | Project reports, beneficiary feedback          | Documentary Review, Interviews  |
|  |   | How were vulnerable groups, including people with disabilities, involved in the project?  | Assessment of the involvement and engagement of vulnerable groups, including people with disabilities, in project activities.                    | Stakeholder feedback, engagement records       | Interviews, Focus Group Discussions   |
|  |   | Have any vulnerable groups been inadvertently excluded from the opportunity to benefit from project activities (during online or offline work)? | Identification and assessment of any unintended exclusion of vulnerable groups from benefiting from project activities, both online and offline. | Project evaluations, beneficiary feedback      | Interviews, Online Survey with Project Beneficiaries, Focus Group Discussions |
| <b>Gender Equality</b>                     | To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?         | How was gender equality and the empowerment of women addressed in project design?   | Evaluation of the incorporation of gender equality and women's empowerment considerations in the design of the project.                          | Project documentation, gender analysis reports | Documentary Review, Interviews  |
|  |   | Is the gender marker data assigned to this project representative of reality?   | Assessment of the accuracy and representation of gender marker data assigned to the project.   | Project reports, gender marker analysis        | Documentary Review, Interviews  |
|  |   | To what extent has the project promoted positive  | Evaluation of the impact of the project in promoting positive changes related to   | Beneficiary feedback, gender                   | Interviews, Online Survey with Project  |



| Evaluation Criteria | Key Questions | Sub-Questions  | Indicators/Success Standard   | Data Sources                              | Data Collection Methods/Tools          |
|---------------------|---------------|--|---|---|--|
|                     |               | changes in gender equality and the empowerment of women?                                   | gender equality and the empowerment of women.   | impact assessments                        | Beneficiaries, Focus Group Discussions |
|                     |               | Were there any unintended effects related to gender equality and the empowerment of women? | Identification and assessment of any unintended effects, positive or negative, related to gender equality and women's empowerment resulting from the project. | Project evaluations, stakeholder feedback | Interviews, Focus Group Discussions    |

## ANNEX V: INTERVIEWED STAKEHOLDERS

| Name  | Position   | Relation to the project/Topic for interview   |
|---|--|---|
| <b>August 10</b>                            |  |   |
| Ani Sargsyan                                | Khoy community WYAC  | WYAC activities, capacity building, 50/50 grants, gender analysis   |
| Elianora Mirzoyan                           | Aparan WYAC  | WYAC activities, Demo grants, Gender Analysis   |
| Konstantin Sokulskiy                        | UNDP Deputy Resident Representative  | UNDP Management   |
| Yuliana Melkumyan                           | Researcher   | Co-design methodology   |
| Tatevik Azizyan                             | UNDP WYILD project Youth and Outreach Expert                                   | UNDP WYILD Project team   |
| <b>August 11</b>                            |  |   |
| Ashot Giloyan                               | RA MTAI Department Head  | Government Partner  |
| Armine Hovhannisyan                         | UNDP Armenia Co M&E  | UN Results Reporting  |
| Tigran Tshorokhyan                          | UNDP Innovation portfolio Manager  | Partner/Co-implementer of a small component   |
| Arthur Drampyan                             | LSG Expert   |   |
| Artak Jumayan                               | RA MoH Deputy Minister   | Government Partner  |
| <b>August 12</b>                            |  |   |
| Zhanna Harutyuyan                           | UNDP GE Equality Portfolio Manager /WYILD Project manager                      | UNDP WYILD Project team   |
| Hasmik Manasyan                             | UNDP WYILD project LSG and Local Services Expert                               | UNDP WYILD Project team   |
| <b>August 14</b>                            |  |   |
| Hmayak Adamyan Pilot III (big scale)        | Pilot Implementor  | Mobile Laboratory and Instrumental Diagnostic service pilot   |
| Grisha Khachatryan Pilot IV (smaller scale) | Information Systems Development and Training Center (NGO/Foundation), Director | Developed digital system to provide social assistance in Tsaghkahovik community/Social support provision through digital sub-system |
| Sargis Markosyan Pilot I (big scale)        | Independent Expert/Engineer  | Supervised the construction of the Smart irrigation system in Chambarak   |
| <b>August 15</b>                            |  |   |

| <b>Name</b>                              | <b>Position</b>                        | <b>Relation to the project/Topic for interview</b>  |
|--|--|---|
| Vahe Khachikyan                          | Youth Club Administrative board member | Youth Leadership, COVID -19 small grant, Policy making, Discussion groups with residents, community mobiliser, engagement in gender analysis organization   |
| Vergush Tadevosyan                       | Youth and Women beneficiary            | Youth Leadership, Crisis small grant, Policy making, Discussion groups with residents, community mobiliser, engagement in pre-electoral work organization   |
| GIZ team (2 or 3 people will be present) | Co-implementing agency                 | Synergies within women, citizen participation and services component  |
| Arpine Hakobyan                          | NGO Center President                   | Three LVGAs with them: 2 on women management of Women Leadership Grants and 1 on Fusion Shop-upscaling and sustaining one of the citizen engagement pilots (online game on annual workplan, budget and 5-year community development plan) |
| <b>August 16</b>                         |  |   |
| Serob Khachatryan Pilot II (big scale)   | Independent Expert/Engineer            | Methodology on Extracurricular Services (one of the three pilots)   |
| Anna Gyurjyan                            | UNDP Socio-Economic Portfolio Manager  | Oversight of the services was done under socio-economic Portfolio   |
| <b>August 21</b>                         |  |   |
| Armine Mkhitarian                        | Expert on Gender analysis              | LSG expert/Service development  |

## **ANNEX VI: PROJECT'S INSTITUTIONAL CONTEXT**

### **National and Local Elections of 2021:**

2021 was marked by the continued healthcare and socio-economic impacts of the COVID-19 pandemic and the 2020 - armed conflict in and around Nagorno-Karabakh (NK), coupled with political turmoil. The response to the humanitarian and displacement crisis were top priorities for the country. In response to the political turbulence, snap parliamentary elections were held in June 2021. The victory for the ruling Civil Contract party endowed the government with renewed legitimacy. These elections were unique as they ensured unprecedented 34% seats for women in RA National Assembly. Importantly, 30% quota came to force for local elections for the first time in 2021.

In 2016 women representation in the community councils was 11.7%, in 2019 - 9.3% and in 2020 only 10.7%. As a result of the RA Government and RA National Assembly 2020 initiative regarding the amendments to the RA constitutional laws: “RA Electoral Code”, “RA Law on Political Parties”, “RA Law on Local Self-Governance”, and “RA Law on Local Self-Government in Yerevan city” to shift from majoritarian to the proportional electoral system at the local level during 2021 local elections in 45 communities ensured 31% women representation in local councils. Only Garni and Aparan municipality failed to ensure women representation in community councils as all the women candidates in the party lists gave up their mandates.

