

Mid-Term Evaluation

Women in Politics, Public Administration and Civil Society

(**WiP 2.0 Project**)

1 July 2022 – 31 March 2025

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

Project Information	
Project Title	Women in Politics, Public Administration and Civil Society (WiP 2.0 Project)
Date of Project Document Signature	01 July 2022 (revised March 2024)
Project Start and End Dates	1 July 2022 - 31 March 2025
Committed Budget (based on Project Document)	GBP 1,346,649 (USD 1,696,513) Project Total Budget
Funding Source	United Kingdom's Good Governance Fund
Implementing Partner	Ministry of Territorial Administration and Infrastructure

Executive Summary

This report presents the main findings and conclusions of the mid-term evaluation of the “Women in Politics, Public Administration and Civil Society” project, otherwise known as the WiP 2.0 project. The mid-term evaluation assessed the project’s relevance, progress, effectiveness, efficiency, impact and sustainability of the project interventions at its mid-point. The evaluation was conducted by an independent international evaluator in May-June 2024 and is designed to inform future planning by UNDP, donors, implementing partners and stakeholders. Using a participatory approach and mixed methods, the evaluation assessed outcome and output level results against targets in the project's Results Framework. Data collection involved a documentary review, 21 diverse stakeholder interviews (38% government, 24% UN/UNDP, 14% experts/trainers, 10% civil society, 10% donors, 5% community; 70% female), and a field visit. The following is a summary of the project’s main findings.

Relevance

The WiP 2.0 project is well aligned with Armenia's national priorities, the needs of targeted communities, and UN/UNDP frameworks. It supports the government's public administration reform efforts, particularly in enhancing governance, improving public sector efficiency, promoting inclusiveness, and advancing gender mainstreaming. The project capitalizes on legislative changes like gender quotas and contributes to key policy documents like the National Gender Strategy. It has also adapted to emerging priorities, such as the humanitarian crisis related to refugees from Nagorno-Karabakh.

The project directly addresses the capacity gaps and needs of women leaders at the local level through training, mentorship, and small grants. It establishes Women and Youth Advisory Councils (WYACs) to institutionalize citizen engagement and supports their community projects. The Women Policy Club enables women local leaders to influence national policymaking. Public awareness campaigns challenge stereotypes limiting women's participation. The project promotes the inclusion of marginalized groups like women with disabilities, targets diverse geographic regions, and explores engagement with ethnic minorities. It aligns with UNDP's Country Programme, Signature Solution on gender equality, and the UN Sustainable Development Cooperation Framework, contributing to SDGs 5 and 16. Areas for further attention include intensifying the engagement of men and balancing capacity-building efforts across national and local levels.

Effectiveness and Progress to Impact

Through capacity development initiatives like the Women Leadership School, personal development sessions, and training for civil servants and political party members, the project has equipped women with essential skills and knowledge. The establishment and support of Women and Youth Advisory Councils (WYACs) in consolidated communities has institutionalized mechanisms for women and youth participation in local governance, as well as participatory budgeting. Innovation challenge grants have supported community development, citizen participation, and improved local self-governance. The Women2Women Mentorship Scheme has fostered knowledge transfer and collaboration between women leaders at national and local levels.

In strengthening gender sensitivity and responsiveness of the public administration system, the project has supported the drafting of the National Gender Strategy and Action Plan, conducted Gender Equality Seal assessments in public institutions, and developed methodologies on gender

mainstreaming and social inclusion, as well as research on the subject. Gender mainstreaming training for civil servants aims to build a critical mass of gender-aware public officials. The project has also worked to improve the country's gender machinery for a more structured approach to gender equality.

The project has enhanced the role of civil society in promoting gender equality and women's empowerment by building capacities of CSO representatives, engaging women's groups and vulnerable populations, and supporting community-based advocacy initiatives. Public awareness campaigns have reached a wide audience, challenging to some extent stereotypes and promoting inclusive solutions. While it is premature to assess definitive impact at this mid-term stage, the project's multi-dimensional approach targeting individual, institutional, and societal levels has the potential to contribute significantly to advancing gender equality and women's empowerment in Armenia by strengthening the enabling environment for women's leadership and participation in decision-making processes at both local and national levels.

Coherence

The project has demonstrated good coordination and synergy with other UNDP projects and initiatives in Armenia, as well as with the work of other development partners. It builds upon the foundation laid by earlier UNDP initiatives such as the "Improvement of the Local Self-governance System in Armenia" programme, the Women in Local Democracy Project Phase 2 (WiLD 2), and the previous Women in Politics (WiP) and Gender Equality in Public Administration in Armenia (GEPAA) projects. Collaborations with the "Women and Youth for Innovative Local Development" (WYILD) project on capacity-building initiatives for women's leadership, Women and Youth Advisory Councils (WYACs), and a behavioral experiment to enhance citizen engagement in local governance processes have been particularly notable. The project's Gender Equality Seal Assessments with the Human Rights Defender's Office (HRDO) build on previous assessments conducted by the GEPAA project.

Within UNDP's Gender Equality portfolio, there is good synergy and continuity among projects. WiP 2.0 has collaborated with the "Women's Economic Empowerment in South Caucasus" Phase II (WEESC II) and "Resilience for All" projects on various initiatives, and the portfolio is expanding with several new projects and increased budget which creates even broader synergy opportunities within the portfolio. Cooperation with other projects within the Democratic Governance Portfolio, such as the "Accountable Institutions and Human Rights Protection in Armenia" (AIHRPA) project and the "Modern Parliament for Modern Armenia" (MAP) project, has included facilitating the testing of the Gender Equality Seal Methodology in the Police Force and co-organizing capacity development sessions for female members of political parties. Collaboration with long-term national, local, and international partners, including the project funder, the British Embassy and the Foreign, Commonwealth & Development Office (FCDO), has supported the project's advocacy efforts. However, there is room for further strengthening these relationships and expanding cooperation beyond current partners to achieve outcome-level results.

Efficiency

Overall, the project has been well managed under a clearly-defined organizational structure. It has been managed by the Country Office under the Gender Equality portfolio, whose responsibilities include strategic vision on development in the country and guidance on the incorporation of new trends and developments for the project, advice and consultation on the gender equality content and oversight. The Project Board, consisting of senior representatives from the Deputy Prime Minister's

Office, Ministry of Territorial Administration and Infrastructure (MTAI), and UNDP, has provided effective oversight and strategic direction. The streamlined staff hierarchy, led by the Project Coordinator/Analyst and supported by specialized roles, ensures clear division of responsibilities and comprehensive approach to addressing gender equality. The project has demonstrated adaptive management by substantively revising activities based on monitoring data, lessons learned, and changing needs; responding to the refugee crisis; aligning with government reforms and priorities; expanding partnerships and synergies; and improving coordination with OxYGen.

The project has encountered significant risks, including financial constraints (currency depreciation, rising costs, securing additional funding), political and legislative challenges (resistance to change, legislative hurdles), operational and logistical challenges (coordination and synergy with the partners and stakeholders), cultural and societal barriers (gender norms and stereotypes, community acceptance), and geopolitical factors (conflict in Nagorno-Karabakh, refugee crisis, global trends). The project team has taken mitigating measures to address these risks. The project's monitoring system has generally been adequate, with a well-conceived results framework, a comprehensive Theory of Change, regular progress reporting, and involvement of government partners and the donor. The project's budget execution rate has been 67%, with underspending primarily in Output 1 and Output 2 due to revisions and approvals in March 2024, while Output 3 has consistently had the highest execution rate.

Sustainability

The project's sustainability is defined by some key factors, including institutional capacity building, promotion of continuous learning within the COM-B model logic, policy and legal reforms, multi-stakeholder partnerships, national ownership, empowerment of local actors, and knowledge products and tools. The project's focus on institutional strengthening embeds gender-responsive practices within key Armenian institutions. The integrated approach to behavior change, using the COM-B model, ensures sustained impact by building capabilities, opportunities, and motivations. Efforts to influence policy and legal frameworks lead to lasting changes in the enabling environment. Multi-stakeholder partnerships and national ownership facilitate smoother implementation and greater reach. Empowering local actors creates a cadre of advocates for gender equality, while knowledge products and tools inform future efforts.

However, there are also sustainability factors that require further attention. Financial sustainability is a concern due to reliance on one funding window, and strategies for continued financing should be explored. The institutionalization of mechanisms like WYACs could be strengthened by making them mandatory structures within local governance. The sustainability of innovation challenge initiatives depends on their scalability and replication, requiring strategies for scaling up successful initiatives. Longer-term monitoring of pilots is needed to capture learnings and ensure continuity of positive outcomes. Addressing social norms is crucial for sustaining impact, as deeply entrenched norms can limit women's participation even when progressive laws are in place. Transforming social norms requires a comprehensive approach, including community mobilization, positive role modeling, media campaigns, engaging influential leaders, edutainment, school-based interventions, incentives, and research.

Cross-cutting Issues

The project has taken a Human Rights Based Approach (HRBA) in its design and implementation, with an explicit focus on advancing women's rights to political participation. It empowers women as

rights-holders through capacity building, platforms for participation, and supporting women-led initiatives. It also enables duty-bearers (government institutions) to meet their obligations through Gender Equality Seal assessments, gender mainstreaming training, and support for gender-responsive policies. The project is aligned with human rights principles of non-discrimination, equality, participation, inclusion, accountability, and rule of law. There are, however, opportunities for strengthening HRBA, which include more explicit human rights framing, stronger accountability mechanisms, and deeper engagement with marginalized groups.

The project has shown efforts towards disability inclusion, particularly in public awareness campaigns featuring women with disabilities and inclusive events. However, disability inclusion could be further strengthened through systematic mainstreaming across all activities, ensuring accessibility of events and trainings, and advocating for representation of women with disabilities in decision-making roles. While not primarily focused on conflict prevention or poverty reduction, the project has adapted to changing conflict dynamics, contributed to building resilience and inclusive governance, and provided some economic opportunities for women through grant projects. The project's core focus on empowering women to participate in political and public life indirectly contributes to women's access to economic opportunities and resources, critical for poverty reduction.

Recommendations

This mid-term evaluation also identified a set of recommendations for the attention of project stakeholders.

1. ***Develop an approach for addressing social norms***: In collaboration with its partners, the project should design and implement a more systematic approach to challenge deep-rooted social norms and gender stereotypes. This approach should build on innovative approach to addressing social norms and should engage more actively journalists, bloggers and social media influencers to amplify stories of successful women politicians, challenge gender stereotypes and raise awareness about the benefits of women's equal participation.
2. ***Advocate for further institutionalization of WYACs***: The project should seek to further integrate WYACs into formal governance structures and processes. This could involve advocating for legislative changes, budgetary allocations and capacity building for WYAC members and local officials.
3. ***Develop a sustainability and exit strategy***: In consultation with stakeholders, the project should formulate a phased plan for gradual handover of key initiatives to local actors at the end of the project's lifetime. This could include capacity development for local ownership, identification of alternative funding sources and documentation of best practices for replication.
4. ***Mainstream intersectionality across all activities***: The project should systematically apply an intersectional lens in designing, implementing and monitoring its interventions. This could involve disaggregated data collection, targeted outreach to marginalized groups and partnerships with diverse civil society organizations.
5. ***Invest in knowledge management and learning***: The project should prioritize documenting its successes, challenges and lessons learned. This could involve commissioning impact studies,

creating knowledge products and facilitating learning exchanges with other projects and countries.

6. ***Explore innovative financing mechanisms***: To ensure financial sustainability for the initiatives it is promoting, the project should explore non-traditional funding sources beyond traditional donors. This could include exploring partnerships with the private sector, crowdfunding, social impact investing and revenue-generating activities.

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ACRONYMS AND ABBREVIATIONS

ADA - Austrian Development Agency
AIHRPA - Accountable Institutions and Human Rights Protection in Armenia
AMD - Armenian Dram
ATDF - Armenia Territorial Development Fund
CoE - Council of Europe
CPD - Country Programme Document
CSO - Civil Society Organization
CSO – Civil Service Office
DPM - Deputy Prime Minister
FCDO - Foreign, Commonwealth & Development Office
GBP - Great British Pound
GE - Gender Equality
GEPAA - Gender Equality in Public Administration in Armenia
GEWE - Gender Equality and Women's Empowerment
GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
HRBA - Human Rights Based Approach
HRDO - Human Rights Defender's Office
LGBTQI+ - Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and others
LPAC - Local Partners Appraisal Committee
LSG - Local Self-Government
MAP - Modern Parliament for Modern Armenia
MLSA - Ministry of Labor and Social Affairs
MoJ - Ministry of Justice
MP - Member of Parliament
MTAI - Ministry of Territorial Administration and Infrastructure
NGO - Non-Governmental Organization
OECD DAC - Organization for Economic Co-operation and Development's Development Assistance Committee
PA - Public Administration
PAR - Public Administration Reform
PWD - Persons with Disabilities
SDC - Swiss Agency for Development and Cooperation
SDG - Sustainable Development Goal
SMART - Specific, Measurable, Achievable, Relevant and Time-bound
TARA - Territorial and Administrative Reform in Armenia
ToR - Terms of Reference
UK - United Kingdom
UN - United Nations
UNCT - United Nations Country Team
UNDP - United Nations Development Programme
UNFPA - United Nations Population Fund
UNICEF - United Nations Children's Fund
UNSDCF - United Nations Sustainable Development Cooperation Framework
UNV - United Nations Volunteer
USD - United States Dollar
USAID - United States Agency for International Development

VCoP - Virtual Community of Practice
WEESC II- Women's Economic Empowerment in South Caucasus (Phase II)
WiLD - Women in Local Democracy
WiP - Women in Politics
WLS - Women Leadership School
WYAC - Women and Youth Advisory Council
WYILD - Women and Youth for Innovative Local Development
YM - Yerevan Municipality

1. INTRODUCTION

1.1. Project Context

Gender equality and women’s empowerment remain one of core development issues in Armenia. Within the past years Armenia faced progress in regard to political participation of women and gender equality at different levels of decision-making. Gender quota at national and local levels increased the representation of women to 36.4% in the National Assembly (Parliament) and 30% at the local level in the consolidated communities. A solid cadre of women leaders with strong interest and enhanced capacity to engage in various public roles emerged in the result of several rounds of women empowerment projects implemented in Armenia. This was observed especially in the times of compound crisis in Armenia during the recent years. The government displayed a commitment to advance gender equality agenda in the country and expand opportunities for women’s economic and political participation. Public institutions at the national and local levels are increasingly prioritising the topic of women’s empowerment and gender equality and its mainstreaming in governance processes. The public institutions and local actors on the ground apply more gender equality innovative practices and mechanisms, including for institutionalization. Nevertheless, challenges are widespread for full realisation of women’s rights and women’s equal opportunities to participate in public processes and politics with leadership roles.

1.2. Project Description

The WiP 2.0 project is a three-year intervention implemented by UNDP Armenia's Gender Equality Portfolio, building upon previous experiences and evaluations. The project is funded by the UK Good Governance Fund (GGF) and is executed by UNDP Armenia (Senior Supplier), the Ministry of Territorial Administration and Infrastructure (MTAI) of the Republic of Armenia (Implementing Partner), OxYGen Foundation (Responsible Party) and the Deputy Prime Minister's Office of the Republic of Armenia (Beneficiary). The project, which began on July 1, 2022, is being implemented in 8 regions (marzes) of Armenia and the capital city, Yerevan. The following is a summary of the key features of the project.

Project title	Women in Politics, Public Administration and Civil Society (WiP 2.0)
Project Number	00117856
UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025	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.
UNDP Country Programme Document (CPD) 2021-2025	Outcome 3: Democratic Governance. 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. Output 6.2 Women’s leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil

UNDP Strategic Plan 2022-2025 Signature Solution 6 on Gender Equality Sustainable Development Goal (SDG): UNDP Gender Marker	society and addressing structural barriers, in order to advance gender equality, including in crisis contexts. Goal 5: Achieve gender equality and empower all women and girls. Target 5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. GEN 3 – Primary objective	
Country	Armenia	
Region	UNDP Regional Bureau for Europe and the CIS	
Date project document signed	01 July 2022 (revised March 2024)	
Project Dates	Start 01 July 2022	Planned End/Extension 31 March 2025
Project budget (resources required)	GBP 1,346,649 (USD equivalent 1,696,513)	
Project budget (resources allocated)	GBP 760,000 (USD 956,729)	
Project expenditure at the time of evaluation	458,795 USD	
Funding source	UK Good Governance Fund	
Implementing Partner	Ministry of Territorial Administration and Infrastructure	

To sustain and capitalize on the achievements of the previous “Women in Politics” (WiP) project (first phase) and its proven practices, as well as “Gender Equality in Public Administration in Armenia” (GEPA) project, UNDP joined efforts with government counterparts, national and international development partners to expand and introduce the current (second) stage of the intervention through the “Women in Politics, Public Administration and Civil Society” (WiP 2.0) project, which was designed to further strengthen the system and mechanisms for women’s and men’s equitable participation in decision-making at both local and national levels. The box below presents a more detailed summary of the project’s objectives.

Box 1: Project Description

<p>Project Goal: The goal of the project is to contribute to the stronger system and mechanisms for equal opportunities and rights for women and men to participate in local and national decision-making processes at local and national levels.</p> <p>Expected Impact: The Project’s expected impact as defined in revised Project Document (ProDoc) and its Results Framework is formulated as follows: ‘Systems and mechanisms to ensure equal opportunities and rights of women and men to participate in decision-making processes at local and national levels.’ It is</p>
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aimed to be measured by the project Results Framework indicator “Armenia’s score on political empowerment in Global Gender Gap Index is improved with at least 0.040 points”.

Project Objectives:

1. Advance women’s leadership and political participation in local decision-making via public or civic roles.
2. Strengthen gender sensitivity and gender responsiveness of public administration system and gender mainstreaming in public institutions at national and local levels.
3. Strengthen the role of civil society in setting the agenda, contributing to decision-making and monitoring governance processes on gender equality, women rights and women empowerment in Armenia.

The WiP 2.0 project involved a diverse range of partnerships with various government bodies, local authorities, civil society organizations, media and international organizations. The box below lists the project’s main stakeholders.

Box 2: Main Project Stakeholders

1. RA Deputy Prime Minister's Office: Contributes to setting the country’s strategic vision, ensures government support for the project’s PAR-related components and establishes prerequisites for institutionalizing project-suggested models in relation to PAR.
2. RA Ministry of Labour and Social Affairs: Serves as the focal point for gender equality and custodian of the National Strategy and Action Plan on Gender Equality 2019-2023. The Ministry acts as both a beneficiary and co-creator of programmatic components.
3. RA Ministry of Territorial Administration and Infrastructure: UNDP has a long-standing partnership with the Ministry on women's empowerment and gender equality activities. The Ministry co-creates programmatic components and plays a key role in adopting and institutionalizing project-delivered models within the national gender strategy and machinery.
4. Civil Service Office: Major partner in developing and testing gender-sensitive practices within the civil service and public administration overall.
5. Human Rights Defender’s Office: Piloting agency for the Gender Equality Seal for Public Institutions Assessment.
6. Regional authorities: The project focuses on regional authorities as part of the gender equality machinery at the regional level and as enablers of democratic and development processes in Armenian regions.
7. Local governments: Serve as both benefactors and partners in certain programmatic components and act as potential enablers of gender machinery at the local level.
8. UN: UNDP regional and headquarters offices provide consultation on best practices, while coordination and synergies are ensured with other UN agencies (UN Women, UNICEF, UNFPA, etc.) to exchange best models and approaches for promoting gender equality and women's empowerment, especially in changing social norms and behaviors.

9. Civil Society Organizations: Function as both beneficiaries and partners in certain programmatic components and act as potential enablers of the gender equality movement and policy contributions at local and national levels.
10. Media and influencer groups: Engaged in programmatic components to promote gender equality concepts and constructive discourse on gender equality and women's rights issues.

The project's main beneficiaries and main target groups are government counterparts at national, regional and local levels, women and youth groups, active community groups and citizens, international organizations, civil society and the general public. The project has specific roles and strategies for the inclusion of various stakeholders and beneficiaries, including engaging women leaders in communities through capacity development and outreach activities, supporting national and local governments in participatory schemes and advocacy work for gender-sensitive policies, focusing on vulnerable and marginalized groups to ensure their voice is heard in local democratization processes, collaborating with NGOs for advocacy work on Gender Equality and Women's Empowerment (GEWE), partnering with mass media to promote gender equality in Armenian society and raising public awareness on gender equality aspects and the public roles of women and men.

UNDP Armenia's Gender Equality Portfolio implements a wide range of projects focused on various aspects of gender equality and women's empowerment, including women's political leadership, economic empowerment, innovative inclusive municipal sectoral services design and delivery, youth leadership advancement and gender equality in public administration. These interventions are implemented in a synergistic approach, building upon the capacities of women and youth from previous rounds to upscale proven schemes countrywide, as informed by evaluations. UNDP has established long-term partnerships with various stakeholders, including the national government, regional and local authorities, donors, international community and civil society organizations, to deliver this and other interventions on the ground across different thematic areas.

The WiP 2.0 project contributes to the outcomes and outputs of the UN and UNDP programmatic frameworks in Armenia, specifically the UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 and the UNDP Country Programme Document (CPD) 2021-2025, which are aligned with national development priorities and goals. The project is also linked to the UNDP Strategic Plan 2022-2025 and contributes to the Sustainable Development Goals (SDGs), particularly SDG 5 on Gender Equality and Women's Empowerment. Within the UNSDCF, the project contributes to Outcome 8 on Gender Equality and Women's Empowerment, while within the UNDP CPD, it contributes to Outcome 3 on Democratic Governance.

2. EVALUATION OBJECTIVES AND METHODOLOGY

As the WiP 2.0 project reached its mid-point, UNDP Armenia commissioned an independent mid-term evaluation of the project. An international evaluator was engaged to conduct the evaluation, which took place in the period May – June 2024.

2.1. Purpose of the Evaluation

The overall objective of this mid-term evaluation was to assess the relevance of the project interventions and the progress made so far towards achieving its planned objectives, effectiveness, efficiency, as well as the impact and sustainability of interventions within the WiP 2.0 project. The evaluation results will be used by UNDP, the donor, implementing partners and relevant stakeholders in planning for further activities under this project.

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. Besides, the evaluation will help to further explore the interventions of UNDP in advancing the gender-responsive practices and mechanisms within the public administration system of Armenia, including identification of new niches and strategic partnerships.
- **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 leadership, representation and political participation, participatory budgeting, youth empowerment and citizen participation at the local level (participatory democracy), as well as public administration for a more citizen-centric and gender-responsive public service.

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 evaluation matrix that underpinned this evaluation is included in Annex IV 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.¹ It applied OECD DAC criteria² 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*"³. 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 GE Portfolio and the project teams, 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.⁴ 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. The 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 systematic sampling strategy. The evaluator divided project beneficiaries into different categories based on their roles and involvement in the project (e.g., central government institutions, local government institutions, CSOs, and so on). Purposive sampling was applied to the beneficiaries of the project (women and youth), selecting those with the most knowledge of the project based on their interactions with their activities. Also, the likelihood of interest in participating in the evaluation process was taken into account. The selection approach ensured that each stakeholder category was represented in the evaluation. As the complete list of project beneficiaries was not available due to the large and dispersed nature of beneficiaries, it is not possible to estimate the proportion of the sample size relative to the population. But it is possible to say that the sample was fairly representative

¹ Link [here](#).

² Criteria for evaluating development assistance: relevance, effectiveness, efficiency, sustainability and impact of development efforts.

³ Link [here](#).

⁴ <http://www.unevaluation.org/document/detail/980>

of the population of beneficiaries. As for the other types of stakeholders, full inclusion was applied to UNDP’s Gender Equality Portfolio and 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.

It should also be noted that the data collection organized in the context of this evaluation was part of a broader data collection effort organized by the same evaluator for other evaluations in the same year (2024) – in particular, one conducted for the evaluation of UNDP’s WYILD project (more on this project further in this report) and the evaluation of USAID’s SEPPA programme.⁵

Table 1: Data Sources

Evaluation tools		Sources of information
Documentation review	Strategic/programmatic documentation	<ul style="list-style-type: none"> • UNDP Strategic Plan 2022-2025 • UNDP Armenia Country Programme Document 2021-2025 • UNSDCF Armenia 2021-2025 • UN Armenia Annual Reports 2021, 2022 • UNDP Programme and Operations Policies and Procedures • UNDP Handbook for Monitoring and Evaluating for Results
	Project documentation	<ul style="list-style-type: none"> • Project Document; • Mid-Term Evaluation of the Framework Programme;⁶ • Minutes of LPAC and Project Board meetings; • Annual Workplans; • Quality Assurance reports; • Day-to-day monitoring by the project team of activities implemented under grant mechanism and results achieved; • Overall monitoring by the GE Portfolio; • Reports prepared by experts; • Training reports; • Quarterly narrative and financial reports submitted to donor; • Monitoring and Evaluation Matrix.
	Third-party reports and normative documents	<ul style="list-style-type: none"> • 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.

⁵ Strengthening Electoral Processes and Political Accountability in Armenia.

⁶ 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.

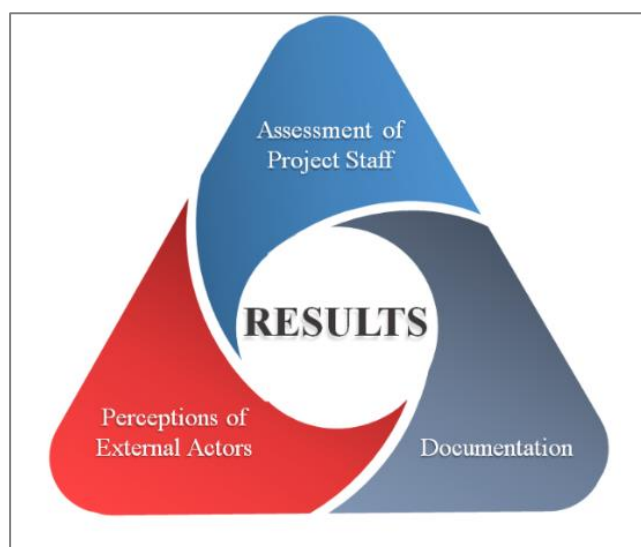
Specifically, the data collection process consisted of the following components:

- **Desk Review** - The evaluator conducted an analysis of all relevant documents, which included various project documents, progress reports, project presentations, minutes of project board meetings, 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.
- **Semi-structured Interviews** – Interviews for this evaluation involved key stakeholders – in particular, representatives of local governments and local communities, the project team and board members, UNDP programme staff and representatives of other UNDP projects. A sample of local government and local community representatives was selected for interviews. The list of stakeholders interviewed for this evaluation is included in Annex V of this report. As can be seen from the list, the evaluation included 21 interviews with a diverse range of participants, including government officials (38.1%), UN/UNDP staff (23.8%), experts/trainers (14.3%), civil society representatives (9.5%), donor representatives (9.5%) and community participants (4.8%). The evaluation utilized both in-person (66.7%) and online (33.3%) interviews, covering various project components and geographical areas, with a majority of interviews conducted in May (71.4%). Notably, the gender balance of interviewees leaned towards female representation, with 70% of interviewees being women and 30% men. As noted previously, the interviews conducted for this evaluation were part of a broader series organized by the evaluator for other 2024 evaluations, specifically for the UNDP’s WYILD project (detailed later in this report) and USAID’s SEPPA program.
- **Field Work** – A field visit took place in support of the data collection process for this evaluation. The field work took place on 2 May 2024 and included the settlement of Bazoum within the consolidated community of Pambak, where the project has had activities implemented jointly with the local authorities and communities (these activities are described in more detail further in this report). This location was selected on the basis of the fact that it was a location where the evaluator had not been before for the evaluation of interventions like the WYILD project, during which the evaluator had collected ample data that was also relevant to the WiP 2.0 project. The evaluator conducted interviews with representatives of the local government, the local Women and Youth Advisory Council (WYAC) and community representatives involved in the implementation of the grant initiative funded by the WiP 2.0 project.

Data Analysis

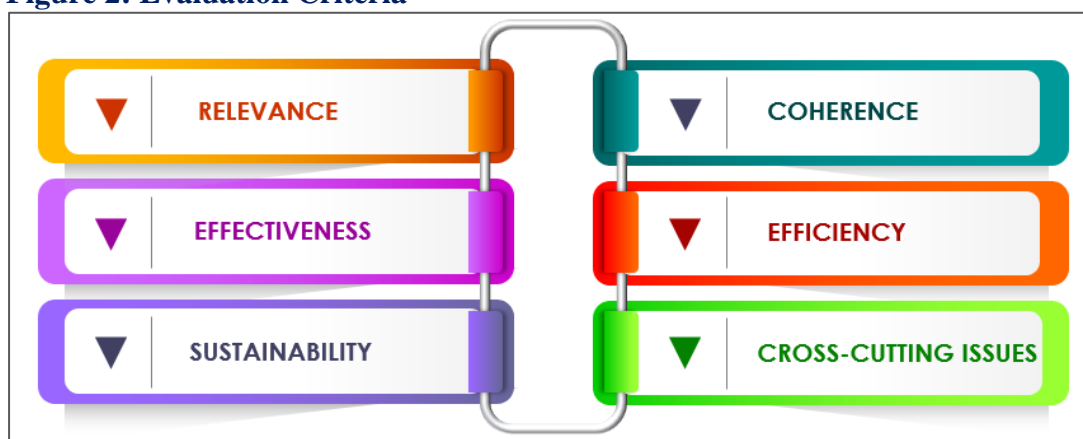
The contribution approach was taken for the analysis of the collected data. The information obtained through the documentary review and interviewing process was triangulated against available documented sources and then synthesized using analytical judgement. The method of triangulation is shown in Figure 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 taken for the analysis on the basis of the criteria of relevance, effectiveness, coherence, efficiency, sustainability, and expected contribution towards impact.

