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Terminal Evaluation Report

UNDP – GEF Project

Developing Institutional and Legal Capacity to Optimise Information and Monitoring System for Global Environmental Management in Armenia

Project Name	Developing Institutional and Legal Capacity to Optimize Information and Monitoring System for Global Environmental Management in Armenia
UNDP Project ID	2800
GEF PIMS ID	3332
Funding Source	GEF Trust Fund
Country	Armenia
Region	Europe and Central Asia
Focal Area	Multi Focal Area
Operational Program	CB
GEF Agency	UNDP - United Nations Development Programme
Executing Agency	Ministry of Nature Protection (MNP), Armenia

Volume 1

Evaluator: German Kust

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Acronyms and Abbreviations

APR	Annual Project Review
AWP	Annual Work Plan
CEO	Chief Executive Officer
EA	Executing Agency
EMIMS	Environmental Monitoring and Information Management System
FAO	Food and Agriculture Organization of United Nations
GEF	Global Environment Facility
GOA	Government of Armenia
IA	Implementing Agency
IT	Information Technology
LFA	Logical Framework Analysis
M&E	Monitoring and Evaluation
MENR	Ministry of Energy and Natural Resources
MNP	Ministry of Nature Protection
MTE	Mid-Term Evaluation
MSP	Medium Size Project
NCSA	National Capacity Self Assessment
NSS	National Statistical Service
NGO	Non-Government Organization
PDF	Project Development Facility
PIR	Project Implementation Report
PIT	Project Implementation Team
PLF	Project Logical Framework
PTL	Project Team Leader
RA	Republic of Armenia
SC	Steering Committee
SNCO	State Non-Commercial Organisation
TE	Terminal Evaluation
TER	Terminal Evaluation Report
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
USAID	United States Agency for International Development
USD	United States Dollar
WB	World Bank

Executive summary

PROJECT SUMMARY TABLE

Project Title:	<i>Developing Institutional and Legal Capacity to Optimize Information and Monitoring System for Global Environmental Management in Armenia</i>			
GEF Project ID:	3332		<u>at endorsement</u> (Million US\$)	<u>at completion</u> (Million US\$)
UNDP Project ID:	00060892	GEF financing:	0.475	0.475
Country:	Armenia	IA/EA own (in-kind):	0.3	0.3
Region:	Europe and Central Asia	Government:	0.1	0.1
Focal Area:	Multi Focal Area	Other (UNDP/ Czech Trust Fund):		0.021675
FA Objectives, (OP/SP):	CB-2	Total co-financing:	0.13	0.151675
Executing Agency:	Ministry of Nature Protection, Armenia	Total Project Cost:	0.605	0.626675
Other Partners involved:		ProDoc Signature (date project began):		June 4, 2008
		(Operational) Closing Date:	Proposed: December 31, 2011	Actual: August 31, 2012

Brief description of the project

The 3-year UNDP/GEF project “Developing Institutional and Legal Capacity to Optimise Information and Monitoring System for Global Environmental Management in Armenia” was approved in mid-2008. Its actual start indicated by different events was extended up to August 2009 Due to delays at the start, the project was extended at no-cost basis for 8 months until August 31, 2012.

The project idea is originated mainly from the results of the National Capacity Self Assessment (NCSA) process for global environmental management. In 2003-2004 the NCSA project, funded by UNDP-GEF, has qualified the strengthening of the national monitoring system and the establishment of an environmental monitoring coordination body as the main priority actions for the country. This study also found that the key agencies have either no database or access to each other’s databases for information exchange and accessibility. There were also no institution/agency or expert based network that can ensure collaborative and coordinated data and information collection, exchange, analysis, interpretation and maintenance.

Therefore, the **goal of the project** was to introduce a national integrated and coordinated environmental information management and monitoring system in order to strengthen the environmental information availability and the national environmental reporting capacity of Armenia to fulfil its obligations under the 3 Rio Conventions. Its **objective** was to introduce legislative and institutional changes needed to reform the existing environmental information management and monitoring system as well as ensuring that these reforms are well funded by the state budget for the long term sustainability and standards and norms are developed for improving the national reporting capacity and the public access to environmental information. According to that, the project was aimed to contribute to the GEF’s strategic priority to enhance capacity for global environmental management by leveraging financial and technical resources to address country needs for capacity to better manage global environmental issues.

This objective was planned to be reached through three **main outcomes**: Strengthened legal and regulatory framework to enable a coordinated multi-agency information management and monitoring system; Strengthened institutional framework capacity to enable a coordinated multi-agency information management and monitoring system; Upgraded environmental information management

and monitoring standards, norms, procedures and IT architectures which meet the current national and international environmental information and monitoring needs,

The project is a GEF MSP grant with the total budget of \$605,000, including \$130,000 of governmental contribution. Additional co-financing of leveraged funds was granted by Czech Trust Fund -\$21,675

Context and purpose of the evaluation

The objective of the Evaluation was to assess the achievement of the project objective, the affecting factors, the broader project impact and the contribution to the general goal/strategy, and the project partnership strategy.

The evaluation focused on the following aspects: Project design and its relevance, Performance, Timeliness and Management arrangements, Monitoring and Evaluation, and overall success with regard to the criteria of Impact, Global environmental benefits, Sustainability, Replication

Evaluation approach and methods

An overall approach and method for conducting terminal evaluation was based on the five major criteria: *relevance, effectiveness, efficiency, results, sustainability*, and used the following basic tools: documentation reviews, stakeholder interviews, questionnaires, outsource information gathering (internet, mass-media, etc).

Project success was measured based on the Revised Project Logical Framework, which provided clear performance and impact indicators for project implementation along with their corresponding ways of verification. Using results of the CD scorecard, the TE assessed the sustainability of the progress made in developing capacities for environmental information and monitoring systems for improving the national reporting capacity and the public access to environmental information. In addition to a descriptive assessment, the GEF rating system was applied to assess project relevance, effectiveness and efficiency, as well as the quality of M&E systems.

Main conclusions and lessons learnt

The general overall project strengths and shortcoming are summarized in the table below

Strengths	Shortcomings
Very successful and fruitful in time and funding context	Ambitious in objectives at the initial state and at the beginning, resulted in unjustified expectations of a few key stakeholders
Interesting design: flexible to integrate wide scope of national priorities in environmental monitoring and information with international requirements of 3 Rio conventions and use the last as a starting point for the development and improvement of the whole national EMIMS, conducting needs assessment and relevant studies, and after providing supporting activities to key strategic elements, and to successful and cost-effective demonstration activities	Weak coordination and working contacts with other donors, which resulted in weak accounting of accompanied funds as well as strategies for corresponding ongoing and planning activities. Due to this, the overall picture and integration of the different measures on improving national EMIMS remains not clear even to the governmental bodies. The better contacting could provide more transparent and accurate action plan for the project follow up
Changed the concept/approach to environmental monitoring and information system in the country, launching the dialog between all stakeholders and reached the basic agreements between major players	The action plan to support sustainability of the project outcomes and impacts not yet developed
Net winning in the context of catalytic role and replications. Could be recommended as a model approach for the same activities at least in the countries with transition economy (CIS and former socialist countries primarily)	The project did not use all capacity of the MTE process to revise key project performance indicators and outcomes that resulted in their low formal rating evaluation

High analytical scope – on the base of participatory discussions and decision making the project clarified what need to be done in the mid-term and long-term context on a different development issues on national EMIMS	The present design and effective functioning of national EMIMS to the moment are considered to depend mainly on the government support and initiatives. The role of private, public and NGO sectors supposed to be more active only in long-term. But the strategy of involvement of these sectors is not thought over even in the concept.
Definite breakthrough in the study and definition of the role of private sector in the process of environmental monitoring and information, and its provision through enforcement of the Law on environmental self-control	

Main Recommendations

- The design of such projects should be less ambitious in time and expected outcomes. The overall frame strategy could be better clarified and targeted during inception stage and after MTE.
- The design and implementation of such comprehensive and multilateral projects should provide close permanent cooperation with other state and donors projects in close areas, supporting interlinks and mutual strategies.
- To support the flexibility of the project design and implementation strategy the project had to use less key indicators. All indicators should be reliable, especially if to use financial indicators in the countries with high inflation rate and unsustainable economy
- The mechanism of risk mitigation should be cleared from the project start and regularly updated during project implementation
- The effectiveness of the state environmental monitoring and information centre as an EMIMS focal point within any line ministry supposed to be low in present conditions. More successful could be an intersectoral independent agency, e.g. under President's apparatus.

The following groups of follow up actions catalyzed by the project (see more details in ch. 4.3.2.) have been identified during this evaluation:

- initial outcomes and outputs not fully achieved by the project, but with high potential to be finalized in future,
- awareness raising and knowledge management,
- development and cooperation in governmental and sectoral programmes and initiatives (including donors' financed).

It is recommended to pay attention on the risks that are still valid and can jeopardize project impacts and sustainability, and should be taken into account in the process of the project impact monitoring and follow up activities:

- Legislation proposed by the project and identified standards, norms and procedures are not adopted by the Government and/or the Parliament or require additional resources to be monitored and implemented, which might not be available
- Contradictions between different national authorities such as ministries, services, committees (and even divisions of the same ministries) on the use and management of environmental information are still taking place, and moreover, there is inconsistency with demands and requirements of private business and civil society. So, no institutional changes may occur despite new legislation and regulations for EMIMS adopted.
- High turnover of experienced and skilled personnel in state institutions because of low salaries.

Main Proposals for Future Directions Underlining Main Objectives

- National programme for the development of EMIMS is still needed, including action plan, terms and responsibilities of all parties involved. The project just created a necessary background for this comprehensive programme, and identified priorities.
- The government and NSS still acts as driving force for the EMIMS process, but next steps should stipulate measures for active involvement of public and private sectors in the EMIMS implementation and support.
- Great attention should be given in nearest future to the development of the education/knowledge system of environmental information management.
- To develop and strengthen project results the government and other parties involved should address their activities to land degradation and biodiversity conservation problems and apply approaches provided by the project to these issues.

Rating Project Performance

Monitoring and Evaluation	
Overall quality of M&E	S (satisfactory)
<i>M&E design at project start up</i>	S (satisfactory)
<i>M&E Plan Implementation</i>	S (satisfactory)
IA & EA Execution	
Overall Quality of Project Implementation/Execution	S (satisfactory)
<i>Implementing Agency Execution</i>	S (satisfactory)
<i>Executing Agency Execution</i>	S (satisfactory)
Outcomes	
Overall Quality of Project Outcomes	S (satisfactory)
<i>Relevance</i>	HS (R) (highly satisfactory, relevant)
<i>Effectiveness</i>	S (satisfactory)
<i>Efficiency</i>	HS (highly satisfactory)
Catalytic Role	
<i>Production of a public good</i>	yes
<i>Demonstration</i>	yes
<i>Replication</i>	yes
<i>Scaling up</i>	yes
Sustainability	
Overall likelihood of risks to Sustainability:	ML (moderately likely)
<i>Financial resources</i>	L (likely)
<i>Socio-economic</i>	ML (moderately likely)
<i>Institutional framework and governance</i>	ML (moderately likely)
<i>Environmental</i>	N/A (not applicable)
Overall Project Results	S (satisfactory)

1. Introduction

1.1. Purpose of Evaluation

The objective of the Evaluation was to assess the achievement of the project objective, the affecting factors, the broader project impact and the contribution to the general goal/strategy, and the project partnership strategy.

According to the TOR and “Guidelines for GEF Agencies in Conducting Terminal Evaluations” (2008), the evaluation focused on the following aspects:

Project design and its relevance in relation to: a) *Development priorities* at the national level; b) *Stakeholders* – assessment of correspondence to the specific needs; c) *Country ownership / drivenness* – participation and commitments of government, local authorities, public services, utilities, residents; d) *UNDP mission to promote sustainable human development* by assisting the country to build its capacities in the focal area of environmental protection and management;

Performance - the progress that has been made by the project is relative to the achievement of its objective and outcomes: *Effectiveness* - extent to which the project has achieved its objectives and the desired outcomes, and the overall contribution of the project to national strategic objectives; *Efficiency* - assess efficiency against overall impact of the project for better projection of achievements and benefits resulting from project resources, including an assessment of the different implementation modalities and the cost effectiveness of the utilisation of GEF resources and actual co-financing for the achievement of project results; *Timeliness* of results.

Management arrangements focused on project implementation: General implementation and management; Financial accountability; Monitoring and Evaluation at the project level.

Overall success of the project with regard to the following criteria: *Impact, Global environmental benefits; Sustainability; Contribution to capacity development; Replication* – analysis of replication potential of the project positive results in country and in the region, outlining of possible funding sources; replication to date without direct intervention of the project; *Synergies* with other similar projects.

1.2. Key Issues of Special Consideration

The Evaluation reviewed and assessed changes in development conditions, with a focus on the perception of change among stakeholders, and addressing the following issues:

- Changes in the legal and regulatory framework for environmental information and monitoring systems.
- Changes in the perception among the staff in relevant institutions and other stakeholders of mechanisms and approaches for improving environmental management information and monitoring system as tools to improve the national environmental reporting capacity in Armenia
- Changes in the understanding and knowledge of environmental information management and monitoring systems as tools to address the national environmental reporting capacity issues in the context of Armenia’s national development
- Development of sustainable mechanism for improving the national environmental reporting capacity with the approaches institutionally and technically appropriate for Armenia
- Changes in stakeholder behaviour to address national reporting capacity
- Creation of any basis for the long-term sustainability of project outcomes
- Factors beyond the project’s immediate control that influence the project achievements, especially changes of government counterpart personnel, and the wider economic and political development context of Armenia.
- Extent of the project support to the development of sustainable capacities.

The Evaluation Report also focused on recommendations and lessons of broader applicability for follow-up and future support of UNDP and/or the Government, highlighting the best and worst practices in addressing issues relating to the evaluation scope.

1.3. Methodology of Evaluation

An overall approach and method for conducting terminal evaluation was based on the five major criteria: *relevance, effectiveness, efficiency, results, sustainability*, and used the following guidelines:

- Terms of Reference for Terminal Evaluation of the UNDP/GEF Project: PIMS 3332 - “Developing Institutional and Legal Capacity to Optimize Information and Monitoring System for Global Environmental Management in Armenia”. UNDP-Armenia, March 2012.
- UNDP Evaluation Guidance for GEF-Financed Projects, 2011 (with a few specific clarifications taken from “UNDP Evaluation Guidance for GEF-Financed Projects. Version for External Evaluators. Final Draft, March 17, 2011”)
- Monitoring Guidelines of Capacity Development in Global Environment Facility Projects. UNDP, UNEP, GEF. September 2010
- The GEF Monitoring and Evaluation Policy. 2010. Evaluation Document. November 2010, No. 4
- Handbook on Planning, Monitoring and Evaluating for Development Results. United Nations Development Programme, 2009
- UNDP. Addendum. June 2011. Evaluation. Updated Guidance on Evaluation in the Handbook on Planning, Monitoring and Evaluating for Development Results (2009)

This TE used the following basic tools: documentation reviews, stakeholder interviews, questionnaires, outsource information gathering (internet, mass-media, etc).

Project success was measured based on the Revised Project Logical Framework (see **Annex 3**), which provided clear performance and impact indicators for project implementation along with their corresponding ways of verification.

Using results of the CD scorecard over the life of the project (inception (baseline), mid-term and final), the TE assessed the long-term sustainability of the progress made in developing capacities for environmental information and monitoring systems for improving the national reporting capacity and the public access to environmental information.

In addition to a descriptive assessment, the GEF rating system was applied to assess project relevance, effectiveness and efficiency, as well as the quality of M&E systems. It is important to note that the

Rating Scales		
Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	Sustainability ratings:	Relevance ratings:
6. Highly Satisfactory (HS): no shortcomings	4. Likely (L): negligible risks to sustainability	2. Relevant (R)
5. Satisfactory (S): minor	3. Moderately Likely (ML): moderate risks	1. Not relevant (NR)
4. Moderately Satisfactory (MS):moderate	2. Moderately Unlikely (MU): significant risks	
3. Moderately Unsatisfactory (MU): significant shortcomings	1. Unlikely (U): severe risks	
2. Unsatisfactory (U): major problems		
1. Highly Unsatisfactory (HU): severe		
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

Rating scales differ for different criteria according to the UNDP Evaluation Guidance For GEF-Financed Projects (2011)¹.

1.4. Structure and Procedure of Evaluation

The evaluation was conducted by a single independent evaluator and was scheduled to take place between April 30 and June 30, 2012.

The evaluation process comprised four phases.

The first phase was one of data and information collection. It started with a review of relevant documents made available electronically by the Project Manager and various project stakeholders. In addition, relevant websites were also visited and studied. This phase was finalized with an extended questionnaire – evaluation matrix related to the main stakeholders (Annex 2), and a list of main project stakeholders to be interviewed during field visit, which have been presented to UNDP-Armenia and Project Manager for consideration and cross matching.

This was quickly followed by the second phase with country visit to the project sites in Yerevan, meetings, discussions and interviewing with major project stakeholders, consultants, parties involved (Annexes 11,12). The aim was to capture as broad assortment of views and opinions as quickly possible within the time available, as well as to collect more project specific documents.

The third phase consisted of analysis, discussions and drafting home based/on-desk. This phase was concluded with the production of a draft report which was submitted to the Project Manager and UNDP-Armenia for comments invited from all concerned.

The fourth and final phase refined the draft in light of the comments received, and produced this final evaluation report.

This evaluation fits the context of the Project overall M&E plan and concludes the range of regular annual Project Implementation Reports (PIRs), and also takes into account their main conclusions, and conclusions made in MTE report.

To the requirements of ToR for TER this report is limited to 30 pages, so the major number of confirmation examples have not been included, and stored in evaluator's archive, but can be delivered on the special request.

2. The project and its development context

2.1. Basic Project Dates, Start and Duration

Milestone	Expected date	Actual date
PDF-A Approval Date		July 29, 2005
Pipeline Entry Date		December 18, 2006
CEO endorsement/approval		February 25, 2008
Agency approval date (UNDP)	May 2008 (endorsement letter)	June 04, 2008 (Pro Doc signature page)
Implementation start	July 26, 2008	November 1, 2008
Midterm evaluation	October 2010	December, 2010
Project completion	July 2011	August 31, 2012 (no-cost extension)
Terminal evaluation completion	December 2011	June 30, 2012
Project closing	December 31, 2011	December 31, 2012

¹ These scales used in the TER do not fully correspond to those recommended in TOR (Annex 1), as the last contains contradictions in the application of ratings (e.g. ratings in table 1, annex 5 do not relate to those recommended in 2011UNDP Evaluation Guidance For GEF-Financed Projects, and a range of ratings in table 2 differ from those recommended in Annex 3a)

The UNDP/GEF project “Developing Institutional and Legal Capacity to Optimise Information and Monitoring System for Global Environmental Management in Armenia” was approved in mid-2008. Its actual start indicated by different events was extended up to August 2009 (first disbursement in October 6, 2008, hiring of the Project Team Leader in November 2008, kick-off workshop was held on December 5, 2008; and an inception workshop and 1st Project Steering Committee (SC) meeting on August 14, 2009). Due to delays at the start, the project was extended at no-cost basis for 8 months until August 31, 2012.

2.2. Problems that Project Seeks to Address and Expected Results

The project idea is originated mainly from the results of the National Capacity Self Assessment (NCSA) process for global environmental management. In 2003-2004 the NCSA project, funded by UNDP-GEF, provided resources to the Government of Armenia to identify and determine the nature of critical capacity constraints and priority capacity needs faced by Armenia, as they related to global environmental management. The NCSA process in Armenia described the low quality of environmental monitoring information and data and lack of information management system. Monitoring and information management considered to be critical for understanding the current status and dynamic changes in the state of environment, for the development of adequate national environmental policies, for the implementation of environmental projects and overall for the fulfilment of commitments related to the implementation of the 3 Rio Conventions ratified by Armenia. The NCSA has qualified the strengthening of the national monitoring system and the establishment of an environmental monitoring coordination body as the main priority actions for the country.

During the NCSA process, assessments were conducted in each thematic area (biodiversity, climate change and desertification) to assess the existing capacity in Armenia to implement the 3 Rio Conventions; including their integration within the various sectoral development strategies and plans. Then, based on these 3 thematic assessments, 7 specific cross-cutting areas were identified for in-depth analyses. They included:

- Environmental policy and legal frameworks, including regulation and enforcement;
- Institutional management, including national-regional-local linkages;
- Monitoring and access to information;
- Financial instruments and mechanisms;
- Inter-sectoral, integrated and coherent planning of natural resource use;
- Public awareness and environmental education;
- Scientific information, applied research and available technologies

These seven cross-areas were considered to be common across the 3 Conventions and correspond to national development priorities. There are all tools for environmental policy development. However, among all these issues the main outcome of the NCSA process representing the main issue to be addressed is the need to develop the capacity and optimize the information and monitoring system for global environmental management in Armenia.

The previous studies such as the UNECE's⁽²⁾ assessment of State of Environment (SoE) reports also confirmed and indicated some common and nation specific issues that related to monitoring and information management systems. The assessment report indicates that the development of State of Environment reports is prone to serious difficulties, mainly associated with:

- Data collection, analysis and interpretation;
- Inter-ministerial coordination to develop the SoE reports;
- Underdeveloped legal framework for the development of SoE reports;
- Identification of clear objectives for the SoE reports and their structure;

⁽²⁾ United Nations Economic Commission for Europe, Working Group on Environmental Monitoring “Environmental Reporting in New Independent States”, 2002.