### **RA Territorial and Administrative (TARA) and Decentralization Reforms:**

TARA in Armenia started in 2015 and the country went through community amalgamation in five cycles so far. In 2021, 28 **more communities were** amalgamated and as a result the number of communities in the Republic of Armenia decreased from 483 to 79 (including Yerevan). The 6<sup>th</sup> round of amalgamation in 2022 resulted into 71 communities, out of which 64 amalgamated.

Next reform that is on the agenda of the RA Government is the decentralization reform, within which the RA government would like to broaden the scope of the services provided by the LSGs and entrust them part of social, health and education service management (mostly asset management). The roadmap will be finalised by the end of 2022.

### **Gender Equality:**

In May 2022 RA Public Administration Reform Strategy (2021-2030) was adopted where the mechanisms, procedures and actions ensuring the inclusion of the gender equality component within the various areas of the public administration have been envisaged. Support to gender dimension of PAR was ensured within another UNDP project – Gender Equality in Public Administration of Armenia.

### **Youth Empowerment:**

In 2020 the RA Government initiated the development of the State Youth Strategy for the period of 2021-2025. The Strategy is called to create a legal environment, to provide the necessary resources for revealing the potential of the youth, their comprehensive development, self-realization and self-expression. The document was developed in a consultative manner. In 2021 a series of consultations were initiated to improve and validate the text of the Strategy. The UNDP youth force was also actively engaged in the process. The adoption status of the Strategy is pending.

## ANNEX VII: LIST OF WYACs ESTABLISHED WITH PROJECT SUPPORT

|    | Region      | Community    | Establishment Date | Status                        | Total Number of Members       | Women | Youth |
|----|-------------|--------------|--------------------|-------------------------------|-------------------------------|-------|-------|
| 1  | Aragatsotn  | Aparan       | 2021               | functioning                   | 16                            | 6     | 10    |
| 2  | Lori        | Tashir       | 2021               | functioning                   | 14                            | 3     | 11    |
| 3  | Vayots Dzor | Areni        | 2021               | functioning                   | 14                            | 3     | 11    |
| 4  | Shirak      | Amasia       | 2021               | functioning                   | 9                             | 2     | 9     |
| 5  | Lori        | Tumanyan     | 2022               | functioning                   | 9                             | 7     | 2     |
| 6  | Armavir     | Khoy         | 2022               | functioning                   | 11                            | 2     | 9     |
| 7  | Tavush      | Noyemberyan  | 2022               | functioning                   | 12                            | 5     | 7     |
| 8  | Syunik      | Tegh         | 2022               | functioning                   | 7                             | 3     | 4     |
| 9  | Syunik      | Meghri       | 2022               | functioning                   | 11                            | 4     | 7     |
| 10 | Syunik      | Tatev        | 2022               | functioning                   | 8                             | 1     | 7     |
| 11 | Vayots Dzor | Vayk         | 2022               | functioning                   | 14                            | 5     | 9     |
| 12 | Vayots Dzor | Yeghegnadzor | 2022               | functioning                   | 13                            | 2     | 13    |
| 13 | Lori        | Stepanavan   | 2022               | functioning                   | 12                            | 5     | 7     |
| 14 | Gegharkunik | Vardenis     | 2022               | functioning                   | 5                             | 1     | 4     |
| 15 | Shirak      | Akhuryan     | 2022               | functioning                   | 10                            | 3     | 7     |
|    |             |              |                    |                               |                               |       |       |
| 16 | Gegharkunik | Chambarak    | 2023               | recently established          | in the process of recruitment | n/a   | n/a   |
| 17 | Lori        | Alaverdi     | 2023               | recently established          | in the process of recruitment | n/a   | n/a   |
|    |             |              |                    |                               |                               |       |       |
| 18 | Gegharkunik | Shoghakat    | 2021               | amalgamated with Chambarak    | 13                            | 3     | 10    |
| 19 | Lori        | Shnogh       | 2021               | amalgamated with Alaverdi     | 19                            | 4     | 13    |
| 20 | Vayots Dzor | Gladzor      | 2021               | amalgamated with Yeghegnadzor | 6                             | 1     | 5     |

|              | <b>Region</b> | <b>Community</b> | <b>Establishment Date</b> | <b>Status</b>             | <b>Total Number of Members</b> | <b>Women</b> | <b>Youth</b> |
|--------------|---------------|------------------|---------------------------|---------------------------|--------------------------------|--------------|--------------|
| <b>21</b>    | Vayots Dzor   | Yeghegis         | 2021                      | terminated                | terminated                     | n/a          | n/a          |
| <b>22</b>    | Lori          | Odzun            | 2022                      | amalgamated with Alaverdi | newly formed and amalgamated   | n/a          | n/a          |
| <b>TOTAL</b> |               |                  |                           |                           | <b>203</b>                     | <b>60</b>    | <b>145</b>   |

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

### Trainings Organized by the WYILD Project

| No. | Training Title  | Format (online/in person) | No. of Days | Month/Year of Delivery | Number of Individual Participants | Number of Women | Number of Municipalities Represented in Trainings |
|-----|---|---------------------------|-------------|------------------------|-----------------------------------|-----------------|---|
| 1   | “I AM the Community” club: capacity building on good citizenship        | In person                 | 1           | November, 2022         | 19                                | 13              | 15  |
| 2   | First aid training  | Online                    | 1           | April, 2020            | 22                                | 14              | 6   |
| 3   | “Gender Analysis and Annual Work Plans” Workshop (Vayots dzor, Jermuk)  | In person                 | 2           | November, 2019         | 8                                 | 4               | 6   |
| 4   | “Gender Analysis and Annual Work Plans” Workshop (Vayots dzor, Zaritap) | In person                 | 1           | August, 2020           | 6                                 | 3               | 1   |
| 5   | “Gender Analysis and Annual Work Plans” Workshop (Lori, Berd)           | In person                 | 1           | August, 2020           | 10                                | 6               | 1   |
| 6   | “Gender Analysis and Annual Work Plans” Workshop (Kotayk, Jrvezh)       | In person                 | 1           | August, 2020           | 11                                | 8               | 1   |
| 7   | “Gender Analysis and Annual Work Plans” Workshop (Lori, Alaverdi)       | In person                 | 1           | August, 2020           | 3                                 | 3               | 1   |
| 8   | “Gender Analysis and Annual Work Plans” Workshop (Syunik, Meghri)       | In person                 | 1           | September, 2020        | 4                                 | 2               | 1   |
| 9   | “Gender Analysis and Annual Work Plans” Workshop (Tavush, Berd)         | In person                 | 1           | September, 2020        | 11                                | 5               | 1   |
| 10  | “Gender Analysis and Annual Work Plans” Workshop (Syunik, Gorayk)       | In person                 | 1           | September, 2020        | 7                                 | 2               | 1   |
| 11  | “Gender Analysis and Annual Work Plans” Workshop (Tavush, Ayrum)        | In person                 | 1           | July, 2021             | 5                                 | 2               | 1   |
| 12  | “Gender Analysis and Annual Work Plans” Workshop (Ararat, Urtsadzor)    | In person                 | 1           | July, 2021             | 4                                 | 2               | 1   |
| 13  | “Gender Analysis and Annual Work Plans” Workshop (Kotayk, Charentsavan) | In person                 | 1           | July, 2021             | 11                                | 7               | 1   |