Figure 2: Evaluation Criteria⁷



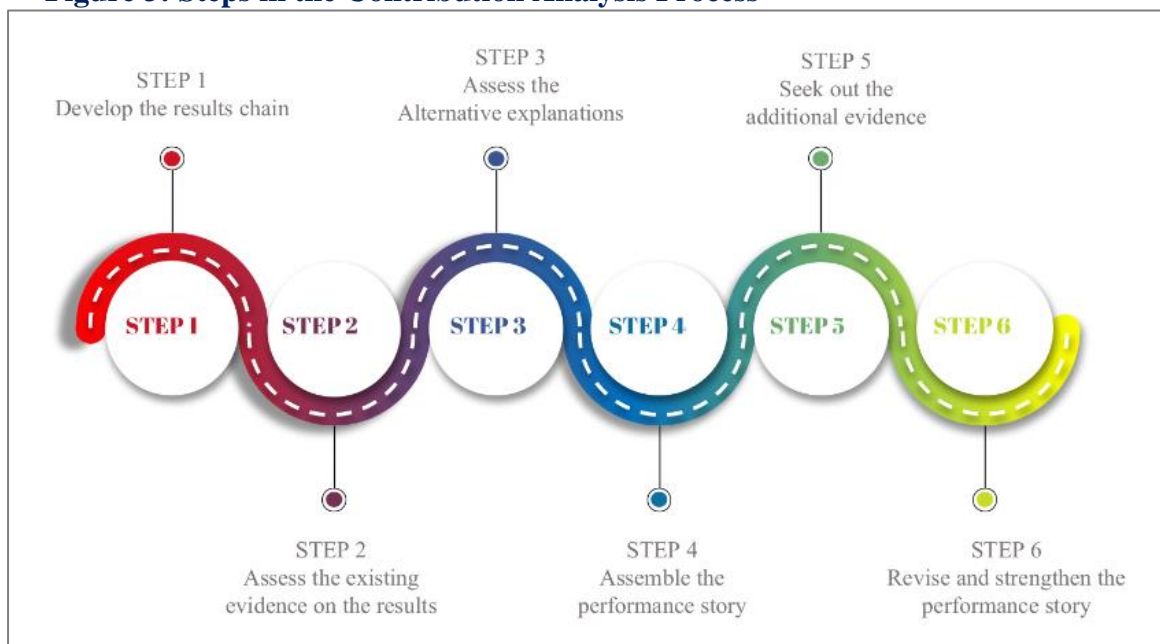
Care was given to the assessment of the extent to which the project has been successful in involving *marginalized groups*, especially *women, youth* and *persons with disabilities* and *minorities*. First, a detailed review of project documentation was undertaken to identify any references to marginalized group engagement, including specific initiatives, outreach methods, and resource allocation. Second, interviews were conducted with project staff, beneficiaries, and representatives of marginalized communities to gain first-hand insights into their levels of involvement, experiences, and perceived inclusivity of the project's approach. Third, feedback from these groups was analyzed to identify any remaining barriers to their participation and to assess the effectiveness of strategies used to promote inclusivity.

The figure below shows the contribution approach that was taken for the analysis. The analysis also covered aspects of formulation, such as the extent of stakeholder participation during project

⁷ 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.

formulation; replication approach; design for sustainability; linkages between the project and other interventions; adequacy of management arrangements, etc.

Figure 3: Steps in the Contribution Analysis Process



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 mid-term evaluation and the Results-Based Management Programme Analyst acted as the Evaluation 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 ease of access by respondents. This low response rate is typical in these kinds of evaluations. Nevertheless, the evaluator 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, 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 six 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 has been designed and delivered, including its alignment with the national policy framework, 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 WiP 2.0 project is largely aligned with Armenia's national priorities.

- As part of a broader set of interventions by UNDP Armenia, the design of the WiP 2.0 project has been influenced by the ongoing public administration reform in Armenia. This reform process is aimed to enhance governance, improve public sector efficiency and promote inclusiveness within the public institutions. The reform's emphasis on gender mainstreaming is crucial for the project's alignment with the national priorities – ensuring that gender equality becomes an integral part of the administrative and policy-making processes. The following are Armenia's key reform initiatives that underpin the WiP 2.0 project:
 - The WiP 2.0 project supports the implementation of the Public Administration Reform (PAR) strategy, particularly its policy-making and human resource management components which, *inter alia*, aim to increase women's representation in decision-making positions. This is done through the elaboration of strategic documents (Gender Mainstreaming and Social Inclusion methodologies),⁸ contributions to the National Gender Strategy (2024-2028) and its Action Plan, Gender Equality Seal assessments, action plans for the Gender Equality Seal Assessments and training for civil servants. Besides, particular attention is paid to the continuous enhancement of the country's gender machinery through functional mapping and provision of recommendations.
 - Furthermore, the WiP 2.0 project capitalizes on the opportunities created by the Territorial and Administrative Reform in Armenia (TARA - 2015-2022), which has resulted in consolidated communities and has introduced gender quotas at the local level. The project

⁸ Gender Mainstreaming and Social Inclusion methodologies are included in the Draft Regulations of the Government Strategic Planning.

has focused on building capacities of the newly-elected women council members in these consolidated communities.

- The adoption and implementation of gender-focused policies and legislative frameworks by the Government of Armenia have provided a supportive/conducive environment for the project. This includes the introduction of gender quotas in local elections, which has already led to an increase in women's representation in community councils and leadership roles. Such legislative changes have been important for creating opportunities for women and ensuring their active participation in governance.
 - The WiP 2.0 project is developing recommendations for the new draft National Gender Strategy (2024-2028) and its Action Plan, ensuring that the project's lessons and priorities are reflected in these key policy documents that guide the government's work on gender equality.
 - By supporting the Women Policy Club and submitting recommendations on the draft legislation and draft policy documents, the WiP 2.0 project is aligned with the government's efforts to improve the country's legal and policy framework and further advance women leadership.
 - Some of the project's public awareness campaigns, particularly around International Women's Rights Day, align with the government's push for innovation and digitalization, by highlighting the importance of women's participation in STEM fields and decision-making around digitalization.
- In late 2023, the WiP 2.0 project adapted some of its activities to respond to the needs of refugees from Nagorno-Karabakh (as will be seen in more practical terms further in this report), aligning with the government's shift in priorities towards the humanitarian crisis. Dialogue events were organized on the topic of social inclusion of refugees.

Alignment with the Needs of Targeted Communities: The WiP 2.0 project has also been largely aligned with the needs of the targeted communities. This became particularly evident in the course of interviews conducted for this evaluation with community representatives in the Pambak municipality. By providing training, mentorship and small grants to women local councilors, heads of settlements and secretaries of staff in consolidated communities, the project is directly addressing the capacity gaps and needs of women leaders at the local level. The training topics (leadership, gender mainstreaming, participatory research, municipal planning and budgeting) appear to be tailored to the key competencies required for effective local governance. The establishment and capacity building of Women and Youth Advisory Councils (WYACs) in the targeted communities responds to the need for institutionalized mechanisms for citizen engagement, particularly of underrepresented groups like women and youth. The innovation challenge grants for WYACs to implement community projects further reinforce their role in participatory local development. The Women Policy Club provides a platform for women local leaders to analyze draft laws and provide recommendations, ensuring that the perspectives and needs of local communities are reflected in national policy debates. This bridges the gap between local realities and national policymaking. The project organizes policy dialogue events that bring together local stakeholders (CSOs, local authorities, community members) to discuss issues like gender-based violence, social policies and refugee inclusion. These events provide a space for communities to articulate their needs and co-create solutions. Furthermore, the public

awareness campaigns, particularly those highlighting local women role models and activists (e.g. women with disabilities), help address stereotypes that limit women's political and civic participation in their communities.

Leaving No One Behind: By targeting women's participation and leadership in local governance and decision-making, the project is addressing a key dimension of gender inequality and exclusion in Armenia. The establishment of WYACs enables young people, particularly young women, to participate in local governance processes. This was evident in the Pambak region where there was a close relationship and cooperation between the WYAC members and the local authorities. Furthermore, as will be seen further in this report, some of the project's public awareness campaigns and advocacy initiatives have featured women with disabilities, highlighting their leadership potential and the barriers they face. This has helped challenge stereotypes and has also helped promote the political inclusion of this marginalized group. It is crucial to note here that the project has targeted consolidated communities in various regions of Armenia, not just the capital city – ensuring that capacity building and empowerment efforts reach women leaders in diverse geographic contexts. Also, when faced with the influx of refugees from Nagorno-Karabakh in late 2023, the project adapted some activities to promote the social inclusion of this vulnerable group affected by conflict. Engagement of ethnic minorities is yet another area prioritized by the project as a means to ensure a more comprehensive outreach of project intervention. Currently, work with the Yezidi community, the largest minority group in Armenia, is being explored by the project team.

Alignment with UNDP and UN Priorities: The WiP 2.0 project has been implemented under the framework of the *UNDP Country Programme for Armenia* for the period 2021-2025 and has directly contributed to its Output 3.3. “*Systems/mechanisms to ensure equal opportunities/rights to participate in decision-making*”. Also, 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.⁹ Furthermore, the project is fully aligned with the United Nations Sustainable Development Cooperation Framework for Armenia (2021-2025) and more specifically Outcome 8 and Output 8.2, which focus on gender equality and participation of women in decision making, respectively.¹⁰

Contribution to the achievement of SDGs: The project's focus on empowering women leaders at the local level and enhancing citizen participation through WYACs is in line with Armenia's commitment to localizing the Sustainable Development Goals (SDGs), particularly SDG 5 on gender equality and SDG 16 on inclusive institutions.¹¹ The box below provides a more detailed assessment of the project's contributions to the achievement of SDGs.

⁹ 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.

¹⁰ 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.”

¹¹ SDG 5: Gender Equality; SDG 16: Peace, Justice and Strong Institutions.

Box 3: Project’s Contributions to SDGs

The WiP 2.0 project has directly contributed to the following SDGs:

SDG 5 - Gender Equality

- Target 5.5: The project's focus on increasing women's political participation and leadership directly contributes to ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political and public life.
- Target 5.1: By promoting gender-responsive policies, institutions and norms, the project addresses discrimination against women and girls.
- Target 5.9: The project's work on gender mainstreaming in public administration, including the application of the Gender Equality Seal methodology at the HRDO, the development of a National Gender Strategy, capacity development of the public/civil servants, as well as continuous work to enhance gender machinery in the country aligns with Armenia’s adoption and strengthening of policies and legislation for gender equality.

SDG 16 - Peace, Justice and Strong Institutions

- Target 16.7: The project's efforts, including through continuous application of “learning by doing” modalities (e.g. innovation grants), to empower women leaders, establish Women and Youth Advisory Councils and promote participatory local governance contribute to ensuring responsive, inclusive, participatory and representative decision-making at all levels.
- Target 16.6: By challenging stereotypes and discrimination against women in politics, leadership and decision-making, the project contributes to promoting non-discriminatory laws and policies.

Areas for Further Attention

Overall, this is a well-designed project benefitting from years of UNDP experience with similar projects, as well as the first phase of the same project (“Women in Politics”). Based on interviews for this evaluation, one aspect of the project will benefit from further consideration to enhance the project's potential: **engaging men in project activities** and **balancing capacity-building efforts across national and local levels**. Despite efforts by the project team, the engagement of men could be further intensified. Patriarchal norms dominate many communities, where traditional gender roles are deeply ingrained. Limited male participation limits the project's ability to challenge and transform these norms. Government representatives interviewed for this evaluation underscored this challenge, highlighting the need to involve men more actively. To address this, the WiP 2.0 project could implement targeted outreach initiatives targeting men, such as male-focused discussion groups, male role models and influencers and men-specific training modules. The project team has already made steps in this direction by integrating capacity development in gender-sensitive policy-making for male parliamentarians as well as through engaging male civil servants and designing a dedicated component for General Secretaries and Heads of Administrations (predominantly men).

3.2. Effectiveness and Progress to Impact

This section presents an assessment of the project's effectiveness and progress made towards impact.

3.2.1. Assessment of Project's Main Contributions

The assessment of the project's main contributions is organized on the basis of the project's main objectives.

Objective 1: Advance women's leadership and political participation in local decision-making via public or civic roles

Capacity Development

Capacity development is a key aspect of the WiP 2.0 project. Through this component, the project has reached a significant number of participants, particularly women, from various municipalities and CSOs. The complete list of trainings and the number of individuals involved in them is included in Annex VIII of this report. As can be seen from that list, these trainings have covered a wide range of relevant topics related to women's leadership, capacity building, personal development, gender equality and strategic communication. The box below summarizes the main focus areas of the trainings. Overall, the "leadership training programmes and workshops" have equipped women with the skills and knowledge needed to participate effectively in political processes. The sessions of the Women Leadership School (WLS) have built the capacities of women local councilors, administrative heads and secretaries of staff in leadership, gender mainstreaming, participatory research, planning and budgeting.

Box 4: Trainings' Focus Areas

- Women's Leadership and Soft Skills: The Women Leadership School (WLS) trainings have focused on post-electoral capacity building for women leaders on a wide array of topics.
- WYAC Capacity Development: The WYAC capacity building trainings enhance the skills and knowledge of women and youth (participants of the format).
- Personal Development: The VCoP sessions have covered topics such as leadership, personal branding, public image and stress management.
- Gender Equality: Several trainings have addressed equal rights, equal opportunities and gender equality in the context of leadership and policy-making.
- Strategic Communication: Two trainings have focused on strategic communication, crisis communication, advocacy and policy dialogue for CSOs.

Until the point of this mid-term evaluation, the WiP 2.0 project had conducted a total of 25 training sessions, reaching a total of 568 individual participants, with a high representation of women (93%, or 530 out of 568 participants). The trainings have involved participants from various municipalities, with the number of municipalities represented per training ranging from 2 to 27. Two trainings have engaged a total of 29 CSOs, out of which 24 (82.8%) are women-led. The majority of the trainings

(21 out of 25) have been conducted in person, while 4 trainings (VCoP sessions) have been delivered online. The duration of the trainings has ranged from 1 to 3 days.

Policy Development

Another key activity area of the WiP 2.0 project has been support for the development of policies and legislation. The structure which has enabled the participation of women in policy development is the “Policy Club” that has been supported and operationalized by the project. This policy club brings together women local leaders (project beneficiaries), who are invited regularly to discuss legislative drafts (proposed or initiated by the Government) available on e-draft.am. The group is fluid and different every time, since the invitation goes to all and each time different cohort gets together. There are, however, around 10 women who persistently attend all meetings.¹² At the point of this evaluation, the WiP project had supported the development of 30 policy recommendations, which are summarized in the figure above. The adoption of these recommendations was in progress at the time of this evaluation and remains to be seen further. The project team is monitoring the progress for each package.



The key feature of this activity alongside the contribution to the national-level policy-making, is giving women power to affect policy making. This feature helps to ensure gender-responsive decision- and policy-making by influencing important processes beyond their communities, as well as to strengthen peer network for continuous learning and joint action.

Establishment of WYACs

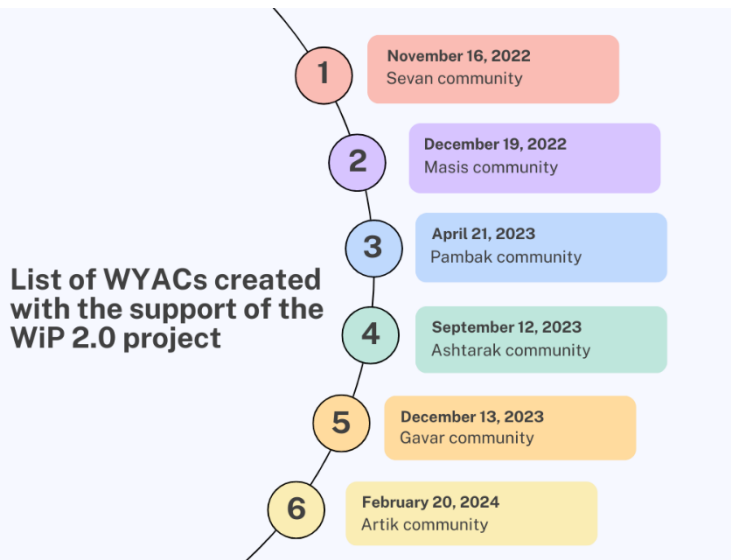
Another key contribution of the WiP 2.0 project has been the establishment and capacity building of WYACs in consolidated communities, which serve as institutionalized mechanisms for women and youth participation in local governance and decision-making.¹³ This work builds on the foundations of previous UNDP projects (especially the WYILD project), which have made lasting contributions in the establishment of these local-level structures. The WiP 2.0 has taken this work further by continuing this tradition of support for the establishment of these key local structures and for assisting the previously established ones. At the point of this evaluation, the project had supported the

¹² At the time of the evaluation, the subsequent policy club meeting was scheduled for the 29th of May, 2024.

¹³ WYACs aim to foster inclusive and participatory governance by providing platforms for women and youth to engage actively in local decision-making processes. They seek to address the underrepresentation of these groups in political and administrative spheres, promoting gender equality and youth involvement in governance.

establishment of 6 out of 8 targeted WYACs, which are shown in the figure on the right. These WYACs were established at the end of 2022 and throughout 2023 to early 2024. The establishment of these WYACs and the implementation of five WYAC projects (more information further in this section) highlight the project's efforts to promote women's participation in local decision-making.

The box below provides a more detailed summary of the role and mission of WYACs.



Box 5: Role and Mission of WYACs

The establishment and functioning of WYACs is a key component of the WiP 2.0 project. These councils are designed to enhance participatory governance and empower women and youth at the local level. They serve as a mechanism for building the capacities of women and youth, equipping them with the skills and knowledge needed to participate effectively in governance. Through training programmes and hands-on sessions and leadership development initiatives, WYACs help enhance the confidence and competencies of their members.

By creating spaces specifically for women and youth, the WYACs ensure that these groups have a voice in local governance. This inclusivity is crucial for addressing the unique challenges existing at the local level, including the perspectives of women and youth, leading to more representative and responsive governance outcomes.

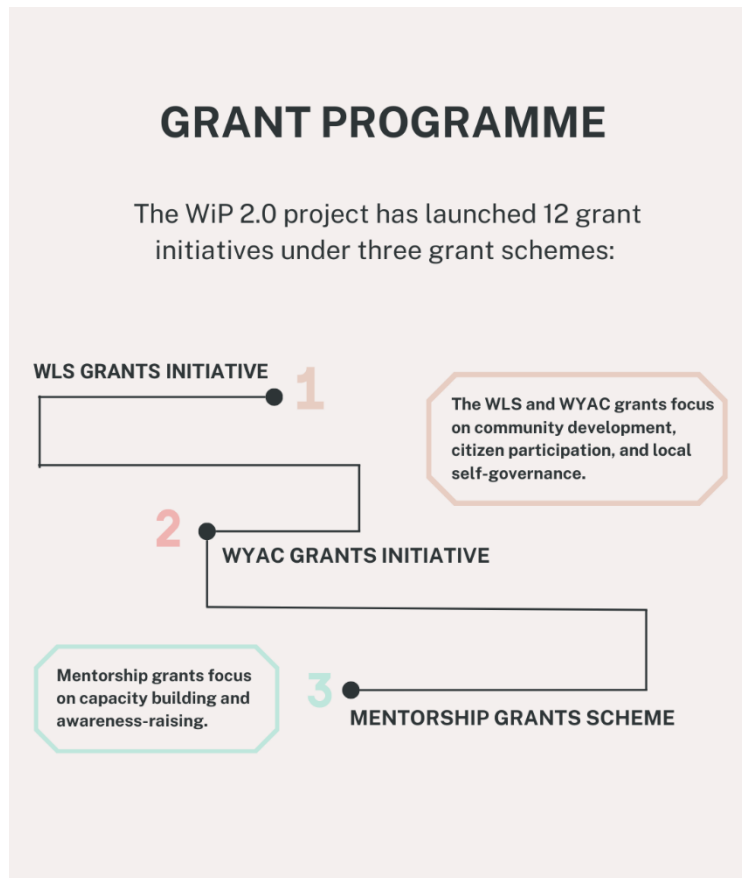
WYACs play a critical role in mobilizing communities and fostering a culture of active citizenship. They encourage broader community participation in local governance, facilitating dialogues and consultations between community members and local authorities. This engagement helps build trust and collaboration between citizens and government officials.

WYACs contribute to the development and implementation of policies at the local level. By providing insights and recommendations from the perspective of women and youth, the councils help shape policies that are more inclusive and responsive. This input is valuable for integrating gender and youth considerations into local governance frameworks.

Innovation Challenge (Small Grants)

In support of the engagement of women in local political affairs and decision-making, the WiP 2.0 project has supported 12 grant initiatives (as of the time of this evaluation) under three grant schemes: WLS Grants Initiative, WYAC Grants Initiative and Mentorship Grants Scheme – as shown in the figure below. The complete list of the grants provided by the project is included in Annex XII of this report. The WLS and WYAC grants have focused on community development, citizen participation,

social cohesion and local self-governance, while the Mentorship grants have focused on inclusive community, capacity building and awareness-raising. The grant initiatives are implemented in various locations across Armenia, including Araks, Parakar, Pambak, Sevan, Masis, Khoy, Noyemberyan, Abovyan, Artik and Vanadzor. This wide geographical coverage indicates the project's broad reach to various communities. Through this diversity of thematic areas, the WiP 2.0 project is addressing multiple aspects of community development and governance. The primary beneficiaries of the grant initiatives are community residents. Inclusion of specific groups such as ethnic minorities, people with disabilities, women and refugees from Nagorno Karabakh was particularly encouraged. The duration of the grant initiatives ranges from 3 to 8 months, with start dates spanning from November 2023 to September 2024. The status of the initiatives varies, with some completed, some in progress, some in the reporting process and others in the contracting process. The total grant amounts range from 376,000 AMD (approximately 940 USD) to 4,000,000 AMD (approximately 10,369 USD). Some initiatives have co-financing contributions, ranging from 200,000 AMD to 2,000,000 AMD. Through the grant programme, the WiP 2.0 project is providing substantial support to the grant initiatives while also leveraging additional resources through co-financing.

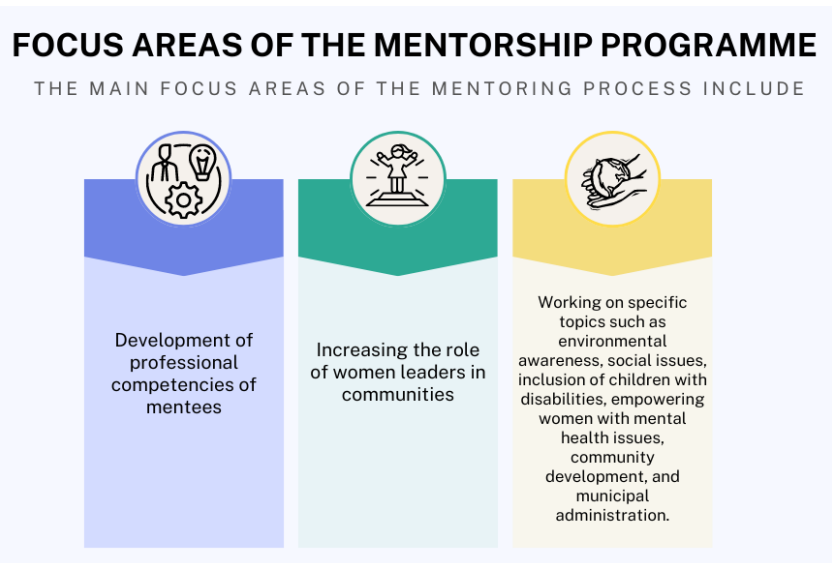


Women2Women Mentorship Scheme

Another key activity of the WiP 2.0. project is the establishment of a mentorship scheme that connects women leaders at the national and local levels. This mentorship scheme is designed to incentivize motivation, experience sharing and joint action between mentors and mentees. The mentorship scheme has paired mentors from central government agencies with mentees from local municipalities, fostering knowledge transfer and capacity building. The focus areas of the mentoring process are diverse and tailored to the specific needs of the mentees and their communities. The mentorship pairs have aligned their focus areas with the mentees' roles and the needs of their respective communities.

The mentorship scheme has thus far involved 19 mentor-mentee pairs (a total of 12 mentors and 19 mentees have been involved). Mentors are primarily from central level ministries and government agencies, holding positions such as deputy ministers, department heads and advisors. Mentees are mostly members of municipal councils, heads of units or administrative heads from different communities and regions of Armenia.

Eight of the 19 mentor-mentee pairs have submitted grant proposals and four of them were in the process of finalizing grant agreements at the point of this evaluation. Three proposals were undergoing modifications based on feedback. While not all mentor-mentee pairs have applied for grants, the WiP project has facilitated collaboration and project ideation. The grant application process has been rigorous, with proposals undergoing review and modifications to ensure alignment with the scheme's objectives. As of the writing of this report, the applications were being reviewed approved by an evaluation committee which has included representatives of UNDP (GE Portfolio and WiP 2.0 project) and MTAI.



Objective 2: Strengthen gender sensitivity and gender responsiveness of public administration system and gender mainstreaming in public institutions at national and local levels

Under its second component, the WiP 2.0 project has focused on strengthening the gender sensitivity and responsiveness of the public administration system through several key activities.

First of all, to promote gender equality within public institutions, the WiP 2.0 project is supporting the drafting of the National Gender Strategy and Action Plan. The WiP 2.0 project is also scheduled to pursue two Gender Equality Seal Assessments: one with the Office of the Human Rights Defender (HRDO), which has already been launched; another one with the Ministry of Labor and Social Affairs (MLSA) to be pursued soon. The purpose of the Gender Equality Seal assessments is to evaluate and certify public institutions based on their adherence to gender equality standards. This work builds on the previous Gender Equality Seal Assessments conducted by the previous GEPAA project with the Civil Service Office, Ministry of Justice and Yerevan Municipality’s Department of Children and Social Protection. However, the WiP 2.0 project took this previous work further by supporting the development of actions plans for these institutions. The Gender Equality Seal assessments and action plans in the above-mentioned public institutions help them identify and address institutional barriers to gender equality. This work includes gender mainstreaming trainings for civil servants from various ministries which is aimed to build a critical mass of gender-aware and competent public officials who can integrate gender considerations into their work and decision-making. Government officials interviewed for this evaluation see value in conducting gender seal assessments in government agencies to identify structural and cultural constraints hindering women's advancement into leadership positions and to continuously strengthen gender-responsive public service. They believe that the gender seal assessments will produce concrete, actionable policy and legal recommendations to make the public administration environment more enabling and attractive for competent women to

take on decision-making roles. The recommendations that will be derived from this exercise are expected to inform policy changes to create more inclusive environments.

The WiP 2.0 project has also supported the development of several methodologies, guidelines and research aimed at promoting gender mainstreaming in public institutions and policies. The following is a list of the main research produced by the project.

- Gender Mainstreaming Methodology and Social Inclusion Methodology (combined in one).
- Situation Assessment Report: Addressing the Challenges of Gender Equality and Women's Progress in Armenian Political Parties (Roadmap).
- Gender Glossary (based on extensive research)
- Advancing women in the Executive branch of Armenia.
- In the Spotlight: Investigation into Women's Participation in Local Governance in Armenia. Activities and Factors. Baseline (technical) assessment.
- Action Plan for the Civil Service Office (CSO) on improvement of gender equality status based on gender seal report.
- Action Plan for the Ministry of Justice (MoJ) on improvement of gender equality status based on gender seal report.
- Action Plan for Yerevan Municipality, Department of Children and Social Protection on improvement of gender equality status based on Gender Seal report. Yerevan Municipality was removed from the targeted institutions' list in agreement with the donor during the project revision.

This body of work has been quite strategic, as it operates at the policy level with significant potential for policy impact. A key strategic document in this regard is the combined Gender Mainstreaming and Social Inclusion Methodology for the government of Armenia, which has significant potential for impact. Beyond just tracking sex-disaggregated indicators, the methodology aims to fundamentally change how policies are developed by ensuring diverse groups (women, youth, people with disabilities, rural populations, socially vulnerable, etc.) are engaged to voice their needs from the start. The draft methodology has been finalized and is currently in internal circulation for adoption. It will initially apply to high-level strategic documents developed by the executive branch of the central government. The goal is to start there and then expand the applicability to other regulations and policy documents over time as capacity allows. The document applies only to the executive branch of the government - it does not yet apply to parliament, local governments, or certain constitutional bodies. The methodology is forward-looking, but there are opportunities to apply the mainstreaming principles when existing strategic documents come up for their annual revisions. The methodology focuses on inclusive, participatory policymaking where the voices and needs of different segments of society are considered from the beginning of the policy design process. The goal is to change the mentality and process, not just measure indicators. To incentivize adoption, the methodology will be a legal requirement enforced through quality checks by the Prime Minister's office. Training will also be provided to build capacity and ownership among policymakers.

Evaluation participants noted that the research and knowledge products developed by the project, such as the functional assessment of women's participation in local governance, the Gender Glossary

and thematic studies, contribute to a stronger evidence base for informed policy-making and programming on gender equality.

Objective 3: Strengthen the roles of civil society in setting the agenda, contributing to decision-making and monitoring governance processes on gender equality, women rights and women empowerment in Armenia

The WiP 2.0 project, through its partnership with OxYGen,¹⁴ has enhanced the role of civil society in promoting gender equality and women's empowerment. The five key activity areas under this component are: 1) Dialogue events at local and national levels to surface issues and recommendations; 2) Advocacy events and CSO forums to promote policy changes; 3) Community-based campaigns led by women; 4) Awareness-raising through videos and newsletters; 5) Capacity building for CSOs on topics like gender-responsive budgeting. Activities have been interconnected, with local discussions feeding into policy briefs and recommendations, which are then advocated at regional and national levels, including through the CSO-Parliament platform.