- Establishment of procedures for the development of SoE reports that will define: the institutional framework of SoE reports; the topics/content; the indicators; the timeline; the use of SoE reports for the development of environmental policies; and the convenience of use of SoE reports, and public access to these reports.

This study also found that the key agencies have either no database or access to each other's databases for information exchange and accessibility. There is also no institution/agency or expert based network that would ensure collaborative and coordinated data and information collection, exchange, analysis, interpretation and maintenance.

Therefore, the **goal of the project** was to introduce a national integrated and coordinated environmental information management and monitoring system in order to strengthen the environmental information availability and the national environmental reporting capacity of Armenia to fulfil its obligations under the 3 Rio Conventions. Its **objective** was to introduce legislative and institutional changes needed to reform the existing environmental information management and monitoring system as well as ensuring that these reforms are well funded by the state budget for the long term sustainability and standards and norms are developed for improving the national reporting capacity and the public access to environmental information. According to that, the project is aimed to contribute to the GEF's strategic priority to enhance capacity for global environmental management by leveraging financial and technical resources to address country needs for capacity to better manage global environmental issues.

This objective is planned to be reached through three **main outcomes**:

1. Strengthened legal and regulatory framework to enable a coordinated multi-agency information management and monitoring system;
2. Strengthened institutional framework capacity to enable a coordinated multi-agency information management and monitoring system;
3. Upgraded environmental information management and monitoring standards, norms, procedures and IT architectures which meet the current national and international environmental information and monitoring needs,

and appropriate adaptive management with a separate outcome on Monitoring, Learning, Adaptive Feedback & Evaluation

During Inception phase of the project the expected results have been revised in terms of performance indicators, baseline and target values. The Revised Logical Framework with Project Performance Indicators served as a major working M&E instrument and a baseline for Project Overall Workplan and Annual Workplans (Annex 4).

The Project work plan contains the following **major outputs**:

- The Laws and Codes contain the proper legislation, which will provide the necessary provisions to strengthen the existing environmental information management and monitoring system
- The legislation details the appropriate institutional framework
- An environmental monitoring coordination mechanism is established under the MNP
- The relevant institutions for a coordinated multi-agency information management and monitoring system have the necessary capacity to fulfil their mandate
- Training curricula for environmental information management and monitoring system developed and integrated into the in-service training system for State Servants
- Standards, norms, procedures and architectures are developed to support the implementation of an effective environmental information management and monitoring system
- Lessons learned are documented and disseminated in Armenia and throughout the region

2.3. Key project stakeholders³ identified at the preliminary and inception stages were:

- Ministry of Nature Protection (MNP) including sub-divisions dealing with environmental monitoring and information management and State Non-Commercial Organisations (SNCO) (state of the environment)
- Ministry of Agriculture (land and forest monitoring activities)
- Ministry of Health (noise and pollutants monitoring activities),
- National Statistical Service.
- NGO sector/public environmental information centres

3. Financing and Project Framework

The project is GEF MSP grant with the total budget of \$605,000, including \$130,000 of governmental contribution. Associated financing was designed to be provided from the USAID project in the amount of USD 8,000,000⁴. Another possible source of associated financing from the FAO also has been pointed in the annex of UNDP Project Document, nevertheless both sources were not recorded either in the ProDoc itself (signature page), or in the Inception report. Additional co-financing of leveraged funds was granted by Czech Trust Fund - \$21,675

Project component	Activity type	GEF financing (in \$)		Cofinancing (in \$)	
		Approved (original budget from Pro Doc)	Actual (final approved Budget Revision)	Committed	Actual
1. The legal and regulatory framework is strengthened to enable a coordinated multi-agency information management and monitoring system	Technical assistance (local and international consultants, contractual services-companies)	62,000	96,734	100,000 (GOV)	100,000 (GOV)
2. The institutional framework capacity is strengthened to enable a coordinated multi-agency information management and monitoring system	Technical assistance (local and international consultants, contractual services-companies) Investment (Monitoring equipment for stakeholders)	214,400	171,973	UNDP/ Czech Trust Fund- 21,675	UNDP/ Czech Trust Fund- 21,675
3. Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and respond to current national and international environmental information and monitoring needs	Technical assistance (local consultants, contractual services-companies) Investment (IT equipment for Project's stakeholders)	138,600	110,959		
4. Monitoring, Learning, Adaptive Feedback & Evaluation		60,000	95,334	30,000 (GOV, in kind contributions)	30,000 (GOV, in-kind contribution)
Total		475,000	475,000	151,675	151,675

³ The full list of the project stakeholders is given in Annex 8

⁴ Detailed information on the project framework and co-financing is provided in Annex 4

4. Findings and Conclusions

4.1. Project Formulation

4.1.1. Implementation Approach: Conceptualization and Design

The basic initial idea that is laid in the background of the project concept was a development of general national system of environmental information in frames of the common Pan European environmental information system.

Frankly speaking, at the first glance the project concept causes discrepant impressions.

From one the hand, the goal and objective of the original project scope seemed rather ambitious in terms of resources (\$605,000) and timeframe (3 years) available for its achievement and implementation of all outcomes. This relatively short period would not provide enough time to introduce a national integrated and coordinated environmental information management and monitoring system, and to introduce legislative and institutional changes needed to reform the existing environmental information management and monitoring system as well as ensuring that these reforms are well funded by the state budget for long term sustainability and standards and norms are developed for improving the national reporting capacity and the public access to environmental information. Each of these objectives is rather time-demanding and would require multiple consecutive years and more resources for successful implementation.

On the other hand, exactly to a wide and ambitious overall scope the project was able to be flexible in identifying the main gaps and hot spots in the national system of environmental monitoring. After interviewing project stakeholders it became clear that at the project start, and even so far there is no clear understanding of the concept of the national/governmental environmental monitoring and its purposes, but the urgent needs for such a system are clear to all governmental bodies and strata of the civil society. Contradictions between different national authorities such as ministries, services, committees (and even divisions of the same ministries) on the use and management of environmental information are still taking place, and moreover, there is inconsistency with demands and requirements of private business and civil society.

Nevertheless, these discrepancies do not mitigate the importance and timeliness of the project, which (thankful to its informal adaptive management and inception assessment) managed to find the most crucial gaps and related effective activities for further development and strengthening of the national environmental monitoring and information system. In this case, the idea to use requirements of 3-Rio conventions on environmental data as a starting point to coordinate national environmental information/monitoring system seems to be productive and helpful to provide common platform for cooperation of different stakeholders involved. The development of this platform through identification of legislation and institutional gaps, preparation and providing examples of legislation updating and enforcement, capacity building for environmental monitoring coordination mechanism, improving national standards and norms, and raising public awareness with good reason supposed to be successful and sustainable.

The weak participation of nongovernmental sector (NGOs and private sector) in the project design could also be considered more as a national peculiarity and project specificity than as a shortcoming. Definitely, the project looks like a state governmental action, and the system of environmental monitoring is developing more as a state and governmental application than for wide national use. Despite the overall national environmental monitoring in general is more effective, the non-governmental sector in Armenia is not well developed and strengthened enough for such objectives. In this situation, the government acts as a driving force at the moment, building capacities for public and private sectors. Interviews with project partners and stakeholders, as well as information from mass-media evidently show the growing interest of NGOs and private sector to the developing environmental information system, especially in the case of public hearings and discussions of the laws and regulations developed.

4.1.2. Logical Framework Analysis (Project Logic/Strategy; Indicators)

Despite its ambition, the project strategy is very logic, and did not change a lot during the inception phase. A few minor changes and clarifications have been done at the inception phase to the project expected outputs, performance indicators and Baseline and Targets Values, and project risks which were reflected in the overall Project Log Frame (Annex 1 to TOR). This logical framework was further used during the implementation for the development of overall and annual work plans, and as a management and M&E tool and did not changed even after MTE. Risk assessment for the project was well prepared and actually defined key causes which could jeopardize the project results.

Nevertheless, a few comments should be made to the project LFA that seem to be useful to avoid shortcomings which can decrease the general project rating if done in a formal way.

- a) The definition and target of the indicator 1 are vague. National environmental monitoring includes different sources of financing, not only government budget, but resources of NGOs, private business, scientific research, etc. Criteria for “Adequate national budget allocation to environmental monitoring” should not be only an increase in government budget allocation (especially if it was planned as only 2.7% for 3 years, and inflation rate in Armenia in 2011 was 7.7%, in 2010 – 9.4%, and even in 2008 it was 5.2%), but the clearance that all key partners involved in the system of national environmental monitoring get obvious support for their responsibilities. Moreover, the definition of the objective shows (“ensuring that these reforms are well funded by the **state** budget for long term sustainability”) that the project design has been mainly aimed at the governmental top-down reforms, but not bottom-up initiatives. By the end of the project, this statement played a nasty trick with the project despite of its numerous effective and successful results: the government budget allocated to environmental monitoring according to the UNECE data decreased 5 times in 2010 in comparison with 2007, and even to 2005 was 2 times less⁵. Unofficial data received from governmental sources during the evaluation shows that in 2011 this financing dropped at least 7 times in comparison to 2007! Because of the vague definition of this indicator, its evaluation does not in fact say much about actual project achievements and institutional changes.
- b) The use of Capacity development monitoring scorecard (CDMS) rating as a separate indicator seems to be a tricky thing. The project LFA itself contains a big number of indicators (10!) which is hard to control for such a small project, and CDMS is a system of 15 additional indicators! The focus on such a variety of project key indicators diminishes the advantages of the project strategy flexibility designed at the preliminary phase. To support its flexibility the project should use not more than 5 SMART baseline indicators.
- c) Despite the positive indirect impact of the project activity on the quality of State environmental reports, the third indicator cannot be applied for the evaluation, because no national communication to Rio conventions had a chance to use the project achievements. It was obvious since the project preparatory stage that the process of necessary legislation changes, its adoption and enforcement according to the legislative proceedings in Armenia n practice needs at least 2.5 years and would not be finalized by the project official end. So, Indicator 3 is not SMART in terms of achievability.
- d) Indicator 5 duplicates with small clarifications the part of CDMS indicator and seems unnecessary.
- e) Indicators 6 and 7 reflect results of the similar activity and could be combined.
- f) Indicators 8 and 9 reflect results of the similar activity and could be combined.
- g) Despite key risks were well assessed at the preliminary and inception phases, the project offered no clear mechanism to mitigate these jeopardy. The absence of the risk mitigation and

⁵ UNITED NATIONS ECONOMIC COMMISSION FOR EUROPE. Consultation meeting on the priorities for implementation of the ENPI Shared Environment Information System (SEIS) project. Brussels, 11-12 November 2010

alternatives strategy in the beginning of the project has let a few risks (e.g. risks 2, 3) to be evident, and also diminished the quality and rate of expected results.

- h) As the project did not achieve a few of its formal expected results, some risks are still valid and can jeopardize project impacts and sustainability, and should be taken into account in the process of the project impact monitoring (risks 6, 7, 8, 10, 11).
- i) The risk of the GOA restructuring has not been taken into account, that actually provide some difficulties in participation of the Ministry of Energy and Natural Resources in the project and also in the process of further development of the national system of environmental monitoring after shifting the department of mineral resources from MNP to MENR.

Despite the fact that the revised Log Frame indicators, targets and baseline seem formally to be improved during inception phase, after more detailed analysis it is clear that even the revised indicators and targets are not fully appropriate to measure project achievements and results. It was obvious that a few indicators, targets and risks had to be revised at the MTE stage, but it has not been done, because it was not formally recommended by the evaluator. As a result, so far the full scope of project activities implemented is not fully reflected with the project indicators. The indicators rather tend to follow the original structure and scope of the project activities.

4.1.3. Lessons from Other Relevant Projects (e.g., same focal area) Incorporated into Project Implementation

This project has its own original design and has no exact prototype. It has been mentioned above that the Project has originated from the National Capacity Self Assessment (NCSA) process and considered all its lessons, especially in the project strategy formulating and stakeholders' coordination and cooperation. Also, the project design took into account the experience of other environmental projects implemented by UNDP-Armenia.

From the certain point of view the evaluating project took a few ideas also from the UNDP/GEF "Integrating Global Environmental Issues into Bulgaria's Regional Development Process (Rio Conventions Project)" implemented in Bulgaria in 2006-2010, but the scope of Bulgarian project was relatively less and limited mainly to mainstreaming global environmental considerations into the regional development and spatial planning.

4.1.4. Country Ownership/Drivenness

Armenia ratified the UNCBD (1993), UNFCCC (1993), and UNCCD (1997), Kyoto Protocol (2002), Cartagena Protocol on Biodiversity (2004) and is eligible for receiving assistance from the GEF and UNDP:

Armenia was amongst the first countries of the region that embarked on a National Capacity Self Assessment (NCSA) process for global environmental management. The main issues identified during this comprehensive and fully country-driven self-assessment were problems with the current information management system, including data collection, maintenance, analysis, information exchange and information accessibility, and also the quality and accessibility of relevant data and information on the current state of the environment. This GEF MSP directly addresses these priority issues.

During the preparatory stage the project has been closely linked with relevant on-going activities such as the Poverty Reduction Strategy Paper (PRSP) discussions and the initiation steps of its implementation in Armenia, the identification of the Millennium Development Goals and their indicators, the process of Environment for Europe, multilateral regional (Caucasus, CIS countries) environmental agreements, the development of a national policy on sustainable development and also with the UN Development Assistance Framework (UNDAF) and the UNDP Country Programme Document. The capacity assessments were fully conducted within the context of these activities to ensure the project responsiveness to the national context and priorities.

4.1.5. Stakeholder Participation

Stakeholders' participation and interaction considered to be critical for such type of the projects. The project design provided a wide range of different stakeholders, which can be subdivided into the following groups:

- *National authorities*, including governmental bodies (line ministries such as Ministry of Nature Protection, Ministry of Agriculture, Ministry of Health, Ministry of Economy and Finance, Ministry of Territorial Administration, Ministry of Urban Development, Ministry of Education and Science, Ministry of Emergency Situations, Ministry of Trade and Economic Development, Ministry of Energy, Ministry of Justice, State committees for Water systems and Real-Estate Cadastre) and National Statistical Service supervised by president's administration
- *International donors'* community, including UNEP as GEF Implementing agency, FAO, USAID, WB, WHO, UNECE, WWF, and others working in Armenia on development and environmental issues.
- So called *State Non-commercial organizations* (SNCO), working under the authority of different line ministries and implementing different activities related to environmental monitoring: Environmental Impact Monitoring Centre, Armenian State Hydrometeorological and Monitoring Service, Nature Protection Expertise, Forest Research-Experimental Centre, Information Analytical Centre of MNP
- State protected areas
- Local governance (marz governors' administrations and Local Self-Governing Bodies)
- Academic Institutions and universities
- Private Sector,
- Civil Society Organizations (numerous different NGOs dominantly), a majority of which are organized under so called Aarhus Centres (OSCE centres for sustainable development and public environmental information)
- General Public

The most active and comprehensive interactions between all stakeholders groups have been taking place at the preparatory phase, mainly under the NCSA project. The process included: workshops and seminars on thematic needs assessments on UN Conventions on Biodiversity, Climate Change and To Combat Desertification, Cross-Cutting Assessments of Environmental policy and legal frameworks, Institutional management, Monitoring and access to information; Financial instruments and mechanisms; Inter-sectoral, integrated and coherent planning of natural resource use; Public awareness and environmental education; Scientific information, applied research and available technologies.

The National Action Plan was developed based on the findings and recommendations identified during the assessment processes. It identified the measures, funding sources, timeframe of planned activities, as well as the responsibilities and the cooperating agencies. 11 memoranda of understanding (MOU) at pre-project phase have been signed with stakeholder ministries and scientific research institutes, as well as international organizations, the private sector and community based NGOs.

Therefore, to the project start effective and comprehensive partnership arrangements have been established for the implementation of the project with relevant stakeholders involved.

The project also expected partnership agreements with the relevant Stakeholders to implement sets of activities will be drawn and signed by all parties as required. It is supposed to contain the planned activities to be conducted, the expected results, the resources allocated by each party and the mode of operation among the parties. It is also supposed to be the main guidance document to implement activity and disburse project funds.

The project design is supposed to support and develop further interactions between stakeholders through the project Stakeholder group or Steering Committee (SC) and other means (workshops, consultations) with overall coordination role of the MNP as a focal point of 3-Rio conventions. The Project Steering Committee had to provide political oversight for the project, project progress, and general advice for project implementation policy ensuring the project's consistency with the other ongoing development processes in the country. Apart from the MNP and UNDP, the SC included representatives of other ministries and agencies, such as Ministry of Agriculture, Ministry of Health, National Statistical Service, State Real Property Cadastre and so forth as well as academic institutions and CSOs. For this particular project the National Commission on Environmental Monitoring Activities Coordination considered to serve as the project's inter-institutional Steering Committee. The Committee chaired by the First Deputy Minister of Nature Protection planned to meet on a semi-annually basis (unless otherwise is required) to review the progress of the project and provide guidance and assistance for the resolution of any difficulties encountered during the implementation (if any).

The SC consists of 17 members – representatives of line ministries (MNP prevailing), UNDP, Rio-conventions focal points, SNCOs, NGOs. It planned to meet twice a year to discuss current issues and approve working plans and budgets. Such a big quantity of members makes this body less workable and more consultative, what has been confirmed in interviews with SC members. The council or any kind of working bureau could be more operable and helpful for project purposes.

4.1.6. Replication Approach

A replication approach contains implicitly in the project design and strategy and is expected at all levels. Scaling up was supposed to be through the national acceptance and enforcement of laws on regulating environmental monitoring and information system, and acceptance of developed standards, norms and procedures. Replication was considered mostly on international level, as the project has been designed as a pilot initiative to find sufficient mechanisms to strengthen national environmental information availability and environmental reporting capacity to fulfil country's obligations under the 3 Rio Conventions. Replication and Demonstration activities were expected through awareness raising and training of specialists and individuals from the government offices and NGOs on various aspects of environmental management and monitoring. Production of public good is supposed to have such activities as providing some specific analytical and monitoring, as well as computer and demonstration facilities for the purpose of receiving, analysis and storage of environmental information.

4.1.7. Cost-effectiveness

The main cost-effective factor applicable to the project preparation phase is the compliance with the incremental cost criteria. GEF funds were expected to finance activities that would not take place without GEF funding in Armenia and in this case GEF grant is considered to serve as a starting mechanism to improve national system of environmental monitoring and information. Created institutional and legislative mechanisms are expected to increase national budget, leveraged funds and associated funding for environmental monitoring purposes. To this factor the project seemed to be cost effective, because besides direct governmental support of the project committed at \$130000 in cash and in kind, and the government budget allocated to environmental monitoring was more than \$2,6M.

Another cost effective factor applicable was a benchmark approach. The GEF funding did not exceed the cost levels of the most relevant UNDP/GEF project in Bulgaria mentioned above (GEF USD 499,000).

4.1.8. UNDP Comparative Advantage

The motivation to assign UNDP as an Implementing Agency was driven by the aim to utilize the project funds in an effective way and use UNDP country office experience and knowledge received under the implementation of the National Capacity Self Assessment (NCSA) project and several projects on the preparation of National communications to Rio conventions.

The project fits into UNDP priorities and programming, basically within the UN Development Assistance Framework (UNDAF), National Priority 4: Promote effective management of natural resources in line

with sustainable development principles, UNDAF Outcome 4: Environment and disaster risk management is integrated into national and local development frameworks; and UNDP Country Programme Action Plan: Programme Component Promoting energy efficiency and Environmental sustainability. The project directly corresponds to the UNDP mission to assist the country in building its capacity in the focal area of environmental protection and management.

4.1.9. Linkages between Project and other Interventions within the Sector

The project with its original multi-focus design serves as a link between different UNDP country projects on socio-economic, democratic and environmental governance, and crisis prevention (disaster risk reduction).

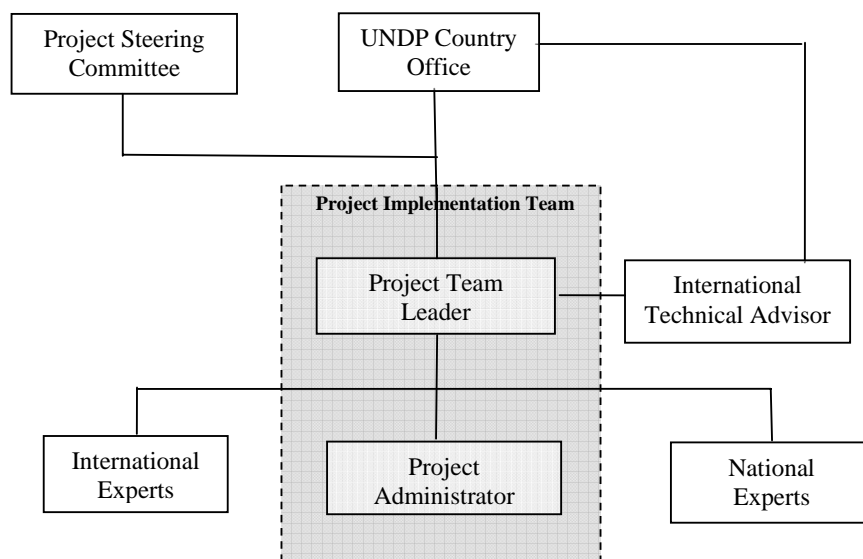
Within the sector of environmental governance the project is closely related to the following current and completed UNDP projects in Armenia: “Developing the Protected Area System of Armenia”, “The GEF Small Grants Programme in Armenia”, “Adaptation to Climate Change Impacts in Mountain Forest Ecosystems of Armenia”, “Enabling Activities for the Preparation of Armenia’s Second National Communication to UNFCCC”, “Enabling Activities for the Preparation of Armenia’s Third National Communication to the UNFCCC”, “2010 Biodiversity targets national assessment project”, “Development of the Second National Environmental Action Programme”.