| No. | Training Title   | Format (online/in person) | No. of Days | Month/Year of Delivery | Number of Individual Participants | Number of Women | Number of Municipalities Represented in Trainings |
|-----|--|---------------------------|-------------|------------------------|-----------------------------------|-----------------|---|
| 14  | “Gender Analysis and Annual Work Plans” Workshop (Lori, Stepanavan)          | In person                 | 1           | July, 2021             | 18                                | 13              | 1   |
| 15  | “Gender Analysis and Annual Work Plans” Workshop (Vayots dzor, Vayk)         | In person                 | 1           | July, 2021             | 6                                 | 3               | 1   |
| 16  | “Gender Analysis and Annual Work Plans” Workshop (Lori, Odzun)               | In person                 | 1           | July, 2021             | 10                                | 7               | 1   |
| 17  | “Gender Analysis and Annual Work Plans” Workshop (Aragatsotn, Aparan)        | In person                 | 1           | July, 2022             | 14                                | 6               | 1   |
| 18  | “Gender Analysis and Annual Work Plans” Workshop (Tavush, Dilijan)           | In person                 | 1           | August, 2022           | 9                                 | 4               | 1   |
| 19  | “Gender Analysis and Annual Work Plans” Workshop (Vayots dzor, Yeghegnadzor) | In person                 | 1           | August, 2022           | 9                                 | 3               | 1   |
| 20  | “Gender Analysis and Annual Work Plans” Workshop (Armavir, Khoy)             | In person                 | 1           | August, 2022           | 21                                | 11              | 1   |
| 21  | “Gender Analysis and Annual Work Plans” Workshop (Tavush, Noyemberyan)       | In person                 | 1           | August, 2022           | 6                                 | 6               | 2   |
| 22  | “Gender Analysis and Annual Work Plans” Workshop (Syunik, Tatev)             | In person                 | 1           | August, 2022           | 7                                 | 7               | 1   |
| 23  | “Gender Analysis and Annual Work Plans” Workshop (Syunik, Tegh)              | In person                 | 1           | August, 2022           | 5                                 | 5               | 1   |
| 24  | Post-electoral Women Leadership School                                       | In person                 | 3           | October, 2019          | 17                                | 17              | 13  |
| 25  | Post-electoral Women Leadership School                                       | Online                    | 3           | July, 2020             | 13                                | 13              | 10  |
| 26  | Post-electoral Women Leadership School                                       | Online                    | 3           | August, 2020           | 17                                | 17              | 15  |
| 27  | Post-electoral Women Leadership School                                       | Online                    | 3           | May, 2021              | 18                                | 18              | 13  |
| 28  | Post-electoral Women Leadership School                                       | Online                    | 3           | June, 2021             | 18                                | 18              | 13  |
| 29  | Post-electoral Women Leadership School                                       | In person                 | 3           | June, 2022             | 21                                | 21              | 11  |

| No. | Training Title  | Format (online/in person) | No. of Days | Month/Year of Delivery | Number of Individual Participants | Number of Women | Number of Municipalities Represented in Trainings |
|-----|---|---------------------------|-------------|------------------------|-----------------------------------|-----------------|---|
| 30  | Post-electoral Women Leadership School  | In person                 | 3           | June, 2022             | 24                                | 24              | 13  |
| 31  | Pre-electoral Women Leadership School   | In person                 | 2           | September, 2021        | 20                                | 20              | 3   |
| 32  | Pre-electoral Women Leadership School   | In person                 | 2           | September, 2021        | 23                                | 23              | 2   |
| 33  | Pre-electoral Women Leadership School   | In person                 | 2           | October, 2022          | 14                                | 14              | 1   |
| 34  | Pre-electoral Women Leadership School   | Online                    | 2           | September, 2022        | 14                                | 14              | 8   |
| 35  | Pre-electoral Women Leadership School   | Online                    | 2           | September, 2022        | 13                                | 13              | 7   |
| 36  | WYAC Capacity Building: Self-leadership, SWOT analysis and SMART goals  | In person                 | 3           | November, 2021         | 20                                | 13              | 7   |
| 37  | WYAC Capacity Building: Participatory research, community development, gender analysis and mainstreaming  | In person                 | 3           | December, 2021         | 23                                | 17              | 7   |
| 38  | WYAC Capacity Building: Negotiation, public speaking, pitching  | In person                 | 3           | December, 2021         | 27                                | 16              | 9   |
| 39  | WYAC Capacity Building: Toolkit for participatory local democracy, communication tools, social media and LSG official website as major communication tools          | In person                 | 3           | December, 2021         | 24                                | 16              | 7   |
| 40  | WYAC Capacity Building: Negotiation, public speaking, pitching  | In person                 | 3           | July, 2022             | 19                                | 12              | 3   |
| 41  | WYAC Capacity Building: Toolkit for participatory local democracy, communication tools, social media and LSG official website as major communication tools          | In person                 | 3           | July, 2022             | 25                                | 20              | 6   |
| 42  | WYAC Capacity Building: Leadership and personal growth, strength-based work distribution in teams, team work, time management and prioritization, personal branding | In person                 | 3           | July, 2022             | 24                                | 20              | 7   |
| 43  | WYAC Capacity Building: Participatory research, community development, gender analysis and mainstreaming  | In person                 | 3           | July, 2022             | 24                                | 18              | 7   |
|     | <b>TOTAL</b>  |                           |             |                        | <b>624</b>                        | <b>480</b>      |   |