Evaluation participants noted that the above-mentioned activities have improved the capacity of civil society to advocate for gender equality. The project's focus on engaging civil society, particularly women's groups and vulnerable populations, has been instrumental in strengthening their voices and increasing their influence in governance processes. The project has organized policy dialogue events with civil society participants. The implementation of community-based advocacy initiatives led by women is another example of the project's efforts to promote change at the grassroots level. Also, the participatory process and public availability of the impact assessments enables civil society to play an oversight role and demand revisions to policies if the government moves ahead with something deemed not sufficiently inclusive.

The institutionalization of civil society participation has been a key part of this component. Within the WiP 2.0 project, OxYGen-UNDP revived the CSO-Parliament platform, which had been established in 2019 by the MAP project, and which has now become a key tool for bringing civil society voices into the decision-making process. The platform operates based on a Memorandum of Understanding with the Parliament and is used to advance policy recommendations on gender and other issues like labor rights. OxYGen prides itself on convening multi-stakeholder discussions and is recognized as one of the key actors in facilitating civil society input into the policy process. They aim to utilize all available avenues to influence policy making. The project has also promoted topics such as the monitoring of gender-responsive policies, strategic communication, advocacy and policy work, and M&E on gender-responsive policies.

The WiP 2.0 project has also conducted a series of campaigns and activities that focus on promoting gender equality, women's empowerment and combating gender-based violence. These activities have utilized online platforms to share inspiring stories, experiences and perspectives of women from diverse backgrounds, including those in leadership positions, with disabilities and from ethnic minorities. The campaigns have aimed to raise awareness, advocate for change and promote inclusive

¹⁴ OxYGen is an Armenian independent advocacy and development foundation driven by its vision of an Armenia free of poverty and suffering, in which women and men can exercise their rights and influence decisions that impact on their lives.

solutions to the challenges faced by women in Armenia. The following are the project's main activities in this area under this Strategic Focus (the complete list of awareness-raising campaigns is included in Annex VII of this report).

1. ***16-day activism against gender violence campaign, 2022***: This campaign emphasized the importance of joint efforts and women's leadership in combating gender-based violence. It presented the outlook of women involved in the local government system of Armenia on various issues related to women's rights, discrimination, violence and leadership. The campaign utilized online platforms to share stories, experiences and perspectives of women from diverse backgrounds, including social workers and lawyers, as well as project beneficiaries.
2. ***International Women's Rights' Day, 2023***: This campaign focused on promoting women's leadership to prevent violence against women. It highlighted the role of innovation and technology in achieving gender equality, potential risks of exposure to cybercrimes (cyberbullying, libel and defamation in the virtual space) for women leaders and possible mitigation measures. The campaign featured inspiring stories and experiences of women leaders from various fields, including politics, law, education and technology.
3. ***Really Equal Campaign, 2023***: This campaign, in collaboration with the Agate Rights Defense Center for Women with Disabilities NGO, promoted the idea of an inclusive society that celebrates the dignity of women and girls with disabilities. It featured six video productions showcasing local women activists with disabilities at the grassroots level, demonstrating their resilience, leadership and active participation in their communities. The videos advocated for combating gender-based discrimination and promoting local solutions for a more inclusive society.
4. ***16 days of activism against gender-based violence, 2023***: This campaign focused on showcasing the resilience and leadership of women amid the crisis triggered by the influx of refugees from Nagorno Karabakh. It highlighted the potential of women's leadership and self-organization in effectively navigating and overcoming the refugee crisis, including work through WYACs, support in post-crisis stress management, etc. The campaign shared stories of women from Armenia and Nagorno Karabakh, through which it illustrated their unity, leadership and support for others during the crisis.
5. ***International Women's Rights' Day campaign, 2024***: This campaign focused attention on issues caused by gender inequality among ethnic minorities living in Armenia. It involved representatives of three minorities and aimed to show ways of solving these problems through hope-based communication. The campaign utilized online platforms to share inspirational stories and experiences of women from ethnic minorities, highlighting their challenges and potential solutions.

The WiP 2.0 project has also organized several advocacy events to promote gender equality and women's empowerment in Armenia. The following is a summary of the project's main contributions in this area under this Strategic Focus (the complete list of advocacy events is included in Annex VII of this report).

1. ***CSO National Forums***: Two CSO National Forums were held in December 2022 and February 2024 to bring together stakeholders, active women from grassroots, local and national level CSOs and activist groups. The forums shared information about implementing projects, map key stakeholders, develop engagement/influencing strategies and outline priorities for the gender equality agenda. The February 2024 forum focused on contributing to the Gender Equality Strategy 2024-2028 and its Action Plan, with recommendations from CSOs being incorporated into the final document.
2. ***Advocacy meetings on policy reforms***: Several advocacy meetings were held on various topics, including the role of state policy in the formation of a non-stereotypical image of women in the media, gender-sensitive approaches among mass media and recommendations for the upcoming Gender Equality Strategy 2024-2026. Meetings were also held with ministries to discuss recommendations on the social inclusion of forcibly displaced people from Artsakh and social policies from the perspective of gender equality. Advocacy meetings were conducted with representatives of national minorities/MPs to discuss issues related to recognizing, empowering and including ethnic minority women.
3. ***CSO-NA Platform meetings***: A meeting was held in May 2023 to discuss the role of the state and mass media in overcoming discriminatory and biased attitudes towards women's social and political activity in public perceptions. Another meeting in March 2024 focused on presenting the outcomes from engagements with national minority groups, particularly the Yezidis and discussing a policy brief on promoting civic participation and decision-making power of Yezidi girls and women.
4. ***Gender mainstreaming of the law on Mass Media***: The project organized a discussion with various stakeholders in April 2024 to address recommendations on the gender mainstreaming of the Law on Mass Media.

Through these advocacy events the WiP 2.0 project has engaged various stakeholders, gathered recommendations and influenced policies and strategies to advance gender equality and women's empowerment in Armenia. According to project records, the public information initiatives have achieved significant reach, with 426,844 views, contributing to raising awareness and changing perceptions on gender equality.

3.2.2. Achievement of Project Objectives

The analysis of the results framework conducted for this evaluation in discussion with the WiP 2.0 project team showed 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.

The achievement of the project's results based on its results framework is presented in Table 4 at the end of this section.¹⁵ The following is a brief summary of the status of achievement of project targets by outcome area based on data provided by the project team.

¹⁵ The project's Results Framework is linked to and contributes to the CPD and UNSDCF results frameworks.

Outcome 1: Women's leadership and political participation in local decision-making via public or civic roles is further advanced

- The project has met its target of maintaining 30% women's representation at the local level in consolidated communities on average. However, representation is lower (11-13%) in non-consolidated ethnic minority communities.
- The project aimed to improve 62 policies and practices through various grants, legislative packages and Women & Youth Advisory Councils (WYACs). So far 14 have been achieved, with several more grants and packages in progress.

Outcome 2: Gender sensitivity and responsiveness of public administration system is strengthened

- Against a target of 10 gender sensitive practices/policies adopted at the national level, 1 has been achieved so far - a letter of commitment signed for the Gender Seal in Public Institution by HRDO. Several methodologies, action plans and competency frameworks are in the finalization/approval stage. Gender Strategy and Action Plan and two legislative packages are under consideration.
- The target of getting 1 capacity development module on gender equality accepted by the government is scheduled for 2025.

Outcome 3: Role of civil society in setting agenda, contribution to decision-making and monitoring of governance processes on gender equality, women rights and women empowerment is enhanced

- 36% of suggested local/national actions by civil society have been accepted by decision-makers, exceeding the 30% target.
- Data on the ratio of women reporting perception change and increased influence will be collected and reported in Q4 2024.

In terms of specific Outputs:

Output 1: Strong cadre of women leaders formed; political parties apply gender equality; women network influential

- 129 women elected/working in local government and 31 female political party members have been trained, against a total target of 180 women and 30 men. Training for the rest is planned.
- 3 Women Leadership School (WLS) grants issued and 4 Mentorship grants in contracting, out of targets of 25 and 10 respectively. More planned for 2024.
- 6 Women & Youth Advisory Councils (WYACs) established against target of 8. 5 WYAC projects have been implemented.
- 2 legislative amendment packages and 26 policy recommendations proposed. Adoption is in progress.

Output 2: Systems, practices and policies designed for gender equality in public administration

- Gender Seal action plans drafted for 3 institutions. One in assessment process.
- Gender mainstreaming, inclusion methodologies submitted; Glossary completed. Capacity building ongoing.
- Recommendations on the National Gender Strategy and Action Plan submitted; adoption scheduled by the year-end.

Output 3: Civil society competently addressing gender equality issues and advocating change

- 28 policy dialogue events held with 567 participants, exceeding targets.
- 78 policy change recommendations submitted (target 75).
- 5 community-based advocacy initiatives led by women (target 6).
- Public information initiatives reached 426,844 views (target 250,000).
- 52 CSO representatives capacitated (target 60).

Overall, the project has made good progress on many fronts, meeting or exceeding several targets already. Women's representation, policy changes, civil society engagement and public outreach show positive results. Some training, grants and government-level changes are still in progress as per the project timeline. Sustained efforts will be needed to fully achieve the ambitious targets by project end.

Table 2: Achievement of Project Results

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
Outcome 1: Women’s leadership and political participation in local decision-making via public or civic roles is further advanced	Outcome 1.1. Women's representation at the local level is maintained or surpassed	31% in 45 communities that (half-country) had elections, (2022); 10% the rest of the country	30%	30%	30% women representation is ensured for the consolidated communities in average; for non-consolidated communities (ethnic minorities) the figures are much lower (around 11-13%)	Statistics, legal portals, contracts, reports
	Outcome 1.2. Number of policies and practices improved through local women voice, decision-making, action and policy dialogue (laws, WLS, Mentorship and WYAC grants, WYACs)	45 (Laws - 6; Grants /WLS/- 22; WYAC - 17)	62 (WYAC- 8; WYAC grants -12; Mentorship grants -10, WLS grants - 25; legislative packages -7)	14 (WYAC -6; WYAC grants -3; WLS grants -3; legislative package -2)	4 Mentorship grants and 2 WYAC grants are in the contracting phase; several WLS grants are in the ideation phase	
Outcome 2: Gender sensitivity and responsiveness of public administration	Outcome 2.1. Number of all adopted gender sensitive practices, mechanisms, policies (at the national level) through project contribution	0	10	1 – letter of commitment for the Gender Seal in Public Institution signed by HRDO	Gender Mainstreaming methodology; Social inclusion Methodology; Gender Glossary; Action Plan on Gender Seal CSO; competencies for civil servants are all in finalization/ approval stages	Respective methodologies, documents, action plans, competencies matrix

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
system is strengthened	Outcome 2.2. Number of capacity development modules on gender equality and/or social inclusion accepted by the government	0	1	0	Module is scheduled to be ready in 2025	
Outcome 3: Role of civil society in setting agenda, contribution to decision-making and monitoring of governance processes on gender equality, women rights and women empowerment is enhanced	Outcome 3.1. Ratio of suggested local and national actions, solutions and recommendations by civil society are adopted/taken forward by the decision-makers	0	30%	36%		
	Outcome 3.2. Ratio of women involved in the project activities report on perception change, as well as increased role, participation and influence on the national and local level advocacy work.	0	30%	0	Will be counted and reported in Q2 2024	

Outputs	Indicators	Baseline	Project Target	Result	Notes	Sources & Means of Verification
<p>Output 1:</p> <p>Strong cadre of women leaders in national and local government is formed</p> <p>Political parties apply strong internal gender equality systems</p> <p>Women network is influential in solution development and advocacy on gender equality</p>	<p>Indicator 1.1.1: Number of trained women and men with advanced leadership or gender sensitive policy-making</p>	65 (45 elected women + 20 political party representative women); 0 male political party representatives	150 women elected to/working at LSG, 30 female members of political parties; 30 male members of political parties	129 women elected to/working at LSG; 31 MPPs; 0 male	Capacity building for the rest will be done in 2024-Q1 2025	<p>Reports, training agenda, grants evaluation matrix, grants implementation reports, Baseline Assessment report, WYAC establishment decrees, Policy Packages, news reports, Roadmap to work with PPs</p>
	<p>Indicator 1.1.2: Number of democratic and innovative initiatives led by women (as a result of small grants scheme applied in activities 1.1.A; 1.1.C)</p>	45	25 WLS grants; 10 Mentorship grants	3 WLS grants; 4 Mentorship grants are in the contracting process	The rest of the WLS grants is planned to be done through tailored initiatives in 2024	
	<p>Indicator 1.1.3: Percentage of beneficiaries with a positively changed leadership role in community affairs</p>	0	0	0	This will be done in 2025 through survey among the main beneficiary groups	
	<p>Indicator 1.1.4: Number of women leaders engaged in coaching</p>	0	10	0	Coaching will be kicked-off in June 2025; the companies are being identified	
	<p>Indicator 1.1.5: Baseline and end-line assessment on functional analysis of women's contribution to local self-government is produced and women's</p>	-	1 Baseline; 1 End-line	Baseline Available	End-line assessment will be generated by March 2025	

Outputs	Indicators	Baseline	Project Target	Result	Notes	Sources & Means of Verification
	functionality is evidenced with 20% progress					
	Indicator 1.2.1: 3 "lessons learned" stemming from the Mentorship scheme identified and presented to public institutions for further replication and funded from the government	0	0	0	There are currently 19 mentorship connections between 31 women (12 mentors, 19 mentees), several more are expected to be developed by the year-end. Lessons learned will be gathered in the end of the scheme, analyzed and presented to the Government	
	Indicator 1.2.2: Number of women connected through the Mentorship Scheme	39 (WiP 1.0)	65	31	The second round of Mentorship scheme will be announced soon	
	Indicator 1.3.1: Number of Women and Youth Advisory Councils established	17 WYILD	8	6	WYACs formed in Masis, Gavar, Sevan, Ashtarak, Artik, Pambak	

Outputs	Indicators	Baseline	Project Target	Result	Notes	Sources & Means of Verification
	Indicator 1.3.2: Number of self-funded and cost-shared by government (at least 20%) projects implemented by Women and Youth Advisory Councils (WYACs)	11 WYILD	12	5	Masis, Sevan, Pambak, Khoy and Noyemberyan WYACs	
	Indicator 1.4.1: Number of a) legislative amendment packages proposed; b) policy recommendations proposed	a) 7; b) 120 (WYILD & WiP 1.0)	a) 7 b) 70	a) 2 b) 26	Packages submitted for “Electoral Code” and “Law on Temporary unemployment and Maternity Benefits”. The subsequent policy club meeting will be held on May 24.	
	Indicator 1.4.2: Percentage of recommendations adopted from women-led bottom-up policy dialogue activities and recommendation packages		15% in 2023; 25% in 2024	All in process with the respective state bodies		
	Indicator 1.4.3: One large network of women formed (WLS. Mentorship, Policy Club, WYAC, coaching participants)	0	1	1	Network is formed from WLS. Mentorship, Policy Club, WYAC members; coaching initiative participants will join later (June 2024)	
	Indicator 1.5.1: Number of political parties formally committed to the adoption and application of the voluntarily gender quota	1	1	1	The project Board approved project substantive revision on March 5, 2024. The	

Outputs	Indicators	Baseline	Project Target	Result	Notes	Sources & Means of Verification
					baseline for this indicator was “0” and the target “1”. However, on April 2, 2024, “Civil Contract” party adopted voluntary quota for the party’s regional councils. Thus, the project will either target one more party through continuous work or persistently engage with “Civil Contract” party to further build capacities on gender equality.	
	Indicator 1.5.2: Systemic approach to advance female political party members within their political parties enhanced	0	1	1	A roadmap to work with political parties has been designed and will be presented for discussion soon	
Output 2: Systems, practices and policies are designed and introduced in public administration system for gender	Indicator 2.1.1: Number of a) Gender Seal (GS) Reports, b) Gender at the Workplace Survey Reports and c) Action Plans drafted and implemented	a) 3 b) 3 c) 0	a) 2 b) 1 c) 5	a) 0 b) 0 c) 3	Action Plans for CSO, MoJ, YM are ready; Human Rights defender office has started the assessment; MLSA has initially agreed to join the process	Action Plans, Letter of Commitment of the HRDO, Gender Mainstreaming Methodology, Social Inclusion Methodology, Gender Glossary, training agenda, evaluation reports,
	Indicator 2.1.2: Number of a) policies and practices (solutions) and b) Gender	a) 0	a) 7	a) 0	HRDO is in the process of formal assessment; CSO has selected the	

Outputs	Indicators	Baseline	Project Target	Result	Notes	Sources & Means of Verification
equality and women's advancement	Equality Seal awarded to one public institution as a gender champion through formal Seal assessment process	b) 0	b) 1	b) 0	recommendations to be addressed by the year end.	Gender Strategy and Action Plan, lists of events participants
	Indicator 2.1.3: Number of policies, practices, services, capacity building activities, mechanisms and schemes on gender mainstreaming funded by the public institutions (ref. ProDoc activity 2.1.A; 2.1.B)	0	4	0	Will be addressed by the year-end	
	Indicator 2.2.1: Number of legislative acts on gender quotas for decision-making or high-ranking civil service positions drafted, proposed, advocated for/	0	1	0	The draft act will be elaborated in 2025; the research to support the scenarios to be introduced by the law has been completed	
	Indicator 2.2.2: Number of policy documents to ensure gender mainstreaming and social inclusion in the policy design, as well as unified use of gender vocabulary	0	3	3	Gender Mainstreaming Methodology and Social Inclusion Methodologies are ready and submitted to the DPM office; Gender Glossary is validated with the responsible state bodies	
	Indicator 2.3: Number of a) civil servants, b) female civil servants (MoJ, MLSA, CSO); c) General Secretaries with around	65	a) 100 b) 50	a) 71 b) 56	Civil servants from selected units of all 12 ministries have been trained on gender-	

Outputs	Indicators	Baseline	Project Target	Result	Notes	Sources & Means of Verification
	30% knowledge increase verified through tests in gender mainstreaming, leadership and soft skills		c) 50	c) 0	sensitive policy-making; HRDO staff will be trained next to carry out the Gender Seal assessment. Capacity building for General Secretaries is scheduled for mid-June 2024.	
	Indicator 2.4.1: Number of recommendations suggested to a) improve Draft Gender Strategy; b) improve National Gender machinery	0	a) 10 b) 10	a) 14 b) 0	Final Draft of the Gender Strategy and Action Plan are currently being circulated. The adoption is scheduled for the year-end. Contributions to improvement of Gender Machinery will be generated at a co-design workshop scheduled for October-November 2024	
	Indicator 2.4.2: Ratio of recommendations adopted to a) improve Draft Gender Strategy; b) improve National Gender machinery	0	a) 10 b) 10	a) 0 b) 0	Please see the above note	
	Indicator 2.4.3: Number of stakeholders a) female; b) male; c) youth; d) PWD;	0	300	352	Several dedicated events and discussions	

Outputs	Indicators	Baseline	Project Target	Result	Notes	Sources & Means of Verification
	e) displaced with enhanced knowledge on aspects of PA system PWD and displaced persons will account for at least 10% of the total number					
Output 3:	<p>Output Indicator 3.1: Number of participatory policy assessment and dialogue-advocacy events for sensitizing the decision-makers and promoting GE issues with the participation of CSOs, vulnerable groups of women and men:</p> <p>15 policy assessment and evidence accumulation events; 12 advocacy meetings; 3 annual national forums on the GE issues</p>	0	30	28		Documentation, participants lists, evaluations, communiques, policy briefs; contracts, reports, social media posts and coverage; evaluation reports, focus groups results
Civil society is competently and proactively addressing topical issues of gender equality and advocate for positive change	<p>Output Indicator 3.2: Total number of participants, of whom 30% of whom are men; 30% are representatives of vulnerable groups</p>	0	500	567		

Outputs	Indicators	Baseline	Project Target	Result	Notes	Sources & Means of Verification
Civil society networks are influential in solution development and advocacy on gender equality						
	Output Indicator 3.3: Number of recommendations for policy change developed/submitted	0	75	78		
	Output Indicator 3.4: Number of community-based advocacy initiatives led by local women	0	6	5		
	Output Indicator 3.5: Reach/number of views/ of public information initiatives for addressing practices and perceptions hindering women's empowerment in the country: 12 communiqués; 12 analytical and interactive videos; 3 annual e-newsletters; 12 human stories	0	250,000	426,844		
	Output Indicator 3.6: Ratio of increased knowledge among CSO	0	60	52		

Outputs	Indicators	Baseline	Project Target	Result	Notes	Sources & Means of Verification
	<p>capacitated to promote and advocate for GE issues:</p> <p>3 capacity development and knowledge transfer sessions; developed communication and public campaign strategies for 10 CSO on GE; 60 representatives of the local CSOs participants of the capacity building</p>					

Table 5 below summarizes the achievement of output indicators at the time of the mid-term evaluation.

Table 3: Achievement of Project’s Output Indicators

Indicator Number	Indicator Formulation	Achievement Status
Outcome 1.1	Women's representation at the local level is maintained or surpassed	Partially Achieved
Outcome 1.2	Number of policies and practices improved through local women voice, decision-making, action and policy dialogue	In Progress
Outcome 2.1	Number of all adopted gender sensitive practices, mechanisms, policies (at the national level) through project contribution	In Progress
Outcome 2.2	Number of capacity development modules on gender equality and/or social inclusion accepted by the government	Scheduled for 2025
Outcome 3.1	Ratio of suggested local and national actions, solutions and recommendations by civil society are adopted/taken forward by the decision-makers	Achieved
Outcome 3.2	Ratio of women involved in the project activities report on perception change, as well as increased role, participation and influence on the national and local level advocacy work	To be reported in Q4 2024
Indicator 1.1.1	Number of trained women and men with advanced leadership or gender sensitive policy-making	In Progress
Indicator 1.1.2	Number of democratic and innovative initiatives led by women (as a result of small grants scheme applied in activities 1.1.A; 1.1.C)	In Progress
Indicator 1.1.3	Percentage of beneficiaries with a positively changed leadership role in community affairs	Scheduled for 2025
Indicator 1.1.4	Number of women leaders engaged in coaching	Scheduled for June 2025
Indicator 1.1.5	Baseline and end-line assessment on functional analysis of women's contribution to local self-government is produced and women's functionality is evidenced with 20% progress	Baseline Available, End-line scheduled for March 2025

Indicator Number	Indicator Formulation	Achievement Status
Indicator 1.2.1	3 "lessons learned" stemming from the Mentorship scheme identified and presented to public institutions for further replication and funded from the government	In Progress
Indicator 1.2.2	Number of women connected through the Mentorship Scheme	In Progress
Indicator 1.3.1	Number of Women and Youth Advisory Councils established	In Progress
Indicator 1.3.2	Number of self-funded and cost-shared by government (at least 20%) projects implemented by Women and Youth Advisory Councils (WYACs)	In Progress
Indicator 1.4.1	Number of a) legislative amendment packages proposed; b) policy recommendations proposed	In Progress
Indicator 1.4.2	Percentage of recommendations adopted from women-led bottom-up policy dialogue activities and recommendation packages	In Progress
Indicator 1.4.3	One large network of women formed (WLS. Mentorship, Policy Club, WYAC, coaching participants)	Achieved
Indicator 1.5.1	Number of political parties formally committed to the adoption and application of the voluntarily gender quota	One party available (voluntarily, without the project involvement). The project will work towards expanding this achievement.
Indicator 1.5.2	Systemic approach to advance female political party members within their political parties enhanced	Achieved
Indicator 2.1.1	Number of a) Gender Seal (GS) Reports, b) Gender at the Workplace Survey Reports and c) Action Plans drafted and implemented	In Progress
Indicator 2.1.2	Number of a) policies and practices (solutions) and b) Gender Equality Seal awarded to one public institution as a gender champion through formal Seal assessment process	In Progress
Indicator 2.1.3	Number of policies, practices, services, capacity building activities, mechanisms and schemes on gender mainstreaming funded by the public institutions	Scheduled for year-end

Indicator Number	Indicator Formulation	Achievement Status
Indicator 2.2.1	Number of legislative acts on gender quotas for decision-making or high-ranking civil service positions drafted, proposed, advocated for	Scheduled for 2025
Indicator 2.2.2	Number of policy documents to ensure gender mainstreaming and social inclusion in the policy design, as well as unified use of gender vocabulary	Achieved
Indicator 2.3	Number of a) civil servants, b) female civil servants (MoJ, MLSA, CSO); c) General Secretaries with around 30% knowledge increase verified through tests in gender mainstreaming, leadership and soft skills	In Progress
Indicator 2.4.1	Number of recommendations suggested to a) improve Draft Gender Strategy; b) improve National Gender machinery	In Progress
Indicator 2.4.2	Ratio of recommendations adopted to a) improve Draft Gender Strategy; b) improve National Gender machinery	In Progress
Indicator 2.4.3	Number of stakeholders a) female; b) male; c) youth; d) PWD; e) displaced with enhanced knowledge on aspects of PA system PWD and displaced persons will account for at least 10% of the total number	10% of targeted population remains a challenge.
Output Indicator 3.1	Number of participatory policy assessment and dialogue-advocacy events for sensitizing the decision-makers and promoting GE issues with the participation of CSOs, vulnerable groups of women and men	In Progress
Output Indicator 3.2	Total number of participants, of whom 30% are men; 30% are representatives of vulnerable groups	Achieved
Output Indicator 3.3	Number of recommendations for policy change developed/submitted	Achieved
Output Indicator 3.4	Number of community-based advocacy initiatives led by local women	In Progress
Output Indicator 3.5	Reach/number of views/ of public information initiatives for addressing practices and perceptions hindering women's empowerment in the country	Achieved
Output Indicator 3.6	Ratio of increased knowledge among CSO capacitated to promote and advocate for GE issues	In Progress

As can be seen from the table above, 7 out of the 36 project indicators have been fully achieved according to the information provided by the project team.

3.2.3. Project's Expected Contributions towards Impact

Given the mid-term nature of this evaluation, it is premature to discuss the project's definitive impact. Many project activities are still in progress or have not yet commenced and political, institutional and societal change is a long-term process that will extend beyond the project's lifetime. It is also crucial to recognize that a project of this scale, with its limited budget and timeframe, cannot be expected to substantially shift the needle when it comes to broad-based or high-level outcomes, such as the political or economic empowerment of women at the national level. Realistically, against the objectives, outcomes and outputs set, this project can, at best, be expected to make modest contributions at the policy and administrative levels, as well as demonstrative effects at the community level. It may also lay sound grounds for further work to be done in the current areas of intervention and beyond. Achieving large-scale societal impacts will require more extensive interventions, particularly in addressing social norms. This discussion is further elaborated in the sustainability section of this report.

Consequently, the focus of this section is on the project's expected contribution towards impact, rather than an assessment of the impact itself. By concentrating on the project's potential to create change, we can identify areas where the project is likely to have the most significant influence and highlight the steps needed to ensure that these contributions translate into sustainable, long-term impacts.

1. Advancing women's leadership and political participation in local decision-making:

It should be recognized that the project has significant contribution to the local political leadership advancement, building on the achievements of the previous phase of WiP 1.0. The project offers unique angle, coherence and diverse toolbox to serve the cause. As such, it has a clear competitive advantage among other players, approaching the task more generically. The project's multi-dimensional approach to capacity building, including leadership training, Women Leadership Schools (WLS) and personal development sessions, has equipped participating women with the skills and knowledge needed to effectively engage in political processes. As noted previously in this report, the trainings have achieved significant reach and diversity, with 95% female participation across various municipalities, ministries and political parties. By targeting civil servants, female politicians and women-led CSOs, the trainings have enhanced gender-sensitive practices in public institutions, policy-making and civil society. The comprehensive curriculum has addressed multiple aspects of leadership and gender equality, fostering widespread impact on individual, organizational and societal levels.

The involvement of CSOs in these activities creates a balanced supply and demand dynamic, enhancing the project's potential impact. Moreover, the establishment and support for the WYACs in consolidated communities provides mechanisms for women and youth participation in local governance. If sustained, these structures have the potential for a lasting impact on inclusive and participatory decision-making at the local level.

Also, once completed, the project's grant initiatives, particularly those linked to capacity-building activities, have the potential for small-scale results in community development, citizen participation

and improved local self-governance. These grants have the potential to encourage creative solutions and improve community engagement.

Furthermore, the Mentorship Scheme, which connects women leaders at national and local levels, fosters knowledge transfer, capacity building, collaboration and transformation both at the community level (strengthening dialogue between the residents and the local authorities, challenging conventional practices), as well as at the personal level (contributing to the professional and personal growth of the mentees through peer learning and experience sharing). The networks established among women contribute to building confidence and relationships, which down the road can drive further change in their respective communities. Additionally, targeted capacity development for members of political parties is likely to generate more gender-informed policy-making at the national level.

2. Strengthening gender sensitivity and responsiveness of public administration:

The project's support for drafting the Gender Strategy and Action Plan, as well as conducting Gender Equality Seal assessments in public institutions, contributes to institutionalizing gender mainstreaming and promoting gender-responsive policies and practices. The development of methodologies, guidelines and research on gender mainstreaming and women's participation in governance provides a strong evidence base for informed policy-making and programming, which is likely to lead to more effective and targeted interventions for gender equality.

Also, the gender mainstreaming training for civil servants is expected to build a critical mass of gender-aware and competent public officials, facilitating the integration of gender considerations in decision-making processes across various ministries and agencies. Furthermore, the project's support for improving the country's gender machinery will contribute to a structured system with clearly defined areas of intervention and functions for core actors involved in enhancing gender equality at different levels.