4.1.10. Management Arrangements

UNDP Country Office serves as the GEF Implementing Agency for this project and provides necessary support to the project implementation activities in accordance with UNDP standard rules and procedures, including monitoring and evaluation, budget revisions, disbursements, record keeping, accounting, reporting, auditing, procurement and contracting, assistance for public advocacy purposes, etc.

UNDP Program Manager (AWP coordinator, Project Team Leader) provides overall coordination of the project activities and serves as a financial authorizing officer. The PM/PTL is responsible for planning, implementation quality, reporting, timeliness and effectiveness of the activities carried out and the proper use of funds.

Organizational Structure of the Project.



The Ministry of Nature Protection as a government designated authority responsible for environmental policy and management serves as an Implementing Partner and is responsible for the execution of the project and achievement of the planned project Activities/Outputs. The National Portfolio Director

oversees the project on behalf of the ministry and represents the ministry in the decision-making related to the project implementation. The Project Responsible Person appointed by the ministry to liaise with UNDP and to be in charge of project implementation ensuring its conformity and synergy with the provisions of national environmental policy.

The Project Steering Committee provides political oversight for the project.

A small Project Implementation Team (PIT) headed by the Team leader was contracted by UNDP and placed at the MNP. The Project Team leader (PTL) is responsible for project operations and activities (preparation/updates of project work plans; record keeping, accounting, reporting; drafting of terms of reference, technical specifications and other documents as required; identification, pre-screening of consultants/sub-contractors; coordination and supervision of consultants/sub-contractors/ suppliers, preparation of quarterly and annual work plans, progress reports, etc), acting in consultation with the Project Responsible Person reporting to UNDP Programme Manager.

International and national experts, advisors and consultants have been contracted on a short-term basis for specific tasks

Project monitoring and evaluation was conducted in accordance with the established UNDP and GEF procedures and provided by the project team and the UNDP Country Office with the support from UNDP/GEF. The Logical Framework Matrix with performance and impact indicators formed the basis for the project's M&E system. Detailed schedule of project review mechanisms is presented in the table below:

Management Mechanism	Schedule
Project Steering Committee	Biannually. Once meeting to focus on the work plan for the following year and the second one to focus on project progress/performance.
Stakeholder Workshops and Seminars	These workshops and seminars will be organized on an as needed basis to engage Stakeholders in project processes seek their views and obtain feedback on project activities and progress. The timing of these workshops and seminars will correspond to the achievement of major project milestones.
International Technical Advisor	One mission per year, <i>timed with the participation to SC meetings.</i>
External Mid-Term Evaluation (MTE)	To review the progress of the project and its implementation arrangements, review the work plan for the remaining period and assess any areas that need improvements.

4.1.11. General Strengths and Weaknesses of Project Formulation

Strengths:

- Logical and clear project idea and strategy
- Flexibility in strategy provided pilot and exploratory nature of the project
- Good background: originated from successful NCSA project

Weaknesses:

- Ambitious in outcomes and objectives
- Top-down strategic approach
- Weak appreciation of the difference between national and governmental environmental monitoring and information system
- Poor participation of NGOs at the preliminary stage
- Weak risk mitigation strategy

Peculiarity: as a pilot project has a right to make slight deviations and mistakes

4.1.12. Rating of Project Formulation

Implementation approach	S
Project logic /strategy; Indicators)	MS
Country ownership/Drivenness	HS
Stakeholder participation (*)	S
Replication approach	HS
Cost-effectiveness	S
UNDP comparative advantage	HS
Management arrangements	HS
Overall rating of Project Formulation	S

4.2. Implementation

4.2.1. Implementation approach

The project has been implemented mostly according to its work plan, design, and management arrangements designed and slightly reviewed after inception period. The annual work plans (AWP) have been developed after the analysis of lessons of previous periods and also included updating of needs assessment provided by the SC. Agreed by UNDP as IA and MNP as EA such plans were/are the main documents for implementation, budgeting, monitoring and evaluation of the project activities. The Standard Progress Reports (SPR) for each year have been prepared by the PIT and included necessary information on the project resources used, activities and main results related as well as future work plan and budgeting proposal.

During the project implementation the total project staff financed from the GEF budget consisted of 2 full time members of the PTU (Project team Leader and Project Administrator), and 7 part time consultants (International Technical Advisor, National Consultant on environmental information management, National Consultant on Institutional Framework, National Consultant on legal issues, Local Consultant on IT Architecture and Information System, Local Consultant on training, Local consultant on Environmental Monitoring Indicators).

The impression of the evaluator is that the project is professionally managed, with a clear division of responsibilities, and good coordination in place. All staff and consultants have a good overview of the status of the project, in terms of activities and budget, and remaining tasks to be implemented. Their TORs are/were relevant, clear, and comprehensive.

Although there were a few delays in the beginning of the Project (hiring Project Manager, tenders re-announcing in early 2009, etc), this did not affect the quality of the project activities and results and its cost effectiveness except for the relevant delay of the project completion, as it was time extended for 8 months.

4.2.2. Logical Framework

The approach to Log Frame is fully in line with UN/GEF recommendations. Comparison of the PLF with AWP, PIRs, APRs obviously shows that the LFA was definitely used as a baseline for the project implementation and as a management and M&E tool on the basis of adaptive approach at all management levels: UNDP as IA, MNP as EA, SC as consultative body of stakeholders, PIT and temporary consultants/advisers, and different beneficiaries. In addition to the general Revised Logical Framework, the special Excel form for annual project planning and control includes logical frames for output targets, quality, issues, lessons learned and project monitoring schedule. A special UNDP corporate Excel form for Annual Project Reviews (APR) and Project Implementation Reports (PIR) also includes an overall information of the project basic information, activities and expected outputs, budget, performance

indicators, stakeholders, etc. The impression of evaluator is that the overall project management and decision making process was definitely identical to the designed procedures with addition of national peculiarities of different informal discussions between parties at preliminary stages aimed at finding consensus before making final decision.

4.2.3. Effective Partnership Arrangements Established for Implementation of the Project with Relevant Stakeholders Involved in the Country/Region

It is necessary to note, that in general the project succeeded to develop constructive and cooperative relations between main stakeholders and to prevent acute tensions and sharp conflicts.

From the other hand, a partnership cooperation actually established in the project does not fit completely with what has been planned in the project design and even at the inception phase. There are the following main discrepancies:

- Not all governmental bodies and national authorities planned in the project proposal have been actively involved in the project process and implementation, e.g. the role of the Ministries of Territorial Administration, Urban Development, Education and Science, Emergency Situations, Trade and Economic Development, State committees for Water systems and Real-Estate Cadastre was weak, and is unclear to the moment
- The project did not manage to involve actively marz governors' administrations and Local Self-Governing Bodies in the project implementation and even in preliminary assessment of the current results
- The same concerns academic Institutions and universities, and private sector
- The project was not able to establish expected partnership agreements with the relevant Stakeholders with identification of planned activities, expected results, allocated resources and the mode of operation among the parties either.

The MTE also noted that that some beneficiaries had not realized the importance of the respective Project issues, particularly, the ideas of legal framework and institutional improvements; some SC members were not motivated to participate in the project, in some cases because of not seeing direct relations to their fields of expertise, and even MTE underlined that the knowledge of some SC members in environmental monitoring system, particularly indicators, was rather limited. To the end of the project the situation became slightly better thankful to several awareness raising efforts supported by the project, but in general remains quite the same, and even more – a few stakeholders decreased their activity by the end of the project (mostly those waiting for fast benefits, and due to political changes)

We also want to note that the project did not directly promote establishing close cooperation and links with donors' community working on the similar issues on sectoral environmental monitoring and information system.

Not all stakeholders of the project were acting equal and adequate to their anticipated functions (Annex 8). Except MNP the most active have been the State Council on Statistics, Ministry of Health, Environmental Impact Monitoring Centre, and a few environmental NGOs. Others behaved themselves mostly as observers, even 3 Rio-conventions focal points. The interest of the last started to grow only to the end of the project.

After several key interviews the evaluator can underline with confidence that these discrepancies were not resulted from the weakness of the project management but from the ambitious idea to develop a national system of environmental management and information on the unique platform in a very limited time with a particularly small resources. The level of civil society in Armenia (including government and public bodies, academician institutes and universities, and private business) is that while there are still no clear incentive to unite the numerous environmental information resources and monitoring capabilities under the jurisdiction of various agencies in a general national system for mutual use. The process of capacity building for such system is too complicated and needs more time for awareness raising and incentives growing.

Nevertheless the definite positive steps to this target have been created by the project (see also below), and specifically in case of the growing involvement of environmental NGOs. By the end of the project it became clear that a great boost can be given to the project process by so called Aarhus centres which represent a set of 15 regional offices over the whole country and position themselves as public intermediaries between governmental bodies and civil society, especially on the environmental issues. Mobilization of Aarhus centres to maintain the project achievements in application and enforcement of updated legislation and environmental standards can provide a great support for the project sustainability by implementing appropriate outreach and public awareness campaigns.

Another growing point on partnership arrangements found by the project concerns the indirect involvement of the private sector in the process of environmental monitoring by force of development of regulations for the Law "On Realizing Self Control Towards Nature Protection Legislation".

Moreover, during project implementation the project staff, consultants and contractors forced themselves to consult with and make use of the skills, experience, and knowledge of the appropriate government entities, nongovernmental organizations, community groups, private sector entities, and academic institutions in the design, implementation, and evaluation of different project activities, especially in the form of public hearings on changes in legislation.

Taking into account these findings, and regular routine procedure of stakeholder cooperation actually used by the project in the form of SC meeting, as well as workshops and seminars, the overall partnership organised in the project can be assessed as effective, developing and growing. For instance, there were 4 SC's meetings organized where the members reviewed the progress of the project and discussed plans as well as provided guidance and assistance for solving any difficulties. All general decisions were reflected in the minutes of SC's meetings.

However, to support the sustainability of its results the project should give more concern to the widening of the set of those bodies that have an interest or stake in the outcomes of the Project, particularly inviting the wider scope of them to the final stakeholder workshop.

4.2.4. Feedback from M&E Activities Used for Adaptive Management

After inception phase a feedback from M&E activities was not rather high in total. The MTE did not provide any strong recommendations although there were a few important findings on weaknesses in the SC work, "risk for the project's long-term sustainability in aging of human resources engaged in the environmental monitoring system", and specific concern to the project Web-site.

An audit of the Statement of Expenditure for the period from 1 January, 2008 to 31 December, 2010 as well as Statement of Assets and Equipment and Statement of Cash Position also did not find any disadvantages.

More feedback has been provided by the analysis of annual results provided by UNDP, PTU, MNP and SC. A number of few activities, such as maintenance of MNP WEB-site, purchasing computers and lab equipment for Environmental Monitoring Centre, support of municipal WEB-sites, etc., have been added to the annual work plan in connection with the current small budget savings. These additions did not change the project strategy but provided opportunities to maintain some important specific activities and also increase the interest of few key project partners in its results and outcomes. All these project changes were articulated in writing and then considered and approved by the SC.

4.2.5. Financial Planning

Financial planning process in the project in the limits of GEF and governmental co-financing resources was very effective. It included strong financial controls, including reporting, and planning that as a feedback of M&E allow the project management to make informed decisions regarding the budget at any time, allows for a proper and timely flow of funds, and for the payment of satisfactory project deliverables. As mentioned above, the bidding procedures assumed in the project provided possibility to save some funds for widening initial project scope and workplan. Undisbursed funds were promptly allocated for additional project related activities.

Government co-financing was adequate and timely. \$100,000 in cash was committed to support implementation of the first component/outcome, and \$30,000 in kind was given in the form of supporting PTU office, communication and miscellaneous (4th component/outcome). There was sufficient clarity in the reported co-financing to substantiate in-kind and cash co-financing.

The project also managed to leverage co-financing resources (Annex 4) from UNDP/Czech Trust Fund for the study tour for 12 national specialists from MNP and different SNCOs (mainly information and monitoring centres) to Czech Republic on Capacity Building of Armenian Public Employees on Environmental Monitoring, Information Management and Reporting. For this event the total budget of the project increased from initial \$605,000 to \$626,675.

Unfortunately, the project did not leverage more funds, but at the same time provided indirect possibilities for further funding of its follow-up activities and impacts (see below).

Among shortcomings of the project financial management, I would like to note a low concern of the project management to the associated activities of other donors on the same monitoring and environmental information system topics and supporting joint links and mutual strategies. It is more important in the case that the project has lost a link to proposed financing for associated activities of \$8,000,000 (USAID project with proposed financing ended in 2008⁶), and at the same time it is obvious from different documents assessed (e.g. Republic Of Armenia. MNP. Ministerial Report. 2007 – 2011. Yerevan 2011) that funding of corresponding activities under a number of the projects of other donors during last three years was not less than \$3,000,000. Establishing of links with other donors and mutual efforts on environmental monitoring and information system could provide more assurance for the sustainability of the project outcomes and impacts follow-up.

4.2.6. Monitoring and Evaluation

The project expenditures are heavily controlled under UNDP financial system Atlas, and all current planning and monitoring activities as well as for measuring progress and performance were carried out according to the UNDP corporate Handbook on Planning, Monitoring and Evaluating for Development Results (2002, reviewed in 2009). In these cases no special project operational manuals or guidelines for monitoring and evaluation have been developed.

Although the special M&E budget has not been planned, the project, as it was mentioned above, uses a UNDP corporate comprehensive system of cross-linked working documents (PLF, AWP, detailed annual Logs, PIR-APR, SPR) that provides current M&E planning and implementation. This system considers well articulation of baseline conditions, methodology and roles, and responsibilities are well articulated. M&E plan was well conceived by all project partners and sufficiently articulated to monitor specific project results and track progress toward achieving objectives.

From the EA's side the project has been subject to regular review of the Steering Committee that took place once or twice a year, and on the quaternary base - of the PTU evaluation and reporting prepared in close cooperation with National Project Coordinator.

Double-sided (both IA and EA) cross reviews made project progress and financial reporting of good quality and timeliness.

The shortcomings of the system of performance and progress indicators, and risk mitigation strategy have been discussed in Chapter 4.1. The Project Team Leader while interviewing noted that he also was not satisfied with several indicators, because of their vagueness and unfeasibility. On the other hand, to clarify the actual results the project used an updating system of quality logs, risk logs, and issues logs which provided opportunities for actual management response, current control and evaluation of each activity. In my opinion, especially the Project logs system was detailed enough for a daily project management and monitoring of all detailed project results – including deadlines and budget per specific activity and sub-activity, necessary measures to mitigate progress jeopardy. The UNDP corporate

⁶ Frankly speaking, this was a cost of the whole USAID project on Water Management Strengthening in Armenia, with a monitoring activities pillow around \$1M.

PIR/APR system was also flexible and helpful for clarification of vague general indicators in annual context.

Key M&E events took place according to the project workplan with small shifts which did not influence the quality of evaluations (Annex 10).

4.2.7. Management. Coordination and Operational Issues

UNDP Country Office (IA)

According to the project design, the project was supervised by the UNDP country office with a key mandated officer: Programme Analyst, Environmental Governance. UNDP served in accordance with designed management arrangements described in p. 4.1.10. The UNDP supervision over the Executing Agency was adequate, transparent and frankly, focused on results and responsive, professional and timeliness. The cooperation between IA and EA is quite fruitful and effective in all relations.

Ministry of Nature Protection (EA)

Similar to IA, the EA project team was also oriented on results, professional and timeliness, candor and responsive, adequate in management, budgeting and procurement. Having more current contacts with other donors than UNDP, MNP managed to find additional funds to support project impact and sustainability despite the lack of governmental funding (see below), organize close contacts and cooperation with active project partners and keep transparency for different stakeholders, including NGOs and private sector. At the same time the rigid system of state governance did not allow MNP team to implement the idea to combine different national resources on environmental monitoring and information in joint common system. Moreover, inflexibility of governmental management from time to time caused certain difficulties in the project implementation, for example, it was almost impossible to organize promptly key stakeholders meetings or on-line adequate discussion of the hot problems with key civil servants. Indeed, it was also difficult to control some unpredictable risks, e.g. to react to some changes in government, for example, when monitoring of natural resources was transferred to the Ministry of Energy and this pillow suddenly became out of the project attention

4.2.8. General Strengths and Weaknesses of Project Implementation

Strengths:

- Professional and effective adaptive management based on creative approach to M&E and LFA application
- Cost-efficient financial planning
- Successful cooperation with Aarhus centres, and mobilization of their capacities
- Fruitful cooperation between implementing agency (UNDP) and executing agency (MNP)

Weaknesses:

- Weak participation of the secondary project partners and stakeholders in the project implementation and evaluation of the intermediate results
- Poor cooperation with donors community

4.2.9. Rating of Project Implementation

Implementation approach	HS
Effective partnership cooperation	MS
M&E, and adaptive management	HS
Financial planning	HS
Overall rating of Project Implementation	S

4.3. Results

4.3.1. Overall results (Achievement of Objectives). Outputs and Outcomes.

It was noted in the beginning of Chapter 4.1., that the project concept causes discrepant impressions. The same can be underlined for the project results. The overall results of the project are of high quality and impressive, but formal comparison of these results with project indicators (Annexes 5,6) and targeted activities (Annex 7), outcomes and outputs shows that a lot was not achieved. In this case we can make a point that the flexibility of the project design that provided a wide range of possibilities at the inception phase, which can be assessed as a project design asset, appeared to be a project shortage at the phase of terminal evaluation. It means that the project missed a point when the expected results might be specified and formulated in more targeted and less ambitious form. It is quite clear from Annex 7 that all shortcomings have become transparent already in 2010, and the most convenient moment for this was an MTE finalized in December 2010. Therefore, we have to conclude that MTE was not successful and this fact decreases our expert evaluation of the overall project management.

In this case, taking into account the ambiguous character of the project results (we've got enough evidence of the project success during country visit, and on the other hand, cannot pass beyond formal assessment of the project outputs and outcomes relating to the project indicators), we suggested the bilateral approach to evaluate the project outputs and outcomes reflected in two tables below. This approach provides two columns of evaluation and rating (both from the same expert, but from different points of view): Formal Assessment and Rating, and Actual Expert Assessment and Rating.