**Trainings Organized by the WYILD Project Jointly with the “Women in Politics Project”**

| <b>No.</b> | <b>Training Title</b>  | <b>Format (online/in person)</b> | <b>No. of Days</b> | <b>Month/Year of Delivery</b> | <b>Number of Individual Participants</b> | <b>Number of Women</b> | <b>Number of Municipalities Represented in Trainings</b> |
|------------|--|----------------------------------|--------------------|-------------------------------|--|------------------------|--|
| 1          | “I AM the Community” Club Capacity Building Training: Evidence based Policy Making                 | In person                        | 3                  | December/2019                 | 22                                       | 13                     | 17   |
| 2          | “I AM the Community” Club Capacity Building Training: Public Policy Procedures in RA               | Online                           | 2                  | March/2021                    | 17                                       | 10                     | 16   |
| 3          | “I AM the Community” Club Capacity Building Training: Communication Skills and Ethics              | Online                           | 2                  | May/2021                      | 13                                       | 11                     | 10   |
| 4          | “I AM the Community” Club Capacity Building Training: Advocacy Work                                | Online                           | 1                  | December/2021                 | 21                                       | 13                     | 13   |
| 5          | Community Mobilisers: Orientation Training   | In person                        | 2                  | October/2019                  | 23                                       | 18                     | 14   |
| 6          | Community Mobilisers: Gender Equality and Women Political Participation Training                   | Online                           | 2                  | April/2020                    | 23                                       | 18                     | 18   |
| 7          | Community Mobilisers: Gender Equality in the Local, National and International Development Agendas | Online                           | 2                  | June/2020                     | 22                                       | 18                     | 17   |
| 8          | Community Mobilisers: Orientation Training   | Online                           | 2                  | December/2020                 | 32                                       | 29                     | 23   |
| 9          | Community Mobilisers: Monitoring & Evaluation  | Online                           | 1                  | February/2021                 | 14                                       | 11                     | 12   |
| 10         | Community Mobilisers: Needs Assessment, Mapping and Gender Equality                                | Online                           | 2                  | February/2021                 | 18                                       | 15                     | 15   |
| 11         | Community Mobilisers: Political Participation  | Online                           | 1                  | April/2021                    | 13                                       | 11                     | 12   |
| 12         | WYAC Capacity Building Training: Citizen Engagement and Communication                              | In person                        | 3                  | December/2022                 | 20                                       | 18                     | 4  |

| No. | Training Title   | Format (online/in person) | No. of Days | Month/Year of Delivery | Number of Individual Participants | Number of Women | Number of Municipalities Represented in Trainings |
|-----|--|---------------------------|-------------|------------------------|-----------------------------------|-----------------|---|
| 13  | WYAC Capacity Building Training: Participatory Research and Gender Mainstreaming | In person                 | 3           | December/2022          | 22                                | 19              | 5   |
| 14  | Pre-Electoral: Women Leadership School   | Online & In person        | 3           | May/2021               | 16                                | 16              | 7   |
| 15  | Pre-Electoral: Women Leadership School   | Online & In person        | 3           | May/2021               | 7                                 | 7               | 7   |
| 16  | Pre-Electoral: Women Leadership School   | Online & In person        | 3           | June/2021              | 11                                | 11              | 7   |
| 17  | Pre-Electoral: Women Leadership School   | Online & In person        | 3           | June/2021              | 13                                | 13              | 11  |
| 18  | Pre-Electoral: Women Leadership School   | Online                    | 2           | November/2021          | 67                                | 67              | 19  |
| 19  | Pre-Electoral: Women Leadership School   | Online                    | 2           | November/2021          | 21                                | 21              | 15  |
| 20  | Pre-Electoral: Women Leadership School   | Online                    | 2           | November/2021          | 30                                | 30              | 15  |
| 21  | Pre-Electoral: Women Leadership School   | Online                    | 2           | November/2021          | 37                                | 37              | 23  |
| 22  | Pre-Electoral: Women Leadership School   | Online                    | 2           | November/2021          | 19                                | 19              | 14  |
| 23  | Pre-Electoral: Women Leadership School   | Online                    | 2           | November/2021          | 18                                | 18              | 14  |
| 24  | Pre-Electoral: Women Leadership School   | Online                    | 2           | November/2021          | 41                                | 41              | 27  |
| 25  | Post-Electoral: Women Leadership School  | Online                    | 3           | February/2022          | 14                                | 14              | 11  |
| 26  | Post-Electoral: Women Leadership School  | Online                    | 3           | March/2022             | 9                                 | 9               | 7   |
| 27  | Post-Electoral: Women Leadership School  | Online                    | 3           | March/2022             | 21                                | 21              | 19  |
| 28  | Virtual Community of Practice: First Aid and Psychological Support               | Online                    | 2           | November/2020          | 26                                | 25              | 23  |

| No. | Training Title  | Format (online/in person) | No. of Days | Month/Year of Delivery | Number of Individual Participants | Number of Women | Number of Municipalities Represented in Trainings |
|-----|---|---------------------------|-------------|------------------------|-----------------------------------|-----------------|---|
| 29  | Virtual Community of Practice: Negotiation and Communication Skills                                 | Online                    | 2           | February/2021          | 22                                | 19              | 19  |
| 30  | Virtual Community of Practice: Basics of Disaster Risk Reduction                                    | Online                    | 2           | April/2021             | 21                                | 20              | 18  |
| 31  | Virtual Community of Practice: Disaster Risk Planning at the Community, Preschool and School Levels | Online                    | 2           | April/2021             | 15                                | 13              | 13  |
| 32  | Virtual Community of Practice: Civil Defense Structures, Air Alarm                                  | Online                    | 2           | May/2021               | 14                                | 11              | 13  |
| 33  | Virtual Community of Practice: Ecological Emergencies   | Online                    | 2           | May/2021               | 12                                | 10              | 11  |
| 34  | Virtual Community of Practice: Local Level Risk Management  | Online                    | 2           | June/2021              | 12                                | 10              | 11  |
| 35  | Virtual Community of Practice: First Aid Training 1   | In person                 | 2           | July/2021              | 12                                | 9               | 12  |
| 36  | Virtual Community of Practice: First Aid Training 2   | In person                 | 2           | July/2021              | 14                                | 13              | 12  |
| 37  | Virtual Community of Practice: Women Political Participation according to the RA legislation        | Online                    | 1           | November/2021          | 30                                | 27              | 22  |
| 38  | Virtual Community of Practice: Territorial Administrative Reforms in Armenia                        | Online                    | 1           | November/2021          | 40                                | 38              | 34  |
| 39  | Virtual Community of Practice: Negotiation Skills in Community Work                                 | Online                    | 1           | November/2021          | 29                                | 29              | 23  |
| 40  | Virtual Community of Practice: Public Speaking Skills in Community Work                             | Online                    | 1           | November/2021          | 33                                | 32              | 26  |
| 41  | Virtual Community of Practice: Fundraising and Resource Mobilization in Community Work              | Online                    | 1           | December/2021          | 36                                | 36              | 25  |
| 42  | Virtual Community of Practice: Women Success Stories  |                           | 1           | February/2022          | 19                                | 19              | 17  |

| No. | Training Title   | Format (online/in person) | No. of Days | Month/Year of Delivery | Number of Individual Participants | Number of Women | Number of Municipalities Represented in Trainings |
|-----|--|---------------------------|-------------|------------------------|-----------------------------------|-----------------|---|
|     |  | Online                    |             |                        |                                   |                 |   |
| 43  | Virtual Community of Practice: Leadership and Personal Branding          | Online                    | 1           | December/2022          | 25                                | 25              | 22  |
| 44  | Virtual Community of Practice: Cyberspace and Positive Digital Footprint | Online                    | 1           | March/2023             | 39                                | 39              | 27  |
| 45  | Virtual Community of Practice: Women in Diplomacy                        | Online                    | 1           | March/2023             | 36                                | 36              | 26  |
|     | <b>TOTAL</b>   |                           |             |                        | <b>624</b>                        | <b>600</b>      |   |