3. Strengthening the role of civil society in promoting gender equality and women's empowerment:

By building the capacities of CSO representatives and engaging women's groups and vulnerable populations, the project increases their influence in governance processes. This is expected to lead to more inclusive and responsive policies and programs. The implementation of community-based advocacy initiatives led by women has the potential to promote change at the grassroots level and contribute to the empowerment of women in their communities.

Moreover, the project's various campaigns and activities focusing on gender equality, women's empowerment and combating gender-based violence have reached a wide audience. These efforts are expected to raise awareness, challenge stereotypes and promote inclusive solutions. The engagement of women from diverse backgrounds, including those with disabilities and from ethnic minorities, is likely to contribute to a more inclusive and equitable society.

As noted above, it is too early to provide an assessment of the project's impact – especially at the high societal level. What can be noted at this stage based on the results analysis presented in Table 2 is that the WiP 2.0 project is moving in the right direction and its multi-dimensional approach –

targeting the individual, institutional and societal levels – has the potential to contribute in a tangible manner to the advancement of gender equality and women's empowerment in Armenia. The project's contributions in capacity building, policy development, institutional strengthening and awareness-raising may help strengthen the enabling environment for women's leadership and participation in decision-making processes at both local and national levels.

3.3. Coherence

Overall, the WiP 2.0 project has shown good coordination and synergy with other UNDP projects and initiatives in Armenia. This approach has allowed the project to leverage collaborations, optimize resource-sharing and build upon the successes of previous efforts.

Clearly, the WiP 2.0 project builds upon the foundation laid by earlier UNDP initiatives in Armenia, such as the "Improvement of the Local Self-governance System in Armenia" programme (implemented in partnership with GiZ, CoE and ATDF), the Women in Local Democracy Project Phase 2 (WiLD 2) and the previous Women in Politics (WiP) and Gender Equality in Public Administration in Armenia (GEPAA) projects. By leveraging the achievements, data and networks established through these initiatives, WiP 2.0 ensures continuity, capitalizes on existing momentum and avoids duplicating efforts, thereby enhancing project efficiency and effectiveness.

One notable collaboration has been with UNDP's WYILD project. The two projects have worked together on capacity-building initiatives for women's leadership, Women and Youth Advisory Councils (WYACs) and a behavioral experiment to enhance citizen engagement in local governance processes. A key contribution of the WiP 2.0 project has been the establishment and capacity building of WYACs in consolidated communities. These councils serve as institutionalized mechanisms for women and youth participation in local governance and decision-making. The project has supported the establishment of 6 out of 8 targeted WYACs, building upon the foundations laid by WYILD. By combining their efforts, the projects have reinforced their shared objectives of capacity-building and civic engagement.

Moreover, the WiP 2.0 project is conducting Gender Equality Seal Assessments with the Office of the Human Rights Defender (HRDO) and is scheduled to start one at the Ministry of Labor and Social Affairs (MLSA). Government representatives noted that this work builds on the previous assessments conducted by the GEPAA project with the Civil Service Office, Ministry of Justice and Yerevan Municipality's Department of Children and Social Protection. The WiP 2.0 project takes this work a step further by supporting the development of action plans for these institutions, ensuring continuity and sustainability. Furthermore, in continuation of the GEPAA project efforts, the formal Gender Seal Assessment process is scheduled to start in June at the HRDO.

Within UNDP's Gender Equality portfolio, there is strong synergy and continuity among projects. WiP 2.0 has collaborated with the WEESC Phase II project on various initiatives, such as co-organizing a dedicated session for FemInno 2023 (the largest regional female conference), extending discussions on Gender-Responsive Budgeting to WiP 2.0 beneficiaries and coordinating the 16 Days of Activism against Gender-Based Violence campaign. Furthermore, the UNDP Gender Equality Portfolio in Armenia is expanding with several new projects and increased budget. The portfolio budget has doubled, allowing for the expansion of projects and activities. A newly established project sponsored by the Austrian Development Agency (ADA) will further strengthen the economic empowerment of women and boost cooperation with women involved in local self-governance. The portfolio is also involved in three new UNDP projects aimed at addressing the refugee crisis in Armenia, covering areas such as social cohesion, social inclusion, piloting inclusive and gender-sensitive municipal services, and introducing services addressing collective trauma including

temporary psycho-social services. New synergies with these projects are likely to be developed down the road.

The WiP 2.0 project has also cooperated with other projects within the Democratic Governance Portfolio, namely the Accountable Institutions and Human Rights Protection in Armenia (AIHRPA) project and the Modern Parliament for Modern Armenia (MAP) project. This cooperation has included facilitating the testing of the Gender Equality Seal Methodology in the Police Force and co-organizing capacity development sessions for female members of political parties, including MPs. Furthermore, the WiP 2.0 project has coordinated closely with the MAP project in the organization of joint trainings for national and local women and inviting MPs to events. Also, the MAP project expertise and network is utilized in advocating for the legislative packages developed within the WiP 2.0 project.

Collaboration with long term national, local and international partners, including the funder of this project, the British Embassy and the Foreign, Commonwealth & Development Office (FCDO), has supported the project's advocacy efforts. These partnerships have boosted the project's credibility, reach and additional resources, strengthening the project's ability to influence policy and drive systemic change. There is room, however, for further strengthening these relationships, as well as expanding the cooperation beyond current partners – especially when it comes to achieving outcome-level results.

Overall, as noted throughout this section, the WiP 2.0 project team has undertaken good coordination and collaboration with other UNDP projects within the Gender Equality portfolio, but also outside it – as well as development partners. This approach has allowed the project to build upon previous successes, avoid duplication and maximize its impact in advancing women's empowerment and gender equality in Armenia.

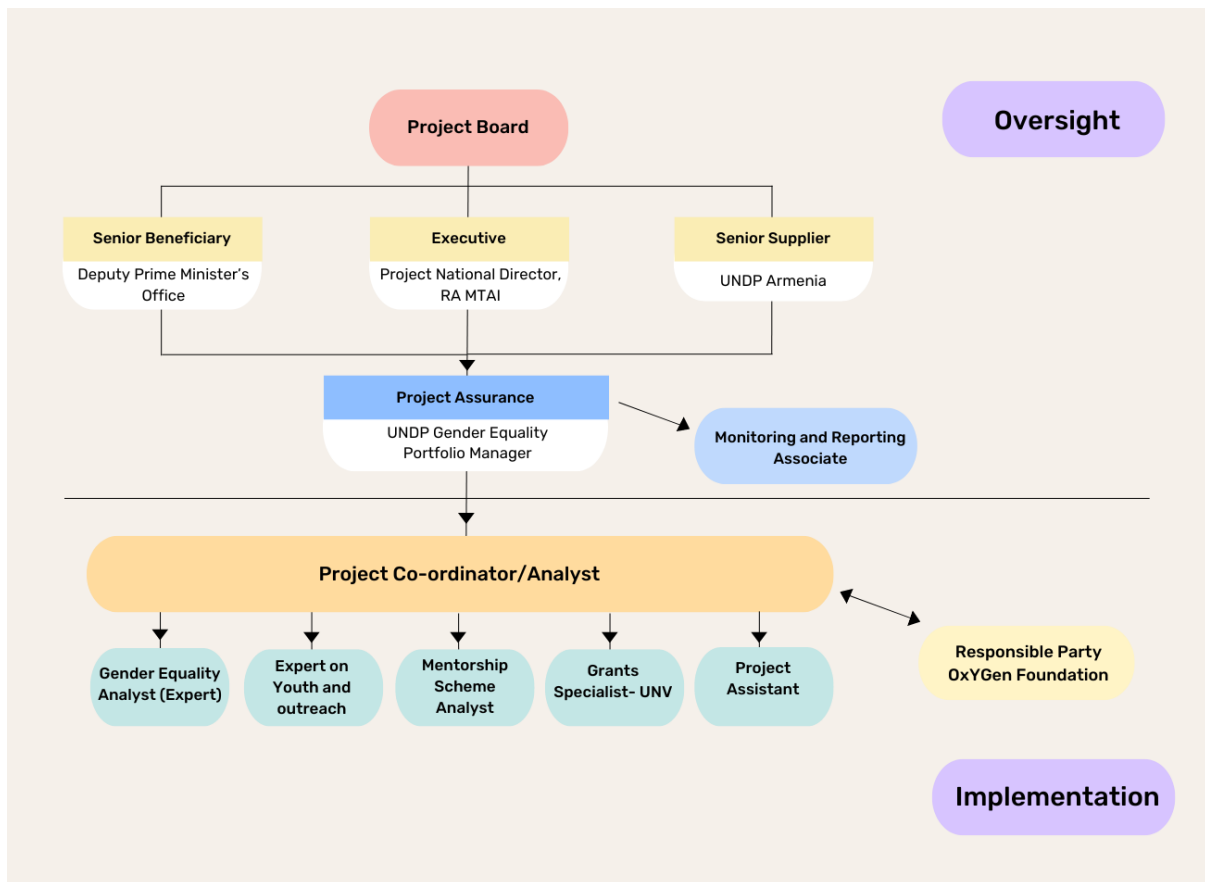
3.4. Efficiency

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

Project Governance and Management

UNDP has been responsible for the overall management and administration of the WiP 2.0 project. The procurement of goods and services has been conducted in compliance with UNDP rules and regulations, which envisages 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 under an effective organizational structure (shown in the figure below).

Figure 4: Project Organizational Structure



The WiP 2.0 project has an efficient governance structure (shown in the figure above). The project is overseen by a Project Board, which, based on an analysis of meeting notes has acted effectively as the project's main decision-making body and has provided the project team with adequate guidance and strategic direction. The Project Board consists of senior representatives from the Deputy Prime Minister's Office, Ministry of Territorial Administration and Infrastructure (MTAI) and UNDP. The Project National Director is the representative of MTAI and he oversees project execution and is responsible for ensuring that the project meets its objectives. The Deputy Prime Minister's Office represents the highest-level beneficiary and ensures the alignment of project goals with national

priorities. UNDP Armenia represents the implementing agency, ensuring that the resources and support necessary for the project are provided. As can be seen from the figure on the right, since the launch of the project, the Project Board has met three times – on 28 July 2022 (for the LPAC meeting), on 12 July 2023 and on 5 March 2024. The Project Board has unanimously approved key strategic decisions, innovative challenge choices and other significant initiatives. Project Assurance is provided by the UNDP



Gender Equality Portfolio Manager – this role ensures that the project maintains its focus on gender equality outcomes, adheres to quality standards and meets its intended objectives. As part of the Project Assurance process, the portfolio Monitoring and Reporting Associate is responsible for tracking the project's progress, evaluating outcomes and reporting on performance indicators to ensure accountability and transparency.

The project has operated with a streamlined staff hierarchy. It is led by the Project Coordinator/Analyst, who serves as the central manager, coordinating the project activities, liaising between various stakeholders and ensuring the day-to-day operations are on track. The project implementation team includes several key roles and functions.

- Gender Equality Analyst (Expert) provides expertise on gender issues, ensuring that the project's activities and outcomes are aligned with gender equality goals.
- Expert on Youth and Outreach focuses on engaging women, coordinating women network across all formats, working with youth representatives of WYACs and conducting outreach activities to ensure broad community participation and awareness.
- Mentorship Scheme Analyst manages the Mentorship Scheme activities.
- Grants Specialist (UNV) oversees the allocation and management of innovative challenges (grants), ensuring that financial resources are used effectively and in accordance with project goals.
- Project Assistant provides administrative support, facilitating the smooth operation of project activities.
- In addition, the OxYGen Foundation plays a crucial role in executing specific project activities, especially those related to advocacy, public awareness raising, community engagement, and CSO capacity building.

This project structure represents a well-defined hierarchy and clear division of responsibilities, which ensures that the project is managed efficiently and effectively. The inclusion of specialized roles underscores the project's comprehensive approach to addressing gender equality, leveraging expertise in various domains to achieve its objectives. The involvement of high-level governmental stakeholders signifies good institutional support, which is critical for the project's success and sustainability.

Project Implementation and Adaptive Management

The WiP 2.0 project has demonstrated a good ability to adapt to the changing context in Armenia. Evaluation participants pointed out several instances where the project team has shown flexibility and responsiveness to evolving needs and challenges.

- ***Substantive revision of project activities:*** During the second annual board meeting in March 2024, the Project Coordinator presented a detailed overview of the substantive revision undertaken by the project. This revision involved modifying existing activities, replacing some activities with new ones and introducing entirely new activities. Each of these changes was justified based on the project's monitoring data, lessons learned and the changing needs of the beneficiaries and stakeholders. This demonstrated the project team's willingness to critically assess project interventions and make necessary adjustments to remain relevant and effective.
- ***Responding to the refugee crisis:*** During the period of implementation, the conflict over Nagorno-Karabakh intensified and Armenia faced a refugee crisis, which created new challenges and demands for the project. In response, the project took steps to adapt its activities to address the needs of refugees. The project recognized the importance of social cohesion and inclusion in the context of the refugee crisis and explored ways to leverage its existing structures and partnerships to support refugee integration and well-being. For example, the WYACs established by the project became platforms to bridge the gap between local self-government and refugees.
- ***Alignment with government reforms and priorities:*** The project operates in a dynamic policy environment, with ongoing reforms such as the Public Administration Reform (PAR) and the Territorial and Administrative Reform (TARA). To remain relevant and contribute effectively to these reforms, the project has actively engaged with government stakeholders and has aligned its activities with their priorities. For example, the project has incorporated support for the implementation of the Gender Strategy and Action Plan, as well as the development of Gender Mainstreaming and Social Inclusion methodologies (merged in one document) for policy documents.
- ***Expanding partnerships, synergies new opportunities:*** As the context was changing, the project team proactively sought new partnerships and synergies to enhance its impact and reach. The expansion of the UNDP Gender Equality Portfolio, with new projects focusing on economic empowerment and refugee response, presented opportunities for collaboration and complementarity. The project team is in the process of devising ways to link its beneficiaries, such as active communities and women in local self-governance, with these new initiatives. In addition, modalities to enhance work with ethnic minorities are being explored.
- ***Coordination with OxYGen:*** OxYGen's partnership with UNDP was reported to have improved in the second phase of the project, as working modalities and contractual procedures became better established. Initial setup processes were more challenging. The division of responsibilities between the three project pillars became clearer, enabling smoother collaboration and synergies. On logistics, procedures and overall execution, OxYGen characterizes their working relationship with UNDP as positive, with no major issues flagged.

Overall, the WiP 2.0 project has been able to adapt to the changing context through a flexible and responsive approach. By continuously monitoring the evolving needs and challenges, engaging with

stakeholders, aligning with government priorities and seeking partnerships and synergies, the project has remained agile and relevant.

Risk Management

The WiP 2.0 project has encountered several significant challenges that have impacted its implementation and progress. These challenges span financial, socio-political and operational dimensions, requiring adaptive strategies and continuous effort to overcome. The table below summarizes the major risks encountered by the project during its implementation.

Table 4: Risks Encountered by the Project

Main Risks	Mitigating Measures Taken by Project Team
Financial Constraints	
<p>Currency Depreciation: The continuous depreciation of the US dollar against the Armenian Dram has reduced the purchasing power of project funds. This has made it more expensive to procure goods and services, stretching the project budget.</p>	<ul style="list-style-type: none"> • Implemented stringent financial management practices to optimize budget use. • Negotiated fixed-price contracts where possible to hedge against currency fluctuations.
<p>Rising Costs: Inflation and the rising costs of goods and services have further strained the project budget.</p>	<ul style="list-style-type: none"> • Prioritized critical activities to ensure essential needs are met, diversified formats to deliver activities (online work, small groups engagement, merging several activities in one event, etc.)
<p>Securing Additional Funding: Ensuring financial sustainability has been challenging, requiring ongoing advocacy and engagement with donors to secure additional funding and maintain project activities.</p>	<ul style="list-style-type: none"> • Conducted continuous advocacy and engagement with existing and potential donors.
Political and Legislative Challenges	
<p>Resistance to Change: Implementing gender-sensitive policies and practices encountered resistance from traditional power structures and entrenched cultural norms.</p>	<ul style="list-style-type: none"> • Engaged in continuous dialogue with key stakeholders to address concerns and build support. • Implemented awareness campaigns to educate and shift public perceptions regarding gender equality.
<p>Legislative Hurdles: The process of advocating for voluntary gender quota within the political parties and other legislative changes is slow and complex.</p>	<ul style="list-style-type: none"> • Maintained ongoing advocacy efforts and built coalitions with supportive legislators and organizations.
Operational and Logistical Challenges	
<p>Coordination and Synergy: Ensuring effective coordination and synergy among multiple stakeholders, including government bodies, international organizations and civil society, is quite complex.</p>	<ul style="list-style-type: none"> • Organized regular stakeholder meetings to ensure ongoing collaboration and alignment.
Cultural and Societal Barriers	

<p>Gender Norms and Stereotypes: Deeply entrenched gender norms and stereotypes hinder women's participation in politics, public administration and economic activities.</p>	<ul style="list-style-type: none"> • Implemented education and awareness campaigns to challenge and change gender norms. • Engaged community leaders and influencers to advocate for gender equality and support women's participation.
<p>Community Acceptance: Gaining community acceptance and support for gender equality initiatives is essential but challenging.</p>	<ul style="list-style-type: none"> • Collaborated with local organizations and leaders to promote inclusive practices.
<p>Geopolitical Factors</p>	
<p>Conflict in Nagorno-Karabakh and the Refugee Crisis: The conflict in Nagorno-Karabakh has been a central event in Armenia's political situation. It has temporarily diverted attention of the governmental counterparts from other matters, including those at the center of the WiP 2.0 project. The ensuing refugee crisis has presented additional challenges, requiring the project to adapt its framework to address the needs of refugees effectively. This adaptation involved integrating social inclusion and gender-sensitive methodologies to support refugees while maintaining the project's core objectives.</p>	<ul style="list-style-type: none"> • Adapted project activities to be inclusive of refugee populations; constantly engaged with the government counterparts to stay relevant and responsive.
<p>Global Geopolitical Trends: Global geopolitical trends and uncertainties, especially the war in Ukraine, have impacted the project's financial and operational stability.</p>	<ul style="list-style-type: none"> • Maintained flexibility in project planning to adapt to changing circumstances.
<p>Innovative Approaches and Behavioral Experiments</p>	
<p>Implementation of Behavioral Experiments: While behavioral experiments offer innovative solutions to increase community participation, implementing these experiments effectively requires careful planning, resource allocation and community engagement.</p>	<ul style="list-style-type: none"> • Conducted planning and piloting of behavioral experiments before full implementation.

The above table shows that the project team has taken a comprehensive and adaptive approach to identifying and managing the various challenges and risks it has encountered in Armenia's evolving political environment.

Project Monitoring

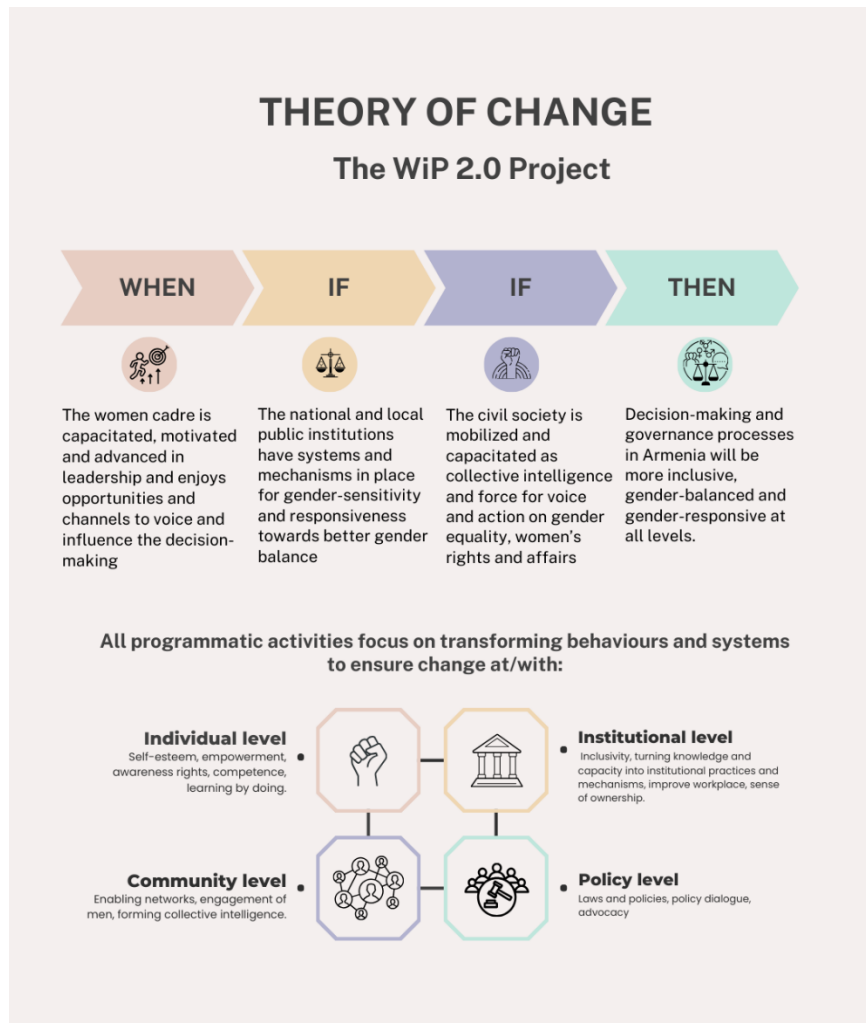
The project team has put an adequate monitoring system in place.

- First of all, the project's results framework is generally adequate and well-conceived.

- The framework covers a wide range of aspects related to women's empowerment, including political participation, public administration reforms, civil society engagement, advocacy and awareness-raising.
- The project tracks baseline and target indicators for its activities. During the second annual board meeting, the Project Coordinator presented the revised activities along with their justifications, baselines, target indicators and progress recorded. This indicates that the project has a structured approach to monitoring its performance against predefined indicators.
- Most of the indicators in the framework are Specific, Measurable, Achievable, Relevant and Time-bound (SMART). They clearly define what is being measured, provide quantitative targets and specify the timeframe for achievement. However, there are a few instances where the indicators could be more specific or measurable, such as "Outcome 3.2" which lacks a clear definition of "perception change" and how it will be measured.
- The results framework includes indicators measuring both quantitative outputs (e.g. number of women trained, policies adopted) and qualitative outcomes (e.g. perception change, increased influence). This comprehensive approach allows for a holistic assessment of the project's impact.
- The targets set for the indicators are generally realistic and achievable within the project timeline. The framework takes into account the project's resources and constraints, with some targets scheduled for later years (e.g. 2025). However, the ambitiousness of some targets may need to be reviewed based on the project's capacity and external factors.¹⁶
- The framework relies on various data sources, including statistics, reports, surveys and assessments, to measure progress. While some indicators have clear data collection methods (e.g. baseline and end-line assessments), others may require more specific details on how the data will be gathered and verified.
- Finally, while the project has put a good monitoring system in place, measuring and attributing the project's impact, particularly at the outcome and goal levels, will be challenging. This is partly due to the complex, multi-faceted and long-term nature of the changes the project seeks to achieve, such as transforming gender norms, increasing women's political representation and strengthening institutional capacities for gender equality.

¹⁶ For example, the ambitious 30% increase in knowledge among civil servants maybe be revised down to 20-25% which according some interviewees for this evaluation is more realistic.

- Further, the project design was underpinned by an adequate Theory of Change (which is summarized in the figure). The outcomes and outputs are logically linked to the project’s objectives and the indicators are designed to measure progress towards achieving them. The theory addresses change at individual, institutional, community and policy levels, which is essential for sustainable transformation. It emphasizes engaging diverse beneficiaries, including people with disabilities and vulnerable groups, ensuring a more comprehensive approach. Involving 30% men's participation in all activities recognizes the importance of engaging men as enablers and contributors to gender equality. The theory promotes synergy among programmatic components and collaboration with other initiatives to maximize impact and resource efficiency. In terms of potential improvements, the theory could further elaborate on how the initiatives and changes will be sustained beyond the project period, especially at the institutional and policy levels.



- Also, the project's monitoring approach has been adequate. The Project Coordinator/Analyst has presented detailed progress updates at the annual board meetings. These updates have covered the project's achievements, challenges and future plans. The regular reporting (quarterly narrative and financial reports) has helped keep all stakeholders informed and aligned on the project's status.
- The project has demonstrated agility and flexibility in its management approach. Continuous monitoring and progress reporting have helped the project team identify bottlenecks and areas for improvement. The project team analyzes the interventions and proposes remedies to ensure the project stays aligned with its overall objectives and remains relevant to the changing context. For example, the project underwent a substantive revision to adapt to the evolving needs and challenges.
- The project has involved government partners and the donor in the monitoring process. The annual board meetings have served as a platform for stakeholders to review the project's progress,

provide feedback and validate the proposed plans. This approach has ensured transparency, accountability and collective ownership of the project's results.

Project Budget and Expenditure

The table below shows the WiP 2.0 project's budget allocations, expenditure, and execution rates in the two years of its operation against the initial project budget.

Table 5: Project Budget and Execution¹⁷

No.	Output Area	Budgeted (as per ProDoc)	Spent	Execution Rate
Year 2022				
1	Output 1	37,282	50,453	135%
2	Output 2	27,670	25,789	93%
3	Output 3	96,288	82,675	86%
4	Total	161,240	158,917	99%
Year 2023				
1	Output 1	195,188	104,165	53%
2	Output 2	148,741	47,971	32%
3	Output 3	178,227	147,742	83%
4	Total	522,156	299,879	57%
ALL YEARS				
1	Output 1	232,470	154,618	67%
2	Output 2	176,411	73,760	42%
3	Output 3	274,515	230,417	84%
4	Total	683,396	458,795	67%

As can be seen from the table above, the total budgeted amount for the two years of implementation has been US\$ 683,396. The total amount spent by the project has been US\$ 458,795. Thus, the overall execution rate has been 67%. The execution rate for Output 1 is 67%. In 2022, it overspent by 35%, but in 2023, it underspent, with an execution rate of 53%. The execution rate for Output 2 is 42%, the lowest among the three output areas. It underspent in both 2022 (93% execution rate) and 2023 (32% execution rate). Output 3 has the highest execution rate at 84%. It underspent in both 2022 (86% execution rate) and 2023 (83% execution rate), but to a lesser extent compared to the other output areas.

The table below summarizes the project's execution rates for each year and for each output area. As can be seen from the table, the total execution rate for 2022 is 99%, indicating that the project spent almost all of its budgeted amount for that year. Output 1 overspent¹⁸, while Output 2 and Output 3 underspent. By contrast, for 2023 the execution rate was 57%, significantly lower than in 2022. All three output areas underspent, with Output 2 having the lowest execution rate at 32%. As a conclusion, the project's overall underspending is primarily due to the low execution rates in Output 1 and Output 2, particularly in 2023. Output 3 has consistently had the highest execution rate among the three output areas.

¹⁷ 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.

¹⁸ This was possible due to savings at the Implementation level and respective reallocations.

Table 6: Project Execution Rates¹⁹

Output Areas	2022	2023	Total
Output 1	135%	53%	67%
Output 2	93%	32%	42%
Output 3	86%	83%	84%
Total	99%	57%	67%

The under-expenditure for Output 1 is explained by the fact that a major amount of funds under this output was allocated for the innovation challenges, which were under revision and were approved only in March 2024. Also, new continuous learning approaches were introduced enhancing COM-B model - the coaching scheme and the dedicated capacity development for the female members of political parties and male MPs, also approved in March 2024. It was the same case with the Output 2, which underwent significant revision: Model Government Modality has been removed, Centre of Transformational Leadership was reconsidered and the module to be developed was moved to the Outcome level (2.2), “Learning by Doing” modality has been removed to avoid complications from the legislative point of view (civil servants are not allowed to receive pecuniary rewards). Instead, Gender Machinery, Gender Mainstreaming and Social Inclusion Methodology, Gender Glossary have been added to the project activities. All the mentioned amendments have been approved only in March 2024 with the corresponding changes introduced to the Project Document and the Results Framework. Output 3 underwent slight adjustments as well. The team started the implementation of the revised activities right away.

¹⁹ 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.

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 following is a brief analysis of the main factors that contribute positively to the sustainability of the results of the WiP 2.0 project.

1. ***Institutional capacity building***: The WiP 2.0 project is investing in building the capacities of key Armenian institutions, such as local governments, public administration bodies and civil society organizations. This focus on institutional strengthening, rather than just individual training, helps to embed gender-responsive practices and norms within these institutions, increasing the likelihood of sustained change.
2. ***Promotion of continuous learning within the COM-B model logic***: The WiP 2.0 project has taken a coordinated and integrated approach to behavior change - using the COM-B model by interlinking various formats that together enhance participants' capabilities, opportunities, and motivations.²⁰ The approach begins with the Women Leadership School (WLS) trainings, where participants build foundational skills and knowledge, developing the capability needed for effective leadership. This foundation is further reinforced through the small grants program, which provides opportunities for participants to apply their newly acquired skills in real-world settings, exercising leadership and initiative in community development projects. The Mentorship Scheme then acts as a bridge, connecting local leaders with national-level mentors, thereby expanding opportunities for influence and deepening the motivation to drive change at higher levels of governance. The Policy Club further enhances this process by providing a structured platform where participants can contribute to national policy-making, thus experiencing the tangible impact of their involvement. Finally, the coaching scheme focuses on individual development, fostering personal growth and continuous learning, which sustains long-term motivation and the ongoing transformation of project beneficiaries. This integrated approach ensures that each intervention builds upon the previous ones, creating a cohesive mechanism for sustained behavior change among participants.
3. ***Policy and legal reforms***: The project's efforts to influence policy and legal frameworks, such as the Electoral Code, legislation pertaining to maternity benefits, regulations regarding corporate governance and National Gender Strategy and Action Plan are bound to lead to more sustainable changes in the enabling environment for women's political participation as once these reforms are adopted, they can have a lasting impact beyond the project's lifetime.
4. ***Multi-stakeholder partnerships***: The WiP 2.0 project has engaged a diverse range of stakeholders, including government bodies, international organizations, civil society groups and

²⁰ The COM-B model is a behavior change framework that proposes three necessary components for any behavior (B) to occur. Through assessing capability (C), opportunity (O), and motivation (M), leaders, policymakers, and behavioral scientists can understand why a specific behavior occurs and how to create targeted interventions that lead to effective change. More [here](#).

local communities. This multi-stakeholder approach ensures comprehensive support and buy-in from key actors, facilitating smoother implementation and greater reach. The project's partnerships contribute to its sustainability by building a broad base of ownership and support for gender equality objectives.