Bilateral Assessment of the Project's Outputs

Expected Outcomes	Expected Outputs	Formal assessment and rating	Expert assessment and Actual rating
Outcome 1: The legal and regulatory framework is strengthened to enable a coordinated multi-agency information management and monitoring system	Output 1.1: The Laws and Codes contain the proper legislation, which will provide the necessary provisions to strengthen the existing environmental information management and monitoring system <i>Ambitious in terms of time and resources</i>	<i>MS - The Laws and Codes have been prepared, but are in line of the governmental/parliament circulation. The risk of failure still remains active</i>	<i>HS – a great work of multisectoral and cross-sectoral consultations have been fulfilled. Packages of the draft laws on changes and amendments in the fundamental environmental codes and laws (3 codes, 6 laws) have been developed together with numerous regulations (35, including 13 related to the "Law on self-monitoring") which will fill the legislative gaps and/or ensure regulation of information management and monitoring system</i>
	Output 1.2: The legislation details the appropriate institutional framework <i>Ambitious in terms of time and resources</i>	<i>MS – necessary arrangements have been prepared but not applied yet</i>	<i>HS – Complicated and comprehensive work has been done to prepare the proposal package on revision of the RA current legislation that assumes integrated framework of environmental monitoring and information system. Conceptual approaches/principles on legislative reforms and reviewed institutional framework of EMIMS have been elaborated.</i>
Outcome 2: The institutional framework capacity is strengthened to enable a coordinated multi-agency information management and monitoring system	Output 2.1: An environmental monitoring coordination mechanism is established under the MNP	<i>U – no mechanism established except for informal consultations</i>	<i>MS – a mechanism is not documented, but the necessary cross-links for further development (including those under support of UNECE project) have been established on the basis of a system of cross-sectoral target-oriented workshops and SC meetings</i>
	Output 2.2: The relevant institutions for a coordinated multi-agency information management and monitoring system have the necessary capacity to fulfil their mandate	<i>HS – all institutions to date passed an official procedure to change their charters</i>	<i>HS – all institutions to date passed an official procedure to change their charters</i>

Expected Outcomes	Expected Outputs	Formal assessment and rating	Expert assessment and Actual rating
	Output 2.3: Training curricula for environmental information management and monitoring system developed and integrated into the in-service training system for State Servants	HS – the relevant training curricula has been developed and integrated	HS – the relevant training curricula has been developed and integrated
Outcome 3: Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and meet current national and international environmental information and monitoring needs	Output 3.1: Standards, norms, procedures and architectures are developed to support the implementation of an effective environmental information management and monitoring system Ambitious in terms of time and resources for the whole scope of the issue	MS-S. Only a part of necessary standards and architectures developed. Such norms and procedures as observations and sampling will be developed as a follow up of the project	HS – a large number of necessary and critically important documents, especially standards and architectures were developed and agreed on with key stakeholders despite the lack of funding and time
Outcome 4: Monitoring, Learning, Adaptive Feedback & Evaluation	Output 4.1: Project well managed including progress reports as per UNDP and GEF standards.	S- Project well managed except for a few delays and shortcomings in risk management	S- Project well managed except for a few delays and shortcomings in risk management
	Output 4.2: Lessons learned documented and disseminated in Armenia and throughout the region.	MU – no documentary evidence of lessons learned dissemination	HS - Developed and launched Project web site, as a prototype of public environmental information web portal with permanently growing auditory. Started process of the follow up activities on the strengthening of the national EMIMS with international and foreign donors

Bilateral Assessment of the Project's Outcomes

Expected Outcomes	Formal assessment and rating	Expert assessment and Actual rating
Outcome 1: The legal and regulatory framework is strengthened to enable a coordinated multi-agency information management and monitoring system	MS –MU. Coordinated multi-agency information management and monitoring system was not enabled. A few opportunities to strengthen the legal and regulatory framework is provided	S - The legal and regulatory framework is strengthened. Packages of the draft laws on changes and amendments to the fundamental environmental codes and laws filled the legislative gaps and/or ensure regulation of information management and monitoring system
Outcome 2: The institutional framework capacity is strengthened to enable a coordinated multi-agency information management and monitoring system	MS –MU. Coordinated multi-agency information management and monitoring system was not enabled. Sufficient results have been achieved only in reviewing of organization charters of mandated SNCOs	HS – all institutions to date passed an official procedure to change their charters, as well as a number of training curricula have been developed and integrated in in-service training system for civil and public servants
Outcome 3: Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and meet current national and international environmental information and monitoring needs	MS-MU. Standards and norms are not upgraded yet, but only developed for their further adoption by the state parliament	HS – a large number of necessary and critically important documents, especially standards and architectures were developed and agreed on with key stakeholders despite the lack of funding and time
Outcome 4: Monitoring, Learning, Adaptive Feedback & Evaluation	MS -S. The project was well managed except for shortcomings with risk management and weak MTE.	S - The project was well managed; MTE and audit did not make strong recommendations. A few shortcomings in risk management, dissemination of the results and MTE results

Even a quick glance at these table shows, that although overall project results can be assessed as successful and highly successful, the formal rating is relatively low. Nevertheless, below we shall use the actual informal evaluation results, because the project indeed provided very important benefits and

built capacity for the further effective development of the national EMIMS, and the global environmental benefits of the project in regional and capacity building cases are obvious.

Summarizing the major project outcomes, we can highlight the following successful results serving as growing points for follow up actions

- A package of laws and regulations on EMIMS
- Capacity assessment and mandating of bodies and institutes responsible for EMIMS,
- Identification of needs and incentives of the main stakeholders and start of the dialog and agreements process,
- An initial package of national environmental standards and norms based on the requirements of 3 Rio conventions for further development and creation of a national EMIMS,
- Although the package of laws and regulation is not adopted by Parliament, the process of collecting environmental information in systematic way has been started by National Statistic service and by line ministries involved,
- Awareness raising and active participation of Aarhus centres in the development of EMIMS,
- Educational and training curricula developed and adopted by the responsible governmental bodies, and implemented in universities and thematic training courses.
- WEB-site of the project as a portal for environmental information management,
- Saving project funds and small targeted institutional maintenance for key stakeholders by extra contingent activities, which support interest of key partners to the project strategy/idea.

Besides these main growing points we would like to underline the following project's achievements additional to the main outcomes and outputs:

- Capacities built to decrease significantly the expenses for national overall environmental monitoring by savings from stopping duplicate activities of different state organizations
- Supporting WEB-sites of several municipalities
- Stimulation of GIS-based approach for the further development of EMIMS on the background of separate GIS systems existing in different organizations
- Promotion of different forms of environmental education, e.g. proposal to open a new teaching discipline in universities on environmental information management; training modules and manual for trainers on environmental policy, information management, and sustainable natural resources management; formation of libraries and reference base on environmental information management in universities

4.3.2. Impact Assessment, Catalytic Role and Replications

The main project impact is that it indeed has launched the comprehensive national programme of the development of environmental monitoring and information management system, which goes far beyond 3 Rio conventions and aims the national development goal in general

The project by its nature and design provided a number of impacts, ideas and follow-up at different scales⁷ which can be arranged in the following blocks:

Formal initial outcomes and outputs not fully achieved by the project, but with high potential to be finalized in future (direct impact)

- Further development of environmental legislation. There are efficient initiatives in MNP and maintained by NGOs to develop several environmental laws: Law on Monitoring, Law on

⁷ The Project's contribution to all activities/projects/ideas listed below is quite different: from directly creating a background and building capacities for further development (e.g. for environmental standards and procedures) to indirect pushing up and informal support of some relevant measures (e.g. State programme for ecosystem monitoring of lake Sevan). In any case the project sowed a big number of development ideas in different directions).

Environmental and Natural Resources Information System, and initiatives on the further matching of branch regulations

- Improving of National communications to basic environmental conventions, and Line Ministries regular reports by those data collected, structured and analyzed within the EMIMS
- Development of cross-sectoral national EMIMS, agency coordination mechanism, and public environmental information service
- Further development of standards, norms, procedures, IT architectures for monitoring of soils, biodiversity, waste products as well as the preparation of a full set of observation and sampling environmental standards of other life support environments.
- Development of a national environmental monitoring and information portal on the basis of the project Web-site, MNP and municipal sites supported by the project

Other donors' and governmental Initiatives for the development of EMIMS and environmental management (mostly indirect impact and decisions support through awareness raising and exchange of ideas between project stakeholders)

A number of initiatives appeared in Armenia in the field of environmental management since the project start. It is obvious that it was not a single cause of this, but made a great input in the background and understanding of the current issues and planning activities. For instance, there are the following governmental and branch programmes and initiatives (including donors' financed), which uses/used the project results:

- National Statistical Service prepared a perspective working plan for the development of the national environmental information system for 2013-2015
- State programme for ecosystem monitoring of lake Sevan
- Strategy on National environmental security and plan for 2008-2012
- State programme on urban ecology
- State project on the development of regional classifiers and municipal databases (includes a block of environmental information)
- State programme on the forest monitoring in several areas of Armenia
- United Nations Economic Commission For Europe - ENPI Shared Environment Information System (SEIS) project
- Cadastre of greenhouse gases (UNDP-GEF)
- Agricultural competitiveness project (WB-GEF), including activities on monitoring of agriproducts and agroecosystems
- Twinning project on the System of Integrated Pollution Prevention and Control (IPPC)
- GEF-UNDP small grants programme with a number of supporting activities for environmental monitoring, e.g. Pilot programme on register of pollutants as a model for agreement of standards between stakeholders
- OSCE Civil Activity for Secure Environment - small grants programme to support activities of the civil society organizations, e.g. GIS-based model on environmental information and monitoring management
- Regional USAID projects, e.g. "Clean Water" and "Clean Energy"
- Monitoring project of American University of Armenia
- Etc.

Catalytic role for the development and awareness raising objectives

Generally the project performed a conceptual breach in the field of environmental monitoring in Armenia. If even 5 years ago the collection of environmental information has been a sluggish inertial residual of the Soviet period, the project initiated a hot discussion on the objectives of this process, its methods, main stakeholders and beneficiaries. On the background of fast developing civil society

initiatives it provides further growth of the interests and incentives to the transparent environmental information. The conflict between requirements and demands of the civil society and governmental opportunities became obvious, and the project decreased its tension to definite extent in due time. At present the project creates a few specific capacities which indirectly promote the strengthening of further civic initiatives and governmental development strategy, e.g.:

- Including of environmental issues into different governmental development programmes
- Use of environmental arguments in the programmes of all political parties, that was clear during the past Parliament elections
- Support and promoting development of WEB-sites, including those on municipal level
- A system of Aarhus centres in Armenia practically applies the project achievements (reports, web-resources, etc) in their current work and provides a feedback for the further improvement of the project outcomes. On the basis of the project studies the Aarhus process in Armenia increase environmental incentives on the part of the Civic Initiatives Forum.
- Including of environmental assessment documents in the strategic documents of big enterprises, and enforcement of the State Law “On Realizing Self Control Towards Nature Protection Legislation”
- Country Human Development Index: UNDP seek to use environmental indicators in the set of indicators of sustainable development

Obvious increase of people awareness in the field of environmental indicators leads to their activity in social life. E.g. more than 80 applications from environmental NGOs and local people have been received by the State Inspectorate on Nature Protection. About 50% have been subjected to inspection, and about 50% of them were confirmed. At the same time NGOs consider that although the national system of environmental monitoring based on the “bottom up approach” and self-control could be more effective and sufficient in the long term, but at present the governmental environmental control and information monitoring system is a priority, because the institute of civil control is rather weak and undeveloped.

Catalytic role for the environmental objectives

It is obvious that improved and structured sustainable and transparent EMIMS would indirectly catalyze improvements in ecological status, and reduction in stress on ecological systems. According to the achieved results, the first impact will be connected with such life support environments as air and water, and partly forests. Soils, waste products, noise are still not under coverage that might be catalyzed in the short term.

Catalytic role for educational objectives

The project obviously confirmed that environmental/ecological education and training are among major demands of civil society, but not among major priorities of the government. A few project steps in this direction, e.g. support of the environmental literature data bases in universities, including of environmental curricula prepared within the project in governmental educational standards, appearance of a few specific courses in international environmental legislation, environmental management, etc., shows a high growing interest of youth to these issues. In this case the UNDP initiative on the project targeted at further development of environmental education and awareness raising could be very successful and timely.

As it is clear from what has been said above, the catalytic role of the project is very close to what has been approached in the project design, and demonstrates all levels from the bottom to the top : production of public goods, demonstration, replication, and scaling up. Scaling up at international level is not yet obvious, but a success of this project and its lessons prove it can be replicated at the international level, at least in major CIS countries, which carry the same difficulties in developing modern environmental monitoring and information management system.

4.3.3. Relevance and Global Environmental Benefits

Relevance.

The project's outcomes are consistent with the GEF strategies. The overall logic from a global perspective was to launch NCSAs process in GEF recipient countries aimed to assess countries opportunities and actual possibilities to implement global conventions through two main approaches: three main thematic assessments: climate change, biodiversity and land degradation, and an assessment to identify cross-cutting issues. The process, based on the NCSA, for addressing country priorities identified in the NCSA and action plan was called CB2-GEF. CB2-Armenia project was the only focusing on environmental monitoring. To date, the project outcomes are consistent with a new GEF5 Cross-Cutting Capacity Development (CCCCD) strategy. :

Achieving global environmental benefits is through strengthening national capacities to better fulfil its obligations under the 3 Rio Conventions and other global conventions, in particular to strengthen/introduce a national integrated and coordinated environmental information management and monitoring system

The country priorities in the case of environmental monitoring and management also still closely correspond to GEF environmental strategies, which are obvious from the analysis of the ongoing environmental and development national programmes and initiatives listed in the project Document and in ch. 4.3.2.

4.3.4. Effectiveness & Efficiency

Effectiveness.

As discussed above, the project indicators and outcomes as defined in the Log Frame, on the one hand, were too ambitious, and on the other hand have limited explanatory power, and do not fully reflect all project achievements which are described separately more in detail. Despite these difficulties the project has in general achieved its objectives, and actually has significantly exceeded those results consistent with the project time and funding, especially in terms of the project impacts and follow-ups.

However, there still remain key barriers preventing well-developed and effective environmental monitoring coordination mechanism, which provide difficulties in seeking, collection and analysis of the major environmental data for improving national environmental reporting capacity under the 3 Rio Conventions, and the public access to transparent environmental information.

The project also formally did not achieve its ambitious objective to ensure long term sustainability by well funding of the EMIMS from the state budget, mainly as a result of the consequences from the financial crisis. On the other hand, as a result of the lack of budgeting, the key stakeholders started trying fundraising and managed to find additional sources for follow up actions and supporting results sustainability.

Efficiency.

As discussed earlier, the project is GEF MSP grant with a total budget of \$605,000, including \$130,000 of governmental contribution. Additional co-financing of leveraged funds was granted also by the Czech Trust Fund -\$21,675. Associated financing designed as from USAID project in amount of 8,000,000 USD was not provided. To our expert opinion, as we have noted already, the project activities planned under this limited budget were too ambitious, but the pilot nature of the project gave a chance for seeking approaches and for shortcomings. In these conditions the project management found the way of the most effective use of financial resources, restricting them to the most effective pilot actions, and moreover, managed even to save some funds for extending the initial project scope and work plan for some effective measures. As a result of this flexible adaptive approach, the scope of activities implemented corresponds well to the total budget. Several randomly selected activities have been screened for cost-effectiveness, and have been found to be cost-effective and priced competitively based on effective tender procedure.

4.3.5. Mainstreaming

As it was noted above, the objectives and outcomes of the project conform to the UNDP country programme strategies as well as GEF-required outcomes towards global environmental benefits.

Summarizing the information discussed above, in case of mainstreaming we can underline the following peculiarities of the project:

- The project obviously will have an impact on stipulating sustainable natural resource management with local groups, improvement in policy framework for resource allocation and distribution. The remarkable examples of positive results for civil society are strengthening of the knowledge and capacities of NGOs, mainly through cooperation with Aarhus centres, and strengthening of the environmental educational and training opportunities
- The project direct impacts were targeted at the improvement of the national legislation and regulations that promote updating and modernization of governance approaches at the state level, and also the project made a few effective interventions (support of web-sites) at the municipal level
- Indirectly the project contributed to better preparations to cope with natural disasters through its cooperation on the elaboration of environmental indicators with Armenian State Hydrometeorological and Monitoring Service, which acts as a part (SNCO) of the Ministry of Emergency system
- Role of NGOs, academic sector, universities and other public entities has been discussed earlier and demonstrate a growing rate in the project activities and follow-up
- The gender issue was not raised by the project specifically, but the project team composition, representatives of the key stakeholders, composition of the SC shows obviously that there were no gender restrictions during project implementation: ladies are even more active in the discussions and decision making in the project issues rather than the stronger sex.

4.3.6. Rating of Project Results

Achievement of Objectives/Outcomes	S
Catalytic Role and Replications	HS
Relevance	HS (R- relevant)
Effectiveness	S
Efficiency	S
Overall rating of Project Results	S

4.3.7. Sustainability

The sustainability of the project outcomes considerably depends on the success of its continued benefits and impacts discussed in ch. 4.3.2. To the general expert assessment the project benefits seem to be highly sustainable and an operation and maintenance of the EMIMS are expected to be continued in the long-run as well, thanks also to national legislation and growing capacities of civil society, NGOs and private business as well on the local level. Generally the project design itself were initially aimed at the long-term sustainability as it provided capacity building for the development of the integrated and comprehensive national EMIMS using the requirements of 3 Rio conventions as a starting point for that.

The implementation of the EMIMS are designed to continue and to be financed from governmental sources allocated for national priorities and programmes as well as by several donors' projects for at least another three years after the GEF assistance will be terminated in August 2012. After next two or three years, the EMIMS is expected to be even more operational and effective, because the process of the circulation of the full package of laws and regulations (listed in Annex 9) is supposed to be finalized to the end of 2013 or a bit earlier, and the legislation will come in full force. The government (MNP) has a great wish to ensure the follow-up actions on the development of EMIMS.

UNDP as an implementing agency also plays a key role in the sustainability of the project results: UNDP is fully interrelated with governmental priorities, UNDP-Armenia projects are usually more effective by cost-outcomes ratio than in many other countries, UNDP-Armenia environmental pillar are the biggest by a number of various projects and also big by amount of funds allocated.

The following groups of risks in accordance with GEF guidelines for TE were separately evaluated and rated on the likelihood and extent that risks will impede sustainability.

Financial risks that may jeopardize the sustainability of project outcomes are high, as it is obvious from the drop of direct governmental resources for environmental monitoring purposes in 2011 and 2012 discussed above. From the other hand, the environmental monitoring issues are reflected in a number of state programmes listed earlier, and approximate analysis of such funds shows even higher guess of cash funding (\$2.5-3M per year) that has been supposed by Indicator 1 in the project Log Frame. The comparable figures guess the funding of consistent environmental monitoring and information management and mainstreaming activities by other donors. Moreover, the “RA Law on Conducting Self-monitoring for Fulfilment of Requirements of the Environmental Legislation” which supposedly will be enforced until the end of 2012, can make a great push to the environmental monitoring activity of private enterprises (and a few evidences of this process are clear: e.g. procurement of expensive laboratory equipment by big mining enterprises).

To clarify the steps to mitigate these risks the project should make more accurate calculation of associated funds for coherent current and planning activities. The possible ways to increase the fund flow for EMIMS through stipulating private business initiatives, court ecological expertise and other stakeholders for environmental information inquiry were also discussed while TE with different stakeholders and project partners

Socio-economic risks. Due to its multilateral nature and big number of different stakeholders the project has various socio-economic risks of its sustainability. I see the following major risks of this type:

- Key ministries and other stakeholders still have no common view on the status and funding of the national environmental monitoring and information centre, even on the necessity of its development. A number of ministries do not hurry up to transfer their monitoring and information collection functions to a unified (or single) common body, considering the law enforcement as a more effective way for national integrated EMIMS than institutional and structural changes in the government. Nevertheless, the most effective way to solve the problem at the moment could be a support to organize such entity under the supervision of the National Statistical Service, because it is independent from the Government, has very wide authorities from President to collect information and is enough flexible to work with public and private sectors. In the future it is important to overcome rigid governmental approach to changing cooperation modality by government structure. The more long-term future of the common national centre for environmental monitoring is considered as the independent public entity with governmental/president participation, but it is not viable at the moment.
- At the moment the governmental and president structures are the only source providing political and economic sustainability of information systems in Armenia, but unfortunately they are not initiative. On the other hand, the incentives of initiative public sectors are not yet clear, but the growing points from environmental NGOs, especially Aarhus centres, and from private sector are tracked, and should be assessed by the main project stakeholders for the follow up supporting actions in future
- New Parliament elected in May 2012 also can provide delays for circulation and passing laws and regularities drafts produced by the project. This risk is hard to be evaluated, but a guess is that it is not high, because the dominant party saved the majority in the Parliament and other parties have definitely positive environmental policies in their strategic programmes. In any case, the drafts of major legislative documents have passed the first hearings in the past Parliament that confirmed the success supposed. The main cause of the possible delays is a low level of ecological culture and environmental management skills of the majority of deputies,

their high politicized rate, and dependence on investors and private business. In this case the awareness raising activities targeted at new deputies could be helpful.

Institutional Framework and Governance Risks

- High turnover of skilled governmental staff and civil servants due to low salaries can also delay project follow up actions and decrease the sustainability of the project results. This is a critical risk for the sustainability of the project's outcomes, because one of the specificities of Armenia type of governance is high dependence on personal relations. In this case for this project highly dependent on governmental authorities the political will from key people is crucial, and personally many project follow ups unfortunately depend on a couple of clearly identified project informal leaders, who initially designed the project and its implementation, serve as the project's locomotives and consider its success as a starting point for further development of the national EMIMS. Fortunately to the project sustainability these persons realize the situation well and undertake clear actions for the increasing of knowledge and skills of their staff, promoting training and educational programmes in universities, creating of phased self-supporting system.
- Due to the first risk discussed in the socio-economic block, and lack of project funds, the integration of the EMIMS designed to the moment and reflected in draft legislation with other components not yet reflected (soils, waste products, norms and standards for observations and sampling) are not clear. It is a risk of long-term additional matching process which can decrease the effectiveness of the project results and follow up. The main stakeholders from NSS should definitely include the corresponding activities in their current plans not to miss the integrity of the initially designed EMIMS as its main advantage.
- WEB-site of the project as a background for the further national Web-portal for EMIMS is one of the main advantages of the project, and growth of visitors is quite transparent. Despite web-hosting is purchased for 2 years ahead, the content needs permanent assistance, development and updating. The sources for these actions are not clear enough, although the support from Aarhus centres, UNDP and MNP was voiced. The confirmation of this support and development plan of the Web-portal is needed.

Environmental risks of the project which are not tracked as natural processes do not influence the project, except for force-majeure at the national level that can crush majority of environmental oriented national programmes (e.g. natural disasters and catastrophes)

Summarizing the discussion on the sustainability risks, it is obvious to underline the necessity of the programme/plan for these risks mitigation that should be agreed on between stakeholders before the project end.