## ANNEX IX: LIST OF “I AM THE COMMUNITY” INITIATIVES

| <b>I AM the Community Camp 6 Community Initiatives</b> |               |               |                  |   |
|--|---------------|---------------|------------------|---|
| <b>Name Surname</b>                                    | <b>Gender</b> | <b>Region</b> | <b>Community</b> | <b>Project Name</b>   |
| Araksi Khoylunts, Tatev Telunts                        | f,f           | Syunik        | Goris            | LOCAL COUNCIL IN YOUR HOUSE   |
| Inna Parsyan   | f             | Syunik        | Tatev            | PARTNERSHIP WITH LSGS   |
| Meri Muradyan  | f             | Tavush        | Koghb            | LOCAL COUNCIL IN YOUR SCHOOL  |
| Mamikon Kirakosyan                                     | m             | Gegharkunik   | Chambarak        | LSG IN THE REPUBLIC OF ARMENIA AND IN CHAMBARAK                       |
| Shushanik Miskaryan                                    | f             | Lori          | Marts            | INVESTIGATIVE MEETING   |
| Yeva Khechoyan   | f             | Kotayk        | Charentsavan     | THROUGH THE EYES OF WOMEN   |
| Arman Khachatryan                                      | m             | Syunik        | Sisian           | ACTIVE GROUP ADJACENT TO SISIAN MUNICIPALITY                          |
| Gevorg Hovsepyan                                       | m             | Vayots Dzor   | Arpi,            | HUMANITARIAN AID PROVISION FOR VULNERABLE GROUPS - COVID -19 response |
| Nane Bezhanyan   | f             | Tavush        | Koghb            | HUMANITARIAN AID PROVISION FOR VULNERABLE GROUPS - COVID -19 response |
| Mamikon Kirakosyan                                     | m             | Gegharkunik   | Chambarak        | HUMANITARIAN AID PROVISION FOR VULNERABLE GROUPS - COVID -19 response |
| Meri Mamyán  | f             | Tavush        | Noyemberyan      | HUMANITARIAN AID PROVISION FOR VULNERABLE GROUPS - COVID -19 response |
| Nazeli Abrahamyan                                      | f             | Vayots Dzor   | Khachik          | HUMANITARIAN AID PROVISION FOR VULNERABLE GROUPS - COVID -19 response |

| <b>I AM the Community Camp 7 Community Initiatives</b>                |               |                             |                         |  |
|---|---------------|-----------------------------|-------------------------|--|
| <b>Name Surname</b>   | <b>Gender</b> | <b>Region</b>               | <b>Community</b>        | <b>Project Name</b>                          |
| Mariam Avetyan, Lilit Arakelyan, Hambardzum Safaryan, Dianna Smbatyan | f,f,m,f       | Vayots Dzor, Kotayk, Shirak | Vayk, Charentsavan, Ani | #IRAZEKES (#YOUAREINFORMED)                  |
| Syuzi Tadevosyan  | f             | Vayots Dzor                 | Areni                   | YOUTH FOR ONE UNITED COMMUNITY               |
| Siranush Hambardzumyan  | f             | Kotayk                      | Charentsavan            | WOMEN IN SCIENCE                             |
| Mher Naghdalyan   | m             | Gegharkunik                 | Chambarak               | SUPPORT FOR THE ELDERLY AFFECTED BY COVID-19 |
| Nina Arustamyan   | f             | Syunik                      | Go rayk                 | EMPOWERING WOMEN OR PROSPERING GORAYK        |

|                    |   |            |             |                               |
|--------------------|---|------------|-------------|-------------------------------|
| Shushanna Khachyan | f | Syunik     | Kajarayn    | AWARENESS IN "REMOTE" KAJARAN |
| Milena Antonyan    | f | Aragatsotn | Aragatsavan | INFORMED "COMMUNITY RESIDENT" |

| <b>I AM the Community Camp 8&amp;9 Community Initiatives</b> |               |               |                  |   |
|--|---------------|---------------|------------------|---|
| <b>Name Surname</b>  | <b>Gender</b> | <b>Region</b> | <b>Community</b> | <b>Project Name</b>   |
| Lilit Shakhkyan  | f             | Lori          | Shnogh           | HONOURABLE CITIZEN OF SHNOGH COMMUNITY                      |
| Paytsar Zakaryan   | f             | Shirak        | Sarapat          | INFO TOUR   |
| Tatevik Davtyan  | f             | Aragatsotn    | Tsaghkahovit     | TSAGHKAZEKUM  |
| Mane Saribekyan  | f             | Tavush        | Noyemberyan      | SMALL CHANGE IN A BIG COMMUNITY                             |
| Ala Ghazaryan  | f             | Kotayk        | Charentsavan     | OUTLOUD   |
| Karen Simonyan   | m             | Syunik        | Sisian           | GREEN LIFESTYLE   |
| Madora Haronyan  | f             | Syunik        | Tatev            | YOUTH FOR THE FUTURE  |
| Dianna Stepanyan   | f             | Vayots Dzor   | Jermuk           | START THE DEVELOPMENT OF THE COUNTRY FROM YOU               |
| Anushik Ohanyan  | f             | Syunik        | Sisian           | IT'S ENOUGH   |
| Manana Davtyan, Saten Torosyan                               | f,f           | Syunik        | Sisian           | JOIN OUR LSG  |
| Maria Melik-Karamyan   | f             | Syunik        | Kapan            | NEW GENERATION, NEW THOUGHTS                                |
| Lidia Grigoryan  | f             | Syunik        | Tatev            | PATRIOTISM BEGINS WITH THE COMMUNITY                        |
| Anahit Abgaryan  | f             | Syunik        | Sisian           | ECO CAMPAIGN  |
| Monika Bakunts   | f             | Syunik        | Kapan            | OBSERVER  |
| Armen Balasanyan   | m             | Syunik        | Kapan            | BREATH OF THE YOUTH   |
| Lusine Grigoryan   | f             | Syunik        | Tatev            | MULTIMEDIA AND MEDIA LITERACY                               |
| Hersine Parsyan  | f             | Syunik        | Tatev            | WOMEN FOR GOVERNANCE  |
| Anna Hovhannisyan  | f             | Syunik        | Goris            | PROFESSION HAS NO GENDER                                    |
| Hayk Manukyan  | m             | Vayots Dzor   | Areni            | ACTIVATING THE COMMUNITY                                    |
| Vika Hovsepyan   | f             | Kotayk        | Yeghvard         | YOUNG LEADERS   |
| Hayk Gyagunts  | m             | Syunik        | Tegh             | YOUTH AND WOMEN PARTICIPATE IN THE COMMUNITY ADMINISTRATION |
| Yeva Stepanyan, Sara Hayrumyan                               | f,f           | Syunik        | Kapan            | POWER OF THE YOUTH  |