5. **National Ownership:** The WiP 2.0 project has enjoyed good ownership by its principal implementing partners – the Deputy Minister’s Office and MTAI, as well as the other three core counterparts – MLSA, CSO and the HRDO. This efficient collaboration scheme has ensured that the project was closely aligned with national priorities, enhancing its legitimacy and prospects for sustained impact.
6. **Empowerment of local actors:** The project's focus on empowering women leaders, civil society organizations and local government bodies helps to create a cadre of local actors who can continue to advocate for and implement gender equality initiatives beyond the project's duration. The small grants for community initiatives, specifically those co-financed by the local municipalities, also foster local ownership and sustainability.
7. **Knowledge products and tools:** The project's investment in research, methodologies and knowledge products, such as the Baseline assessment of Women’s participation in local governance, the Gender Mainstreaming and Social Inclusion Methodology, Roadmap of work with Political Parties, Advancement of Women at the Appointed positions and the Gender Equality Seal assessments, are some but a few research to create a body of evidence and tools that can inform and guide future gender equality efforts in Armenia.

However, in addition to the above-noted factors, there are also sustainability factors that require further attention by the project team and partners.

1. **Financial sustainability:** The project's reliance on one funding window raises questions about the financial sustainability of the initiatives it has promoted beyond the project timeline. In the remaining time, strategies for the continued operation and financing by local governments or communities of some of the key initiatives launched by the project should be explored.
2. **Institutionalization of mechanisms:** One of the notable achievements of the WiP 2.0 project has been the continuation of the activities piloted within the WYILD project and the establishment of WYACs at the local level. These councils, initiated through the suggestion of the Head of Community and approved by the Local Council, have become vital platforms for engaging women and youth in local governance. Due to their voluntary nature and their formation being linked to the decisions of the heads of municipalities, the functioning of WYACs is associated with elections (the term of the Head of the community). While WYACs are recognized for their potential to serve as local partners in UNDP's crisis response efforts, their sustainability could be further strengthened by making them mandatory structures within local governance, akin to those responsible for developing five-year community development plans. Similarly, efforts could be made to make the Policy Clubs and Women Leadership Schools more sustainable by strengthening their financial and functional independence.

3. ***Sustainability of innovation challenge (grant) initiatives:*** The sustainability of the grant initiatives depends on their scalability. Much like in the case with the WYACs innovative challenges done through the WYILD project and further taken up by the WiP 2.0, for lasting and continued impact, these initiatives should be taken forward by other projects and alternative funding (Japanese funding being the most likely one within the Gender Equality Portfolio). The sustainability of the project's impact could be further enhanced by strategies for scaling up successful initiatives and replicating them in other contexts. This involves documenting and disseminating best practices, providing technical assistance to other actors, or advocating for the integration of project approaches into national policies and programmes. In this regard, it should be noted that there are national-level discussions between the government representatives and major actors in the field to identify opportunities for collaboration and boost the implementation of the participatory budgeting in Armenia. WYACs innovation challenges modality, which implies co-funding (cost-sharing) from the local authorities, is considered to be one of the successful examples for further institutionalization and replication by the Government of Armenia.
4. ***Longer-term monitoring of pilots:*** Following up from the previous point, an issue related to the sustainability of the pilot initiatives is the need for monitoring the long-term impact and sustainability beyond the lifetime of the project. The absence of such mechanisms hinders the ability to capture learnings, ensure the continuity of positive outcomes and make data-driven adjustments to future projects. UNDP could address this at the programme level, given the short-term nature of its projects. This oversight becomes particularly critical given the pilot nature of many project activities, as pilots serve as experiments that require empirical data for strategic decisions on scaling, modifying, or discontinuing based on their performance over time.
5. ***Addressing social norms:*** The WiP 2.0. project is making notable contributions to challenging discriminatory gender norms and practices, especially through changes at the policy level and awareness campaigns. However, fully transforming deep-rooted structural barriers to women's political participation is a long-term process. While formal laws and policies are critical for advancing gender equality and women's empowerment, they are not sufficient on their own. Social norms - the unwritten rules, beliefs and practices that shape behavior and expectations in a society - play a powerful role in determining the position and opportunities of women. The box below provides a more extended summary of the key role of social norms. Even when progressive laws and policies are in place, deeply entrenched social norms can continue to limit women's ability to participate fully in political, economic and social life. Sustaining the project's impact will require continued efforts to address social norms, including through education, media and broader social change initiatives. In the context of the WiP 2.0 project, some of these strategies could be integrated into existing project components. For example, the public awareness campaigns could be reoriented to focus more explicitly on challenging specific discriminatory norms. They could also engage more explicitly non-traditional influencers, especially those operating in the social media sphere and who have become increasingly influential in recent years. The capacity building and dialogue activities with women leaders, civil society and government stakeholders could incorporate sessions on identifying and transforming limiting gender norms.

The small grants and community initiatives could prioritize projects that creatively engage communities in norm change processes.

Box 6: Social Norms in the Context of Women's Empowerment

In the context of women's political participation, discriminatory social norms can manifest in various ways. For example, traditional gender roles that assign women primary responsibility for domestic and care work can limit their ability to engage in political activities. Norms around male leadership and decision-making can create barriers for women's entry and advancement in political institutions. Stereotypes about women's capacities and appropriate roles can influence voter preferences and party nomination processes.

Therefore, to achieve sustainable change in women's position in society, it is crucial to target social norms explicitly. While awareness-raising is important for challenging discriminatory attitudes and beliefs, it is not enough on its own. Transforming social norms requires a more comprehensive and strategic approach that goes beyond individual knowledge to influence collective beliefs, expectations and behaviors.

The following are some suggestions for possible pathways for changing social norms in the context of Armenia:

- *Community mobilization and dialogue:* Engage communities, especially men and boys, in participatory dialogues and reflection processes to critically examine and challenge prevailing gender norms. This may involve activities such as community theater, storytelling, or other creative methods to spark discussion and debate about the costs and benefits of current norms and the possibilities for change.
- *Positive deviance and role modeling:* Identify and celebrate individuals and groups who are already challenging discriminatory norms and modeling more equitable behaviors in their own lives and communities. Amplify their stories and examples to inspire others and demonstrate the feasibility and benefits of change.
- *Media and communication campaigns:* Develop strategic media and communication campaigns that promote alternative narratives and images of women's roles and capabilities. This could involve working with journalists, bloggers and social media influencers to challenge stereotypes, highlight women's achievements and normalize women's leadership in various spheres.
- *Engaging influential leaders and institutions:* Work with influential leaders and institutions, such as religious leaders, traditional authorities, or educational institutions, to promote more gender-equitable norms and practices. Build their capacity to serve as champions and allies for change within their own spheres of influence.
- *Edutainment and popular culture:* Harness the power of entertainment media, such as television dramas, films, or music, to promote more progressive gender norms and role models. Collaborate with artists and content creators to integrate gender equality themes and messages into popular cultural products.
- *School-based interventions:* Integrate gender equality education and norm change interventions into school curricula and extracurricular activities. Engage students, teachers and parents in

critical reflection and skills-building to promote more equitable attitudes and behaviors from a young age.

- *Incentives and rewards:* Create incentives and rewards for individuals, communities, or institutions that demonstrate progress in shifting towards more gender-equitable norms. This could involve public recognition, awards, or even conditional cash transfers tied to specific norm change indicators.
- *Research and measurement:* Invest in rigorous research to understand the dynamics and drivers of social norms in the Armenian context. Develop measurement tools and indicators to track changes in norms over time and assess the impact of different interventions. Use this evidence to inform and refine norm change strategies.

3.6. Cross-cutting Issues

As the empowerment and advancement of leadership and political participation of women have been the central theme of the project, there is no special section on the mainstreaming of gender in this report – this is 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

Given its explicit emphasis on women, the WiP 2.0 project has taken a Human Rights Based Approach (HRBA) in its design and implementation.²¹

- ***Explicit human rights focus:*** The WiP 2.0 project has an explicit focus on the advancement of women's rights, particularly their right to participate in political and public affairs – as enshrined in international human rights instruments like the Universal Declaration of Human Rights (Article 21), the International Covenant on Civil and Political Rights (Article 25) and the Convention on the Elimination of All Forms of Discrimination Against Women (Article 7).
- ***Empowering rights-holders:*** A central aim of the WiP 2.0 project is to empower women as rights-holders to claim their right to political participation and leadership. This is done through capacity building (e.g. Women Leadership Schools), providing platforms for participation (e.g. Women and Youth Advisory Councils) and supporting women-led initiatives (e.g. innovation challenge grants).
- ***Enabling duty-bearers:*** The WiP 2.0 project also works to enable duty-bearers, in this case government institutions at national and local levels, to meet their obligations to respect, protect and fulfill women's rights. This is done through activities like Gender Equality Seal assessments in public institutions, gender mainstreaming training for civil servants and gender-sensitive policy-making training for the members of political parties, as well as support for gender-responsive policies and participatory budgets.
- ***Non-discrimination and equality:*** The project's focus on increasing women's political participation and challenging discriminatory norms aligns with the human rights principles of non-discrimination and equality. Efforts to include marginalized groups like women with disabilities, ethnic minorities and refugees demonstrate attention to intersectionality and the most vulnerable.
- ***Participation and inclusion:*** The project operationalizes the human rights principle of participation by promoting inclusive and participatory local governance through mechanisms like Women and Youth Advisory Councils. The capacity building and empowerment of local youth and women leaders also enable their meaningful participation in decision-making.
- ***Accountability and rule of law:*** While less explicit, the project's work on gender-responsive policies, legal frameworks (e.g. recommendations on Electoral Code) and institutional

²¹ The Human Rights Based Approach is a conceptual framework that places human rights standards and principles at the center of development policies and practices. It focuses on empowering rights-holders to claim their rights and enabling duty-bearers to meet their obligations.

mechanisms (e.g. Gender Equality Seals) contribute to strengthening accountability and the rule of law for the realization of women's rights.

While the WiP 2.0 project is doing a good job in operationalizing HRBA in the context of promoting women's political rights and gender equality in Armenia, there are some opportunities for further strengthening the human rights approach. The following are some key examples.

- ***More explicit human rights framing in project documents:*** While the project's alignment with human rights is unambiguous, project documents reviewed for this evaluation do not always use explicit human rights language. More consistent framing of project objectives and results in terms of advancing the realization of women's rights could reinforce the HRBA.
- ***Stronger accountability mechanisms:*** The project could consider additional activities to strengthen accountability mechanisms for women's rights, such as supporting women's rights advocacy, monitoring and reporting on government's compliance with international human rights commitments, or engaging with national human rights institutions.
- ***Deeper engagement with marginalized groups:*** While the project makes efforts to include some marginalized groups, a stronger HRBA would require more systematic and targeted engagement with the most vulnerable and marginalized women (e.g. ethnic minorities, LGBTQI+, women in poverty) to ensure their voices and rights are central.

Disability Inclusion

The WiP 2.0 project has shown some efforts towards disability inclusion, particularly in its public awareness and advocacy initiatives.

- ***Involving women with disabilities:*** Several of the project's public awareness campaigns, particularly the "Really Equal" campaign, featured stories and videos of women with disabilities who are active leaders in their communities. This helps to challenge stereotypes and highlight the leadership potential of women with disabilities.
- ***Inclusive events:*** Some of the project's events, such as the policy dialogue on social policies, included the participation of women with disabilities and organizations representing them. This ensures that the perspectives and needs of women with disabilities are considered in policy discussions.
- ***Disaggregated data:*** The project's reporting on event participants sometimes includes disaggregated data on the number of participants with disabilities. This is a good practice for tracking and ensuring the inclusion of people with disabilities.
- ***Accessible communication:*** The project's use of various communication channels, including videos with subtitles, helps to make information more accessible to people with different types of disabilities.

However, there are some opportunities for further strengthening disability inclusion.

- **Systematic mainstreaming:** While there are some specific initiatives focused on women with disabilities, disability inclusion does not appear to be systematically mainstreamed across all project activities. However, considering the fact that the Gender Mainstreaming and Social Inclusion Methodology, which has been elaborated within the project, envisages a number of targeted trainings for the civil servants in the first place, addressing this concern and mainstreaming the practice further might become more straightforward.
- **Accessibility of events and trainings:** Beyond participation, it is important to ensure that all project events, trainings and facilities are fully accessible to people with various types of disabilities. This may require providing reasonable accommodations, such as sign language interpretation, Braille materials, or accessible venues. While project started applying UN Disability – Inclusive Communication guidelines in the social media campaigns, as well as piloting practice of the sign language at the events (*e.g.* International Women in Diplomacy Day 2023), increased accessibility modalities could further be explored.
- **Representation in decision-making:** Beyond participation in events, the project could advocate for and support the representation of women with disabilities in decision-making roles, such as in the Women Policy Club, Women and Youth Advisory Councils, or public administration positions.

Crisis Prevention and Conflict Sensitivity

While not primarily a conflict prevention or peacebuilding initiative, the WiP 2.0 project has included elements of crisis prevention and conflict sensitivity in its design and adaptation to the evolving context in Armenia.

- As noted previously, the project has adapted its activities and timelines to respond to changing conflict dynamics. For example, when faced with the humanitarian crisis of refugees from Nagorno-Karabakh in late 2023, the project adjusted some of its activities to focus on social inclusion of refugees.
- By investing in the capacity development of women leaders, civil servants and civil society organizations, the project contributes to building the resilience of key actors and institutions to prevent and manage crises. In this context, empowered and skilled women leaders can play crucial roles in community-level crisis response and recovery.
- The project's focus on inclusive and participatory governance, particularly at the local level, contributes to conflict sensitivity by creating spaces for diverse voices and interests to be heard and addressed. For example, the WYACs serve to some extent as platforms for dialogue and collaborative problem-solving.
- Also, some of the project's efforts to challenge discriminatory norms, promote gender equality and empower marginalized groups help address root causes of conflict and exclusion in Armenian society.

Poverty Reduction

While the WiP 2.0 project was not designed to directly reduce poverty, it does provide contributions to poverty reduction in Armenia.

- The project's core focus on empowering women to participate in political and public life contributes to women's ability to access economic opportunities, resources and services, which are critical for poverty reduction.
- By promoting gender mainstreaming in governance, policy-making and public administration, the project contributes to more gender-responsive policies and budgets, which become more likely to equitably allocate resources and services that can reduce poverty and inequality.
- The WLS grants address community-level issues related to poverty, including job creation and economic opportunities for women. For example, the grant project in Pambak (which was visited for this evaluation) on establishing a tapestry studio to promote social cohesion is already providing livelihood opportunities for women, including those from poor households and those displaced from the conflict in Nagorno-Karabakh.
- The poverty-reduction effects of this project remain to be assessed after the completion of the project, when the project's contributions in this area have matured.

* * *

Overall, the WiP 2.0 project has an adequate commitment to HRBA, with an explicit focus on advancing women's right to political participation, empowering women as rights-holders and enabling government institutions as duty-bearers. The project has made efforts towards disability inclusion, particularly in its public awareness campaigns and events, but there are opportunities for more systematic mainstreaming across all activities. While not primarily focused on conflict prevention or poverty reduction, the project has adapted to changing conflict dynamics, contributed to building resilience and inclusive governance and provided some economic opportunities for women through its grant projects.

4. LESSONS LEARNED

This mid-term evaluation has generated ample information about the project that could be used to draw many lessons. The following lessons, however, are the most pertinent and deemed worthy of being reported in this evaluation report.

Lesson 1: Adaptive management is crucial for maintaining relevance and effectiveness in dynamic contexts.

The WiP 2.0 project is operating in a complex and evolving context, marked by ongoing public administration reforms, territorial and administrative changes, the Nagorno-Karabakh conflict and the refugee crisis. Despite these challenges, the project has demonstrated a good ability to adapt its strategies and activities to remain relevant and responsive to the changing needs and priorities of its beneficiaries.

Key examples of the project's adaptive management include:

- Substantive revision of project activities based on monitoring data, lessons learned and the changing needs of beneficiaries and stakeholders.
- Adapting activities to address the needs of refugees during the Nagorno-Karabakh crisis.
- Aligning project activities with government reforms and priorities, such as the Public Administration Reform and the Territorial and Administrative Reform.

This adaptability allowed the project to maintain its relevance, mitigate risks and optimize its impact in such a dynamic environment. This experience indicates the importance of designing projects with built-in flexibility, regularly reassessing the context and progress and making necessary course corrections along the way.

Lesson 2: Synergies and cooperation with other initiatives amplify impact, sustainability and efficiency

The WiP 2.0 project has pursued and benefitted from cooperation and synergies with other UNDP projects, to enhance its reach, resources and results. Some examples of the project's synergistic approach include:

- Collaboration with the UNDP WYILD project on capacity-building initiatives for women's leadership and Women and Youth Advisory Councils (WYACs).
- Collaboration with the WEESC II project on joining activities to ensure efficient use of project funds (FemInno 2023, 16 days of Activism against Gender- Based Violence Campaign, Gender-Responsive budgeting discussion)
- Building on the foundation of previous UNDP initiatives, such as the "Improvement of the Local Self-governance System in Armenia" programme and the Gender Equality in Public Administration in Armenia (GEPAA) project.

- Cooperation with projects within the Democratic Governance Portfolio and the Gender Equality portfolio.

By strategically linking its efforts with complementary initiatives, the WiP 2.0 project has been able to tap into additional expertise, networks and resources. This not only amplifies the project's immediate outcomes, but also contributes to the sustainability of its results by building broader ownership and momentum for change. This lesson highlights the value of a collaborative, ecosystem approach to development projects. By proactively identifying and nurturing synergies, projects can achieve a multiplier effect on their impact and create more enabling conditions for long-term, systemic transformation.

Lesson 3: Challenging discriminatory gender norms and stereotypes requires creative, multi-faceted strategies and sustained effort.

The WiP 2.0 project faces a challenging task – addressing the deep-rooted and pervasive nature of discriminatory gender norms and stereotypes that hinder women's political participation and gender equality more broadly. Changing these norms requires creative, multi-faceted strategies and sustained effort over time. The following are some examples of strategies used by the project to challenge discriminatory norms.

- *Public awareness campaigns and media engagement:* The project's public awareness campaigns, media engagements and community-level initiatives have used creative approaches, such as storytelling, role modeling and dialogues, to challenge gender stereotypes and promote alternative narratives about women's roles and capabilities.
- *Engaging men and boys as allies and partners:* While the project primarily focuses on empowering women and girls, it has also recognized the importance of engaging men and boys as allies and partners in challenging discriminatory norms. For the work on public administration dimension or political advancement, engaging men civil servants or male members of Parliament is a lesser challenge, while for the community work targeted efforts are needed. Some of the project's community dialogues and awareness-raising efforts have specifically targeted men and boys to promote more equitable attitudes and behaviors. Further efforts in this area will be important for the results of the project in the long run. However, the project applies a cautious approach engaging only male gender champions to avoid deepening the existing biases and stereotypes.
- *Addressing intersecting forms of discrimination:* The project has paid some attention to the specific needs and experiences of marginalized groups, such as women with disabilities, ethnic minorities and refugees, recognizing that discriminatory gender norms often intersect with other forms of discrimination and exclusion.

Challenging deeply entrenched gender norms and stereotypes will require long-term, sustained effort and multi-faceted strategies. The project needs to further invest in various approaches, such as media campaigns, community dialogues, educational interventions and policy advocacy, to promote norm change at multiple levels.

5. CONCLUSIONS AND RECOMMENDATIONS

The following are the evaluation's main conclusions aligned with the evaluation questions identified in the evaluation's Terms of Reference and further fine-tuned in the Inception Report.

- The WiP 2.0 project comes in the heels of a previous phase of the same intervention, as well as previous similar projects which have provided UNDP Armenia and the project partners for strong foundations on which to build the current set of activities.
- The project's multi-pronged approach, targeting individual, institutional and societal levels, has been effective in advancing gender equality and women's empowerment in Armenia. However, sustaining these gains will require continued efforts to address deep-rooted structural barriers, particularly discriminatory social norms.
- The project's capacity building initiatives have equipped participating women with skills and knowledge, but their ability to apply these competencies and drive change depends on an enabling environment. Therefore, the project's policy advocacy and institutional strengthening components are crucial for creating sustainable pathways for women's political participation.
- The establishment of WYACs is a significant step towards institutionalizing women's participation in local governance. However, the long-term viability of these structures requires their integration into formal decision-making processes and resource allocation mechanisms.
- The project's adaptability to the evolving context, particularly the humanitarian crisis resulting from the Nagorno-Karabakh conflict, demonstrates responsiveness. Yet, it also highlights the need for contingency planning and flexibility in project design to navigate complex and fluid environments.
- The project's emphasis on partnerships, both within UNDP and with external stakeholders, has enhanced its reach and impact. However, coordination challenges underscore the importance of clearly defined roles, regular communication and alignment of priorities among partners.
- While the project has achieved many of its intended outputs, the realization of higher-level outcomes and impacts will require sustained engagement beyond the project lifecycle. This calls for deliberate strategizing around the institutionalization of key initiatives, capacity development for local ownership and diversification of funding streams.
- The project's commitment to inclusion, as evidenced by its outreach to women with disabilities, refugees and ethnic minorities, is commendable. However, truly leaving no one behind necessitates a more systematic application of an intersectional lens across all activities.
- Overall, the WiP 2.0 project has made notable contributions towards gender equality in Armenia's political and public spheres. Nonetheless, the road to transformative and sustainable change is long. It demands persistent effort, adaptive strategies and the continued mobilization of resources and commitment from all stakeholders. UNDP,

through this project, has laid a solid foundation. The imperative now is to build on these gains, bridge the gaps and scale the successes for lasting impact.

This mid-term evaluation also identified a set of recommendations for the attention of project stakeholders.

1. ***Develop an approach for addressing social norms:*** In collaboration with its partners, the project should design and implement a more systematic approach to challenge deep-rooted social norms and gender stereotypes. This approach should build on innovative approach to addressing social norms and should engage more actively journalists, bloggers and social media influencers to amplify stories of successful women politicians, challenge gender stereotypes and raise awareness about the benefits of women's equal participation.
2. ***Advocate for further institutionalization of WYACs and Policy Clubs:*** The project should seek to further integrate WYACs into formal governance structures and processes. This could involve advocating for legislative changes, budgetary allocations and capacity building for WYAC members and local officials. Also, efforts should be made to strengthen the sustainability of Policy Clubs by enhancing their financial and functional independence. To this end, the project should explore options to secure dedicated funding streams, such as partnerships with central or local government institutions, which could provide financial support and resources for WYACs and Policy Clubs. Additionally, establishing formal agreements with governmental bodies could help institutionalize their role in policy discussions and ensure consistent engagement in governance processes. Capacity-building initiatives should be expanded to equip WYAC and Policy Club members with leadership, advocacy, and policy analysis skills, enabling them to participate effectively in decision-making forums.
3. ***Develop a sustainability and exit strategy:*** In consultation with stakeholders, the project should formulate a phased plan for gradual handover of key initiatives to local actors at the end of the project's lifetime. This could include capacity development for local ownership, identification of alternative funding sources and documentation of best practices for replication.
4. ***Mainstream intersectionality across all activities:*** The project should systematically apply an intersectional lens in designing, implementing and monitoring its interventions. This could involve disaggregated data collection, targeted outreach to marginalized groups and partnerships with diverse civil society organizations.
5. ***Invest in knowledge management and learning:*** The project should prioritize documenting its successes, challenges and lessons learned. This could involve commissioning impact studies, creating knowledge products and facilitating learning exchanges with other projects and countries.

6. ***Explore innovative financing mechanisms***: To ensure financial sustainability for the initiatives it is promoting, the project should explore non-traditional funding sources beyond traditional donors. This could include exploring partnerships with the private sector, crowdfunding, social impact investing and revenue-generating activities.

ANNEX I: EVALUATION'S TERMS OF REFERENCE

Terms of Reference

Post Title:	International Consultant, Evaluator for Project Mid-term Evaluation
Project Title:	"Women in Politics, Public Administration and Civil Society" (WiP 2.0)
Project number:	00117856
Contract modality:	Individual Contract (IC)
Starting Date:	15 March 2024
Duration:	15 March 2024 – 15 July 2024 (25 working days)
Duty Station:	Home-based with one-week evaluation fieldworks in Armenia

1. Evaluation background, context and details

Gender equality and women's empowerment remain one of core development issues in Armenia. Within the past years Armenia faced progress in regard to political participation of women and gender equality at different levels of decision-making. Gender quota at national and local levels increased the representation of women to 34% in the National Assembly (Parliament) and 31% at the local level in half of the country. Solid cadre of women leaders emerged in the result of several rounds of women empowerment projects implemented in Armenia, who had interest and strengthened capacity to engage in various public roles. This was observed especially in the times of compound crisis in Armenia during the recent years. The government displayed a commitment to advance gender equality agenda in the country and expand opportunities for women's economic and political participation. Public institutions at the national and local levels are increasingly prioritising the topic of women's empowerment and gender equality and its mainstreaming in governance processes. The public institutions and local actors on the ground apply more gender equality innovative practices and mechanisms, including for institutionalization. Nevertheless, challenges are widespread for full realisation of women's rights and women's equal opportunities to participate in public processes and politics with leadership roles.

To sustain and capitalize the achievements of previous phase "Women and Politics" (WiP) Project and its proven practices, UNDP joined efforts with the Government counterparts, national and international development partners to introduce the next stage of development intervention in the mentioned area through the "Women in Politics, Public Administration and Civil Society" (WiP 2.0) Project, which is aimed to further strengthen the system and mechanisms for women's and men's equitable participation in decision-making at both local and national levels.

Project Goal:

The goal of the project is to contribute to the stronger system and mechanisms for equal opportunities and rights for women and men to participate in local and national decision-making processes at local and national levels.

Expected Impact:

The Project's expected impact as defined in revised Project Document (ProDoc) and its Results Framework is formulated as follows: 'Systems and mechanisms to ensure equal opportunities and rights of women and men to participate in decision-making processes at local and national levels.' It is aimed to be measured by the project Results Framework indicator "Armenia's score on political empowerment in Global Gender Gap Index is improved with at least 0.040 points".

Project Objectives:

4. Advance women's leadership and political participation in local decision-making via public or civic roles.
5. Strengthen gender sensitivity and gender responsiveness of public administration system and gender mainstreaming in public institutions at national and local levels.
6. Strengthen the roles of civil society in setting the agenda, contributing to decision-making and monitoring governance processes on gender equality, women rights and women empowerment in Armenia.

As mentioned, this three-year project comes in continuation to the earlier interventions by UNDP Armenia Gender Equality Portfolio in the area and has learnt from previous experiences and evaluations (ref. [evaluation 1](#); [evaluation 2](#)). The project has been funded by the UK Good Governance Fund (GGF). It is implemented by UNDP in Armenia in its role of Senior Supplier jointly with the Ministry of Territorial Administration and Infrastructure (MTAI) of the Republic of Armenia (RA) in its role of Implementing Partner, OxYGen Foundation in its role of Responsible Party and the Deputy Prime Minister's Office of the Republic of Armenia in its role of Senior Beneficiary. The project started from 1 July 2022 and is currently in midpoint of its realisation, being delivered in 8 regions (marzes) of Armenia and in capital Yerevan.

UNDP Armenia Gender Equality (GE) Portfolio implements a broader range of projects in different walks of gender equality and women's empowerment programmatic area. The Portfolio's projects mostly focus on political leadership of women; economic empowerment of women; innovative inclusive municipal sectoral services design and delivery; youth leadership advancement; gender equality in public administration, etc. The mentioned interventions are implemented in synergy approach and add value to ongoing activities, they rely on the cadre of women and youth already capacitated from the previous rounds and who now join forces to upscale the proven schemes countrywide, as has been also informed by evaluations. UNDP enjoys a multiyear broader partnership with the national government, regional and local authorities, donor and international

community, civil society organizations and other stakeholders for delivering this and other interventions on the ground, including in other thematic areas by different portfolios.

Relevance to UN and UNDP programmatic framework and national development priorities:

The “Women in Politics, Public Administration and Civil Society” (WiP 2.0) project contributes to the outcomes and outputs of the UN and UNDP programmatic frameworks in Armenia, namely, the UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025; UNDP Country Programme Document (CPD) 2021-2025 that in turn are aligned with the national development priorities and goals. Also, the project is linked with UNDP Strategic Plan 2022-2025 and contributes to the Sustainable Development Goals (SDGs), namely SDG 5 on Gender equality and empowering of women and girls.

In relation to UNSDCF, the project contributes to the Outcome 8 on Gender Equality and Women’s Empowerment and in relation to UNDP CPD the project contributes to the Outcome 3 on Democratic Governance.

