

## TERMINAL REPORT FORM

**Basic programme/project information** (To be provided by programme or project management)

Programme/Project number and title: ARM/99/005 Strengthening Government Capacities for International  
Assistance Coordination (International Assistance  
Database) Designated institution: Main Division for Coordination and Monitoring of International  
Assistance, Government of Armenia

Project starting date:  
Originally planned: February 11, 2000  
Actual: February 25, 2000

Project completion date:  
Originally planned: April 30, 2000 New:  
November 30, 2000

Total budget (\$):  
Original: 94,000  
Latest signed revision: 94,323

Period covered by the report: February - December, 2000

### **PART I: NUMERICAL RATING**

Rate the relevance and performance of the programme or project using the following scale:

1 - Highly satisfactory 4 - Unsatisfactory 2 - Satisfactory X - Not applicable 3 - Unsatisfactory, with some positive elements

Place your answers in the column that corresponds to your role in the programme or project.

### SUBSTANTIVE FOCUS

Target group(s)  
Programme or-project  
manager  
Government

UNDP

#### A. RELEVANCE

How relevant is the programme or project to the development priorities of the country?

How relevant is the programme or project to the promotion of sustainable human development? Indicate your rating on the thematic focus which the programme or project was designed to address.

- (a) Poverty eradication and sustainable livelihoods
- (b) Protection and regeneration of the environment

(c) Gender in development

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(d) Promoting an enabling environment for SHD, including governance

To what extent are appropriate beneficiary groups being targeted by the programme or project, based on the following considerations?

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(a) Gender

(b) Socio-economic factors (c) Geographic location

4. Given the objectives of the programme or project, are the appropriate institutions being assisted?

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<b>B. PERFORMANCE</b>				
1. Using the following indicators, rate the contribution of the outputs to the achievement of the immediate objectives: ai				

Output 1. Operational International Assistance Database for Armenia (IADA)	1	1	1
Indicator 1. Produced operational IADA in line with the Requirements of the Government of Armenia, UNDP, and the donor community			
Indicator 2. IADA containing updated and accurate information on the donor assistance provided to Armenia to date	2	2	2
Indicator 3. Staff of the Main Division for loan. Grants and Humanitarian Assistance Coordination and Monitoring, and other concerned staff of the <b>Government trained and able</b> to independently run and manage the IADA	3	3	3
Output 7 Operational and Accessible On-line IADA.			
Indicator 1. Operational and Accessible IADA on the Web.	2	2	2
Rate the production of target outputs.	3	3	3
3. Are the management arrangements of the programme or project appropriate?	4	4	4
4. Are the programme or project resources (financial, physical and manpower) adequate in terms of:			
(a) quantity?	1	1	1
(b) quality?	1	1	1
5. Are programme or project resources being used efficiently to produce planned results?	1	1	1
Is the programme or project <b>cost-effective</b>	2	2	2

" The programme or project manager must list the indicators as reflected in the programme support document or project document or agreed on by the stakeholders.

compared to similar intervention'				
Based on its work plan, how would you rate the timeliness of the programme or project in terms of:  (a) Production of outputs and initial results?  (b) Inputs delivery?				

Please indicate your overall rating of the programme or project using the following numbers:

- 1 - Highly satisfactory
- 2 - Satisfactory
- 3 - Unsatisfactory, with some positive elements
- 4 - Unsatisfactory
- 5 - Not applicable

	Target group(s)	Programme or project manager	Government	UNDP
<b>OVERALL RATING OF THE PROGRAMME OR PROJECT</b>		1	1	2

Explain the basis of your rating, which need not be limited to, or which may be different from, the relevance and performance criteria rated above. For the last year of the programme or project, the overall rating should include an assessment of the potential success of the programme or project as well as its relevance and performance.

## **PART II: TEXTUAL ASSESSMENT**

1. What are the major achievements of the programme or project vis-a-vis the expected results? Please explain them in detail in terms of potential impact, sustainability of results and contribution to capacity development.

Creation and introduction on the Web of the International Assistance Database for Armenia meets the ultimate goal expected from the project implementation. IADA itself has to be and is a powerful and modern tool for coordination of international assistance, indeed. In this respect the potential impact that the system can have on the Government's activities and efforts in this direction should be considered highly

positive. However, the Central Government does not appropriately value the issue of coordination of international assistance, which in UNDP's opinion should be the direct duty of no other body but the Government itself. Hence, results that were expected and in fact achieved due to the project implementation, constituting the provision of tools to strengthen the capacity of the Government in aid coordination, may not be sustainable to the desired extent unless the Government deeply realises and effects, its corresponding mission on a continuous and well institutionalised basis.

## 2. What factors affected the achievement of programme or project results?

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Institutional and management arrangements made by the Government were not appropriately planned to ensure smooth operation and maintenance of IADA, with an ultimate goal to radically improve the process of international assistance coordination. Namely, the Main Division of International Assistance coordination which was originally assigned the role of designated beneficiary institution has been liquidated when the project was almost completed. Instead, the corresponding duties of the division were transferred to Humanitarian Assistance Coordination Commission (HACC), which is supposed to but not prepared yet to carry out the role of the coordinating body and management of IADA. Several decrees issued by the Government and Prime Minister aimed at regulating the process of international assistance coordination were not enforced, some other steps of central authorities, such as approval mechanisms of technical and humanitarian assistance documents cause enormous delays and may often make the offered assistance inadequate in terms of timelines of implementation.