| <b>I AM the Community Camp 10 Community Initiatives</b> |               |               |                  |                     |
|---|---------------|---------------|------------------|---------------------|
| <b>Name Surname</b>                                     | <b>Gender</b> | <b>Region</b> | <b>Community</b> | <b>Project Name</b> |
| Arthur Adamyan  | m             | Syunik        | Kapan            | MEDIA CAMPAIGN      |
| Armine Karapetyan                                       | f             | Syunik        | Gorayk           | QRs IN GORAYK       |



|                                   |     |             |              |                                     |
|-----------------------------------|-----|-------------|--------------|-------------------------------------|
| Larisa Harutyunyan                | f   | Syunik      | Sisian       | YOU ARE THE CREATOR                 |
| Tamara Aghayan                    | f   | Syunik      | Kapan        | WE ARE THE COMMUNITY                |
| Arpine Mangasaryan                | f   | Vayots Dzor | Vayk         | IRAZEK(N)                           |
| Ani Sargsyan                      | f   | Vayots Dzor | Areni        | WE                                  |
| Anush Petrosyan                   | f   | Lori        | Spitak       | PRIORITY ISSUES OF SPITAK COMMUNITY |
| Robert Charchyan                  | m   | Tavush      | Ijevan       | PRO-COMMUNITY                       |
| Suren Ghazaryan                   | m   | Gegharkunik | Martuni      | LSG EXPERT                          |
| Meri Bagdasaryan                  | f   | Yerevan     | Yerevan      | EDUCATE YOURSELF                    |
| Vahan Dishlanyan                  | m   | Armavir     | Vagharshapat | AN ACCESSIBLE ENVIRONMENT FOR ALL   |
| Avetik Khosteghyan                | m   | Gegharkunik | Gavar        | YOUTH IN LSG                        |
| Hamlet Khachatryan                | m   | Gegharkunik | Sevan        | WE STAND WITH THE COMMUNITY         |
| Narek Khachatryan                 | m   | Aragatsotn  | Talin        | SHELTERS IN THE COMMUNITY           |
| Hayk Yeghiazaryan                 | m   | Tavush      | Noyemberyan  | CULTURAL LSG                        |
| Yuri Movsesyan                    | m   | Tavush      | Ijevan       | E-LOCALIZATION                      |
| Lilit Margaryan                   | f   | Gegharkunik | Sevan        | INFORMED WOMEN                      |
| Nver Gevorgyan                    | m   | Syunik      | Sisian       | YOUNG ACTIVIST                      |
| Sona Gevorgyan,<br>Elen Grigoryan | f,f | Syunik      | Meghri       | PUBLIC SPEAKING AND PITCHING        |

## ANNEX X: POLICY RECOMMENDATIONS BY CAMP YOUTH

| No           | Year/Month    | Agency | Law Project/Other State Document   | Number of Proposals | Number of Proposals Accepted |
|--------------|---------------|--------|--|---------------------|------------------------------|
| 1            | 2019 April    | MTAI   | The Law of the Republic of Armenia on "Local Self-Government"  | 18                  | 3                            |
| 2            | 2020 February | MTAI   | The Laws of RA "On Executing Modifications and Additions in the Electoral Code of the Republic of Armenia" and "On Making Changes in the Constitutional Amendments Concerning Political Parties"; Bills of the Republic of Armenia "On Executing Modifications and Additions in the Local Self-Government" and "On Executing Modifications in Local Self-Government of Yerevan City" | 12                  | 3                            |
| 3            | 2020 March    | MTAI   | "Organizing Vocational Trainings with Employers for Young Mothers Who Have No Specialty and Are Considered Non-competitive in the Job Market" Program  | 10                  | in process                   |
| 4            | 2020 March    | MTAI   | "Providing assistance to the Unemployed for Gaining Work Experience in the Acquired Specialty" Law Project   | 9                   | in process                   |
| 5            | 2020 March    | MTAI   | The Law of the Republic of Armenia on "Rights of People with Disabilities"   | 14                  | 5                            |
| 6            | 2020 June     | MTAI   | The Law of RA "Volunteer Activities and Volunteer Work"  | 6                   | 3                            |
| 7            | 2021 June     | MTAI   | Strategy for 2021-2025 Youth State Policy  | 5                   | terminated                   |
| 8            | 2021 December | MTAI   | On Regulation for selection (appointment) of pedagogical staff of a pre-school educational institution   | 6                   | 3                            |
| 9            | 2022 January  | MTAI   | Draft Law on "Organizing of the licensing for the managers of the VET institutions and the formation and the operations of the licensing commission"   | 12                  | 4                            |
| 10           | 2022 January  | MTAI   | Draft Resolution of the Government of the Republic of Armenia "On Approving the Procedure for Centralized Registration of Cases of Domestic Violence and Declaring the Decision N 1381-N of the Government of the Republic of Armenia of October 10, 2019"   | 3                   | in process                   |
| 11           | 2022 January  | MTAI   | Draft Decision on the forms of graduate documents of State sample of education, on approval of the sample of the joint appendix of the graduate document (diploma) of the higher vocational education of the Republic of Armenia.  | 7                   | 0                            |
| 12           | 2022 February | MTAI   | Draft Law on approval of the state education development program of the Republic of Armenia until 2030   | 11                  | 6                            |
| 13           | 2022 November | MTAI   | Draft Law on the Procedure for Organizing and Conducting the Examination for Obtaining the Right (certificate) to manage a public educational institution, as well as the procedure for terminating the right (certificate) to manage a public educational institution   | 8                   | 1 & others in process        |
| 14           | 2022 December | MTAI   | Amendments on the Law on making Amendments to the Labor Code of the Republic of Armenia  | 6                   | in process                   |
| 15           | 2022 December | MTAI   | Draft Law on Approving the Regulations for Awarding Scientific Degrees in the Republic of Armenia and revoking the decision N327 of the Government of the Republic of Armenia of August 8, 1997  | 6                   | in process                   |
| 16           | 2023 February | MTAI   | Draft Law on Making Amendments to the Regulations on the Evaluation of Student Learning Results of State Public Educational Institutions   | 8                   | 3                            |
| <b>TOTAL</b> |               |        |  | <b>141</b>          | <b>31</b>                    |