Theory of change:

The Project’s Theory of Change suggests the following approach: (i) **when** the women cadre is capacitated, motivated and advanced in leadership and enjoys opportunities and channels to voice and influence the decision-making; (ii) and **if** the national and local public institutions have systems and mechanisms in place for gender-sensitivity and responsiveness towards better gender balance; (iii) and **if** the civil society is mobilized and capacitated as collective intelligence and force for voice and action on gender equality, women’s rights and affairs; (iv) **then** decision-making and governance processes in Armenia will be more inclusive, gender-balanced and gender-responsive at all levels.



Specifically:

- All programmatic activities will focus on **transforming behaviours and systems** to ensure change at/with:
 - **Individual level:** self-esteem, empowerment, awareness rights, competence, learning by doing.
 - **Institutional level:** inclusivity, turning knowledge and capacity into institutional practices and mechanisms, improve workplace, sense of ownership.
 - **Community level:** enabling networks, engagement of men, forming collective intelligence.
 - **Policy level:** laws and policies, policy dialogue, advocacy.
- The Project will apply **gender transformative approach** ensuring **30% men's participation** to all types of activities, events as enablers and contributors of gender equality and women empowerment.
- **Inclusivity** and engagement of beneficiaries beyond 'business as usual' will be in core of the project. Accessibility and other outreach, engagement scenarios and motivational schemes will be applied to bring onboard people with disabilities, representatives of vulnerable groups, etc. Respective partnership will be ensured with civil society organizations, regional and local authorities, community social workers for more nuanced approach. Aspects of double discrimination (women with disabilities) will be addressed in policy work, as well as in capacity

development models. **Human rights perspective** will be ensured throughout the implementation of the project, as detailed in SESP document (Annex).

- The programmatic components will be **synergized** among each other, as well as with other ongoing initiatives in the sphere of gender equality to exchange and cross-enrich knowledge and data, increase effectiveness and efficiency of the invested all-type resource and maximizing the impact of activities.
- UNDP will combine **conventional approaches and social innovation** techniques in all programmatic components, including **user-centric and design thinking approaches** to stimulate creativity, deeper understanding and sense of ownership towards transforming norms and behaviours, shaping and employing gender sensitive and gender responsive policies, systems, initiatives and programs among all target groups.
- **Networking, peer learning and exchange**, inspirational and role modelling approaches will be a part of the transformative change in perceptions, attitudes and behaviours of women, men and public at large.

Expected results, project outcomes:

1. **Women's leadership and political participation in local decision-making and civic roles is further advanced:**
 - sustained 30% representation of women in local government;
 - leadership of 180 (150 local councillors, 30 Members of political parties) women advanced;
 - 35 self-driven initiatives by women (25 Women Leadership School participants grants, 10 Mentorship scheme participants grants);
 - 8 WYACs established and self-supported;
 - 25% of women-led policy recommendations adopted;
 - 1 influential network formed and are functional (WLS, WYAC, Mentorship members);
 - 10 coaching initiatives held, 10 personal/professional developments plans prepared;
 - 1 political party established itself as a gender champion
2. **Gender sensitivity and gender responsiveness of public administration system and gender mainstreaming in public institutions at national and local levels strengthened:**
 - 11 solutions (via Gender Seal) on internal practices, mechanisms, policies on gender equality and mainstreaming;
 - one public institution to receive a Gender Equality Seal through a formal assessment exercise; 4 solutions on gender equality (policies, practices, services) institutionalized and funded by public institutions;
 - legal means to increase women representation in the executive, including gender quotas, are drafted, proposed and advocated for;
 - Gender Mainstreaming Methodology elaborated and adopted by the RA Government/ PM decree;
 - Social Inclusion Methodology elaborated and adopted by the RA Government/ PM decree;
 - Unified Gender Glossary elaborated and circulated among practitioners;
 - capacitated cadre of the 200 civil servants (female, male, General Secretaries);
 - national mechanism for gender equality mapped and improved as per recommendations;
 - increased awareness on aspects of PA among 300 stakeholders.
3. **Civil society is strengthened as a 'collective intelligence, voice and actor' in promoting gender equality and women empowerment agenda with strong advocacy systems in place:**
 - 30 participatory policy assessment and dialogue/advocacy events on gender sensitization with 500 participants;
 - 6 community-based advocacy initiatives led by local women;
 - broad public awareness campaigns;
 - 60 capacitated CSOs.

Partnership:

- **RA Deputy Prime Minister's Office** (custodian of the Advisory Council on Women's Affairs and UNDP's partner in "Gender Equality in Public Administration" project): setting strategic vision, ensuring government support in implementation programmatic components related to the government and policy framework, setting prerequisites for the institutionalization of the models suggested by the project.
- **RA Ministry of Labour and Social Affairs**, as the focal point Ministry for gender equality and custodian of National Strategy and Action Plan on Gender Equality 2019-2023. The Ministry will appear both as beneficiary of the project activities, as well as co-creator of the programmatic components.
- **RA Ministry of Territorial Administration and Infrastructure**. UNDP has a long and positive track record of partnership with the Ministry around women empowerment and gender equality activities. The Ministry will appear as co-creator of the programmatic components, as well as institutions which will have an instrumental role in take-over of several models the project will deliver and their institutionalization within national gender strategy and gender machinery.
- **Civil Service Office**: Major partner in developing and testing gender-sensitive practices within the civil service and public administration overall.
- **Human Rights Defender Office**: Piloting agency for the Gender Equality Seal for Public Institutions Assessment.
- **Regional authorities** will be in focus of the project as part of gender equality machinery at regional level and enablers of democratic and development processes in the regions of Armenia.
- **Local governments** will appear both as benefactor and partner in part of programmatic components and potential enablers of gender machinery at the local level.
- **UN**: UNDP regional and headquarter offices will be consulted on best practices; coordination and synergies ensured with UN other agencies: UN Women, UNICEF, UNFPA, etc.; exchanges undertaken on best models and approaches of work on GEWE22, especially changing the social norms and behaviours in regard to gender equality.
- **Civil Society Organizations**, as both beneficiaries and partners in part of programmatic components and potential enablers of gender equality movement and policy contribution at the local and national levels.
- **Media and influencer groups** will be engaged in the programmatic components for promotion of gender equality concepts and constructive discourse around topical issues on gender equality and women's rights.

Beneficiaries:

The project considers its key beneficiaries also its main target groups and stakeholders. They include the Government counterparts at national, regional and local levels, women and youth groups, community active groups and citizens, international organizations, civil society and public at large.

Specific roles and strategies for inclusion of stakeholders/beneficiaries:

- ✓ **Women leaders in communities** of Armenia (elected to local government, active women) are the main target group for the project to be engaged through tested and innovative capacity development methods. This groups will also become multipliers of the outreach activities in the communities of Armenia.
- ✓ **National and local governments** are important target groups to support (i) various participatory schemes to be led by women, NGOs and civic activists and (ii) advocacy work for gender sensitive public policies and affirmative actions. Financial contribution from national and local budgets will be highly encouraged and nudged. 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.
- ✓ **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. Project partners will engage them in both capacity development and co-design activities to ensure their voice in local democratization processes.
- ✓ **NGOs** as main stakeholders for advocacy work on GEWE
- ✓ **Mass media**, as main agents for promoting gender equality in the society of Armenia.
- ✓ Society at large: for public awareness campaigns on gender equality aspects and public roles of women and men.

Project key information in a table format:

Project title	Women in Politics, Public Administration and Civil Society (WiP 2.0)
Project Number	0017856
UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025	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.
UNDP Country Programme Document (CPD) 2021-2025	Outcome 3: Democratic Governance. 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. Output 6.2 Women’s leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society and addressing structural

UNDP Strategic Plan 2022-2025 Signature Solution 6 on Gender Equality	barriers, in order to advance gender equality, including in crisis contexts.	
Sustainable Development Goal (SDG):	Goal 5: Achieve gender equality and empower all women and girls. Target 5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	
UNDP Gender Marker	GEN 3 – Primary objective	
Country	Armenia	
Region	UNDP Regional Bureau for Europe and the CIS	
Date project document signed	01 July 2022 (revised February 2024)	
Project Dates	Start 01 July 2022	Planned End/Extension 31 March 2025
Project budget (resources required)	GBP 1,346,649 (USD equivalent 1,646,270)	
Project budget (resources allocated)	GBP 773,466	
Project expenditure at the time of evaluation	Will be provided at a later point upon availability of UNDP final financial report (CDR) 2023	
Funding source	UK Good Governance Fund	
Implementing Partner	Ministry of Territorial Administration and Infrastructure	

UNDP in Armenia seeks the services of International Consultant (hereinafter "the Evaluator") with the profound knowledge and experience in evaluating development results in gender equality and women’s empowerment with the focus on systems and mechanisms for equitable participation of

women and men in decision-making , *to conduct mid-term evaluation of "Women in Politics, Public Administration and Civil Society" (WiP2.0) project and present findings, conclusions and recommendations in the evaluation report* (see the full list of deliverables in Section 9). **The Evaluator cannot** have participated in the Project preparation, formulation and/or implementation, writing the Project document and shall not have a conflict of interest with the Project's related activities.

2. Evaluation purpose, objectives, use and scope

As per design of "Women in Politics, Public Administration and Civil Society" (WiP 2.0) project document (ProDoc), the project will be undergoing two evaluations, in February 2024 and March 2025 for the mid-term and final evaluations respectively. The mentioned evaluations for this new project is important to inform the project, but also UNDP and UN programming frameworks, therefore it was made part of both [UNDP Armenia Country Programme \(CPD\) Evaluation Plan 2021-2025](#) and 2021-2025 UNSDCF Monitoring, Evaluation and Learning (MEL) Plan.

Purpose:

The **purpose** of this mid-term evaluation is twofold:

- 1) Make available external evaluative evidence to inform and fix actual project progress at its midpoint; formulate lessons learnt.
- 2) Review and validate the project's theory of change, including recent revision of ProDoc results framework; recommend course corrections or other necessary changes to achieve planned objectives by the end of project implementation period in March 2025.

Objectives:

The **objectives** of this evaluation include:

- (i) Assess the continued relevance of intervention to the changing country context, especially at the local level;
- (ii) Validate and fix the current status of project achievements vis-à-vis the results framework;
- (iii) If necessary, introduce adjustments to the theory of change behind this project learning from this external independent review;
- (iv) Learn about the project's effectiveness and efficiency factors with the emphasis on reasons behind and impeding and conducive factors.
- (v) If already available at this midpoint, learn about the prospects for sustainability and impact;
- (vi) Identify and formulate lessons learnt, with the outlook of broader audience and use;
- (vii) Validate overall approaches and identify and advise new paths in relation to systems and mechanisms in place for equitable participation of women and men in decision-making at all levels.

Use:

The project prioritizes receiving and using high quality, well-connected and well-triangulated evaluation findings, conclusions and recommendations as the project applies adaptive management and double loop learning approaches. Specifically, the project will use the evaluation findings to:

- (a) Learn about the project's actual progress and results achieved at this interim stage;
- (b) Internalize knowledge coming from the lessons learned and recommendations to be used towards the end of the project implementation period;
- (c) Learn feedback from the grassroots, stakeholders/beneficiaries, partners, donor, etc from all levels, as might be applicable;
- (d) Embed new knowledge on systems and mechanisms on equal participation of women and men in decision-making; update Theory of Change as might be applicable.

Further use of evaluation findings:

- **UNDP:** for design of further interventions in the programmatic niche, also for learning and fine-tuned implementation of UNDP on-going women in politics and other relevant projects, specifically in the areas of enhancing political participation of women, increasing representation and participation of women, including young generation, in community development processes, etc.
- **OxYGEN:** for learning independent assessment of delivered results of OxYGen project components and beyond; learn about the synthesis of feedback from the ground, stakeholders and recommendations reflected in the evaluation report.
- **MTAI:** for learning about actual results on the project, participation of government bodies in the project, implementation related bottleneck and recommendations, adjust programming, implementation, partnership and other related aspects of project.
- **Donor partner UK GGF:** to learn about project results to plan strategic development cooperation in the area, need for further programmatic interventions, including those beyond the project timespan
- **Other national stakeholders and beneficiaries:** to provide feedback about the project implementation, validate results, provide recommendations if available on what and how could be made differently to increase relevance, effectiveness, efficiency, sustainability aspects of the project.

Scope:

The **scope** of the evaluation will cover all Project activities from its start until the evaluation fieldworks period in April-May 2024. As mentioned, the evaluation will: (i) fix the actual values of the ProDoc Results Framework impact, outcome and output indicators; (ii) discuss progress towards the output indicators, their surpassed or unachieved statuses covering also conducive and impeding factors; (iii) contribution or attribution to outcome and impact indicators, which in turn are linked with UNDP and UN programme indicators (CPD, UNSDCF); (iv) if available already, set a list of project results. The evaluation will extract lessons learned; diagnose and analyze issues, formulate concrete and viable set of recommendations.

The evaluation will be undertaken in Armenia. The geography of evaluation fieldworks will cover all 8 target project regions (marzes) and the capital Yerevan. Respective field visits, focus groups, interviews, dissemination of questionnaires if applicable and other support to evaluation events and

methods will be organized with logistics support from the project team, if requested by the Evaluator. The project staff **will not** be part of any meetings, **will not have relevance** to content works by the Evaluator and by all means will uphold and keep the boundaries of independent external evaluation. The project team will also provide transportation, translation (from external translators) and other services, as may be requested by the Evaluator to conduct the scope of evaluation works as agreed and fixed in the Inception Report.

Interviews will be held by the Evaluator live, unless in some circumstances the respondents may be out of the country or there may be other accessibility or sensitivity issues related to gender or cultural/traditional aspects in rural areas, the interviews may be organized online, as priorly also discussed and agreed with the project team and evaluation manager.

As a minimum, the interviews will be held with the representatives from the following organizations (general list of key informants will be agreed in the Inception Report and specific list of key informants will be selected by the Evaluator, with consideration of comments and consultations from the project team and evaluation manager):

Key Stakeholders:

- Ministry of Territorial Administration and Infrastructure of the Republic of Armenia
- Deputy Prime Minister's Office of the Republic of Armenia
- MLSA
- Civil Service Office
- Human Rights Defender Office – newly built partnership, nothing tangible to share at the moment of evaluation
- Donor - UK Good Governance Fund (GGF)
- UNDP
- OxYGen Foundation
- Representatives from several target marzes and capital Yerevan – (participants of project formats: WLS, WYACs, Policy Club, Mentorship Scheme, women MPs)
- Other stakeholders: Other project participants at local level, community leaders, activists, relevant other national stakeholders.

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 with the main stakeholders, members of the beneficiary groups in selected communities, government entities and via other sources of information. The methodology and approaches will be finalized jointly with the Evaluator and spell out in the Inception Report.

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

3. Evaluation criteria and key guiding questions

The evaluation will mostly focus on the OECD DAC five evaluation criteria such as relevance, effectiveness, efficiency, as well as (to the extent possible) sustainability and impact. The coherence

criteria will be additionally discussed and, if necessary, added during the planning phase of the evaluation and respectively reflected in the Inception Report and its Evaluation Matrix.

The evaluation shall apply the [Norms and Standards of the United Nations Evaluation Group \(UNEG\)](#) and be conducted based on [UNDP Evaluation Guidelines](#). All Project related documents and materials will be thoroughly reviewed in the inception phase by the evaluation team. The Lead Evaluator will finalize the evaluation design in the Inception Report with a clear Evaluation Matrix, logic and workplan of the evaluation and specific evaluation questions. The Inception Report will be shared with the evaluation parties and shall be accepted/approved by the commissioning unit before the start of evaluation fieldworks.

Key guiding questions:

(Specific evaluation questions will be finalized in the Inception Report):

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 crisis context. Was it relevant?

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 project made good use of 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? Were the activities delivered and outputs achieved in cost-efficient manner?

Sustainability (to the extent possible)

- To what extent and how has the project been able to support the government and beneficiaries, 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 development processes at local and national levels?
- 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 aspect

The Evaluator shall present in sufficient granularity in both the Inception report and later in Evaluation Report the questions, findings, conclusions and recommendations about cross-cutting aspects such as inequalities, vulnerable groups, disability issues, human rights-based approach and leaving no one behind for the project could drill down and lean about the underlying factors. 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 details on the website of **Independent Evaluation Office of UNDP Evaluations Methodology Centre** [here](#).

Some of the guiding questions on cross-cutting aspects 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 work of stakeholders, lives of beneficiaries, etc?

Innovation

- To what extent has the project contributed to innovative approaches aimed to strengthen governance mechanisms, systems in place, dialogue between civil society and local authorities, etc?

Human rights. Leaving no one behind

- To what extent have disadvantaged/marginalized groups such as poor, persons with disabilities, refugees, ethnic minorities, gender 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, etc)?

4. Evaluation methodology

As mentioned, the evaluation methodology shall be guided by the [Norms and Standards of the United Nations Evaluation Group \(UNEG\)](#) and [UNDP Evaluation Guidelines](#), available also on the website of **UNDP Independence Evaluations Office Methods Centre** [here](#). The Evaluator in the Inception Report will propose the methodology to be used to conduct this evaluation.

The proposed methodology shall address sufficiently the evaluation specific questions in the Inception report via clearly presented methods of data collection and analysis. The Evaluator should base the analysis on triangulation of qualitative and quantitative methods and data. The exact method and data to be used shall be described in the Inception Report.

The evaluation will be conducted in a participatory manner: representatives from all key institutions, donor partner, stakeholders, beneficiaries at local and national level will be involved, as well as counterparts from civil society and community-based organisations, community activists will be involved by the Evaluator 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 of informants (project staff, project partners, stakeholders, beneficiaries, etc) through different methods including secondary data, documentation review and primary data. The Evaluator should critically examine information gathered from various sources and synthesize in an objective manner. If contradictory information is obtained from different sources, an additional effort should be made to understand the reasons for such a difference, including any underlying gender related or other factors.

The Evaluator will receive and review the following documents for preparation of the Inception Report before the completion of evaluation planning stage, approval of the Inception Report and 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; UN 2030 Agenda for Sustainable Development and relevant processes in Armenia, research papers relevant to the project, etc).
- Review of monitoring reports and if available any relevant evaluation or other results-based management records, documents, analysis generated through the project implementation.

- Key informant interviews with beneficiaries, duty-bearers and policy makers, community focal points, partner organizations, etc.
- Expert interviews with project implementing parties.
- Focus groups discussions, where possible, relevant.
- Questionnaires and surveys, where applicable.

In consultation with the project team, the independent Evaluator (1) will identify key stakeholders/informants from the general list of provided names for evaluation informants (including but not limited to project implementers, decision makers, direct and indirect beneficiaries, etc.) and (2) will design the appropriate instruments, methodology and data collection methods for each (e.g. semi-structured or in-depth interviews, expert interviews, focus groups, questionnaires, etc). In line with UNDP evaluations policy, all materials shall be gender-sensitive in language and presentation, as well as shall take into consideration human rights and equity dimensions. A combination of these methods and overall methodology shall be clearly presented by the Evaluator in the Inception Report and approved by the evaluation commissioning unit before the start of the interviews/evaluation fieldworks.

The Evaluation will be conducted in the following phases – inception, data collection, analysis and reporting.

The Evaluation Phases:

(i) Inception phase:

Selection and contracting of Evaluator. Introductory phase: Selection of Evaluator from the pool of UNDP Global ExpRes vetted roster or solicitation from open competition, as will be found relevant and most effective. Negotiations and contracting. Introductory briefing kick-off meeting presenting the sides, the Evaluator, landing the Evaluator into the UNDP evaluation policy and evaluation context, agreeing on the evaluation timeline and quality criteria to the evaluation products. Discussing the Inception report and documents collection methods and the timeline.

Documents screening and Inception Report: Desk review by the Evaluator, reconstructing and analysing the intervention logic, its theory of change and assumptions. The Inception report with its inherent Evaluation Matrix is provided by the Evaluator in line with UNDP [Inception Report Content Outline](#). In the Inception Report the detailed design of the evaluation should be described along with how information will be obtained and analysed. The field trip will only take place upon official approval of the Inception Report by the commissioning unit.

(ii) Data collection phase:

Fieldworks, mission to the country: Interviews, focus group discussions, etc with key informants. Data collection through other methods (online questionnaire, etc), in line with the approved Inception report. At this very early stage after the end of fieldworks, a debriefing will be organized inviting the Evaluator to share initial findings, observations, etc.

(iii) Data analysis phase:

Data analysis, discussion of viability and strategic logical framework of findings, conclusions and recommendations: The collected data from all sources is well analysed, triangulated and synthesized by the Evaluator and presented in a well-structured and mature way in the first iteration of the evaluation report. According to UNDP evaluation policy and guidelines, all data shall be collected and presented in a disaggregated way – as relevant – by sex, age, residence/geographic location, Leaving No One Behind (LNOB) category, covering also cross-cutting analysis. If necessary, during this stage, the Evaluator may initiate additional interim discussions to clarify and finetune certain aspects and approaches, validate the overall logic and strategic interconnection of findings, conclusions and recommendations, etc.

(iv) Reporting phase:

First Iteration of Evaluation Report: The Evaluator shall submit the evaluation report in line with [UNDP Evaluation Report Template and Quality Standards](#) with clearly formulated and logically interconnected evaluation findings, conclusions and recommendations, grounded on evaluative analysis and evidence. Provision of comments (i.e., factual errors, omitted evidence, insufficient logical connections or justifications, unclear formulations, etc) to the Lead Evaluator ([Audit trail](#)) shall be collated and dispatched by the Evaluation Manager. The cases of unduly pressure on the evaluator shall be avoided in line with UNDP evaluation policy. If any, unreconciled points exist, shall be discussed in the Management Response. According to UNDP evaluations policy, the recommendations can be fully accepted, partially accepted, or not accepted.

Final Report: The Lead Evaluator submits the final evaluation report in compliance with [UNDP Evaluation Report Quality Standards](#) (page 7, section 6.10). The report is a subject for final review and reconciliation by the evaluation commissioning unit according to the mentioned UNDP Evaluation Guidelines and quality standards. The Management response is finalised accordingly. UNDP IEO independently reviews and scores the quality of UNDP-commissioned decentralized evaluations vis-à-vis the mentioned quality standards.

5. Evaluation products (key deliverables)

1. **Evaluation Workplans, Evaluation Matrix, Inception Report:** Evaluation methodology, including data collection tools/questionnaires, list of beneficiaries and stakeholders to be interviewed, interview schedules and reports.
2. **First Iteration of Evaluation Report:** After the field activities conducted, the Evaluator will submit the first iteration of evaluation report covering the details presented in this TOR and further elaborated in the Inception Report and viable initial key findings, conclusions, lessons learnt and recommendations.
3. **Final Evaluation Report:** Evaluation report (minimum 30 pages in English, but not exceeding 50 pages of highly strategic analysis, plus annexes – see list and details in section 12 on UNDP Guidelines on Structure of the Evaluation Report) presenting around evaluation criteria. 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.
4. 1-2 pager summary brief or slides summarizing the key findings of the evaluation for sharing with external audiences.
5. **Presentation of the Evaluation Report may be requested:** 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 WIP 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 Equality 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.
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.

6. Evaluation team composition and required competencies.

The International Consultant will conduct the evaluation with logistical support from the Project team, in particular, for organizing the field works programme, meetings, interviews, focus groups, etc. The Project will also organize translation services for the Evaluator as needed.

Required qualifications, competences and skills for the Evaluator

Education:

- Advanced university degree (MA and equivalent or higher) in development studies, social sciences, public administration or related field.

Experience:

- At least **5 years** of experience in leading/conducting the evaluation assignments for a range of major aid agencies or NGOs in particular evaluating community based, country wide or large donor programmes.
- At least **7 years** of professional experience in programme/project development, implementation, monitoring and evaluation for the international organizations in democratization and local governance, community development, gender and youth.
- Proven experience in development and application of methodologies for evaluation and assessment, including tools and techniques.
- Proven experience of working in gender equality and community development projects/programmes.

Languages:

- Fluency in English (written, oral). Knowledge of Armenian or Russian is an asset.

Competencies/Skills:

- Profound experience of conducting evaluations in broad range of development issues in national policy and practice in local governance and community development processes, political participation, leadership schemes, etc.;
- Advanced knowledge of gender equality issues;
- Profound knowledge and experience in data collection and analysis;

- Substantive knowledge of concept and principles of local development and governance processes, as well as subject-matter international instruments;
- Strong analytical capacity and creative thinking;
- Proven capacity to write analytical reports;
- Strong planning skills and ability to respect deadlines;
- **Excellent writing skills in English;**
- **Excellent communication and oral presentation skills;**
- Excellent teamwork skills; ability to consult, involve and work with stakeholders of different backgrounds, points of view and interests;
- Demonstrated initiative, high sense of responsibility and discretion;
- High level of **integrity, professionalism and respect for diversity;**
- Availability to travel as required.

7. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partner.

8. Implementation arrangements

The principal responsibility for managing WiP 2.0 final evaluation resides with the Commissioning Unit, which is UNDP Armenia Office. The Commissioning Unit will contract the Evaluator and ensure the timely payment in line with the TOR provisions.

UNDP Armenia Resident Representative is the Evaluation Commissioner (EC) of WiP 2.0 final evaluation and the Results-Based Management Programme Analyst will act as the Evaluation Manager (EM). EC will be supported by EM in safeguarding the independence of the evaluation exercise and ensuring production of quality evaluation in a timely manner. To ensure independence and impartiality, EM will serve as the focal person for this evaluation, ensuring that the evaluation is conducted as per the evaluation plan and in line with this ToR.

Gender Equality Portfolio Manager, WiP 2.0 Project Analyst/Co-ordinator, and the project team will provide information and necessary documents and support for the evaluation.

This TOR is the basis upon which the compliance with assignment requirements and overall quality of services provided by the Evaluator will be assessed by UNDP. Evaluator will steer the overall final review process and will be responsible for quality assurance and timely submission of the evaluation deliverables and the final report.

9. Time frame for the evaluation process

Description	Payment, %	Timeline
Deliverable 1		
1. Inception Report: Presentation of Evaluation methodology, including data collection tools/questionnaires, list of beneficiaries and stakeholders to be interviewed; the action plan with the timeline and the interview schedules. Inception Report is approved by UNDP Evaluations manager and the project Team	30%	05 April 2024
Deliverable 2		
2. Field works	15%	15-19 April 2024
3. First Iteration Evaluation Report is submitted and accepted Presentation/discussion of Initial Findings of the Evaluation.	10%	10 May 2024
4. Second Iteration Evaluation Report addressing comments to initial report, will be shared with stakeholders.	10%	31 May 2024
5. Final Evaluation Report is presented. Stakeholders' comments incorporated. Summary of evaluation report/presentation for presentation of evaluation to stakeholders.	20%	15 June 2024
6. Final comments incorporated. Audit Trial responded. Final Evaluation Report received and accepted by the Commissioning Unit	15%	28 June 2024

*N.B. UNDP reports are quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines - <http://web.undp.org/evaluation/guideline/section-6.shtml>

10. Payment Mode

The payment will be done in 2 instalments (Inception Report /Deliverable 1 – 30%; Final Report / Deliverables 2-6 – 70%) will be made upon satisfactory delivery and acceptance of the outputs / deliverables by the Evaluation Commissioning Unit.

11. Key Documents to review

- Project Document
- Results Framework
- Annual and Standard Progress Reports
- If applicable, Mid-term Evaluation Report
- Project Budgets and Expenditure Reports
- Detailed Workplans and Revisions
- CCA and UNDAF Evaluation, other relevant Evaluations (UNDP, stakeholders, etc), UNDP Annual Results-Oriented Analysis Report
- Other relevant documents provided by the implementing partner or requested by the Evaluator.