Project sustainability ratings

Financial	Likely (L): negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future
Socio-economic	Moderately Likely (ML): moderate risks, but expectations that at least some outcomes will be sustained
Institutional framework and governance	Moderately Likely (ML): moderate risks, but expectations that at least some outcomes will be sustained
Environmental	n/a
Overall sustainability rating	Moderately Likely (ML)

4.3.8. Country Ownership

Country ownership by the end of the project is even more developed than at the beginning. Although expectations of a few stakeholders were not realized, the overall cooperation between key governmental bodies and public partners has developed. As it was discussed above, the project played a

great catalytic role in the concept of national EMIMS and supported to launch several new country initiatives supported and/or initiated by the government and listed in 4.3.2., including Governmental strategy on the development of environmental monitoring with corresponding Action Plan. It evidently confirms that the project fits within the environmental sector development priorities, and also that new environmental laws and regulations on development of national EMIMS have been elaborated with the direct involvement from government officials and will be adopted into the national strategies, policies and legal codes. The government has maintained its promised financial commitment to the project

4.3.9. Contribution to Upgrading Skills of the National Staff

As it was noted in several chapters above, the project provided a definite contribution to upgrading skills of the national staff. The benefits of this type are direct and indirect both manifesting at national and local levels and in different sectors. The following table explains briefly what has been contributed.

Directs outputs and outcomes			
National level	Local level	Civil servants level	Public sector and NGOs level
<p>Project web-site as a prototype of national environmental monitoring web-portal</p> <p>Training needs assessment on strengthening of environmental monitoring and reporting capacity of Armenia</p> <p>State institutions responsibility for the training of public/civil servants identified</p> <p>Training modules and curricula elaborated and applied by national environmental education system</p> <p>The “Guideline for Assessment of the State of Environment” and “Model Format for Preparation of National Reports and Communications” prepared</p>	<p>Support to the Web sites on municipal level</p>	<p>Training for civil and public servants on “Environmental Information Management and Reporting” (106 trained personnel)</p> <p>Study Tours For high level national staff (project stakeholder representatives): to the Czech Republic in Capacity Building on Environmental Monitoring, Information Management and Reporting, and to Transboundary Air Pollution Monitoring Station in Amberd</p> <p>Thematic modules elaborated, published and institutionalized in the RA Civil Servant’s Council Decision №618-A: a) Legal regulation of environmental information flows and monitoring; b) Environmental information management and reporting; c) Environmental information systems and IT management;</p> <p>Sessions of thematic training are piloted for: civil servants - on <i>Land/Forest Information Management and Reporting</i></p>	<p>Thematic training for public servants - on Environmental Information Demand, Quality, Accessibility/Availability and Integrated Environmental Databases;</p> <p>Aarhus training for NGOs and public servants</p> <p>REC joint trainings for Civil/Public Servants</p> <p>On-the-job individual training of stakeholder specialists (civil/public servants)</p>
Indirect impacts			
National level	Local level	Civil servants level	Public sector and NGOs level
<p>University courses on environmental management and environmental information management, international legislation and regularities, “Testing” approach for the</p>	<p>Raising interest to environmental information</p>	<p>Increase of environmental component soundness in governmental documents</p>	<p>Environmental training stipulated</p> <p>A special environmental pillow became more active in Aarhus process in Armenia</p> <p>New knowledge management</p>

assessing results and indicators of environmental trainings		Dialog with donors on environmental management issues became more substantial and effective	initiatives launched IT equipment and software is provided to Project stakeholders for data collection/retrieval, storage, processing, is also used for training purposes use
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5. Conclusions, recommendations & lessons learnt

5.1. Corrective actions for the design, implementation, monitoring and evaluation of the project

- The design of such projects should be less ambitious in time and expected outcomes. The overall frame strategy could be better clarified and targeted during inception stage and after MTE. Each of the project objectives was rather time-demanding and required multiple consecutive years and more resources for successful implementation.
- The design and implementation of such comprehensive and multilateral projects should provide close permanent cooperation with other projects in close areas, supporting joint links and mutual strategies. IA and EA both should develop and update the information data base on state and donors projects/programmes.
- To support the flexibility of the project design and implementation strategy the project had to use less key indicators. All indicators should be reliable, especially if to use financial indicators in the countries with high inflation rate and unsustainable economy
- To avoid risks it is not enough to assess and define them. The mechanism of risk mitigation should be cleared from the project start and regularly updated during project implementation
- Stakeholders' participation and interaction considered to be critical for such type of the projects. From one hand, a few SC members were not motivated to participate in the project, and from the other, not all relevant governmental bodies and national authorities have been actively involved in the project process and implementation. Also marz governors' administrations and Local Self-Governing Bodies were not involved actively in the project implementation and even in preliminary assessment of the current results
- A big quantity of members in SC makes this body less workable and more consultative. The council or any kind of working bureau of SC could be more operable and helpful for project purposes

5.2. Actions to follow up or reinforce initial benefits from the project

The key agencies responsible for the development of EMIMS (MNP and NSS) fully understand the main strategy of follow up and reinforcement of the project benefits. The project has launched the national programme of the development of environmental monitoring and information management system, which goes far beyond 3 Rio conventions requirements. Project also plays a great catalytic role (see ch. 4.3.2.) on the strengthening of different environmentally oriented national projects and programmes.

The following groups of catalyzed follow up actions (see more details in ch. 4.3.2.) have been identified during this evaluation:

- initial outcomes and outputs not fully achieved by the project, but with high potential to be finalized in future
- awareness raising and knowledge management
- development and cooperation in governmental and branch programmes and initiatives (including donors' financed)

Except these actions we would like to pay attention on the remaining risks that are still valid and can jeopardize project impacts and sustainability, and should be taken into account in the process of the project impact monitoring and follow up activities:

- legislation proposed by the project and identified standards, norms and procedures are not adopted by the Government and/or the Parliament or require additional resources to be monitored and implemented, which might not be available
- contradictions between different national authorities such as ministries, services, committees (and even divisions of the same ministries) on the use and management of environmental information are still taking place, and moreover, there is inconsistency with demands and requirements of private business and civil society. So no institutional changes may occur despite new legislation and regulations for EMIMS adopted.
- High turnover of experienced and skilled personnel in state institutions because of low salaries.
- At present time the effectiveness of the state environmental monitoring and information centre as an EMIMS focal point within any line ministry supposed to be low. More successful could be an intersectoral independent agency, e.g. under President's apparatus.

5.3. Proposals for future directions underlining main objectives

Such proposals supporting sustainability of the project results have been already done above in ch.

4.3.7. Here we would like to underline the principal ones:

- National programme for the development of EMIMS is still needed, including action plan, terms and responsibilities of all parties involved. It should overview and take into account and coordinate, to identify gaps and take into account all sectoral programmes, donors projects, government and president initiatives, demands and requirements of private and civil sectors, as well as possible sources for funding and implementation. The project just created a necessary background for this comprehensive programme, and identified priorities.
- The government and NSS still acts as driving force for the EMIMS process, but next steps should stipulate measures for active involvement of public and private sectors in the EMIMS implementation and support. The project just traced possible mechanisms and approached to this in form of regulations for the enforcement of the Law of self-monitoring, of close cooperation with Aarhus centres, etc. Incentives of self-support of the EMIMS from the grassroots level (bottom up approach) should be identifies and maintained by the responsible governmental bodies, which will promote the sustainability and development of national (not only governmental!) environmental monitoring system.
- Great attention should be given in nearest future to the development of the education/knowledge system of environmental information management. In other words, all interested parties from grassroots level to responsible civil servants have to know what to do with different environmental information, and from the other hand, what specific information is required in different cases if necessary.
- The project shows excellent results in the development of environmental monitoring of air and water, especially pollution aspects. Unfortunately (and this is a common situation in the world, and especially in many developing countries), the land degradation and biodiversity conservation control are still at the low level, and were not covered by the project activities at the same rate. This does not mean that last issues are less hazardous to the nature and economics, and people health than air and water pollution, but that these aspects are more complicated in terms of monitoring and information management. Nevertheless, the government and other parties involved should address their activities to land and biodiversity problems. The project has provided a roadmap for these measures.

5.4. Best and worst practices in addressing issues relating to relevance, performance and success

The main project impact is that it indeed has launched the comprehensive national programme of the development of environmental monitoring and information management system, which goes far beyond 3 Rio conventions and aims the national development goal in general

This project has its own original design and has no exact prototype. Nevertheless, except a few shortcomings in Logical Framework, mainly indicators identification, the project strategy is very logic, and did not change a lot during the inception and even implementation phase. This Log Frame was further used during the implementation for the development of overall and annual work plans, and as a management and M&E tool. Risk assessment for the project was well prepared and actually defined key causes which could jeopardize the project results.

The project due to its high replicability can be considered as a model for the countries with transition economies, and as a creative workshop or art school for the design and implementation of such projects. General strengths and shortcomings of project formulation and implementation, and main successful results have been summarized in chs. 4.1.11, 4.2.8., 4.3.1., 4.3.2. Below we would like to highlight the major lessons learnt:

- Being originated from successful NCSA project, the flexible character of the Project strategy provided pilot and exploratory nature of the project implementation. However, the flexibility and ambitious character of the project design, which can be assessed as a project design asset at the inception phase, appeared to be a project shortage at the phase of terminal evaluation. The unsuccessful MTE was a critical point of M&E plan, when the expected results might be specified and formulated in more targeted and less ambitious form, and the project formal rating suffered from this,
- The project design and implementation images like a fully state governmental action, and the system of environmental monitoring was developed mostly as a state and governmental application than for wide national use. Nevertheless, this top-down approach and relatively weak participation of nongovernmental (NGOs and private) sector in the project design and implementation could also be considered more as a national peculiarity and project specificity than as a shortcoming. To our expert opinion, the nongovernmental sector in Armenia is not well developed and strengthened enough for such objectives. In this situation the government acts as a driving force, building capacities for public and private sectors (especially developing transparent environmental information system, or in the case of public hearings and discussions of the laws and regulations developed) to be involved later on. E.g., by the end of the project it became clear that a great boost can be given to the project process by so called Aarhus centres which represent a set of 15 regional offices over the whole country and position themselves as public intermediaries between governmental bodies and civil society, especially on the environmental issues,
- The project built capacities for participatory discussions and decision making but did not find a way for creative coordination and cooperation of the full range of current and possible stakeholders of EMIMS, as well as with donors community working on the similar issues on sectoral environmental monitoring and information system, that provides a growing risk of the project results sustainability after the project end,
- Weak risk mitigation strategy led to that some predictable fears have come true (e.g. risk #2), and a number of others are still valid and jeopardize the project results sustainability,
- The project did not leverage much funds, but at the same time provided indirect possibilities for further funding of its follow-up activities and impacts.

Terminal Evaluation Report

UNDP – GEF Project

Developing Institutional and Legal Capacity to Optimise Information and Monitoring System for Global Environmental Management in Armenia

Volume 2

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Annex 1. Terms of Reference for Terminal Evaluation



Armenia

TERMS OF REFERENCE FOR

TERMINAL EVALUATION OF THE UNDP/GEF Project:

PIMS 3332 - "Developing Institutional and Legal Capacity to Optimise Information and Monitoring System for Global Environmental Management in Armenia"

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Project Title:	Developing Institutional and Legal Capacity to Optimize Information and Monitoring System for Global Environmental Management in Armenia, PIMS 3332
Functional Titles:	International Evaluator / Team Leader National Expert (optional)
Duration:	Estimated 20 working days Over the period of: April – May 2012
Terms of Payment:	Lump sum payable upon satisfactory completion and approval by UNDP of all deliverables, including the Final Evaluation Report
Travel costs:	The costs of in-country mission of the consultant are to be included in the lump sum.

INTRODUCTION

In accordance with UNDP/GEF M&E policies and procedures, all regular and medium-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation.

The Final Evaluation is intended to assess the relevance, performance and success of the project. It looks at signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global and national environmental goals. The Final Evaluation also identifies/documents lessons learned and makes recommendations that project partners and stakeholders might use to improve the design and implementation of other related projects and programs.

The evaluation is to be undertaken in accordance with the "GEF Monitoring and Evaluation Policy" (see <http://thegef.org/MonitoringandEvaluation/MEPoliciesProcedures/mepoliciesprocedures.html>).

This Final Evaluation is initiated by UNDP/Armenia as the GEF Implementing Agency for this project and it aims to provide the implementing partner (Ministry of Nature Protection) and UNDP/GEF with a comprehensive overall assessment of the project and with a strategy for replicating the results. It also provides the basis for learning and accountability for managers and stakeholders.

PROJECT DESCRIPTION

Summary: The National Capacity Self Assessment (NCSA) process in Armenia described the low quality of environmental monitoring information and data and lack in information management system. Monitoring and information management is critical for understanding the current status and dynamic changes in the state of environment. Such inappropriate information management system and lack of data are major obstacles for the development of adequate national environmental policies, for the implementation of environmental projects and overall for the fulfilment of commitments related to the implementation of the 3 Rio Conventions ratified by Armenia. Given that the requirement for environmental monitoring is part of the general objectives for the 3 Rio Conventions, the NCSA has prioritised the necessity of strengthening of the

national monitoring and data analyses system as an essential foundation for developing adequate policy responses. The project supports the introduction of a national integrated and coordinated environmental information management and monitoring system in order to strengthen the environmental information availability and the national environmental reporting capacity of Armenia to fulfil its obligations under three global MEAs.

Background: Armenia is amongst the first countries of the region that embarked on a National Capacity Self Assessment (NCSA) process for global environmental management. The NCSA process has identified and determined the nature of critical capacity constraints and priority capacity needs faced by Armenia, as they relate to global environmental management. The main issues identified during this comprehensive and fully country-driven self-assessment are problems with the current information management system, which includes data collection, maintenance, analysis, information exchange and information accessibility/availability. The quality and accessibility of relevant data and information on the current state of the environment as well as the information management responsibilities delegated to the national institutions are the priority issues. Capacity gaps at all levels - individual, institutional and system - were identified. Apart of number of weaknesses, such as: absence and low quality of data, absence of integrated monitoring and information exchange system, inter-agency fragmentation of monitoring institutions, limited willingness to provide data, inadequate financial and technical resources, absence of adopted set of indicators for observation, etc. specific gaps with the legal framework were identified.

Goal: The goal of this project is to introduce a national integrated and coordinated environmental information management and monitoring system in order to strengthen the environmental information availability and the national environmental reporting capacity of Armenia to fulfil its obligations under the 3 Rio Conventions. Its objective is to introduce legislative and institutional changes needed to reform the existing environmental information management and monitoring system as well as ensuring that these reforms are well funded by the state budget for long term sustainability and standards and norms are developed for improving the national reporting capacity and the public access to environmental information.

This objective will be reached through three main outcomes:

The legal and regulatory framework is strengthened to enable a coordinated multi-agency information management and monitoring system;

The institutional framework capacity is strengthened to enable a coordinated multi-agency information management and monitoring system; and

Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and respond to current national and international environmental information and monitoring needs.

The GEF capacity development monitoring scorecard was completed during the inception phase with a total score of 14 out of 39, indicating at the time (December 2008) a low capacity in place for an effective environmental information and monitoring system.

From the point of view of the design and implementation of the project, the key stakeholders are / were:

Ministry of Nature Protection (MNP) including sub-divisions dealing with environmental monitoring and information management and State Non-Commercial Organisations (SNCO) (state of the environment)

Ministry of Agriculture (land and forest monitoring activities)

Ministry of Health (noise and pollutants monitoring activities)

National Statistical Service.

NGO sector/public environmental information centres

GEF and Rio Convention Focal Points

UNDP Country Office

UNDP/GEF Regional Centre for Europe and CIS (Bratislava)

The GEF Secretariat, who is not involved in project implementation, but to whom the Terminal Evaluation Report to be prepared under this Terms of Reference will be submitted.

The Project Document was signed between the Ministry of Nature Protection and UNDP Country Office in June 2008. The project was implemented using the NIM modality of UNDP. The Project was originally planned for three years (July 2008 to July 2011), however, because of the late start-up (November 2008), as well as complexity and timeliness of expected outputs, a "no-cost" extension of 8 months (starting from the actual start date- November 1, 2008) was approved in 2011.

Associated with these outcomes there are a number of Outputs (please see Annex 1 for the Revised Logical Framework of the project). Progress towards them is reported in the 2011 Annual Project Implementation Review (PIR 2011) (this report will be available to the Evaluation Team).

OBJECTIVES OF THE EVALUATION

The objective of the Evaluation is to assess the achievement of project objective, the affecting factors, the broader project impact and the contribution to the general goal/strategy, and the project partnership strategy.

Project success will be measured based on the Revised Project Logical Framework (see [Annex 1](#)), which provides clear performance and impact indicators for project implementation along with their corresponding means of verification.

The evaluation will assess the aspects as listed in evaluation report outline attached in Annex 3.

The Evaluation will focus on the following aspects:

Project design and its relevance in relation to:

- a) *Development priorities* at the national level;
- b) *Stakeholders* – assess if the specific needs were met;
- c) *Country ownership / drivenness* – participation and commitments of government, local authorities, public services, utilities, residents;
- d) *UNDP mission to promote sustainable human development (SHD)* by assisting the country to build its capacities in the focal area of environmental protection and management;

Performance - look at the progress that has been made by the project relative to the achievement of its objective and outcomes;

Effectiveness - extent to which the project has achieved its objectives and the desired outcomes, and the overall contribution of the project to national strategic objectives;

Efficiency - assess efficiency against overall impact of the project for better projection of achievements and benefits resulting from project resources, including an assessment of the different implementation modalities and the cost effectiveness of the utilisation of GEF resources and actual co-financing for the achievement of project results;

Timeliness of results.

Management arrangements focused on project implementation:

General implementation and management - evaluate the adequacy of the project, implementation structure, including the effectiveness of the UNDP Country Office, the partnership strategy and stakeholder involvement from the aspect of compliance to UNDP/GEF requirements and also from the perspective of "good (or bad) practice model" that could be used for replication / learn useful lessons.

Financial accountability – extent to which the sound financial management has been an integral part of achieving project results, with particular reference to adequate reporting, identification of problems and adjustment of activities, budgets and inputs.

Monitoring and evaluation at project level – assess the adoption of the monitoring and evaluation system during the project implementation, and its internalization by competent authorities and service providers after the completion of the project; focusing to relevance of the performance indicators, that are:

Specific: The system captures the essence of the desired result by clearly and directly relating to achieving an objective and only that objective.

Measurable: The monitoring system and indicators are unambiguously specified so that all parties agree on what it covers and there are practical ways to measure it.

Achievable and Attributable: The system identifies what changes are anticipated as a result of the intervention and whether the result(s) are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention.

Relevant and Realistic: The system establishes levels of performance that are likely to be achieved in a practical manner, and that reflect the expectations of stakeholders.

Time-bound, Timely, Trackable and Targeted: The system allows progress to be tracked in a cost-effective manner at desired frequency for a set period, with clear identification of particular stakeholders group to be impacted by the project.

Overall success of the project with regard to the following criteria:

Impact - assessment of results with reference to development objectives of the project and the achievement of global environmental goals, positive or negative, intended or unintended changes brought about by the project intervention (any changes in legal or regulatory environment that improved opportunities for environmental information and monitoring systems, impact on capacity of institutions involved in environmental information and monitoring systems, impact on

the availability of environmental information to the general public, and impact on the national environmental reporting capacity);

e) *Global environmental benefits* – through environmental information availability and the national environmental reporting capacity of Armenia;

Sustainability - assessment of the prospects for benefits/activities continuing after the end of the project, *static sustainability* which refers to the continuous flow of the same benefits to the same target groups; *dynamic sustainability* use and/or adaptation of the projects' results by original target groups and/or other target groups. It should include a comparison of the baseline assessment of the CD Scorecard with the terminal assessment, and make some inferences as to what contribution(s) the project has made towards institutionalizing the capacities developed;

Contribution to capacity development - extent to which the project has empowered target groups and have made possible for the government and relevant local institutions to use the positive experiences; ownership of projects' results;

Replication – analysis of replication potential of the project positive results in country and in the region, outlining of possible funding sources; replication to date without direct intervention of the project;

Synergies with other similar projects, funded by the government or other donors.

In addition to a descriptive assessment, criteria should be rated using the following divisions: *Highly Satisfactory*, *Satisfactory*, *Marginally Satisfactory*, and *Unsatisfactory* with an explanation of the rating. Also, the Overall Rating of the project should be indicated. Criteria, which have to be rated are indicated in the evaluation report outline attached in Annex 3.

Issues of special consideration:

The Evaluation will review and assess changes in development conditions, by addressing the following questions, with a focus on the perception of change among stakeholders:

Has there been any change in the legal and regulatory framework for environmental information and monitoring systems?

Has there been any change in the perception and understanding of staff in relevant institutions and other related stakeholders on mechanisms and approaches for improving environmental management information and monitoring system as tools to improve the national environmental reporting capacity in Armenia?

Have there been changes in the understanding and knowledge of environmental information management and monitoring systems as tools to address the national environmental reporting capacity issues in the context of Armenia's national development?

Has the project provided a sustainable mechanism for improving the national environmental reporting capacity? Were the approaches used institutionally and technically appropriate for Armenia?

Have there been changes in stakeholder behaviour to address national reporting capacity? If not, why not?

Has the project provided any basis for the long-term sustainability of project outcomes? In what way(s)?

What are the underlying factors beyond the project's immediate control that influence project achievements, especially changes of government counterpart personnel, and the wider economic and political development context of Armenia? What were the project's management measures put in place to mitigate these factors?

To what extent did the project support the development of sustainable capacities?

Using results of the CD scorecard over the life of the project (inception (baseline), mid-point and final), assess how the progress made in developing capacities for environmental information and monitoring systems for improving the national reporting capacity and the public access to environmental information will be sustained over the long-term.