## ANNEX XI: MUNICIPAL SERVICES PILOTS

| No. | Implementing Entity | Location   | Title of Pilot Initiative                                  | Brief Description of the Pilot Initiative   | Description of the Pilot's   | Thematic Area               | Total Amount (USD) | Cofinancing (USD) | Project Duration | Start Date | End Date   | Number of Beneficiaries | Women (in %) | Men (in %) | Youth (in %) | Status    |
|-----|---------------------|--|--|---|--|-----------------------------|--------------------|-------------------|------------------|------------|------------|-------------------------|--------------|------------|--------------|-----------|
| 1   | Areni community     | Vayots dzor Marz, Areni community                          | Mobile Extracurricular service in Areni community          | <p>A mobile extracurricular service model has been introduced and is being tested in the Areni community. The service is designed to offer extracurricular activities related to physical exercise, music education, and smart agriculture across 9 settlements within the community (Areni, Agarakadzor, Aghavnadzor, Arpi, Gnshik, Mozrov, Yelpin, Khachik, Chiva, Rind).</p> <p>The purpose of this service is to create an environment conducive to nurturing students' interests by providing them with free entertainment options. Its goal is to promote their spiritual, aesthetic, and physical development, while also fostering their understanding of environmental, agricultural, and practical knowledge.</p> | Beneficiaries of the service are all residents of the community between the ages of 8 and 16 | community sectoral services | 114,998            | 12,500            | 3 years          | 2020       | 30.09.2023 | 1270                    | 48%          | 52%        | 100%         | Completed |
| 2   | Chambarak Community | Gegharkunik Marz, Chambarak community, Shogakat settlement | Smart Irrigation service in Chambarak community            | <p>The smart irrigation service is currently being tested as a result of cooperation between UNDP and the Chambarak community, specifically in the Shoghakat and Artanish settlements. Prior to introducing the service within the community, design efforts were conducted with residents, and further design work was also undertaken involving experts interested in the field.</p> <p>This service represents an entirely new development for the region, primarily because a similar offering has never been provided before, owing to the distinctive climatic features of the area. Based on initial estimates, it is anticipated that an area of</p>  | Beneficiaries of the service are the owners and tenants of irrigated land                    | community sectoral services | 406,941            | 209,922           | 3 years          | 2020       | 30.09.2023 | 262                     | 30.6%        | 69.4%      | n/a          | 90 % done |
| 3   | Berd community      | Berd community   | Mobile laboratory and diagnostic service in Berd community | <p>The UN Development Programme is currently testing a mobile laboratory and diagnostic service in the Berd community. This innovative approach involves bringing laboratory and diagnostic procedures directly to the community, enabling them to be conducted on-site, even in remote settlements. This strategy aims to improve access to publicly funded services for the target community and its settlements. The development of this service involved collaboration between Local Government Units (LSGs), beneficiaries, health centers, and field experts. This collaborative effort ensures a strong partnership between LSGs and health</p>  | The beneficiaries of the service encompass the entire population of the community            | community sectoral services | 94,541             | 7,024             | 3 years          | 2020       | 30.09.2023 | 31484                   | 49.8%        | 50.1%      | 30.7%        | 90 % done |

## ANNEX XII: WOMEN LEADERSHIP GRANTS

| No. | Project title   | Region      | Community                            | Budget in AMD<br>AMD | Implementation period   |
|-----|---|-------------|--------------------------------------|----------------------|-------------------------|
| 1   | Women leader, developed community   | Shirak      | Ashotsk                              | 708,500              | 27.08.2020-15.03.2021   |
| 2   | Rural women civic activism audience   | Shirak      | Arpi                                 | 371,900              | 05.11.2020-30.03.2021   |
| 3   | Transparent and accountable community   | Lori        | Sarchapet                            | 575,640              | 01.07.2020-03.03.2021   |
| 4   | Participatory governance, developed communities                                       | Vayots Dzor | Yeghegis                             | 450,000              | 27.08.2020-15.02.2021   |
| 5   | Improving the transparency and accountability of local governments                    | Lori        | Tashir                               | 977,960              | 10.08.2020-20.05.2021   |
| 6   | New technology, new progress  | Shirak      | Akhuryan                             | 600,000              | 15.01.2021-05.05.2021   |
| 7   | "Craft is power<br>(Women's empowerment, education, capacity building) "              | Vayots Dzor | Areni community, Arpi settlement     | 600,000              | 15.12.2020 - 30.04.2021 |
| 8   | Informed women - a powerful community   | Kotayk      | Charentsavan                         | 600,000              | 15.12.2020 -15.04.2021  |
| 9   | Two generations for one goal  | Syunik      | Tatev community, Halidzor settlement | 600,000              | 15.12.2020 -15.04.2021  |
| 10  | Women on the threshold of politics  | Syunik      | Shikahogh                            | 600,000              | 20.01.2021-10.05.2021   |
| 11  | Involvement and participation of women in the process of local self-government bodies | Gegharkunik | Shoghakat                            | 236,000              | 15.12.2020 -15.04.2021  |
| 12  | Ensuring transparency of Community Council meetings                                   | Gegharkunik | Vardenis                             | 600,000              | 15.12.2020 -23.05.2021  |
| 13  | New people, new ideas   | Vayots Dzor | Yeghegis                             | 510,100              | 15.12.2020 -05.05.2021  |
| 14  | Establishment of a community group of women leaders                                   | Lori        | Metsavan                             | 600,000              | 20.01.2021 - 20.04.2021 |
| 15  | Creating an active women's club   | Shirak      | Amasia                               | 600,000              | 20.01.2021 -30.04.2021  |
| 16  | The potential of young people: aimed at the development of local government functions | Lori        | Metsavan                             | 800,000              | 22.11.2021 - 31.05.2022 |
| 17  | Aware women, a strong community - 2   | Kotayk      | Charentsavan                         | 800,000              | 22.11.2021 - 30.06.2022 |
| 18  | Be informed   | Vayots Dzor | Areni                                | 800,000              | 22.11.2021 - 31.05.2022 |
| 19  | Women as the driving force of civil society   | Tavush      | Ayrum                                | 800,000              | 01.12.2021 - 12.12.2022 |
| 20  | Informed resident, accountable local government                                       | Gegharkunik | Vardenis                             | 800,000              | 01.12.2021 - 12.12.2022 |
| 21  | Women and the draft e-draft legislation   | Vayots Dzor | Yeghegis                             | 490,000              | 08.12.2021 - 12.08.2022 |
| 22  | Initiative women  | Lori        | Tumanyan                             | 800,000              | 08.12.2021 - 31.05.2022 |
| 23  | BASE (հիմ-Բ)  | Vayots Dzor | Yeghegis                             | 470,700              | 08.12.2021 - 30.04.2022 |
| 24  | Me, you, him/her, we are the community  | Gegharkunik | Shoghakat                            | 800,000              | 13.12.2021 - 30.09.2022 |