12. Indicative structure of the Evaluation Report in line with UNDP Evaluation Guidelines:

<http://web.undp.org/evaluation/guideline/section-4.shtml>

Content page

Opening pages (acknowledgments, list of acronyms)

Executive Summary (5-6 pages)

Chapter I Background, Object and Methodology

- 1.1. Introduction
- 1.2. Background and context of the Project
- 1.3. Object of the Evaluation
- 1.4. Purpose, Objectives and Scope of the Evaluation
- 1.5. Evaluation Methodology (short)
- 1.6. Major Limitations
- 1.7. Ethical considerations, Human Rights and Cross-cutting aspects

Chapter II Analysis and Findings

- 2.1 Relevance
- 2.2 Effectiveness
- 2.3 Efficiency
- 2.4 Sustainability
- 2.5 Impact

Chapter III Conclusions and Recommendations

3.1 Conclusions and Lessons Learned

3.2. Recommendations

ANNEXES

1. Terms of Reference
2. Desk Review and Background Documents
3. List of Key Informants Interviewed
4. Detailed Methodology
5. Interview Guides and Survey Instruments
6. Output tables
7. Evaluation Matrix

ANNEX II: PROJECT'S RESULTS FRAMEWORK

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
Outcome 1: Women's leadership and political participation in local decision-making via public or civic roles is further advanced	Outcome 1.1. Women's representation at the local level is maintained or surpassed	31% in 45 communities that (half-country) had elections, (2022); 10% the rest of the country	30%	30%	30% women representation is ensured for the consolidated communities in average; for non-consolidated communities (ethnic minorities) the figures are much lower (around 11-13%)	Statistics, legal portals, contracts, reports
	Outcome 1.2. Number of policies and practices improved through local women voice, decision-making, action and policy dialogue (laws, WLS, Mentorship and WYAC grants, WYACs)	45 (Laws - 6; Grants /WLS/- 22; WYAC - 17)	62 (WYAC- 8; WYAC grants - 12; Mentorship grants -10, WLS grants -25; legislative packages -7)	14 (WYAC -6; WYAC grants -3; WLS grants -3; legislative package - 2)	4 Mentorship grants and 2 WYAC grants are in the contracting phase; several WLS grants are in the ideation phase	
Outcome 2: Gender sensitivity and responsiveness of public administration system is strengthened	Outcome 2.1. Number of all adopted gender sensitive practices, mechanisms, policies (at the national level) through project contribution	0	10	1 – letter of commitment for the Gender Seal in Public Institution signed by HRDO	Gender Mainstreaming methodology; Social inclusion Methodology; Gender Glossary; Action Plan on Gender Seal CSO; competencies for civil servants are all in finalization/ approval stages	Respective methodologies, documents, action plans, competencies matrix
	Outcome 2.2. Number of capacity development	0	1	0	Module is scheduled to be ready in 2025	

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
	modules on gender equality and/or social inclusion accepted by the government					
Outcome 3: Role of civil society in setting agenda, contribution to decision-making and monitoring of governance processes on gender equality, women rights and women empowerment is enhanced	Outcome 3.1. Ratio of suggested local and national actions, solutions and recommendations by civil society are adopted/taken forward by the decision-makers	0	30%	36%		
	Outcome 3.2. Ratio of women involved in the project activities report on perception change, as well as increased role, participation, and influence on the national and local level advocacy work.	0	30%	0	Will be counted and reported in Q2 2024	
Outputs	Indicators	Baseline	Project Target	Result	Notes	Sources & Means of Verification

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
<p>Output 1:</p> <p>Strong cadre of women leaders in national and local government is formed</p> <p>Political parties apply strong internal gender equality systems</p> <p>Women network is influential in solution development and advocacy on gender equality</p>	<p>Indicator 1.1.1: Number of trained women and men with advanced leadership or gender sensitive policy-making</p>	65 (45 elected women + 20 political party representative women); 0 male political party representatives	150 women elected to/working at LSG, 30 female members of political parties; 30 male members of political parties	129 women elected to/working at LSG; 31 MPPs; 0 male	Capacity building for the rest will be done in 2024-Q1 2025	<p>Reports, training agenda, grants evaluation matrix, grants implementation reports, Baseline Assessment report, WYAC establishment decrees, Policy Packages, news reports, Roadmap to work with PPs</p>
	<p>Indicator 1.1.2: Number of democratic and innovative initiatives led by women (as a result of small grants scheme applied in activities 1.1.A; 1.1.C)</p>	45	25 WLS grants; 10 Mentorship grants	3 WLS grants; 4 Mentorship grants are in the contracting process	The rest of the WLS grants is planned to be done through tailored initiatives in 2024	
	<p>Indicator 1.1.3: Percentage of beneficiaries with a positively changed leadership role in community affairs</p>	0	0	0	This will be done in 2025 through survey among the main beneficiary groups	
	<p>Indicator 1.1.4: Number of women leaders engaged in coaching</p>	0	10	0	Coaching will be kicked-off in June 2025; the companies are being identified	
	<p>Indicator 1.1.5: Baseline and end-line assessment on functional analysis of women's contribution to local self-government is produced and women's</p>	-	1 Baseline; 1 End-line	Baseline Available	End-line assessment will be generated by March 2025	

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
	functionality is evidenced with 20% progress					
	Indicator 1.2.1: 3 "lessons learned" stemming from the Mentorship scheme identified and presented to public institutions for further replication and funded from the government	0	0	0	There are currently 19 mentorship connections between 31 women (12 mentors, 19 mentees), several more are expected to be developed by the year-end. Lessons learned will be gathered in the end of the scheme, analyzed and presented to the Government	
	Indicator 1.2.2: Number of women connected through the Mentorship Scheme	39 (WiP 1.0)	65	31	The second round of Mentorship scheme will be announced soon	
	Indicator 1.3.1: Number of Women and Youth Advisory Councils established	17 WYILD	8	6	WYACs formed in Masis, Gavar, Sevan, Ashtarak, Artik, Pambak	
	Indicator 1.3.2: Number of self-funded and cost-shared by government (at least 20%) projects implemented by Women	11 WYILD	12	5	Masis, Sevan, Pambak, Khoy and Noyemberyan WYACs	

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
	and Youth Advisory Councils (WYACs)					
	Indicator 1.4.1: Number of a) legislative amendment packages proposed; b) policy recommendations proposed	a) 7; b) 120 (WYILD & WiP 1.0)	c) 7 d) 70	c) 2 d) 26	Packages submitted for “Electoral Code” and “Law on Temporary unemployment and Maternity Benefits”. The subsequent policy club meeting will be held on May 24.	
	Indicator 1.4.2: Percentage of recommendations adopted from women-led bottom-up policy dialogue activities and recommendation packages		15% in 2023; 25% in 2024	All in process with the respective state bodies		
	Indicator 1.4.3: One large network of women formed (WLS. Mentorship, Policy Club, WYAC, coaching participants)	0	1	1	Network is formed from WLS. Mentorship, Policy Club, WYAC members; coaching initiative participants will join later (June 2024)	
	Indicator 1.5.1: Number of political parties formally committed to the adoption and application of the voluntarily gender quota	1	1	1	The project Board approved project substantive revision on March 5, 2024. The baseline for this indicator was “0” and the target “1”. However, on April 2, 2024, “Civil Contract” party adopted voluntary quota for the party’s regional councils. Thus, the project will either target one more party through continuous work or persistently engage with “Civil Contract” party to	

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
					further build capacities on gender equality.	
	Indicator 1.5.2: Systemic approach to advance female political party members within their political parties enhanced	0	1	1	A roadmap to work with political parties has been designed and will be presented for discussion soon	
Output 2: Systems, practices and policies are designed and introduced in public administration system for gender equality and women's advancement	Indicator 2.1.1: Number of a) Gender Seal (GS) Reports, b) Gender at the Workplace Survey Reports and c) Action Plans drafted and implemented	a) 3 b) 3 c) 0	a) 2 b) 1 c) 5	a) 0 b) 0 c) 3	Action Plans for CCO, MoJ, YM are ready; Human Rights defender office has started the assessment; MLSA has initially agreed to join the process	Action Plans, Letter of Commitment of the HRDO, Gender Mainstreaming Methodology, Social Inclusion Methodology, Gender Glossary, training agenda, evaluation reports, Gender Strategy and Action Plan, lists of events participants
	Indicator 2.1.2: Number of a) policies and practices (solutions) and b) Gender Equality Seal awarded to one public institution as a gender champion through formal Seal assessment process	a) 0 b) 0	a) 7 b) 1	a) 0 b) 0	HRDO is in the process of formal assessment; CSO has selected the recommendations to be addressed by the year end.	
	Indicator 2.1.3: Number of policies, practices, services, capacity building activities, mechanisms and schemes on gender mainstreaming funded by the public institutions (ref. ProDoc activity 2.1.A; 2.1.B)	0	4	0	Will be addressed by the year-end	
	Indicator 2.2.1: Number of legislative acts on gender quotas for decision-	0	1	0	The draft act will be elaborated in 2025; the research to support	

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
	making or high-ranking civil service positions drafted, proposed, advocated for/				the scenarios to be introduced by the law has been completed	
	Indicator 2.2.2: Number of policy documents to ensure gender mainstreaming and social inclusion in the policy design, as well as unified use of gender vocabulary	0	3	3	Gender Mainstreaming Methodology and Social Inclusion Methodologies are ready and submitted to the DPM office; Gender Glossary is validated with the responsible state bodies	
	Indicator 2.3: Number of a) civil servants, b) female civil servants (MoJ, MLSA, CSO); c) General Secretaries with around 30% knowledge increase verified through tests in gender mainstreaming, leadership and soft skills	65	a) 100 b) 50 c) 50	a) 71 b) 56 c) 0	Civil servants from selected units of all 12 ministries have been trained on gender-sensitive policy-making; HRDO staff will be trained next to carry out the Gender Seal assessment. Capacity building for General Secretaries is scheduled for mid-June 2024.	
	Indicator 2.4.1: Number of recommendations suggested to a) improve Draft Gender Strategy; b) improve National Gender machinery	0	a) 10 b) 10	c) 14 d) 0	Final Draft of the Gender Strategy and Action Plan are currently being circulated. The adoption is scheduled for June 2024. Contributions to improvement of Gender Machinery will be generated at ta co-design	

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
					workshop scheduled for October-November 2024	
	Indicator 2.4.2: Ratio of recommendations adopted to a) improve Draft Gender Strategy; b) improve National Gender machinery	0	a) 10 b) 10	a) 0 b) 0	Please see the above note	
	Indicator 2.4.3: Number of stakeholders a) female; b) male; c) youth; d) PWD; e) displaced with enhanced knowledge on aspects of PA system PWD and displaced persons will account for at least 10% of the total number	0	300	352	Several dedicated events and discussions	
Output 3:	Output Indicator 3.1: Number of participatory policy assessment and dialogue-advocacy events for sensitizing the decision-makers and promoting GE issues with the participation of CSOs, vulnerable groups of women, and men: 15 policy assessment and evidence accumulation events; 12 advocacy meetings; 3 annual national forums on the GE issues	0	30	28		Documentation, participants lists, evaluations, communiques, policy briefs; contracts, reports, social media posts and coverage; evaluation reports, focus groups results

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
<p>Civil society is competently and proactively addressing topical issues of gender equality and advocate for positive change</p> <p>Civil society networks are influential in solution development and advocacy on gender equality</p>	<p>Output Indicator 3.2: Total number of participants, of whom 30% of whom are men; 30% are representatives of vulnerable groups</p>	0	500	567		
	<p>Output Indicator 3.3: Number of recommendations for policy change developed/submitted</p>	0	75	78		
	<p>Output Indicator 3.4: Number of community-based advocacy initiatives led by local women</p>	0	6	5		
	<p>Output Indicator 3.5: Reach/number of views/ of public information initiatives for addressing practices and perceptions hindering women's</p>	0	250,000	426,844		

Outcome	Indicators	Baseline	Project Target	Results	Notes	Sources & Means of Verification
	<p>empowerment in the country:</p> <p>12 communiqués; 12 analytical and interactive videos; 3 annual e-newsletters; 12 human stories</p>					
	<p>Output Indicator 3.6: Ratio of increased knowledge among CSO capacitated to promote and advocate for GE issues:</p> <p>3 capacity development and knowledge transfer sessions; developed communication and public campaign strategies for 10 CSO on GE; 60 representatives of the local CSOs participants of the capacity building</p>	0	60	52		

ANNEX III: EVALUATION CRITERIA AND KEY QUESTIONS

Relevant evaluation criteria	Key questions suggested
Relevance	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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?

	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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?
Additional Criteria	<p>Cross-cutting Issues:</p> <p>Institutional development and capacity building</p> <ul style="list-style-type: none"> ▪ 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? <p>Participatory deliberation</p> <ul style="list-style-type: none"> ▪ 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? <p>Innovation</p> <ul style="list-style-type: none"> ▪ 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? <p>Human rights, leaving no one behind</p> <ul style="list-style-type: none"> ▪ 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)? <p>Gender equality</p>

	<ul style="list-style-type: none">▪ To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?▪ Is the gender marker data assigned to this project representative of reality?▪ To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?
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ANNEX IV: EVALUATION MATRIX

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
Relevance	Are the project activities/components relevant to the actual/defined needs of the beneficiaries? Were the objectives clear and feasible? How do the main components of the project contribute to the planned objectives and are logically interlinked?	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
		Were the objectives clear and feasible?	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 and are logically interlinked?	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, online survey
		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, online survey
		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 has the project adjusted to the crisis context. Was it relevant?	What adjustments were made to project activities to address the conflict context?	Documentation and evaluation of the adjustments made to project activities to adapt to the conflict context.	Project reports, crisis response action plans	Documentary Review, Interviews
		How were project operations modified to	Assessment of the modifications made to project operations to ensure compliance with safety protocols.	Project documentation, safety guidelines	Documentary Review, Interviews

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
		comply with safety protocols?			
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?	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 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
	What are the key achievements, challenges and implementation lessons? How can these be applied to other similar projects?	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

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
	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
Efficiency	To what extent has the UNDP made good use of the human, financial and technical resources and has used an appropriate combination of tools and approaches to pursue the achievement of project results in a cost-effective manner?	How 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

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
		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? Were the activities delivered and outputs achieved in cost-efficient manner?	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

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
Sustainability	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?			
Impact	Has the project contributed or is likely to contribute to long-term political or social changes for individuals, communities and institutions in achieving the 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 development processes at local and national levels?	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

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
	Has the project had any intended or unintended secondary effect throughout the implementation?	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
Institutional development and capacity building	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

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
		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
Participatory deliberation	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 work of stakeholders, lives of beneficiaries, etc.?	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
Innovation	To what extent has the project contributed to innovative approaches aimed to strengthen governance mechanisms,	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

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
	systems in place, dialogue between civil society and local authorities, etc.?		civil society and local authorities and enhance 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?	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? Have any vulnerable groups been inadvertently excluded of the opportunity to benefit from project activities (during online or offline work, etc)?	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

ANNEX V: INTERVIEWED STAKEHOLDERS

IN PERSON

Date	Time	Venue	Name	Title / Position	Engagement with Project
30-Apr	14:00 -15:00	UN House, 14 Petros Adamyan, 405 Room	Meri Matevosyan	Ashtarak Local Council member	WLS, Policy Club
	14:00 -15:00	UN House, 14 Petros Adamyan, 405 Room	Armenuhi Arakelyan	Tsakhkadzor Local Council Member	WLS, Policy Club
1-May	09:00 -10:00	UN House, 14 Petros Adamyan, Green room 420	Ani Kojoyan	Expert, Trainer	Civil Servants, MPs trainings, Gender Mainstreaming Methodology, Startegy, Gender Seal
	10:00 - 11:00	UN House, 14 Petros Adamyan, Green room 420	Armenuhi Kyureghyan	Female MP	Female MPs training
	13:00 - 14:00	UN House, 14 Petros Adamyan, Green room 420	Anna Yeghoyan	Expert, Trainer	WLS trainings, Female Civil Servants, Mentorship Scheme
2-May	11:00 - 12:00	Bazoum Community Municipality	Hasmik Mataskyan	Pambak Municipality Staff	WYAC Training participants, WYAC Co-ordinator
	12:00 - 13:00	Bazoum Community Municipality	Raisa Minasyan	Pambak Municipality Staff Secretary	WLS Participant, WLS grant implementer
	15:00 - 16:00	Ministry of Environment, Government House 3, Republic Square	Naira Alaverdyan		Mentorship Scheme Mentor

	15:00 - 16:00	Ministry of Environment, Government House 3, Republic Square	Sofia Mirzakhanyan		Mentorship Scheme Mentee
3- May	10:00 - 11:00	Civil Service Office, 89 Teryan st.	Vache Qalashyan	Head of the CSO	Training for Civil Servants, Gender Seal, competencies, upcoming collaboration on GenSec
	10:00 - 11:00	Civil Service Office, 89 Teryan st.	Anna Gharibyan	Head of Analytics	Training for Civil Servants, Gender Seal, competencies, upcoming collaboration on GenSec
	14:00- 15:00	UN House, 14 Petros Adamyan, 405 Room	Sophie Bostanchyan	Head of Human Trafficking and Women Affairs Unit, MLSA	Major counterpart, capacity development for civil servants, Gender Strategy and policy recommendations
	16:00- 17:30	UN House, 14 Petros Adamyan, 405 Room	UN TEAM DEBRIEF	UNDP RBM, GE Portfolio, WiP 2.0 project	
ONLINE					
16- May	11:00 -11:45	TEAMS	Ruzanna Hayrapetyan	Project Co-ordinator, UNDP Modern Parliament for Modern Armenia	Synergies between the WiP 2.0 & MAP projects (past, present, planned)
	12:00 -12:45	TEAMS	Marianna Avdalyan	GE Portfolio Monitoring and Evaluation Associate	Monitoring systems within the portfolio, data collection and reporting
	14:30 -15:30	TEAMS	Margarita Hakobyan, Kristine Mkhitarian	OxYGen Foundation	Implementing Partner for the Strategic Focus 3: Civil Society
21- May	10:10-10:45	TEAMS	Viktorya Aydinyan	Adviser to Deputy Prime Minister	Portfolio and Project partnership within the context of Public Administration Reform

19-Jul	15:30	TEAMS	Oksanna Abrahamyan, Aleksey Petrosyan	UK Embassy Yerevan	Donor of the project
22-Jul	15:20-16:00	Zoom	Natia Natsvlishvili, Konstantin Sokulskiy	UNDP Armenia Senior Management	

ANNEX VI: PROJECT'S THEORY OF CHANGE

The project's Theory of Change takes the following approach: (i) **when** the women cadre is capacitated, motivated and advanced in leadership and enjoys opportunities and channels to voice and influence the decision-making; (ii) and **if** the national and local public institutions have systems and mechanisms in place for gender-sensitivity and responsiveness towards better gender balance; (iii) and **if** the civil society is mobilized and capacitated as collective intelligence and force for voice and action on gender equality, women's rights and affairs; (iv) **then** decision-making and governance processes in Armenia will be more inclusive, gender-balanced and gender-responsive at all levels.

Specifically:

- All programmatic activities focus on **transforming behaviours and systems** to ensure change at/with:
 - **Individual level:** self-esteem, empowerment, awareness rights, competence, learning by doing.
 - **Institutional level:** inclusivity, turning knowledge and capacity into institutional practices and mechanisms, improve workplace, sense of ownership.
 - **Community level:** enabling networks, engagement of men, forming collective intelligence.
 - **Policy level:** laws and policies, policy dialogue, advocacy.
- The Project will apply **gender transformative approach** ensuring **30% men's participation** to all types of activities, events as enablers and contributors of gender equality and women empowerment.
- **Inclusivity** and engagement of beneficiaries beyond 'business as usual' will be in core of the project. Accessibility and other outreach, engagement scenarios and motivational schemes will be applied to bring onboard people with disabilities, representatives of vulnerable groups, etc. Respective partnership will be ensured with civil society organizations, regional and local authorities, community social workers for more nuanced approach. Aspects of double discrimination (women with disabilities) will be addressed in policy work, as well as in capacity development models. **Human rights perspective** will be ensured throughout the implementation of the project, as detailed in SESP document.
- The programmatic components will be **synergized** among each other, as well as with other ongoing initiatives in the sphere of gender equality to exchange and cross-enrich knowledge and data, increase effectiveness and efficiency of the invested all-type resource and maximizing the impact of activities.
- UNDP will combine **conventional approaches and social innovation** techniques in all programmatic components, including **user-centric and design thinking approaches** to stimulate creativity, deeper understanding and sense of ownership towards transforming norms and behaviours, shaping and employing gender sensitive and gender responsive policies, systems, initiatives and programs among all target groups.
- **Networking, peer learning and exchange**, inspirational and role modelling approaches will be a part of the transformative change in perceptions, attitudes and behaviours of women, men and public at large.

Expected results, project outcomes:

4. **Women's leadership and political participation in local decision-making and civic roles is further advanced:**

- sustained 30% representation of women in local government;
- leadership of 180 (150 local councillors, 30 Members of political parties) women advanced;
- 35 self-driven initiatives by women (25 Women Leadership School participants grants, 10 Mentorship scheme participants grants);
- 8 WYACs established and self-supported;
- 25% of women-led policy recommendations adopted;
- 1 influential network formed and are functional (WLS, WYAC, Mentorship members);
- 10 coaching initiatives held, 10 personal/professional developments plans prepared;
- 1 political party established itself as a gender champion

5. Gender sensitivity and gender responsiveness of public administration system and gender mainstreaming in public institutions at national and local levels strengthened:

- 11 solutions (via Gender Seal) on internal practices, mechanisms, policies on gender equality and mainstreaming;
-
- one public institution to receive a Gender Equality Seal through a formal assessment exercise 4 solutions on gender equality (policies, practices, services) institutionalized and funded by public institutions;
- legal means to increase women representation in the executive, including gender quotas, are drafted, proposed and advocated for;
- Gender Mainstreaming Methodology elaborated and adopted by the RA Government/ PM decree;
- Social Inclusion Methodology elaborated and adopted by the RA Government/ PM decree;
- Unified Gender Glossary elaborated and circulated among practitioners;
- capacitated cadre of the 200 civil servants (female, male, General Secretaries);
- national mechanism for gender equality mapped and improved as per recommendations;
- increased awareness on aspects of PA among 300 stakeholders.

6. Civil society is strengthened as a ‘collective intelligence, voice and actor’ in promoting gender equality and women empowerment agenda with strong advocacy systems in place:

- 30 participatory policy assessment and dialogue/advocacy events on gender sensitization with 500 participants;
- 6 community-based advocacy initiatives led by local women;
- broad public awareness campaigns;
- 60 capacitated CSOs.

**ANNEX VII: LIST OF AWARENESS RAISING AND ADVOCACY EVENTS
(STRATEGIC FOCUS 3)**

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
"16-days of Activism against Gender-based Violence" campaign, 2022						
1	"16-day activism against gender violence campaign"	Vanadzor	Puppet Theatre	09.12.2022		https://www.youtube.com/watch?v=X9WdHeCH3vA
2	"16 days of activism against gender-based violence" online campaign with aim of supporting activism to end violence against women and girls	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022	The campaign aims to emphasize the importance of joint efforts and women's #leadership development in combating gender-based violence. In the frames of the #16Days of Activism against Gender-based Violence, the campaign will be presenting the outlook of women involved in the local government system of Armenia on women's rights, discrimination and violence against women, women's #leadership, and other issues	https://bit.ly/3hsnJe3 ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
3	UN official data on Violence against women and girls	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3BzJG1t ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
4	Within the context of the #16Days of Activism against Gender-Based Violence, the importance of expanding women's leadership is emphasized as a crucial means to promote gender equality and prevent gender-based violence.	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3HANd3E ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
5	Jemma Harutyunyan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3hqNTmc ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
6	Meri Matevosyan, woman involved in the local	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3HzSS9R ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
	government system of Armenia					mUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
7	Lyudmila Petrova, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3VbKbGh ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
8	Olga Davtyan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3FqxxKb ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
9	Armine Hovhannisyan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3YpbkIz ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
10	Syuzanna Avetisyan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3iXTBaO ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
11	Arevik Avagyan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3Ypnuks ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
12	Nane Asatryan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3VUZDYs ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
13	Gayane Qalantaryan, woman involved in the local	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3uLowKa ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
	government system of Armenia					mUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
14	Armine Poghosyan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3uMTIc3 ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
15	Mary Tevosyan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3BB8gz3 ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
16	Greta Arakelyan, social worker	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3HFdIVH ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
17	Astghik Hakobyan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3hsorYL; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
18	Yeghisabet Khachatryan, a lawyer-pedagogue, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3uOmXLR; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
19	Irina Yolyan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3UXaaB3; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
20	Diana Gasparyan, woman involved in the local government system of Armenia	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3ho1Qwi ; https://www.facebook.com/HavasarEqual/posts/pfbid02q62WjcBJGGGc6yBsCCH8HMMcmUpaqXVbGBPfeMT9W5sGMVneYN4U1neQhJwWZEZnl
21	Summin up the Campaign	Online	16-day activism against gender violence campaign, 2022	Nov 25-Dec 10, 2022		https://bit.ly/3uTMwuo
International Women's Day and Women's Month, 2023						
1	Innovation and technology for gender equality: Kristine Manukyan, a member of the council of elders of Nairi consolidated community, Kotayk Marz	Online	International Women's Day and Women's Month	March-April 2023	Within the framework of International Women's Day and Women's Month, the campaign was carried out under the key message "Promoting women's leadership to prevent violence against women", thus emphasizing the importance of women's participation in political life, decision-making at the level of local and regional government, as well as the role of women's leadership development as one of the means of preventing violence against women. The visuals were accompanied by short human stories marking the most important topics and issues.	https://www.facebook.com/FoundationOxYGen/posts/pfbid02xJWtjmHHd5VvbL4fnMQ7MfykVG4ZrFfNfrhJFCmnUqbEKj7oiAcrmBzcsHTJXKPxl

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
2	Innovation and technology for gender equality: Ani Samsonyan, former member of the National Assembly, co-founder of the party Bright Armenia	Online	International Women's Day and Women's Month	March-April 2023		https://www.facebook.com/FoundationOxYGen/posts/pfbid0nGkia94untFgUaK7c1AS7kx2TWxEiEfn8MEnqsHwcMkfFzx4Xyew4PFvAUbXwLtvI
3	Innovation and technology for gender equality: Taguhi Tovmasyan, Chair of the NA Standing Committee on Human Rights Protection and Public Affairs	Online	International Women's Day and Women's Month	March-April 2023		https://www.facebook.com/FoundationOxYGen/posts/pfbid02iKrEBMtELKzASY96mBzZUmd5vhdvbfjrd9mJy82zERb3omZLuF5PY8SgLwdcL8b7I

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
4	The month of Women's Rights awareness campaign in Armenia continues: "International Women's Day is about opportunities", Arakisa Svajyan	Online	International Women's Day and Women's Month	March-April 2023		https://www.facebook.com/FoundationOxYGen/posts/pfbid02QS2RxAzrCWYC4jrKoPPsYb7tAB34piYiaPcjR4ST7Kcf9K71ZcC5N5j7mZfsSryvl?_cf_t__[0]=AZVJAqTiS1SdltUgTO6zZlCJ0ninsVIYBdzVjl-lsd67UYncI-oq_UiHjyVt7AIWbSkat9YmF_EThsX3dZEDseGqa_JaGYe-CdFkvUuNPUttDUQOU0t9hEcJ3RYLgsM_zRg82MrPD_4YwOMBh7LBSEWKnyNWWhajkrw0P-2y3HuHNaz6eBUft_dsHdHTUrAkDaGDw29eeEWyNf4_Gumr2zi-DVuI19NgLyOO6I_-60fH8H942AoC4MGLIib5lvHow3k&tn=%2CO%2CP-R

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
5	Innovation and technology for gender equality: Aida Muradyan, a lawyer	Online	International Women's Day and Women's Month	March-April 2023		https://www.facebook.com/FoundationOxYGen/posts/pfbid02Qv6KLFxvnnDmgEBeFs4mpNECU1Qmvq266ZdBWTXoYqy9ejzxxTbmjeSKoEB7T9iXl?__cft__[0]=AZU827qiqt-jDH1srD-BpR4BPMZQ2f9rt8iK3xXGsGiFMRJvFjxfZ-wGt6tRxuOCzFqanz0PZ9yHp4sanX9RWx9S-CKqewsx7Utg1eSrXXc3AJ5PIMHbE9EZGfeimKXNqJvqui8lxTMgFOOOeJsA9KNwzvBmdQiiLkZ2nQVv5hN-z8PUuRXV4LZQ5XHjbCFoph1vbIh39t5avcRUEGuerL&_tn_=%2CO%2CP-R
6	Innovation and technology for gender equality: Anahit Parzyan, executive director of the “Nork” social services technology and awareness	Online	International Women's Day and Women's Month	March-April 2023		https://www.facebook.com/FoundationOxYGen/posts/pfbid035phdfDh9Xgj29mXdtbfBsxUaAybw7gHiUz2T96gJkzbTjCm67diPWtk2i9fuSdfJl

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
	center foundation					
7	Innovation and technology for gender equality: Diana Hakobyan, the founding director of PIXEL IT School and PIXEL IT Company	Online	International Women's Day and Women's Month	March-April 2023		https://www.facebook.com/FoundationOxYGen/posts/pfbid026rSVXJS2nMtn2KpMSq897fREUQdm393iimcphTe6vm6YogELtGJ3131chKQshxawl
8	Innovation and technology for gender equality: concluding the campaign launched on March 8 with a post about the RA Minister of Education, Science, Culture and Sports	Online	International Women's Day and Women's Month	March-April 2023		https://www.facebook.com/FoundationOxYGen/posts/pfbid02NrciYYHVA14Zbi9WA76vLHSywEXtdVg8auUcNKuX5VdugsRSZF6Y1j4AY4FWdQDKl

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
	Zhanna Andreyan					
9	Arpine Yeritsyan	Online	International Women's Day and Women's Month	March-April 2023		https://www.facebook.com/FoundationOxYGen/posts/pfbid02LPswDer3mvHoNz1F1nxT45XNXAiZgFre4aSVsEA2dByZF4HKvqgpN6zoP1dkrjJ3l
Really_Equal_Campaign, 2023						
1	Really_Equal_Campaign Narine Ghukasyan	Online Agate Rights Defense Center For Women With Disabilities NGO	Really Equal Campaign	April-Nov 2023	Six video productions were completed, featuring local women activists with disabilities at the grassroots level. These videos demonstrated narratives of women overcoming obstacles and actively leading fulfilling lives. They play a pivotal role in showcasing local solutions to combat practices fostering gender-based discrimination within their communities. The videos advocate for a more inclusive society, where the dignity of women and girls with disabilities is not merely acknowledged but celebrated.	https://tinyurl.com/53mpfvr3
2	Really_Equal_Campaign Astghik Alaverdyan	Online Agate Rights Defense Center For	Really Equal Campaign	April-Nov 2023		https://tinyurl.com/52bss555

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
		Women With Disabilities NGO				
3	Really_Equal_Campaign Armine Melikyan	Online Agate Rights Defense Center For Women With Disabilities NGO	Really Equal Campaign	April-Nov 2023		https://tinyurl.com/3j4fyu2n
4	Really_Equal_Campaign Mariam Hayrapetyan and Nelan Charchyan	Online Agate Rights Defense Center For Women With Disabilities NGO	Really Equal Campaign	April-Nov 2023		https://tinyurl.com/466tzkh4
5	Really_Equal_Campaign	Online Agate Rights Defense	Really Equal Campaign	April-Nov 2023		https://tinyurl.com/33smbu3c