The Evaluation Report will present recommendations and lessons of broader applicability for follow-up and future support of UNDP and/or the Government, highlighting the best and worst practices in addressing issues relating to the evaluation scope.

PRODUCTS EXPECTED FROM THE EVALUATION

The key product expected from this final evaluation is a comprehensive analytical report in English that should, at least, follow minimum GEF requirements as indicated in Annex 3.

The Report of the Final Evaluation will be a stand-alone document that substantiates its recommendations and conclusions. The report will have to provide to the UNDP and the GEF Secretariat complete and convincing evidence to support its findings/ratings.

The Report will include a table of planned vs. actual project financial disbursements, and planned co-financing vs. actual co-financing in this project, according the table attached in Annex 4 of this TOR

The Report will be supplemented by Rate Tables, attached in Annex 5 of this TOR.

The length of the final evaluation report shall not exceed 30 pages in total (not including annexes).

EVALUATION APPROACH

An outline of an evaluation approach is provided below, however, it should be made clear that the evaluation team is responsible for revising the approach as necessary. Any changes should be in-line with international criteria and professional norms and standards. They must be also cleared by UNDP before being applied by the evaluation team.

The evaluation must provide evidence-based information that is credible, reliable and useful. It must be easily understood by project partners and applicable to the remaining period of project duration.

The evaluation should provide as much gender disaggregated data as possible.

The evaluation will take place mainly in the field. The evaluation team is expected to follow a participatory and consultative approach ensuring close engagement with the government counterparts, UNDP CO, Steering Committee, project team, and key stakeholders.

The Evaluation Team is expected to consult all relevant sources of information, such as the project document ("ProDoc"), project reports – incl. Annual Reports, project budget revision, progress reports, ITA mission reports, project files, national strategic and legal documents, GEF Capacity Development scores from inception to end of the project, and any other material that s/he may consider useful for evidence based assessment. The Final GEF Capacity Development Scorecard should be completed by the evaluation team and analyzed against previous ratings from inception and yearly reviews. The list of documentation to be reviewed is included in Annex 6 of this Terms of Reference.

The Evaluation Team is expected to use interviews as a means of collecting data on the relevance, performance and success of the project. S/He is also expected to visit the project sites.

The methodology to be used by the Evaluation Team should be presented in the report in detail. It shall include information on:

Documentation reviewed;

Interviews;

Field visits;

Questionnaires;

GEF CD Scorecard completed at the time of TE by the Evaluation Team (see Annex 2 for scores at inception)

Participatory techniques and other approaches for the gathering and analysis of data.

Although the Evaluation Team should feel free to discuss with the authorities concerned, all matters relevant to its assignment, it is not authorized to make any commitment or statement on behalf of UNDP or GEF or the Project management.

The Evaluation Team should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

DUTIES, SKILLS AND QUALIFICATIONS OF THE EVALUATION TEAM

International Evaluator

Duties and Responsibilities:

Desk review of documents, development of draft methodology, detailed work plan and TE outline (maximum 4-day homework);

Debriefing with UNDP CO, agreement on the methodology, scope and outline of the TE report (1 day);

Interviews with project implementing partner (executing agency), relevant Government, NGO and donor representatives and UNDP/GEF Regional Technical Advisor (maximum 3 days);

Field visit to the pilot project site, interviews (2 days);

Complete the final CD scorecard¹;

Debriefing with UNDP (1 day);

Development and submission of the first TE report draft (maximum of 4 days). Submission is due on the 16-th day of the assignment. The draft will be shared with the UNDP CO, UNDP/GEF (UNDP/GEF RCU Bratislava) and key project stakeholders for review and commenting;

Finalization and submission of the final TE report through incorporating suggestions received on the draft report (maximum 5 days);

Supervision of the work of the national expert (during entire evaluation period).

Required Qualifications:

Master's degree in Natural Resource Management, Environmental Economics or other related areas;

7 years of working experience in providing environmental management or environmental consultancy services; particularly to environmental information and environmental monitoring projects;

Experience in monitoring and evaluating capacity development projects, particularly in the environmental information and monitoring systems areas for UN or other international development agencies (at least in one project);

Recent knowledge of the GEF Monitoring and Evaluation Policy;

Recent knowledge of UNDP's results-based management policies and procedures;

¹ Note that it should also include the ratings of indicators #9 and #10 that were not considered at inception. A rating should be given for these indicators as well as "reconstructed" values at inception to be able to compare both values at inception and at the end of the project.

Recognized expertise in the environmental information and monitoring systems fields;
Familiarity with environmental management, environmental information and monitoring systems legislation, policies and management structures in CIS would be an asset;
Conceptual thinking and analytical skills;
Fluent in English both written and spoken;
Fluency in Russian will be considered an asset;
Computer literacy.

National Expert (optional)

Duties and Responsibilities

Collection of background materials upon request by TE Team Leader/International Expert;
Provision of important inputs in developing methodologies, work plans and TE report outlines;
Desk review of materials;
Participation in debriefings with UNDP CO representatives;
Assistance to the TE Team Leader in conducting interviews with relevant stakeholders; provide both oral and written translation from/to English/Armenian, whenever necessary;
Field visit and assistance to the TE Team Leader in interviewing local stakeholders at project sites;
Participation in debriefing with UNDP and project implementing partners;
Assistance to the TE Team Leader in developing the first draft of the TE report;
Assistance to the TE Team Leader in finalization of the Final Terminal Evaluation report.
The National Consultant will assist the International Evaluator with the oral and written translation between English and Armenian as required. The National Consultant will work closely with the International Consultant and coordinate all activities with the responsible staff of the Energy and Environment Programme of UNDP Armenia. Travels are also planned in the due course to the project sites throughout the country.

Required Qualifications:

Advanced university degree in social sciences or other related field. Postgraduate degree(s) will be an advantage;
Minimum 3 years of relevant experience, preferably in the field of environmental information and monitoring systems;
Previous experience with the development projects implementation, monitoring and evaluation;
Participation in the similar evaluations in the past is a strong advantage;
Proven analytical skills;
Good interpersonal, communication, facilitation and presentation skills;
Fluency in English and Armenian both written and spoken is essential;
Computer literacy.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation lies with UNDP Country Office (UNDP CO) in Armenia. UNDP CO will contract the Evaluation Team. UNDP and the UNDP's Environmental Governance Portfolio (UNDP EGP) will be responsible for liaising with the Evaluation Team to provide the project documentation, set up stakeholder interviews, arrange field visits, coordinate with the government counterparts, etc.

The evaluation will be conducted within the period of **April - May 2012**.

The activity and tentative timeframe are broken down as follows:

Activity	Timing	Estimated duration
Desk review	April 2012	2 days
Briefings for Evaluation Team by UNDP CO and UNDP EEP	Till 15 th of April 2012	1 day
Field visits, interviews, questionnaires, de-briefings, presentation of main findings	April 2012	10 days
Drafting of the evaluation report	Within 10 working days after the mission	3 days
Validation of preliminary findings with stakeholders through circulation of draft reports for comments, meetings and other types of feedback mechanisms	Till 15 th of May 2012	2 days
Finalization of the terminal evaluation report (incorporating comments received on first draft)	Till 31 st of May 2012	2 days
Total Effort:		20 days

The report (draft and final version) shall be submitted to the UNDP Country Office in Armenia.

Prior to approval of the final report, UNDP contact person will circulate the draft for comments to government counterparts and project management: UNDP Country Office in Armenia, UNDP's EGP, National Project Coordinator, Ministry of Nature Protection, UNDP/GEF RTA.

UNDP and the stakeholders will submit comments and suggestions within 10 working days after receiving the draft.

The finalised Terminal Evaluation Report shall be submitted at the latest on 31st May 2012.

If any discrepancies have emerged between impressions and findings of the evaluation team and the aforementioned parties, these should be explained in an annex attached to the final report.

APPLICATION PROCESS

Applicants are requested to apply online on <http://jobs.undp.org> by **date, time, CET**

The application should contain current and complete CV in English with indication of the e-mail and phone contact.

Shortlisted candidates will be invited to present a price offer indicating the total cost in USD of the assignment (including the daily fee, per diem and travel costs) preferably according the template attached in **Annex 7**).

UNDP applies fair and transparent selection process that would take into account the competencies/skills of the applicants as well as their financial proposals.

Qualified women and members of social minorities are encouraged to apply.

UNDP is a non-smoking work environment.

Due to large number of applicants, UNDP regrets that it is unable to inform the unsuccessful candidates about the outcome or status of the recruitment process.

Annex 1. Revised Logical Framework and Project Performance Indicators

Project Strategy	Revised Indicators				
	Indicator	Baseline	Target at E. of Project	Sources of verification	Risks
Goal	To introduce a national integrated and coordinated environmental information management and monitoring system in order to strengthen the environmental information availability and the national environmental reporting capacity of Armenia to fulfil its obligations under the 3 Rio Conventions.				
Objective: To introduce legislative and institutional changes needed to reform the existing environmental information management and monitoring system as well as ensuring that these reforms are well funded by the state budget for long term sustainability and standards and norms are developed for improving the national reporting capacity and the public access to environmental	• Adequate national budget allocation to environmental monitoring	• A government budget of \$2.676M (2008) is allocated to environmental monitoring.	• A government budget of \$2.75M (2011) is allocated to environmental monitoring.	• National budget • MNP financial reports	<ul style="list-style-type: none"> • Due to election, political changes or other events, changes in governmental priorities might happen and the GOA might not remain committed to improving the environmental information management and monitoring system (political); • The objective of the project might be too ambitious and the support from the project resources and the government resources may not be adequate to initiate the changes required by the project strategy (strategic); • Lack of relevant expertise in local market may result in delay of required outputs and distortion of targeted deadlines (operational); • The variation of the exchange rate between the USD and the Arm Dram might require significant reconsideration of the project budget and particularly the revision of cost for local services; considering the recent trends of appreciation of the local currency (financial);
	• Capacity development monitoring scorecard rating	Capacity for: <ul style="list-style-type: none"> • Engagement: 1 of 9 • Generate, access and use information and knowledge: 5 of 15 • Policy and legislation development: 1 of 3 • Management and implementation: 3 of 6 • Monitor and evaluate: 4 of 6 (total score: 14/39) 	Capacity for: <ul style="list-style-type: none"> • Engagement: 5 of 9 • Generate, access and use information and knowledge: 10 of 15 • Policy and legislation development: 2 of 3 • Management and implementation: 5 of 6 • Monitor and evaluate: 6 of 6 (targeted total score: 28/39) 	<ul style="list-style-type: none"> • Mid-term and final evaluation reports • Annual PIRs • Capacity assessment reports 	
	• Quality of monitoring reports and communications to measure implementation	<ul style="list-style-type: none"> • Current reports are produced with limited data, weak analysis and weak trend analysis • There are not 	<ul style="list-style-type: none"> • Reports present adequate disaggregated data at regional and local levels, are informative and present 	<ul style="list-style-type: none"> • MNP reports • Environmental reports such as the State of Environment and Communications to the Conventions 	

Project Strategy	Revised Indicators				
	Indicator	Baseline	Target at E. of Project	Sources of verification	Risks
information.	progress of the Rio Conventions	responding to the national and international requirements	environmental trends over time		
Outcome 1: The legal and regulatory framework is strengthened to enable a coordinated multi-agency information management and monitoring system.	<ul style="list-style-type: none"> Adequate legislation for monitoring the environment developed; detailing the institutional set-up, the mandate of each institution involved in monitoring the environment and the coordination and reporting mechanisms 	<ul style="list-style-type: none"> The current legislation contained in the relevant Laws are not comprehensive for the implementation of an adequate national environmental monitoring system 	<ul style="list-style-type: none"> The body of Laws includes a comprehensive framework for a national environmental information management and monitoring system responding to national and international information requirements 	<ul style="list-style-type: none"> Body of Laws Official Journal Final evaluation report 	<ul style="list-style-type: none"> The government does not fulfil its international obligations; including those from the 3 Rio Conventions (political); New legislation proposed by the project is not adopted by the Government and/or the Parliament (political);
Outcome 2: The institutional framework capacity is strengthened to enable a coordinated multi-agency information management and monitoring system.	<ul style="list-style-type: none"> The environmental monitoring institutional set-up is adequate for monitoring the state of the environment and responding to international obligations of Armenia 	<ul style="list-style-type: none"> Various institutions are currently mandated to monitor some environmental elements with no national coordination and duplication of some functions 	<ul style="list-style-type: none"> The institutional framework is simplified, the relevant organizations have clear mandates reflected in their statutes and the relevant institutions are well coordinated for an adequate national environmental monitoring system 	<ul style="list-style-type: none"> Statutes of relevant institutions Laws legislating government institutions involved in environmental monitoring PIRs Final evaluation report 	<ul style="list-style-type: none"> Despite new legislation for a coordinated multi-agency information management and monitoring system, no institutional changes occur (strategic); The institutional changes might not be followed by appropriate level of resources (HR and \$\$) to implement the changes (operational); The in-service training system for public servants might not be interested in

Project Strategy	Revised Indicators				
	Indicator	Baseline	Target at E. of Project	Sources of verification	Risks
	<ul style="list-style-type: none"> The in-service training programme for public servants include course(s) covering environmental information management and monitoring system 	<ul style="list-style-type: none"> The current in-service training programme for public administrators does not include any course on environmental information management and monitoring system 	<ul style="list-style-type: none"> The catalogue of in-service training programme include course(s) on environmental information management and monitoring system 	<ul style="list-style-type: none"> Catalogue of in-service training programme PIRs 	integrating into its catalogue the training curricula developed with the support of the project (operational);
	<ul style="list-style-type: none"> Number of public servants trained by taking the course(s) on EIM and monitoring system 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 100 Public Servants are trained using the new training programme 	<ul style="list-style-type: none"> Proceeding of courses delivered PIRs Project management reports 	
Outcome 3: Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and respond to current national and international environmental information and monitoring needs.	<ul style="list-style-type: none"> Adequate environmental indicators monitored 	<ul style="list-style-type: none"> The existing set of environmental indicators is not comprehensive and does not respond to the information requirements 	<ul style="list-style-type: none"> Set of environmental indicators in place and responds to national and international information requirements 	<ul style="list-style-type: none"> List of official environmental indicators monitored by relevant institutions Final Evaluation report 	<ul style="list-style-type: none"> New standards, norms and procedures are identified but might not be adopted by the Government (operational); New indicators are adopted but they require additional resources to be monitored; which might not be available (operational);
	<ul style="list-style-type: none"> Adequate national standards, norms, procedures for monitoring these environmental indicators are officially in place 	<ul style="list-style-type: none"> There is no unified set of standards, norms and procedures to collect data, conduct observations and make sampling 	<ul style="list-style-type: none"> Adequate official standards, norms and procedures are in place and use by the relevant institutions 	<ul style="list-style-type: none"> List of official Standards, Norms and Procedures Assessment reports Final Evaluation report 	

Project Strategy	Revised Indicators				
	Indicator	Baseline	Target at E. of Project	Sources of verification	Risks
Outcome 4: Monitoring, Learning, Adaptive Feedback & Evaluation	<ul style="list-style-type: none"> • Good practices and lessons learned packaged as knowledge products and disseminated through national and international networks 	<ul style="list-style-type: none"> • No knowledge products are available to the relevant stakeholders 	<ul style="list-style-type: none"> • Good practises and lessons learned are packaged into knowledge products • Knowledge products are easily accessible and are accessed by relevant stakeholders and by the general public at large 	<ul style="list-style-type: none"> • Project web site • Stakeholders web sites • Publications, brochures • References to this products and reports, and seminars 	

Annex 2. Capacity Development Monitoring Scorecard (from Inception Report)

Capacity Result / Indicator		Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
CR 1: Capacities for engagement							
Indicator 1 – Degree of legitimacy/mandate of lead environmental monitoring organizations	Institutional responsibilities for environmental monitoring are not clearly defined		0	1	Clear mandates is one of the major barriers for a better environmental information management and monitoring system		1, 2, 3
	Institutional responsibilities for environmental monitoring are identified		1				
	Authority and legitimacy of all lead organizations responsible for environmental monitoring are partially recognized by stakeholders		2				
	Authority and legitimacy of all lead organizations responsible for environmental monitoring recognized by stakeholders		3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place		0	0	Many organizations are involved in environmental information management and monitoring; but lack co-management mechanisms		1, 2
	Some co-management mechanisms are in place and operational		1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.		2				
	Comprehensive co-management mechanisms are formally established and are operational/functional		3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor		0	0	Lack clarity of stakeholders; who is doing what.		1, 2
	Stakeholders are identified but their participation in decision-making is limited		1				
	Stakeholders are identified and regular consultations mechanisms are		2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
	established					
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
Total score for CR1			1			
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs) ²	0	2	Good knowledge about global environmental issues but no clear path for the way forward.		1, 2
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	0	Lack of clarity of environmental information needs and limited infrastructure in place to provide information access.		2, 3
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				

² Multilateral environmental agreements.

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	1	Lack of targeted training on environmental information management and monitoring		2
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extent of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0	1	Linkage does not exist and will be developed once the information management infrastructure will be in place.		1, 2
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	1	Issue of integrated local knowledge into environmental decision-making will be addressed once the environmental information management		3
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant	2				

Capacity Result / Indicator		Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
decision-making	participative decision-making processes		3		infrastructure will be in place.		
	Traditional knowledge is collected, used and shared for effective participative decision-making processes						
Total score for CR2				5			
CR 3: Capacities for strategy, policy and legislation development							
Indicator 9 – Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	n/a				
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1					
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2					
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3					
Indicator 10 – Existence of an adequate environmental policy and regulatory	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	n/a				
	Some relevant environmental policies and laws exist but few are implemented and enforced	1					
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2					

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
frameworks	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	1	This is going to be addressed when better reports will start to be produced from the improved environmental information management and monitoring system.		3
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
Total score for CR3			1			
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0	2	Some resources for environmental information management and monitoring system are already made available to relevant organizations and the government is committed to provide more where needed.		1, 2, 3
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 –	The necessary required skills and technology are not available and the needs	0	1	The project will support		2

Capacity Result / Indicator		Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
Availability of required technical skills and technology transfer	are not identified		1		the development of a related course that will contribute to increasing the availability of skills and knowledge.		
	The required skills and technologies needs are identified as well as their sources	1					
	The required skills and technologies are obtained but their access depend on foreign sources	2					
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3					
Total score for CR4				3			
CR 5: Capacities to monitor and evaluate							
Indicator 14 – Adequacy of the project monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0	2		A well laid out monitoring plan exists to monitor the project progress		4
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1					
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2					
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3					
Indicator 15 – Adequacy of the	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	2		An evaluation plan exists with a mid-term		4

Capacity Result / Indicator		Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
project evaluation process	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1		evaluation and a final evaluation.			
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2					
	Effective evaluations are conducted timely and accurately and are used by the implementation team	3					
Total score for CR5				4			
Combined total score for CR1-CR5				14			

Annex 3a. Evaluation Report: Sample Outline

Minimum GEF requirements¹:

Executive summary

- ♣ Brief description of project
- ♣ Context and purpose of the evaluation
- ♣ Main conclusions, recommendations and lessons learned

Introduction

- ♣ Purpose of the evaluation
- ♣ Key issues addressed
- ♣ Methodology of the evaluation
- ♣ Structure of the evaluation

The project(s) and its development context

- ♣ Project start and its duration
- ♣ Problems that the project seek to address
- ♣ Immediate and development objectives of the project
- ♣ Main stakeholders
- ♣ Results expected

Findings and Conclusions

(In addition to a descriptive assessment, all criteria marked with () should be rated³)*

0 Project formulation

- ♣ Implementation approach (*) (i)
- ♣ Analysis of LFA (Project logic /strategy; Indicators)
- ♣ Lessons from other relevant projects (e.g., same focal area) incorporated into project implementation
- ♣ Country ownership/Drivenness
- ♣ Stakeholder participation (*)
- ♣ Replication approach
- ♣ Cost-effectiveness
- ♣ UNDP comparative advantage
- ♣ Linkages between project and other interventions within the sector
- ♣ Management arrangements

0 Implementation

- ♣ Implementation approach (*) (ii)
- ♣ The logical framework used during implementation as a management and M&E tool
- ♣ Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region
- ♣ Feedback from M&E activities used for adaptive management
- ♣ Financial Planning
- ♣ Monitoring and evaluation (*)
- ♣ Execution and implementation modalities
- ♣ Management by the UNDP country office
- ♣ Coordination and operational issues

¹ Please refer to GEF guidelines for explanation of Terminology

³ The ratings will be: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory

θ **Results**

- ♣ Attainment of objectives (*)
- ♣ Sustainability (*)
- ♣ Contribution to upgrading skills of the national staff

Recommendations

- ♣ Corrective actions for the design, implementation, monitoring and evaluation of the project
- ♣ Actions to follow up or reinforce initial benefits from the project
- ♣ Proposals for future directions underlining main objectives

Lessons learned

- ♣ Best and worst practices in addressing issues relating to relevance, performance and success

Annexes

- ♣ TOR
- ♣ Itinerary
- ♣ List of persons interviewed
- ♣ Summary of field visits
- ♣ List of documents reviewed
- ♣ Questionnaire used and summary of results
- ♣ Final Completed GEF Capacity Development Scorecard

Annex 3b. Explanation on Terminology Provided in the GEF Guidelines to Terminal Evaluations

Implementation Approach includes an analysis of the project's logical framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management.