## 3. What lessons (both positive and negative) can be drawn from the experience of the programme or project?

The implementation of the project is a large step towards improvement of management practice employed by the Central Government, through an innovative approach of introducing a modern technological tool, and putting it at the Government's disposal. However, while the corresponding staff have appeared to be technically capable, the political understanding of importance of improvement of the overall assistance coordination process seems not be achieved by the Government.

## 4. What are the views of the target groups with regard to the programme or project? Please note any significant gender-based differences in their views.

No gender-based differences in view of target groups have been registered. The majority of representatives of donor community, general public, and some of Governmental agencies have accepted the importance and value of the project.

€5. If the programme or project has been evaluated, what is the implementation status of the recommendations made by the evaluators?

The project should be considered operationally completed. However, while UNDP has in fact undertaken the management of IADA to continue the promotion of the results gained from the project, the maintenance and management arrangements need to be reconsidered by the Government in order take over the operation of IADA to finalise the implementation and sustainability of the international assistance coordination process.

6. What activities or steps do you recommend as follow-up to the project?

UNDP has to accept the duty of IADA administrator, and thus support the adequate operation of IADA, until a well established coordination mechanism is developed and put into operation by the Government.

7. Provide any other information that may further support or clarify your assessment of the programme or project. You may include annexes as you deem necessary.

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**For target groups:**

**Name:**

**Title:**

**Signature:**

**Date:**

**For the programme or project management:** Name Stepan Kanayan

Title National Project Coordinator

**Signature:**

**Date:**

For the government,

Name: Stepan Kanayan

Title: Chief of Technical Assistance Dept, Main Division of International Assistance

Coordination Signature~

Date: r, z . C

**For UNDP:**

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Name: Katica Cekalovic

Title: UNDP Resident Representative, UN Resident Coordinator Signature:

Date:

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PART III: Programme/project summary table

## OVERALL ASSESSMENT

Designated Institution

Programme or project title d MMH  
ARM/99.005 Strengthening Government Capacities for International Assistance Coordination (International Assistance Database)  
Main Division for Coordination and Monitorin International Assistance, Government of RA  
**Brief analysis of progress achieved in the contribution of the programme or project to the expected results.**

In the framework of a project on Strengthening Capacities of the Government of Armenia for Coordination and Monitoring of International Assistance, UNDP implemented the International Assistance Database for Armenia (IADA). The project was a second case of cooperation provided by UNDP to the Government on the issue, the first being the establishment of the Foreign Aid Coordination Centre at the Ministry of Economy in 1995-1996 which did not however succeed as it was expected to.

The current situation with IADA is such that it is fully operational on-line in English and in Armenian, and is running on servers procured by UNDP and presently in custody of the HACC. With the dissolution of the Main Division for Coordination and Monitoring of International Assistance in January 2001, UNDP expressed concern as to the sustainability of the future of IADA and proposed to assume the role of IADA administrator to ensure that the information contained therein is completed and updated on a continuous basis and that the necessary donor support is secured to facilitate the government's efforts for donor coordination.

UNDP firmly believes that the primary responsibility for coordination of donor assistance lies with the Government - and the international community has to support the Government's efforts. In this respect, Armenia is just in the beginning of the road towards full-fledged coordination of international assistance. It will take much consolidated and planned effort to ensure universal and institutionalized understanding that all past, current and future international assistance received by Armenia in a form of technical assistance, grants, humanitarian assistance and loans, is indeed a substantive socio-economic development matter. As such, international assistance requires appropriate political and technical approach and position of the central authority, which is duly decentralized and delegated to highly competent and experienced officials. The failure and delays of the recipient country in working out and putting in place the system of assistance coordination makes it rather difficult for the international community to develop cooperation programmes at their maximum level of technical and financial optimization.

Overall, the recently established system for coordination of technical assistance does not work at all. UNDP experiences long delays in approving programmes and projects and

revisions thereof. The fact that the documents have to be circulated among several Ministries does not result in transparent practices, as due to the complicated bureaucracy documents are often lost, Ministries reviewing them are not technically aware of the content and therefore are not in a position to provide comments. The lack of a central government entity to whom the United Nations should report often undermines the effectiveness of cooperation.

FINANCIAL SUMMARY			
Source of funds	Budget	Estimated expenditure	Delivery
OW  Government Financial institution Thirdparty  inds	94023	& 323	

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SUMMARY OF RESULTS	
Development of International Assistance Database for Armenia	1. Produced operational IADA in line with the Requirements of the Government of Armenia, UNDP, and the donor community. 2. IADA containing updated and accurate information on the donor assistance provided to Armenia to date. 3. Staff of the Main Division for loan, Grants and Humanitarian Assistance Coordination and Monitoring, and other concerned staff of the Government trained and able to independently run and manage the IADA.



Development and Installation of Internet Version of the International Assistance Database for Armenia	1. Operational and Accessible IADA on the Web.
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**Output targets**

Achievement of outputs.

Obj. 1. Development of International Assistance Database for Armenia

Output 01. Operational International Assistance Database for Armenia (ADA)

**Obj. 2. Development and Installation of Internet Version of the International Assistance Database for Armenia**

**IADA Anywhere/managed by UNDP in the Government of Armenia premises**

2. Access to ODA is enabled from within the Government's building via LAN procured and installed by UNDP.

3- Staff of designated institution is trained and able to manage IADA

4- Information contained in IADA needs to be improved in terms of accuracy. This is, however, a continuous process and requires consolidated efforts of the Government and donor community.

1. Bilingual (English and Armenian) ODA installed on the Web and accessible through Internet.

2- Donors are given permissions to manage (edit/amend/add/delete) data on their respective projects.

3 Access to IADA and user management is administered by UNDP.

Output 01 Operational and Accessible On-line IADA