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
	Hasmik Peleshyan	Center For Women With Disabilities NGO				
6	Really_Equal_Campaign Laura Grigoryan	Online Agate Rights Defense Center For Women With Disabilities NGO	Really Equal Campaign	April-Nov 2023		https://tinyurl.com/4nhavtc4
16 days of activism against gender-based violence, 2023						
1	#16DaysofActivism against Gender-Based Violence 2023 kicks off all over the world.	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023	The initiative focused on showcasing the resilience and leadership of women amid the crisis triggered by the forced displacement and influx of refugees from Nagorno Karabakh. The campaign unfolded over 16 days. Aligned with 2023 global campaign theme, "UNITE! Invest to prevent violence against women and girls,"	https://www.facebook.com/FoundationOxYGen/posts/pfbid02XpNmTU4vKFeT5oRmEiXy6msCWSUWMtcgMK64gcaHyZzipguaZ6zHaCVE53J9GsDI
2	Civic activist, volunteer Anna Hovhannisyanyan	Online	16 days of activism against	Nov 25-Dec 06, 2023	the 16-day effort specifically addressed the challenges posed by the refugee crisis resulting from the conflict. The primary objective was to highlight the potential of	https://www.facebook.com/photo/?fbid=740802781416464&set=a.733099285520147

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
			gender-based violence, 2023		women's leadership and self-organization in effectively navigating and overcoming this crisis. The campaign resonated with the message: "UNITE! Women's leadership is a guarantee of social cohesion."	
3	Activist Mariam Abrahamyan	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023	Throughout the campaign, the stories of women from Armenia and Nagorno Karabakh were shared, illustrating their unity and leadership during the crisis. These women served as inspirational figures, leading by example or taking the initiative to extend their support to those facing hardships. Notably, these women volunteerism, social activism and a genuine commitment to sympathizing with and aiding others are an integral aspect of their lives.	https://www.facebook.com/photo/?fbid=740803074749768&set=a.733099285520147
4	Shushan Mirumyan, the coordinator of the Franco-Armenian Santé Arménie organization center	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023		https://www.facebook.com/photo/?fbid=740803128083096&set=a.733099285520147
5	Ani Sargsyan, the person in charge of Kapan's Civic-Youth Center.	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023		https://www.facebook.com/photo/?fbid=740802871416455&set=a.733099285520147
6	Lilit Mkrtychyan, a playwright and public figure.	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023		https://www.facebook.com/photo/?fbid=740802941416448&set=a.733099285520147

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
7	Lusine Karamyan is an employee of the Tegh community administration of Syunik marz	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023		https://www.facebook.com/photo/?fbid=740803018083107&set=a.733099285520147
8	Activist Heghine Danielyan	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023		https://www.facebook.com/photo/?fbid=740803044749771&set=a.733099285520147
9	Alyona Saiyian, a student of the Department of Agriculture at the Martakert University of Technology	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023		https://www.facebook.com/photo/?fbid=740802794749796&set=a.733099285520147
10	Activist Lilia Abrahamyan	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023		https://www.facebook.com/photo/?fbid=740802921416450&set=a.733099285520147
11	Volunteer Anais Sardaryan	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023		https://www.facebook.com/FoundationOxYGen/posts/pfbid0211hsjaqdcvtqBG4iTmF9a27z

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
						RQkpBHsRahdJgKzT9yezjpaq REr2XNy6UGiogzPzl
12	Sarine Hayriyan, TV reporter, organizer of a youth center, journalist	Online	16 days of activism against gender-based violence, 2023	Nov 25-Dec 06, 2023		https://www.facebook.com/photo/?fbid=740803221416420&set=a.733099285520147
International Women's Day campaign, 2024						
1	Seyran Jalad	Online	International Women's Day campaign 2024	March 08-Apr 07, 2024	As part of the dialogue events organized with representatives of ethnic minorities within the framework of the project, women and girls representing ethnic minorities raise a number of issues related to the restriction and violation of their rights, which hinder social inclusion, active participation in community life and thereby realization of their potential. However, there are also inspirational stories that can serve as examples among the target audience. The purpose of the campaign is to draw attention to the issues caused by gender inequality which women and girls of ethnic minorities living in Armenia face. The campaign aimed to show the ways of solving these problems through hope-based	https://fb.watch/sfhsifgInh/
2	Nazik Kakoyan	Online	International Women's Day campaign 2024	March 08-Apr 07, 2024		https://fb.watch/sfhg7KKuMI/
3	Vera Avchyan	Online	International Women's Day campaign 2024	March 08-Apr 07, 2024		https://fb.watch/sfhq0qkKwO/
4	International Women's Day Story Highlights	Online	International Women's Day campaign 2024	March 08-Apr 07, 2024		https://www.instagram.com/s/aGlnaGxpZ2h0OjE4MjI3NTIzODkyMjYwNjk1?story_media_id=3327769406547771984&i

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
					communication.Representatives of three minorities were involved in the campaign	gsh=MW55aHFsoHI5MWlmNg==
5	Kyazhe Shamoyan	Online	International Women's Day campaign 2024	March 08-April 07, 2024		https://fb.watch/sfh2lDu54Q/
6	Zina Temurova	Online	International Women's Day campaign 2024	March 08-April 07, 2024		https://fb.watch/sfh6NMn8J8/
7	Olya Givargizova	Online	International Women's Day campaign 2024	March 08-April 07, 2024		https://fb.watch/sfhbm3EVBi/

Event Name	Short description of the Event	Date	Location	Number of Participants
Annual national forums on the GE issues				
CSO National Forum	The CSO Forum was organized to bring together all the stakeholders, active women from grassroots, local, and national level CSOs, and activist groups to share information about implementing projects, map the key stakeholders and develop the engagement /influencing strategies as well as to share the key findings, solutions, and recommendations accumulated from the regional meetings and outline the priorities for gender equality agenda of the next year.	23-24.12.2022	Aghveran	33
CSO National Forum	CSO forum was organized with representatives from 31 CSOs across Armenia’s regions to contribute to the Gender Equality Strategy 2024-2028 and its Action Plan. This inclusive forum allowed CSOs to draw on their institutional expertise, offering constructive recommendations. The involvement of grassroots organizations proved particularly valuable, despite their limited engagement in national-level policymaking. Recommendations were refined based on insights from community-level dialogue events and policy briefs, enhancing the participatory approach of the strategy development and ensuring alignment with pressing issues. OxYGen submitted a total of 63 recommendations, with 31 being incorporated into the final document (the Strategy is still to be approved) and 10 earmarked for further action, reflecting a commitment to advancing gender equality in Armenia.	16.02.2024	Yerevan	46
Advocacy meetings on policy reforms				
The role of state policy in the formation of a non-stereotypical image of women in the media	CSO_NA platform meeting: The purpose of the meeting was to discuss the role of the state and mass media and the possibilities of cooperation in overcoming the discriminatory and biased attitude towards women's social and political activity in public perceptions.	30.05.2023	Yerevan	27

Event Name	Short description of the Event	Date	Location	Number of Participants
Gender/Mass Media related recommendations	<p>9 journalists, mass media and gender experts were invited for an online discussion:</p> <ul style="list-style-type: none"> • The importance of the Gender-sensitive approaches among mass media for the State Policy on Gender Equality, • The role of the Media in the implementation of the "2019-2023 Strategy and Action Plan for the Implementation of Gender Policy in the Republic of Armenia", • Recommendations for the upcoming RoA Gender Equality Strategy for 2024-2026. 	09.12.2023	Yerevan	9
2 Advocacy meetings with ministries on “Social Inclusion of forcibly displaced people from Artsakh” topic	<p>Ministry of Education, Science, Culture and Sport and RA Ministry of Labor and Social Affairs: discuss all the recommendations, gaps, challenges that have been collected at the grassroots level during the dialogue events and collect further recommendations, such as recommendations on long-term housing security programs and employment programs for persons forcibly displaced from Artsakh and local residents, programs for organizing home care for single elderly people and persons with disabilities, including both persons forcibly displaced from Artsakh and locals, non-discriminatory communications were presented</p>	17-25.01.2024	Yerevan	14
Advocacy meeting with the MLSA on Social Policies from the perspective of gender equality	Discussion on the recommendations collected as a result of community-level dialogue events	01, 2024	Yerevan	6
3 Advocacy meetings on “Ethnic minorities: Recognizing, Empowering, and Including Ethnic Minority Women”	Advocacy meetings were held with three representatives of national minorities/MPs: Rustam Bakoyan (Yezidi community), Irina Gasparyan (Assyrian community), Knyaz Hasanov (Kurdish community)	27-31.01.2024	Yerevan	9

Event Name	Short description of the Event	Date	Location	Number of Participants
CSO-NA Platform_ “Promoting Civic Participation and Decision-Making Power of Yezidi Girls and Women: From Personal Choices to Systemic Change”	The CSO-NA platform was convened to present the outcomes from engagements with national minority groups, notably the Yezidis. The focal point of the meeting was the discussion on a policy brief titled "Promoting the Civic Participation and Decision-Making Power of Yezidi Girls and Women: From Personal Choices to Systemic Change," developed in response to insights gleaned from these interactions.	27.03.2024	Yerevan	27
Gender mainstreaming of the law on Mass Media	A discussion was conducted with the stakeholders in the field to discuss the recommendations on the gender mainstreaming of the Law on Mass Media	19.04.2024	Yerevan	12

STRATEGIC FOCUS 1 & 2

No	Description	Region	Initiative	Year	Objective/Purpose of the initiative	Other information/comments
	THINK EQUAL Conversations (<i>this is a format for inspirational thematic conversations on important present-day aspects of equality with speakers from different walks of life, which focuses on the progress, achievements, and way forward in the subject area.</i>)					
1.	“Women in Public Administration”	Yerevan	Project launch event	12 December, 2022	Conversation brought together several key policy makers and public officials to dwell on the topics of existing national institutional mechanisms, quota at the local level, youth preferences to join the public sector, as well as the key policy documents and actions to be taken to boost female inclusion and promotion in the public sector.	THINK EQUAL - WPA
2.	“Women in Diplomacy,”	Yerevan	Women in Diplomacy Day 2023	29 June, 2023	The discourse was held to celebrate women in diplomacy, acknowledge continuous work of women as career diplomats, specifically marking their contribution to security and peace at all levels.	RA MFA , RA HRDO , EU Delegation , Embassy of India , UNDP

	Security & Peace”				The event will bring together several women senior diplomats to dwell, among other things, on the specifics of women engagement in the diplomatic relations, negotiations, peace building, challenges they face and cultural shifts in their area of occupation.	
3.	“Sustainable Future: Heading to Metaverse”	Yerevan	FemInno 2023	29-30 July, 2023	On July 29-30 , in continuation of the “ <i>DigitALL: Innovation and technology for gender equality</i> ” theme proposed for the International Women’s Day, UNDP Gender Equality Portfolio participated in FemInno - 2023 , the largest women's innovation conference in Armenia and the region. Within the WiP 2.0 Project, two discussions on women leadership advancement, representation and political participation were organized on “ Elected Positions: Local Level ” and “ Appointed Positions: National Level ”.	THINK EQUAL - FemInno
International Women Rights Day						
1.	“Innovation and Secure Cyber Space for Women”	Yerevan	International Women Rights Day	20 March, 2023	Discussion on Innovation and Secure Cyber Space for Women was organized exploring the topics of secure digital presence (with focus on women in public roles), innovative research methods and behavioural experiments for targeted women empowerment work, as well as inclusive municipal services.	IWRD
2.	“Women in Armenian Art”	Yerevan	International Women Rights Day	20 March, 2023	Side Event (an interactive lecture) was organized to explore new avenues for increasing women’s role in	Women in Armenian Art

					the society and celebrate their contribution in country's social and cultural life.	
3.	<i>“International Women’s Day is about” campaign</i>	Yerevan	International Women Rights Day	8 March – 7 April, 2023	Several video messages about the meaning of the day have been produced, featuring high ranking local and foreign officials.	Natia Natsvlishvili, UNDP Armenia Resident Representative John Gallagher, UK Ambassador to Armenia Tatevik Stepanyan, RA Deputy Minister of Labour and Social Affairs Mehdi Raissi, IMF Resident Representative in Armenia Araksia Svajyan, RA Deputy Minister of Education, Science, Culture and Sports
<i>16 days of Activism against Gender-Based Violence</i>						
1.	<i>Campaign 2022</i>	Yerevan	16 days campaign	25 November –10 December, 2022	Several dedicated posts were prepared and shared by the OxYGen foundation. WiP 1.0 Project beneficiary Anush Mkrtychyan was shot and disseminated to wrap-up and conclude the campaign.	Anush Mkrtychyan
2.	<i>Campaign 2023</i>	Yerevan	16 days campaign	25 November –10	Several videos featuring UNDP RR and the project beneficiaries have been prepared throughout the campaign.	Natia Natsvlishvili,

				December, 2023		Naira Khachatryan, Hasmik Matsakyan
	<i>Lectures and Presentations</i>					
1.	<i>“Public Administration Reform Strategy”</i>	Tsakhkadzor	GE Portfolio CoP 2022	15 December, 2022	Ms. Aneta Babayan, Advisor to the Deputy Prime Minister, presented the PAR strategy and the vision of the Government on how to implement several aspects, including the promotion of women and the enhancement of the gender-responsive public administration.	
2.	<i>“Perceptions of roles of women and men in the public administration system”</i>	Aghveran	OxYGen-UNDP annual joint forum	23 December, 2022	A dedicated presentation and Q&A session was conducted by the UNDP expert, which touched upon factors contributing to the work in the public sector, obstacles hindering women from working in the public sector, changes that need to be made in the sector to attract and retain staff, main reasons for leaving public administration, etc.)	
3.	<i>“Gender Stereotypes and Discriminatory Practices”</i>	Yerevan	Continuation of “Towards achieving equal rights and equal opportunities for women and men in Armenia”	6 December, 2023	Lecture for 24 military personnel of the RA MoD conducted by the UNDP expert.	

ANNEX VIII: LIST OF TRAININGS ORGANIZED BY THE PROJECT

No.	Training Title	Format	Relation to Grant Initiative	No. of Days	Month/Year of Delivery	Number of Participants	No. of Women	Number of Municipalities	Number of CSOs	Number of women-led CSOs
1	Women Leadership School (Post-electoral)	In person	WLS Grants Initiative	3	November, 2022	19	19	9	n/a	n/a
2	Women Leadership School (Post-electoral)	In person	WLS Grants Initiative	3	November, 2022	17	17	7	n/a	n/a
3	Women Leadership School (Post-electoral)	In person	WLS Grants Initiative	3	November, 2022	17	17	9	n/a	n/a
4	Women Leadership School (Post-electoral)	In person	WLS Grants Initiative	3	November, 2022	19	19	11	n/a	n/a
5	Women Leadership School (Post-electoral)	In person	WLS Grants Initiative	3	March, 2023	22	22	10	n/a	n/a
6	Women Leadership School (Post-electoral)	In person	WLS Grants Initiative	3	June, 2023	20	20	12	n/a	n/a
7	Women Leadership School (Post-electoral)	In person	WLS Grants Initiative	3	March, 2024	15	15	11	n/a	n/a
8	WYAC capacity building training	In person	WYAC Grants Initiative	3	December, 2022	20	18	4	n/a	n/a
9	WYAC capacity building training	In person	WYAC Grants Initiative	3	December, 2022	22	19	5	n/a	n/a
10	WYAC capacity building training	In person	WYAC Grants Initiative	2	April, 2023	22	21	5	n/a	n/a

No.	Training Title	Format	Relation to Grant Initiative	No. of Days	Month/Year of Delivery	Number of Participants	No. of Women	Number of Municipalities	Number of CSOs	Number of women-led CSOs
11	WYAC capacity building training	In person	WYAC Grants Initiative	2	October, 2023	21	19	4	n/a	n/a
12	WYAC capacity building training	In person	WYAC Grants Initiative	3	May, 2024	18	11	2	n/a	n/a
13	VCoP Session: Leadership and Personal Branding	Online	n/a	1	December, 2022	25	25	23	n/a	n/a
14	VCoP Session: Creating a Public Image in Cyberspace and Positive Digital Footprint	Online	n/a	1	March, 2023	39	39	27	n/a	n/a
15	VCoP Session: Women in Diplomacy	Online	n/a	1	June, 2023	36	36	26	n/a	n/a
16	VCoP Session: Doing What Matters in Times of Stress	Online	n/a	1	October, 2023	26	26	20	n/a	n/a
17	Leadership and Soft skills	In person	n/a	2	October, 2022	27	27	n/a	n/a	n/a
18	Leadership and Soft skills	In person	n/a	2	October, 2022	29	29	n/a	n/a	n/a
19	Equal rights and equal opportunities for women and men	In person	n/a	2	November, 2023	22	18	n/a	n/a	n/a
20	Equal rights and equal	In person	n/a	2	December 2023	24	16	n/a	n/a	n/a
21	Gender Equality in the context of Modern Leadership and Policy Making"	In person	n/a	3	October, 2023	15	15	3	n/a	n/a
22	Gender Equality in the context of Modern Leadership and Policy Making"	In person	n/a	3	November, 2023	16	16	5	n/a	n/a
23	Methodology on Gender Mainstreaming in Strategic Policy Making (Expert level)	Online	n/a	0.5	March, 2024	12	10	n/a	n/a	n/a

No.	Training Title	Format	Relation to Grant Initiative	No. of Days	Month/Year of Delivery	Number of Participants	No. of Women	Number of Municipalities	Number of CSOs	Number of women-led CSOs
24	Enhancing gender-sensitive work environment	In person	n/a	2	February, 2024	25	20	n/a	n/a	n/a
25	Strategic communication; Crisis communication: basics and principles	In person	Activity 3.5	2	December, 2022	29	25	13	14	9
26	Advocacy and Policy Dialogue; Strategic-Communications for CSOs of Armenia for More Effective and Result-Based Work: from Challenges to Actions	In person	Activity 3.5	2	December, 2023	23	21	0	15	15

ANNEX IX: MENTORSHIP PAIRS

No.	Mentor's name	Occupation	Mentee's name	Occupation	Main focus of the mentoring process	Grant application and status
1	Ruzanna Gabrielyan	Head of Budget Process Coordination Department, Ministry of Finance of the Republic of Armenia	Arpenik Baghdasaryan	Head of the Financial Division at Garni Municipality, Garni Community, Kotayk Region	Development of professional competences of the mentee.	Did not apply
2	Ani Hunanyan	Head of Financial Market Analysis and Development Department, Ministry of Finance of the Republic of Armenia	Lusine Kalashyan	Head of the Financial-Economic Division at Vagharshapat Municipality, Vagharshapat Community, Armavir Region	Work together on the financial processes and policies in the community.	Did not apply
3	Arevik Margaryan	Head of Strategic Sectors Department, Ministry of Economy of the Republic of Armenia	Lusine Avetisyan	Member of the Municipal Council, Spitak Community, Lori Region	Supporting the mentee of increase the role of women-leaders in her community.	Proposal received, modification in process.
4			Margarita Makyan	Member of the Municipal Council, Metsamor Community, Armavir Region	Development of professional competences of the mentee.	Did not apply
5	Naira Alaverdyan	Head of Secretariat, Ministry of Environment of the Republic of Armenia	Sofya Mirzakhanyan	Member of the Municipal Council, Khoy Community, Armavir Region	Work together on the topic of environmental awareness in the community.	Grant agreement in process
6			Ruzanna Babayan	Member of the Municipal Council, Tsaghkadzor Community, Kotayk Region	Work together on the topic of environmental awareness in the community.	Did not apply

No.	Mentor's name	Occupation	Mentee's name	Occupation	Main focus of the mentoring process	Grant application and status
7	Tatevik Stepanyan	Deputy Minister, Ministry of Labor and Social Affairs of the Republic of Armenia	Lilit Hajatyan	Member of the Municipal Council, Artik Community, Shirak Region	Work together on the topic of integration and social issues of displaced people.	Grant agreement in process
8	Anna Zhamakochyan	Deputy Minister, Ministry of Labor and Social Affairs of the Republic of Armenia	Araksya Arabyan	Administrative Head of Ptghni Settlement, Abovyan Community, Kotayk Region	Work together on the topic of inclusion of children with disabilities.	Proposal received, modification in process.
9			Meri Matevosyan	Member of the Municipal Council, Ashtarak Community, Aragatsotn Region	Work together on the topic of social policies.	Did not apply, but will be involved in the implementation of the project with her mentor's other mentee.
10	Sofi Bostanchyan	Head of Human Trafficking and Women's Issues Division, Ministry of Labor and Social Affairs of the Republic of Armenia	Araksya Vardanyan	Member of the Municipal Council, Parakay Community, Armavir Region	Work together on the topic of empowering women with mental health issues.	Did not apply to this call, but are looking for other possible funding for common projects to implement as mentor-mentee.
11			Hermine Babayan	Lead Specialist (in Social Field) at Masis Municipality, Masis Community, Ararat Region	N/A	Did not apply
12	Armenuhi Harutyunyan	Deputy Minister, Ministry of Justice of the Republic of Armenia	Armenuhi Ghukasyan	Secretary of Staff at Sevan Municipality, Sevan Community, Gegharkunik Region	Supporting the mentee of increase the role of women-leaders in her community.	Did not apply

No.	Mentor's name	Occupation	Mentee's name	Occupation	Main focus of the mentoring process	Grant application and status
13			Haykanush Sargsyan	Administrative Head of Gugark Settlement, Vanadzor Community, Lori Region	Development of professional competences of the mentee.	Proposal received, but is not reviewed since it is irrelevant to the call and redirected for other funding scheme.
14	Liana Hovhannisyan	Assistant to the Minister, Ministry of Territorial Administration and Infrastructure of the Republic of Armenia	Lusine Grigoryan	Member of the Municipal Council, Khoy Community, Armavir Region	Supporting the mentee of increase the role of women-leaders in her community.	Proposal received, modification in process.
15			Lilya Davtyan	Head of the Development Programmes, Foreign Relations and Information Technology Division at Vanadzor Municipality, Vanadzor Community, Lori Region	Work together round the topics of community development.	Grant agreement in process
16	Lilit Saroyan	Head of Foreign Relations Department, Ministry of Territorial Administration and Infrastructure of the Republic of Armenia	Nazeni Tadevosyan	Lead Specialist of the Education, Culture, Sport and Youth Division at Artashat Municipality, Ararat Region	Work together on development of the international relations of the community.	Did not apply
17	Victoria Aydinyan	Advisor to the Deputy Prime Minister, the Government of the Republic of Armenia	Zoya Mikaelyan	Member of the Municipal Council, Gyumri Community, Shirak Region	Work together on the community issue related to youth and municipal administration.	Did not apply

No.	Mentor's name	Occupation	Mentee's name	Occupation	Main focus of the mentoring process	Grant application and status
18	Tatyana Markaryan	Deputy Director, "EKENG (E-Governance Infrastructure Implementation Office)" CJSC	Anna Chobanyan	Head of the Financial-Economic and Income Calculation Division at Abovyan Municipality, Abovyan Community, Kotayk Region	Work together on the capacity building of the community council.	Grant agreement in process
19			Gohar Hovhannisyan	Member of the Municipal Council, Tsaghkadzor Community, Kotayk Region	Work together on informing the citizen about the functions of the community council.	Did not apply

ANNEX X: GRANT INITIATIVES

No.	Implementing Entity	Location	Title of Initiative	Brief Description of the Initiative	Description of the Beneficiaries	Thematic Area	Total Amount (AMD)	Total Amount (USD)	Cofinancing (AMD)	Cofinancing (USD)	Project Duration	Start Date	End Date	Status
1	Armine Poghosyan - WLS Grants Initiative	Araks	“Participatory Local Democracy”	The primary aim of the initiative is to promote participatory democracy at local level by ensuring high awareness and participation of the residents in LSG activities and in the community life.	Community residents	Promotion of citizen engagement in local self-government	380,000	950.00	n/a	n/a	3 months	23/11/2023	23/02/2024	Completed
2	Arpenik Vardanyan - WLS Grants Initiative	Parakar	“Promoting Citizen Participation in Local Self-Governance”	The primary aim of the initiative is to promote participatory democracy at local level by ensuring high awareness and participation of the residents in LSG activities and in the community life.	Community residents	Promotion of citizen engagement in local self-government	376,000	940.00	n/a	n/a	5 months	23/11/2023	23/02/2024 (extended to 30/04/2024)	Completed

No.	Implementing Entity	Location	Title of Initiative	Brief Description of the Initiative	Description of the Beneficiaries	Thematic Area	Total Amount (AMD)	Total Amount (USD)	Cofinancing (AMD)	Cofinancing (USD)	Project Duration	Start Date	End Date	Status
3	Raisa Minasyan - WLS Grants Initiative	Pambak	"Monitoring activities of kindergartens in Aznavdзор and Arjut settlements"	The primary aim of the initiative is to contribute to the increase of transparency and accountability of local self-government processes and to promote effective management.	Community residents	Monitoring of LSG processes	596,700	1,488.00	n/a	n/a	4 months	15/03/2024	15/07/2024	In progress
4	Gohar Mnatskanyan - WYAC Grants Initiative	Sevan	"Let There Be a Park"	The primary aim of the initiative is to revive and renovate the community park through the installation of new benches, creation of a new walking route and waste management capability for community residents and tourists.	Community residents	Community development sectoral projects	3,200,000	7,998.00	800,000	1,999.00	8 months	25/12/2023	14/08/2024	In progress
5	Hamaspyur Qerobyan - WYAC Grants Initiative	Masis	"Improvement of Health Services"	The primary aim of the initiative is to refurbish and equip wards in Ranchpar and Khachpar medical clinics	Community residents	Improvement of Community Services	3,200,000	7,998.00	800,000	1,999.00	6 months	25/12/2023	30/06/2024	In progress

No.	Implementing Entity	Location	Title of Initiative	Brief Description of the Initiative	Description of the Beneficiaries	Thematic Area	Total Amount (AMD)	Total Amount (USD)	Cofinancing (AMD)	Cofinancing (USD)	Project Duration	Start Date	End Date	Status
				to be used as vaccination rooms according to the necessary standards.										
6	Hasmik Matsakyan - WYAC Grants Initiative	Pambak	"Dialogue of Ornaments"	The primary aim of the initiative is to strengthen the Nagorno Karabakh and Lori cultural connections by establishing a carpet weaving group for women and young people from Pambak community and the refugees from Nagorno Karabakh.	Community residents	Community development sectoral projects	3,200,000	7,998,00	800,000	1,999.00	7 months	25/12/2023	20/07/2024	In progress
7	Ani Sargsyan - WYAC Grants Initiative	Khoy	"Movie Path"	The primary aim of the initiative is to create an informal entertainment environment which will not only contribute to the effective organization of entertainment	Community residents	Community development sectoral projects	2,000,000	5,1778	2,000,000	5,1778	7 months	20/05/2024	27/12/2024	In contracting process

No.	Implementing Entity	Location	Title of Initiative	Brief Description of the Initiative	Description of the Beneficiaries	Thematic Area	Total Amount (AMD)	Total Amount (USD)	Cofinancing (AMD)	Cofinancing (USD)	Project Duration	Start Date	End Date	Status
				activities of the residents of the Khoy community but will stimulate the revitalization of the lives of the vulnerable groups, will increase the quality of life by becoming a platform for social mobilization.										
8	Anahit Parsadanyan - - WYAC Grants Initiative	Noyemberyan	"Stars are with us"	The primary aim of the initiative is to contribute to the establishment of needs-based service delivery in Noyemberyan community in the field of extracurricular education.	Community residents	Community development sectoral projects	2,000,000	5,1778	2,000,000	5,1778	7 months	20/05/2024	27/12/2024	In contracting process

No.	Implementing Entity	Location	Title of Initiative	Brief Description of the Initiative	Description of the Beneficiaries	Thematic Area	Total Amount (AMD)	Total Amount (USD)	Cofinancing (AMD)	Cofinancing (USD)	Project Duration	Start Date	End Date	Status
9	Anna Chobanyan - Mentorship Grants Scheme	Abovyan	“Budget guidelines for community councils”	The primary aim of this initiative is to empower the Council of Elders with a comprehensive understanding of local governance (LG) structures and authority measures, which will contribute to the development of the community by equipping them to make informed decisions regarding responsible management of budgetary resources.	Community residents	Capacity building events series	842,500	2,182.6	n/a	n/a	3 months	03/06/2024	31/08/2024	In contracting process
10	Lilit Hajatyan - Mentorship Grants Scheme	Artik	“Crossroad of Traditions”	The primary aim of this initiative is to support displaced women from Artsakh in adapting to their new circumstances, rebuilding their lives and achieving	Community residents	Capacity building events series	770,000	1,994.8	n/a	n/a	3 months	03/06/2024	31/08/2024	In contracting process

No.	Implementing Entity	Location	Title of Initiative	Brief Description of the Initiative	Description of the Beneficiaries	Thematic Area	Total Amount (AMD)	Total Amount (USD)	Cofinancing (AMD)	Cofinancing (USD)	Project Duration	Start Date	End Date	Status
				sustainable integration and empowerment within their host communities.										
11	Lilya Davtyan - Mentorship Grants Scheme	Vanadzor	“ A Woman is a Driving Force”	The primary aim of this initiative is to contribute to the social activation and engagement in community life of local women from the Vanadzor community and of those forcibly displaced from Artsakh through presentations of success stories.	Community residents	Capacity building events series	892,750	2,312.82	n/a	n/a	3 months	03/06/2024	31/08/2024	In contracting process
12	Sofia Mirzakhanyan - Mentorship Grants Scheme	Khoy	“Everything is in Your Hands”	The primary aim of this initiative is to promote the increase of eco-education for the younger generation by supporting the creation of a favorable environment	Community residents	Awareness raising campaigns	883,500	-	200,000	-	3 months	01/09/2024	30/11/2024	In contracting process

ANNEX XI: 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.