Some elements of an effective implementation approach may include:

- ♣ The logical framework used during implementation as a management and M&E tool
- ♣ Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region
- ♣ Lessons from other relevant projects (e.g., same focal area) incorporated into project implementation
- ♣ Feedback from M&E activities used for adaptive management.

Country Ownership/Drivenness is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements where applicable. Project Concept has its origin within the national sectoral and development plans

Some elements of effective country ownership/drivenness may include:

- ♣ Project Concept has its origin within the national sectoral and development plans
- ♣ Outcomes (or potential outcomes) from the project have been incorporated into the national sectoral and development plans
- ♣ Relevant country representatives (e.g., governmental official, civil society, etc.) are actively involved in project identification, planning and/or implementation
- ♣ The recipient government has maintained financial commitment to the project
- ♣ The government has approved policies and/or modified regulatory frameworks in line with the project's objectives
- ♣ Project's collaboration with industry associations

Stakeholder Participation/Public Involvement consists of three related and often overlapping processes: information dissemination, consultation, and "stakeholder" participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the GEF-financed project. The term also applies to those potentially adversely affected by a project.

Examples of effective public involvement include:

Information dissemination

- ♣ Implementation of appropriate outreach/public awareness campaigns

Consultation and stakeholder participation

- ♣ Consulting and making use of the skills, experiences and knowledge of NGOs, community and local groups, the private and public sectors, and academic institutions in the design, implementation, and evaluation of project activities

Stakeholder participation

- ♣ Project institutional networks well placed within the overall national or community organizational structures, for example, by building on the local decision making structures, incorporating local knowledge, and devolving project management responsibilities to the local organizations or communities as the project approaches closure
- ♣ Building partnerships among different project stakeholders
- ♣ Fulfilment of commitments to local stakeholders and stakeholders considered to be adequately involved.

Sustainability measures the extent to which benefits continue, within or outside the project domain, from a particular project or program after GEF assistance/external assistance has come to an end. Relevant factors to improve the sustainability of project outcomes include:

- ♣ Development and implementation of a sustainability strategy.
- ♣ Establishment of the financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GEF assistance ends (from the public and private sectors, income generating activities, and market transformations to promote the project's objectives).
- ♣ Development of suitable organizational arrangements by public and/or private sector.
- ♣ Development of policy and regulatory frameworks that further the project objectives.
- ♣ Incorporation of environmental and ecological factors affecting future flow of benefits.
- ♣ Development of appropriate institutional capacity (systems, structures, staff, expertise, etc.) .
- ♣ Identification and involvement of champions (i.e. individuals in government and civil society who can promote sustainability of project outcomes).
- ♣ Achieving social sustainability, for example, by mainstreaming project activities into the economy or community production activities.
- ♣ Achieving stakeholders consensus regarding courses of action on project activities.

Replication approach, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources). Examples of replication approaches include:

- ♣ Knowledge transfer (i.e., dissemination of lessons through project result documents, training workshops, information exchange, a national and regional forum, etc).
- ♣ Expansion of demonstration projects.
- ♣ Capacity building and training of individuals, and institutions to expand the project's achievements in the country or other regions.
- ♣ Use of project-trained individuals, institutions or companies to replicate the project's outcomes in other regions.

Financial Planning includes actual project cost by activity, financial management (including disbursement issues), and co-financing. If a financial audit has been conducted, the major findings should be presented in the TE.

Effective financial plans include:

- ♣ Identification of potential sources of co-financing as well as leveraged and associated financing⁴.
- ♣ Strong financial controls, including reporting, and planning that allow the project management to make informed decisions regarding the budget at any time, allows for a proper and timely flow of funds, and for the payment of satisfactory project deliverables
- ♣ Due diligence due diligence in the management of funds and financial audits.

Co financing includes: Grants, Loans/Concessional (compared to market rate), Credits, Equity investments, In-kind support, other contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries. Please refer to Council documents on co-financing for definitions, such as GEF/C.20/6.

⁴ Please refer to Council documents on co-financing for definitions, such as GEF/C.20/6. The following page presents a table to be used for reporting co-financing.

Leveraged resources are additional resources – beyond those committed to the project itself at the time of approval— that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.

Cost-effectiveness assesses the achievement of the environmental and developmental objectives as well as the project's outputs in relation to the inputs, costs, and implementing time. It also examines the project's compliance with the application of the incremental cost concept. Cost-effective factors include:

- ♣ Compliance with the incremental cost criteria (e.g. GEF funds are used to finance a component of a project that would not have taken place without GEF funding.) and securing co-funding and associated funding.
- ♣ The project completed the planned activities and met or exceeded the expected outcomes in terms of achievement of Global Environmental and Development Objectives according to schedule, and as cost-effective as initially planned.
- ♣ The project used either a benchmark approach or a comparison approach (did not exceed the costs levels of similar projects in similar contexts)

Monitoring & Evaluation. Monitoring is the periodic oversight of a process, or the implementation of an activity, which seeks to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan, so that timely action can be taken to correct the deficiencies detected. Evaluation is a process by which program inputs, activities and results are analyzed and judged explicitly against benchmarks or baseline conditions using performance indicators. This will allow project managers and planners to make decisions based on the evidence of information on the project implementation stage, performance indicators, level of funding still available, etc, building on the project's logical framework.

Monitoring and Evaluation includes activities to measure the project's achievements such as identification of performance indicators, measurement procedures, and determination of baseline conditions. Projects are required to implement plans for monitoring and evaluation with adequate funding and appropriate staff and include activities such as description of data sources and methods for data collection, collection of baseline data, and stakeholder participation. Given the long-term nature of many GEF projects, projects are also encouraged to include long-term monitoring plans that are sustainable after project completion.

Annex 4. Co-financing Table

Co financing (Type/ Source)	IA own Financing (mill US\$)		Government (mill US\$)		Other Sources* (mill US\$)		Total Financing (mill US\$)		Total Disbursement (mill US\$)	
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual
Grant										
Credits										
Loans										
Equity										
In-kind										
Non-grant Instruments *										
Other Types										
TOTAL										

- Other Sources refer to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector etc.
- "Proposed" co-financing refers to co-financing proposed at CEO endorsement.
- Describe "Non-grant Instruments" (such as guarantees, contingent grants, etc):
 - Source/amount/in-kind or cash/purpose.
- Explain "Other Sources of Co-financing":
 - Source/amount/in-kind or cash
 - ...

Annex 5. Rate Tables

Table 1 : Status of objective / outcome delivery as per measurable indicators

Objective	Measurable Indicators From Project Logframe	End-of-Project Target	Status of Delivery*	Rating**
Objective :				
Outcomes		End-of-Project Target	Status of Delivery	Rating
Outcome 1:				
Outcome 2:				
Outcome 3:				
Outcome 4:				
Outcome 5:				

* Status of delivery colouring codes:

Green / completed – indicator shows successful achievement

Yellow – indicator shows expected completion by the end of the project

Red – Indicator show poor achievement - unlikely to be complete by end of Project

** **Rating:**

Highly Satisfactory = HS

Satisfactory = S

Marginally Satisfactory = MS

Unsatisfactory = U

Table 2: Project Ratings

PROJECT COMPONENT OR OBJECTIVE	RATING SCALE						RATING
	HU	U	MU	MS	S	HS	
PROJECT FORMULATION							
Conceptualization/Design							
Stakeholder participation							
PROJECT IMPLEMENTATION							
Implementation Approach							
The use of the logical framework							
Adaptive management							
Use/establishment of information technologies							
Operational relationships between the institutions involved							
Technical capacities							
Monitoring and evaluation							
Stakeholder participation							
Production and dissemination of information							
Local resource users and NGOs participation							
Establishment of partnerships							
Involvement and support of governmental institutions							
PROJECT RESULTS							
Attainment of Outcomes/ Achievement of objectives							
Achievement of objective							
Outcome 1							
Outcome 2							
Outcome 3							
Outcome 4							
OVERALL PROJECT ACHIEVEMENT & IMPACT							

Annex 6. List of documents to be reviewed by the Evaluation Team

The following documents can be used as a basis for evaluation of the project:

Document	Description
Project document	Project Document
Project reports	Inception Report Quarterly Progress Reports AWP's SC meeting minutes CTA Mission reports
Annual Project Reports to GEF	PIR 2009 PIR 2010, PIR 2011
Other relevant materials:	Project key document outputs GEF Capacity Development Scorecard

Annex 7. Cost breakdown template

	Units*	Rate / USD	Total / USD
Work in home office			
Desk review			
Briefings by UNDP and PM			
Drafting of the evaluation report			
Validation of preliminary findings with stakeholders through circulation of draft reports for comments, meetings and other types of feedback mechanisms			
Finalization of the evaluation report (incorporating comments received on first draft)			
Work on mission			
Field visits, interviews, questionnaires, de-briefings			
Sub-total fee			
Travel costs			
International travel to and from Yerevan, Armenia			
Local travel (to be arranged and covered by the project)	n/a	n/a	n/a
DSA (overnights)			
Sub-total travel costs			
TOTAL			

* Estimates are indicated in the TOR, the applicant is requested to review and revise, if applicable.

Annex 2. Questionnaire used for Terminal Evaluation

Issue	Questions	Stakeholders					
		UNDP/ PMU	GEF/ FP, EA - MNP	SC, Line ministries	Gov NC bodies: Centres, etc	NGOs, academic inst, inter. donors	Civ. Soc., People
Clarifications	- To discuss the content of the report (samples and ratings suggested in TOR and in UNDP EVALUATION GUIDANCE FOR GEF-FINANCED PROJECTS [2011] differ)	X	X				
	- To clarify the differences between main Project docs (Project proposal from GEF site, Inception final-final report, UNDP project document, others possible?)	X	X				
	- LFA and revised LF differ in the last column content. What is to be considered as LFA?	X	X				
	- Clarify the purpose and usage of Excel form. Is it APR (annual project review) and PIR (Project implementation report) in one? Are any other APRs and PIRs?	X	X				
	- clarify official dates of the Project start and duration	X	X				
Key issues and general questions	– What do you know about similar GEF projects in other countries (prototypes or in parallel)? Consideration of this project as a pilot for GEF system.	X	X	X	X	X	X
	– How did the project support the objectives of the 3Rio conventions and achieve Global Environmental Benefits? Examples (national reports, any specific indicators?).	X	X	X	X	X	
	– Coordination of activities with conventions' country and regional focal points: mechanism, events, examples?	X	X			X	X
	– Specificity of the country – advantages and weaknesses for the project cycle (preparation/implementation/results/sustainability)	X	X	X	X	X	X
Project Formulation							
Goals and objectives	– The goal of this project was “to introduce a national integrated and coordinated environmental information management and monitoring system in order to strengthen the environmental information availability and the national environmental reporting capacity of Armenia to fulfil its obligations under the 3 Rio Conventions”. What national peculiarities have been taken into account? Did the system supposed the participation of non governmental and private sector? If yes, how? If not, why? What were the changes in the approach while the project implementation?	X	X	X	X	X	
	– The Project's objective was “to introduce legislative and institutional changes needed to reform the existing environmental information management and monitoring system”	X	X	X	X	X	

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	WHAT changes have been planned for reforming? – as well as ensuring that these reforms are well funded by the state budget for long term sustainability - No OTHER budgeting considered? – and standards and norms are developed for improving the national reporting capacity - ONLY reporting capacity or needs of people as well? – and the public access to environmental information – WHAT was the weakness of the issue? E.g. demands and requirements from specific parts of civil society not satisfied? Others? If yes, what are the changes to the project end?	X	X	X	X	X	
	- Was the model of participatory Information and Monitoring System for Environmental Management take into account/considered/discussed while project formulation and design?	X	X	X	X	X	
	– Can you describe the possible long-term impacts of the project which have been discussed/arisen at the preparatory/initial stage	X	X	X	X	X	
Indicators/targets	- Changes in project capacity result/indicators in comparison with GEF appraisal document (project proposal) : please, briefly explain major reasons	X	X	X			
	- Targeted government budget of \$2.75M (2011) allocated to environmental monitoring differs from the baseline a little (to \$2.676M (2008)). With so little difference why it has been used as performance indicator?	X	X	X			
	- Capacity development monitoring scorecard seemed to be very comprehensive but complicated indicator. Was it useful and clear during project M&E process? What experience has been taken into account to propose this scorecard as an indicator?	X	X	X			
	- “Reports present adequate disaggregated data at regional and local levels, are informative and present environmental trends over time.” What reports? Not listed. Hard to assess	X	X	X			
	- A few indicators/targets were not concrete, e.g. for outcome 2, first line, outcome 3, second line, outcome 4, etc. Why so? Impossible to suggest more clear one?	X	X	X			
Sources of verification	- What is “official journal”	X					
	- What are “relevant institutions”	X	X	X			
	-						

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Country ownership	- How does the project support the environment and sustainable development objectives of the country?	X	X	X	X	X	X
	- Did any new governmental development and environmental agendas/plans/docs appear which have not been mentioned in MTE or Project initial docs?	X	X	X	X	X	
	- Looking behind, do you think that the project was timely and consistent with national priorities to date? What can you suggest for the similar projects in other countries?	X	X	X	X	X	X
Outcomes/activities	- Third outcome/activity/component sounds as "Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and respond to current national and international environmental information and monitoring needs". WHAT were/are the national mechanisms to determine current national requirements for environmental monitoring and information management? How this mechanism integrates into the international system of environmental monitoring and management? State before the project start and after.	X	X	X			
	- Forth outcome: when did it appear?	X					
	- What were/are the national and international information requirements for environmental indicators (outcome 3, first line)	X	X	X			
Stakeholders and their participation	- Who was an initiator of the project idea? Main actors? Representatives of what part of civil society? Scientists, NGOs, government, international donors? What was the expectations of different stakeholders	X	X	X	X	X	
	- What was the level of stakeholder participation in project design?	X	X	X	X	X	X
	- How did the project support the needs of relevant stakeholders?	X	X	X	X	X	X
	- Has the implementation of the project been inclusive of all relevant stakeholders?	X	X	X	X	X	X
	- What were the capacities of the executing institution(s) and its counterparts considered when the project was designed?	X	X	X	X	X	X
	- Please, explain joint activities and coordination with other donors working on related projects. How did GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors? Were there coordination and complementarity between donors?	X	X	X		X	X
	- Project document pointed that "Partnership agreements with the relevant	X	X	X	X	X	X

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relevant projects , replication approach	<p>incorporated</p> <p>– Were lessons from other relevant projects properly incorporated in the project design?</p>	X	X	X		X	
UNDP comparative advantage	<p>– What is the project relevance within the UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP)?</p>	X				X	
Linkages between project and other interventions within the sector, including management arrangements	<p>– Please, list mutual efforts fulfilled/ cooperative results achieved with other IAs, EAs, programmes/projects, etc, including those mentioned in the Project Proposal and others more recent</p>	X	X	X	X	X	
Project Implementation							
General issues	- To get a list of seminars/workshops/conferences/round tables organized by the project – main results, summaries, solutions, agreements	X	X	X			
	- To get a list of project publications (books, booklets, posters, manuals, etc), their main audience, targets, number of copies, ways of dissemination. Please, explain the feedback and impact	X	X				
	- To get a list of thematic reports, main conclusions/recommendations	X	X	X			
	-						
	– Implementation of initial work plan (see Inception report, ch 9): was it totally fulfilled? Any changes or disparities?	X	X	X			
	- There were a few delays in the beginning of the Projects (hiring Project Manager, tenders re-announcing in early 2009). Did that affect cost effectiveness? How it	X	X	X	X	X	

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	<p>influenced the quality of the project activities and results?</p> <ul style="list-style-type: none"> - What national realities has been adequately taken into account, both in terms of institutional and policy framework in project design and its implementation - Was an appropriate balance struck between utilization of international expertise as well as local capacity? Proportion of expertise utilized from international experts compared to national experts 	X	X	X	X	X	X
		X	X	X	X		
The logical framework used during implementation as a management and M&E tool	<ul style="list-style-type: none"> - Did the project logical framework and work plans and any changes made to them use as management and evaluation tools during implementation? Please, give examples. - Were there any manual to use LF as M&E tool? - Describe the level of coherence between project design and project implementation approach - How was an adaptive management approach used to ensure efficient resource use? How was results-based management used during project implementation? - Please, assess the availability and quality of financial and progress reports, timeliness and adequacy of reporting provided, quality of results-based management reporting (progress reporting, monitoring and evaluation) 	X	X	X			
		X	X	X			
		X	X	X		X	
		X	X	X			
		X	X	X			
Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region	<ul style="list-style-type: none"> - Meetings of stakeholders, SC? What was regularity? Main issues have risen? Key solutions (to get protocols for examples)? Examples of how NGOs suggestions were taken into consideration and working plan improvement/ - Was a steering committee given responsibility to liaise with the project team, recognizing that more than one ministry should be involved? - What was a role and level of different stakeholders in project implementation (to make a table by groups)? Their incentives/motivation to participate in the project? Main benefits and inputs? Cooperation/partnership and subordination/independency issues? Institutional and legal changes in partnerships? - The GEF project proposal mentioned more ministries and other regional and local bodies as carrying environmental functions. Did they participate in the project? What was their role? ("Some responsibilities and functions relating to environment and the conventions are also implemented by the ministries of Agriculture, Finance and 	X	X	X		X	
		X	X	X	X		
		X	X	X	X	X	X
		X	X	X	X	X	X

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	<p>Economy, Trade and Economic Development, Urban Development, Energy, Education and Science, Health, Justice, state committees for Water systems and Real-Estate Cadastre, the National Statistical Service”; <i>National Council on Sustainable Development</i> headed by the Prime Minister of the Republic of Armenia, marz governors, agriculture and environment departments in Marz governments; Local Self-Governing Bodies.)</p> <ul style="list-style-type: none"> - Provide a full list of the project beneficiaries and indicate what did they benefit (compare to the Inception Report, MTE, track the dynamics). Compare and add/exclude the list of the main beneficiaries from the Inception report . - Were local beneficiaries and stakeholders adequately involved in project design and implementation? - Did the project consult with and make use of the skills, experience, and knowledge of the appropriate government entities, nongovernmental organizations, community groups, private sector entities, and academic institutions in the design, implementation, and evaluation of project activities? Examples - Did the project implement appropriate outreach and public awareness campaigns? Examples. - Please, indicate specific activities conducted to support the development of cooperative arrangements between partners. Provide examples of supported partnerships. Evidence that particular partnerships/linkages were sustained. Types/quality of partnership cooperation methods utilized. - Were any occasions to deny anybody to participate in the project, at what stage, and why? Any NGOs? Academic institutions? If yes, please, explain the reasons - Describe the mechanism for solutions and agreements in conditions if (according MTE) “Informal ways of communication (phone calls, meetings) are more popular among beneficiaries and stakeholders”: voting, consensus, decree, formal order? Smth other? - The MTE noted that the relevant knowledge of some SC members in environmental monitoring system, particularly indicators, was limited by the reality of their mere awareness – even though they have been informed about this list of indicators, but 	X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	X

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	<p>did not close study it. What is the difference to the end of the project? Better or worse? Any new knowledge, incentives?</p> <ul style="list-style-type: none"> - The MTE noted that during the last phase of the project the growth of beneficiaries' activities was anticipated. Was it confirmed by any evident examples or not? - In MTE it has been pointed that some beneficiaries did not realize the importance of the respective Project issues, particularly, the ideas of legal framework and institutional improvements, some SC members are no motivated to participate in the project, in some cases because of not seeing direct relations to their fields of expertise. Any changes during the last years? Any special activities for awareness raising, knowledge management? Results? If no results, there is a big risk of sustainability of the whole Information and Monitoring System - From the other hand, probably the objective to involve the wider range of possible stakeholders in the project activity was too ambitious, and the System does not need such a different audience. To clarify if the optimal balance is reached according the local situation and the system is sustainable, or the risk is still high and grows. 	X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	X
Feedback from M&E activities used for adaptive management	<ul style="list-style-type: none"> – Describe the adaptive management/feedback mechanism from M&E activities used indeed. Did it differ from what has been described in Inception report? Any manual for adaptive management approach application? - Were there changes in the environmental and development objectives of the project during implementation, why these changes were made and what was the approval process? If yes, what were the possible reasons for changes: - original objectives were not sufficiently articulated; - exogenous conditions changed, due to which a change in objectives was needed; - project was restructured because original objectives were overambitious; - project was restructured because of a lack of progress; - other (specify). - Describe changes made at the inception phase (outputs, indicators, baseline, target values, risks, M&E plan, Log Frame, what else revised?) – Any relevant/similar changes during next phases: after MTE, throughout the project implementation? 	X	X	X			
		X	X	X	X	X	
		X	X	X			
		X	X	X			