| <b>No.</b> | <b>Project title</b>  | <b>Region</b> | <b>Community</b>                   | <b>Budget in AMD<br/>AMD</b> | <b>Implementation period</b> |
|------------|---|---------------|------------------------------------|------------------------------|------------------------------|
| 25         | Promoting transparency and awareness in the Vayk community                          | Vayots Dzor   | Vayk (Azatek, Por, Zedea and Arin) | 800,000                      | 02.05.2022 – 15.09.2022      |
| 26         | We are together   | Tavush        | Noyemberyan                        | 800,000                      | 20.05.2022 – 12.12.2022      |
| 27         | Empowering women, promoting engagement and sharing experiences                      | Syunik        | Goris                              | 800,000                      | 20.05.2022 – 12.12.2022      |
| 28         | Women are active actors in the process of local self-government (There is a role) 1 | Gegharkunik   | Vardenis                           | 704,000                      | 22.08.2022 – 12.12.2022      |
| 29         | Women are active actors in the process of local self-government (There is a role) 2 | Gegharkunik   | Vardenis                           | 668,000                      | 22.08.2022 – 12.12.2022      |
| 30         | Women are active actors in the process of local self-government (There is a role) 3 | Gegharkunik   | Vardenis                           | 740,000                      | 22.08.2022 – 12.12.2022      |

## ANNEX XIII: DEMO LAB GRANTS

| No | Project title                     | Project implementer/responsible | Grant subtype/direction   | Region      | Community                                     | Budget in AMD |
|----|-----------------------------------|---------------------------------|---|-------------|---|---------------|
| 1  | Active Women: Strong Community    | Ani Yeghiazaryan                | Creating Active groups of women, especially in the communities where women are not represented in local government.       | Vayots Dzor | Vayk communities -Azatek, Por, Zedea and Arin | 1,920,000     |
| 2  | Step by Step                      | Marusya Balayan                 | Promoting transparency and accountability of local self-government bodies (monitoring of community services and programs) | Lori        | Stepanavan                                    | 2,000,000     |
| 3  | Together                          | Mher Naghdalyan                 | Improving social cohesion in communities  | Kotayk      | Charentsavan                                  | 2,000,000     |
| 4  | "The Power of Speech"             | Hayarpi Kirakosyan              | Promoting transparency and accountability of local self-government bodies (monitoring of community services and programs) | Lori        | Tashir  | 1,900,000     |
| 5  | "Laho-LaHall"                     | Mira Arzumanyan                 | Promoting transparency and accountability of local self-government bodies (monitoring of community services and programs) | Gegharkunik | Chambarak (Shoghakat)                         | 1,920,001     |
| 6  | TIMastun quest game               | Norayr Grigoryan                | Promoting transparency and accountability of local self-government bodies (monitoring of community services and programs) | Vayots Dzor | Areni community                               | 1,920,001     |
| 7  | "Question raiser-question solver" | Anna Vardanyan                  | Promoting transparency and accountability of local self-government bodies (monitoring of community services and programs) | Gegharkunik | Chambarak (Shoghakat)                         | 2,000,000     |

| No | Project title   | Project implementer/responsible | Grant subtype/direction  | Region      | Community             | Budget in AMD |
|----|---|---------------------------------|--|-------------|-----------------------|---------------|
| 8  | Active pedagogue, strong community'   | Lilit Gishyan                   | Transformation of provided public services by reviewing and / or altering the management, monitoring and evaluation systems and forms of service delivery. | Tavush      | Noyemberyan           | 1 590 000     |
| 9  | “Zarkerak Platform”   | Arpine Harutyunyan              | Transformation of provided public services by reviewing and / or altering the management, monitoring and evaluation systems and forms of service delivery. | Syunik      | Goris                 | 1,010,000     |
| 10 | “Berd in Women Hands”   | Emma Kosakyan/Lilit Gishyan     | Transformation of provided public services by reviewing and / or altering the management, monitoring and evaluation systems and forms of service delivery. | Tavush      | Berd                  | 300,000       |
| 11 | Your Way  | Ani Sargsyan                    | Transformation of provided public services by reviewing and / or altering the management, monitoring and evaluation systems and forms of service delivery. | Vayots Dzor | Gladzor               | 1,633,700     |
| 12 | Mobile library in Aparan  | Hermine Karapetyan              | Innovative Community Sectoral Services   | Aragacotn   | Aparan community      | 1,900,000     |
| 13 | Implementation of public transport management system in Meghri community    | Shushan Margaryan               | Innovative Community Sectoral Services   | Syunik      | Meghri community      | 1,900,000     |
| 14 | Implementation of a new management model of green areas in Meghri community | Hasmik Grigoryan                | Innovative Community Sectoral Services   | Syunik      | Meghri community      | 1,520,000     |
| 15 | Aygitun   | Lilit Gishyan                   | Innovative Community Sectoral Services   | Tavush      | Noyemberyan community | 1,900,000     |
| 16 | Measurement for community development                                       | Vahagn Grigoryan                | Innovative Community Sectoral Services   | Tavush      | Noyemberyan community | 1,520,000     |
| 17 | Don't Take it and bring it  | Vahe Khachikyan                 | Innovative Community Sectoral Services   | Aragatsotn  | Tsaghkahovit          | 1,520,000     |

| <b>No</b> | <b>Project title</b>                        | <b>Project implementer/responsible</b> | <b>Grant subtype/direction</b> | <b>Region</b> | <b>Community</b> | <b>Budget in AMD</b> |
|-----------|---|--|--------------------------------|---------------|------------------|----------------------|
|           | <b>TATAL (smaller scale service pilots)</b> |  |                                |               |                  | <b>13,203,700</b>    |



## **ANNEX XIV: ETHICAL CONSIDERATIONS**

This evaluation was conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant 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.