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Financial Planning	– Were the accounting and financial systems adequate for project management and producing accurate and timely financial information (audit conclusions and recommendations)?	X	X	X			
	– Level of discrepancy between planned and utilized financial expenditures? Planned vs. actual funds leveraged? Cost in view of results achieved compared to costs of similar projects from other organizations? Adequacy of project choices in view of existing context, infrastructure and cost?	X	X				
	– Financial control, reporting and planning? Examples of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency.	X	X	X			
	– Were financial resources utilized efficiently? Could financial resources have been used more efficiently?	X	X	X			
	– Was procurement carried out in a manner making efficient use of project resources?	X	X				
	– What were the main factors for financial planning? On what base? Annual? Quarterly? As a feedback from M&E? Systematic or not? What was a role of SC, UNDP CO, PM, other stakeholders?	X	X	X	X	X	
	– Cofinancing – main sources and amounts. Any fundraising activities for the outcomes sustainability?	X	X	X	X	X	
	– Did the leveraging of funds (co-financing) happen as planned?	X	X	X			
	– If there was a difference in the level of expected cofinancing and the cofinancing actually realized, what were the reasons for the variance? Did the extent of materialization of cofinancing affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?	X	X	X			
	– Were there any activities related to the project components supported by external funders and well integrated into the overall project	X	X	X	X	X	
	– Was there financial audits? Main results, findings and recommendations applied?	X	X	X			
	– Inception report pointed that “an opportunity to use the Medium Term Economic Framework (MTEF) as the co-financing mechanism for the project was identified. This is an excellent mechanism to jointly fund some activities and to fulfil the co-financing	X	X	X	X		

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	obligations of the Government of Armenia”. What is it? Was it applied? Results?						
Monitoring and evaluation: design and implementation	- Was the operational manual for M&E plan prepared? Did it include a baseline (including data, methodology, and so on), SMART (specific, measurable, achievable, realistic, and timely) indicators and data analysis systems, and evaluation studies at specific times to assess results and adequate funding for M&E activities. The time frame for various M&E activities and standards for outputs as well as an indication of how the project keeps the OFP informed and, where applicable and feasible, involved in evaluation activities should have been specified.	X	X	X			
	- How the following planned tasks (from Project proposal paper) of the monitoring and evaluation process have been realized? Did the process include all mentioned points (see details in “issues” file)?: <i>Review the performance indicators; Establish the project baseline; Monitor the project; Conduct a mid-term review and SWOT analysis (Strengths, Weaknesses/Limitations, Opportunities, and Threats) with Stakeholders; Conduct an end-of-project evaluation; Prepare the Project Completion Report.</i>	X	X	X			
	- Please, describe how the budget for M&E activities has been set out	X	X	X			
	- Regularity of reporting and its correspondence to the project documents (for example, M&E plan)	X	X	X			
	- Please, provide evidence that M&E performance indicators were SMART <ul style="list-style-type: none"> o Specific: The system captures the essence of the desired result by clearly and directly relating to achieving an objective and only that objective. o Measurable: The monitoring system and indicators are unambiguously specified so that all parties agree on what it covers and there are practical ways to measure it. o Achievable and Attributable: The system identifies what changes are anticipated as a result of the intervention and whether the result(s) are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention. o Relevant and Realistic: The system establishes levels of performance that are likely to be achieved in a practical manner, and that reflect the expectations of stakeholders. o Time-bound, Timely, Trackable and Targeted: The system allows progress to be tracked in a cost-effective manner at desired frequency for a set period, with clear identification of particular stakeholders group to be impacted by the project. 	X	X	X			

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	<ul style="list-style-type: none"> – Assess the value and effectiveness of the monitoring and evaluation reports and evidence that these were discussed with stakeholders and project staff. Provide examples of how M&E plan has been used for adaptive management? – Give examples how PIR self-evaluation ratings were consistent with the MTE and current M&E findings. If not, were these discrepancies identified by the project steering committee and addressed? - Provide examples of M&E plan compliance with the progress and financial reporting requirements/ schedule, including quality and timeliness of reports - Inception Report pointed that “Project risks will be reviewed during these annual reviews and management responses will be updated and entered into the UNDP-ATLAS system”. Please, provide examples from this system. – Please, provide examples of how “Each risk linked with the implementation of the project was reviewed twice a year and any negative change was being addressed immediately through mitigation actions” (MTE Management Response). - MTE pointed that despite project risks should be reviewed during annual reviews and management responses should be updated and entered into the UNDP-ATLAS system, nevertheless, the part of the risks was not updated, as far as the critical risks were not recorded. Despite the project environment and its circumstances are constantly changing from design stage to the implementation, the rating of the risks remained the same. Evaluators suggested the updated list of risks. What was the reaction of the Project management to this note? Did they change their view? What was the mitigation activities? - Capacity Development Monitoring Scorecard as an instrument/indicator: discuss advantages and weakness/gaps 	X	X	X	X	X	
		X	X	X			
		X	X	X			
		X	X	X			
		X	X	X			
		X	X	X			
		X	X	X			
UNDP and Executing Agency execution	<ul style="list-style-type: none"> – <u>UNDP execution</u>: discuss the following issues: <ul style="list-style-type: none"> – Whether there was an appropriate focus on results – Suitability of chosen executing agency for project execution 	X	X	X	X	X	

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coordination, and operational issues	<ul style="list-style-type: none"> – The adequacy of UNDP supervision over the Executing Agency – Quality and timeliness of technical support to the Executing Agency and project team – Candor/openness and realism in supervision reporting – The quality of risk management – Responsiveness of the managing parties to significant implementation problems (if any) <ul style="list-style-type: none"> – Any salient issues regarding project duration, for instance to note project delays, and how they may have affected project outcomes and sustainability – Did UNDP staff identify problems in a timely fashion and accurately estimate their seriousness? – Did UNDP provide quality support and advice to the project, approve modifications in time, and restructure the project when needed? – Did UNDP provide the right staffing levels, continuity, skill mix, and frequency of field visits for the project? – <u>MNP execution</u>: discuss the following issues: <ul style="list-style-type: none"> – Whether there was an appropriate focus on results and timeliness – Adequacy of management inputs and processes, including budgeting and procurement – Quality of risk management, – Candor and realism in reporting 						
		X	X	X			
		X	X	X	X	X	
		X	X	X	X	X	X
		X	X	X	X	X	X
Project Results							
General issues	<ul style="list-style-type: none"> – Need a list (table) of main <u>outputs/not outcomes</u> (planned and achieved). E.g. Governmental decree on the system of environmental monitoring indicators: what is the status of this decree? Does it work? If yes, where and how (with examples)? – Need a list/table of laws/legislation acts prepared/adopted/applied with examples and brief explanation of gaps and reasons of failure, and positive achievements/advantages 	X	X				
		X	X				

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	– What has been done above the plan, what was failed? Examples and explanation needed.	X	X	X	X	X	X
	<p>– What weaknesses and barriers preventing an effective management of environmental information and an effective monitoring of the environment (in details listed in Project Proposal document) have been overcome?</p> <p>– Low quality of data, insufficient analysis and processing. Flora and fauna, including forests, are not monitored at all;</p> <p>– Low level of technical equipment for the observation network and information processing and transfer;</p> <p>– Absence of a unified and integrated monitoring system and inter-agency fragmentation of monitoring institutions. There is no unified system of data collection, even within the Ministry of Nature Protection,</p> <p>– Reports submitted are not complete and often do not correspond to the requirements of the conventions or international treaties; the information provided is often outdated. The ecosystem approach is not taken into account during the data collection. There are no adopted criteria to assess ecosystems.</p> <p>– Environmental monitoring and environmental data collection lack clear procedures and clear responsibilities given to relevant agencies. The strengthening of the monitoring process and data collection should include the revision of procedures and mechanisms in place;</p> <p>– Low quality or absence of monitoring and environmental effectiveness assessment programmes;</p> <p>– Limited willingness to provide information to the public with clear defined procedures;</p> <p>– Low level of discipline in enforcing environmental laws and absence of a consistent enforcement control;</p> <p>– Inadequate financial resources allocated to environmental monitoring, information processing and exchange, and the non-rational use of limited resources allocated to monitoring, as well as duplication of functions between various agencies.</p> <p>– specific gaps within the legal framework related to monitoring and information management:</p>	X	X	X	X	X	X

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	<p>– The key legislative piece on monitoring - the RA Law on RA Legislative Basis for Environmental Protection - does not include a thorough definition of the concept of "monitoring". As a result, there are significant discrepancies in the interpretation of what monitoring is in other laws,</p> <p>– In some cases, the relevant Laws do not clearly define the main functions of monitoring bodies, creating duplications and gaps.</p> <p>– In general, the coordination of environmental monitoring activities is not well regulated by Armenia's legislation.</p> <p>- What can you say about actual level and difference of awareness on the basic project issues among main stakeholders? On the level of <i>Local Self-Governing Bodies, civil society and rural people</i>?</p> <p>- Except "official" outcomes, please, indicate possible direct and indirect impacts of the project activities, both positive and negative</p> <p>- What are the impacts or likely impacts of the project? Any specific examples?</p>	X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	X
Overall results (attainment of objectives)	<p>– Did the project achieve its overall objective (by indicators and in free explanation), in particular, what specific benefits have been achieved (examples by different directions, ministries, public society) in comparison with the project baseline "Such inappropriate information management system and lack of data are major obstacles for the development of adequate national environmental policies, for the implementation of environmental projects and overall for the fulfilment of commitments related to the implementation of the 3 Rio Conventions ratified by Armenia"</p> <p>– Please, specify (comparing with the answer for similar question above): At the preparatory stage it was pointed that "Capacity gaps and a number of weaknesses at all levels - individual, institutional and system - were identified, such as: - absence and low quality of data, - absence of integrated monitoring and information exchange system, - inter-agency fragmentation of monitoring institutions, - limited willingness to provide data,- inadequate financial and technical resources, - absence of adopted set of indicators for observation, - specific gaps with the legal framework . To what</p>	X	X	X	X	X	X
		X	X	X	X	X	X

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	<p>extent these gaps have been overcome? What still remains? Why? What are the recommendations on that?</p> <ul style="list-style-type: none"> Questions on the achievements of particular goals (need examples and explanation):- (cross-linked to the revision of outputs – see below) <ul style="list-style-type: none"> The legislative changes will clarify what are the functions of managing environmental information and of environmental monitoring, who should monitor, collect and store the data, analyze the data and produce environmental reports. Roles and responsibilities will be clear and duplication among the various institutions will be eliminated. the capacity of the institutions responsible for environmental monitoring, collected, storing, analyzing data and reporting will be strengthened. Statutes of each organization involved in environmental monitoring will be reviewed to guarantee that they reflect their legislation mandate. The project will support the development of new standards and procedures addressing the current barriers and issues for an effective environmental information management and monitoring system Lessons learned will be collected throughout the implementation of the project. It is also planned to organize a mid-term lessons learned workshop to gather feedback from project stakeholders, disseminate best practices and lessons learned from the first half of the project and gather ideas for project refinement. How many reports on the 3-Rio conventions have been prepared within the project assistance/as a follow up of its activity? List of them? To get and follow up the examples, and review achievements of all expected outputs: <ul style="list-style-type: none"> Output 1.1: The Laws and Codes contain the proper legislation, which will provide the necessary provisions to strengthen the existing environmental information management and monitoring system. Output 1.2: The legislation details the appropriate institutional framework Output 2.1: An environmental monitoring coordination mechanism is established under the MNP. Output 2.2: The relevant institutions for a coordinated multi-agency information management and monitoring system have the necessary capacity to fulfil their 	X	X	X	X	X	X
		X	X	X	X	X	X

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	<p>mandate.</p> <ul style="list-style-type: none"> – Output 2.3: Training curricula for environmental information management and monitoring system developed and integrated into the in-service training system for State Servants – Output 3.1: Standards, norms, procedures and architectures are developed to support the implementation of an effective environmental information management and monitoring system – Output 4.1: Project well managed including progress reports as per UNDP and GEF standards. – Output 4.2: Lessons learned documented and disseminated in Armenia and throughout the region. <ul style="list-style-type: none"> – Please, explain/describe the strengthened/introduced System of data acquisition/processing/storage/analysis/exchange/accessibility/availability/use/application (any charts, diagrams, models?). – What can you say about application of the System to urban/resident areas? – What are the specificity and innovations of the environmental website of the project? What is its legal status? Governmental? Public? Commercial-non commercial? – What can you say about different Data bases on environmental information (from different sources, and supported by different holders) and their integration under the System - To complete/to assess completed Capacity Development Monitoring Scorecard 	X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	
		X	X	X	X	X	
		X	X	X			
Relevance, Effectiveness, & Efficiency (*)	<ul style="list-style-type: none"> – Has the project been effective in achieving its expected outcomes? To what level (to follow up and assess indicators from evaluation matrix) – How well were risks, assumptions and impact drivers being managed? Completeness of risk identification and assumptions during project planning and design – What was the quality of risk mitigation strategies developed? Were these sufficient? Quality of information systems to identify emerging risks and other issues? – Were there clear strategies for risk mitigation related with long-term sustainability of 	X	X	X	X	X	
		X	X	X			
		X	X	X	X	X	

Issue	Questions	Stakeholders					
		UNDP/ PMU	GEF/FP, EA - MNP	SC, Line ministries	Gov NC bodies: Centres, etc	NGOs, academic inst, inter. donors	Civ. Soc., People
	<p>the project? Quality of risk mitigations strategies developed and followed?</p> <p>– What lessons can be learnt from the project regarding efficiency? How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc....)?</p>	X	X	X		X	
		X	X	X	X	X	X
Country ownership	– Are the project results in line with the sectoral and development priorities and plans of the country?	X	X	X	X	X	
	– Are project outcomes contributing to national development priorities and plans? and developing with involvement from government officials, and have been adopted into national strategies, policies and legal codes?	X	X	X	X	X	
	– Has the government approved policies in line with the project's outcomes and objectives?	X	X	X	X	X	
	– How does the recipient government maintain its financial commitment to the project and its outcomes?	X	X	X	X	X	
	– How can you access the level of country ownership in general: low, moderate, high?	X	X	X	X	X	
Mainstreaming	– How the project are mainstreaming successfully other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender?	X					
	– What were positive/negative results for civil society/local people? Examples?	X	X	X	X	X	X
	– Do project objectives conform to agreed priorities in the UNDP country programme document (CPD) and country programme action plan (CPAP)?	X	X				
	– Is there evidence that the project outcomes have contributed to better preparations to cope with natural disasters?	X	X	X	X	X	X
	– Were gender issues taken into account in project design and implementation and in what way has the project contributed to greater consideration of gender aspects, (i.e. project team composition, gender-related aspects of pollution impacts, stakeholder outreach to women's groups, etc)? If so, indicate how	X	X	X	X	X	X
	– Possible role of NGOs, academic sector, others in mainstreaming and sustainability of the project results?	X	X	X	X	X	X

Issue	Questions	Stakeholders					
		UNDP/ PMU	GEF/ FP, EA - MNP	SC, Line ministries	Gov NC bodies: Centres, etc	NGOs, academic inst, inter. donors	Civ. Soc., People
Sustainability	– Did the project adequately address financial and economic sustainability issues? Are the recurrent costs after project completion sustainable? Level and source of future financial support to be provided to relevant sectors and activities after project ends? Evidence of commitments from international partners, governments or other stakeholders to financially support relevant sectors of activities after project end?	X	X	X			
	– Are there financial risks that may jeopardize the sustainability of project outcomes? What is the likelihood of financial and economic resources not being available once GEF assistance ends?	X	X	X		X	
	– Don't you think that different (provide evidence) institutional circumstances, e.g. legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?	X	X	X	X	X	X
	– Are there any social or political risks that may threaten the sustainability of project outcomes? Do the various key stakeholders see that it is in their interest that project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?	X	X	X	X	X	X
	– What is the level of political commitment to build on the results of the project? State of enforcement and law making capacity	X	X	X	X	X	X
	– What are the environmental programmes of the opposition parties?						
	– What Relevant factors to improve the sustainability of project outcomes were used by the project in particular? Mark and provide examples/explanations:	X	X	X	X	X	X
	<ul style="list-style-type: none"> – Development and implementation of a sustainability strategy. – Establishment of the financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GEF assistance ends (from the public and private sectors, income generating activities, and market transformations to promote the project's objectives). – Development of suitable organizational arrangements by public and/or private sector. – Development of policy and regulatory frameworks that further the project objectives. – Incorporation of environmental and ecological factors affecting future flow of benefits. 						

Issue	Questions	Stakeholders					
		UNDP/ PMU	GEF/FP, EA - MNP	SC, Line ministries	Gov NC bodies: Centres, etc	NGOs, academic inst, inter. donors	Civ. Soc., People
	<ul style="list-style-type: none"> – Development of appropriate institutional capacity (systems, structures, staff, expertise, etc.). – Identification and involvement of champions (i.e. individuals in government and civil society who can promote sustainability of project outcomes). – Achieving social sustainability, for example, by mainstreaming project activities into the economy or community production activities. – Achieving stakeholders' consensus regarding courses of action on project activities. – Others – What barriers remain to achieving long-term objectives, or what necessary steps remain to be taken by stakeholders to achieve sustained impacts and Global Environmental Benefits? – Change in the number and strength of barriers such as: Knowledge about environmental management system at global and national level, institutional and economic incentives for stakeholders, cross-institutional coordination and inter-sectoral dialogue, coordination of policy and legal instruments – Are there risks to the environmental benefits that were created or that are expected to occur? Evidence of potential threats. – Is the capacity in place at national and local levels adequate to ensure sustainability of the achieved results? Elements in place in those different management functions, at the appropriate levels (national and local) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors. In particular: <ul style="list-style-type: none"> – Limited human resources and low skills of those professionals and officers targeted on the support/implementation/development of the Information and Monitoring System – do you consider this as a big problem? Please, explain with examples. – What are the main incentives of different stakeholders to support the System, to use data and analytic/monitoring information? Is it a self-supporting System or just a governmental initiative ordered by state authorities? What is the role of different actors in the System? Please, explain their motivation. – Were the results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures? Degree to which 	X	X	X	X	X	
		X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	X

Issue	Questions	Stakeholders					
		UNDP/ PMU	GEF/ FP, EA - MNP	SC, Line ministries	Gov NC bodies: Centres, etc	NGOs, academic inst, inter. donors	Civ. Soc., People
	<p>project activities and results have been taken over by local counterparts or institutions/organizations</p> <ul style="list-style-type: none"> – Is there evidence that project partners will continue their activities beyond project support? Level of financial support to be provided to relevant sectors and activities by in-country actors after project end – What do you think about possible participatory and public support of the Information and Monitoring System for Environmental Management? About commercial use of the system? Please, explain how it is supported at present time. Any recent trends and dynamics in the supporting system appeared? – What do you think about dynamics and further development of the System (indicators, mechanisms, methods, etc)? What are the possibilities to develop? Resources for this? Does created legislation provide the flexibility and dynamic development of the System? – The MTE noted that adoption of any draft law by the RA National Assembly will already ensure the sustainability of the project goals. Do you agree? – MTE recommended trainings for target professionals working in all RA marzes (rural areas?), whose activities are related to the environmental monitoring and/or data/information management. These trainings considered to strengthen the program outputs and long-term sustainability of the project. What have been done in this case? – Sustainability and motivations to support Web-site? By whom? Responsibilities? MTE noted the web-site should become a prototype for the environmental information web-portal. Do you agree with this idea? Evidence of that the ownership of “Environmental Monitoring and Information Management” website will be taken by the Project stakeholders (both public and state): i) Yerevan Aarhus Centre; and ii) “Information-Analytical Centre” of the Ministry of Nature Protection. The latter is provided with IT equipment and technical capacity to maintain and update the website” (e.g. news were not updated since 12/2011). – What is the dynamic of population having access to Internet? Any official data? 	X	X	X	X	X	X
		X	X	X	X	X	X
		X	X	X	X	X	
		X	X	X	X	X	X

Issue	Questions	Stakeholders					
		UNDP/ PMU	GEF/FP, EA - MNP	SC, Line ministries	Gov NC bodies: Centres, etc	NGOs, academic inst, inter. donors	Civ. Soc., People
		X	X	X		X	
Catalytic Role & Impact	– Were project activities and results replicated nationally and / or scaled up? What was the project efforts to replication or scaling up actively or passively promoted?	X	X	X	X	X	X
	– Examples/number/quality of replicated initiatives, e.g.: Knowledge transfer (i.e., dissemination of lessons through project result documents, training workshops, information exchange, a national and regional forum, etc); Expansion of demonstration projects; Capacity building and training of individuals, and institutions to expand the project's achievements in the country or other regions; Use of project-trained individuals, institutions or companies to replicate the project's outcomes in other regions.	X	X	X	X	X	X
	– Please indicate what extent of catalytic effect of the project has been achieved and provide examples for each <ul style="list-style-type: none"> ○ Scaling up : <i>Approaches developed through the project are taken up on a regional / national scale, becoming widely accepted, and perhaps legally required</i> ○ Replication : <i>Activities, demonstrations, and/or techniques are repeated within or outside the project, nationally or internationally</i> ○ Demonstration : <i>Steps have been taken to catalyze the public good, for instance through the development of demonstration sites, successful information dissemination and training</i> ○ Production of a public good : <i>The lowest level of catalytic result, including for instance development of new technologies and approaches. No significant actions were taken to build on this achievement, so the catalytic effect is left to 'market forces'</i> 	X	X	X	X	X	
	– Give examples of other catalytic impact of the project on political and economic activities, and civil life. Please indicate and specify possible long-term environmental effects: <ul style="list-style-type: none"> – verifiable improvements in ecological status – verifiable reductions in stress on ecological systems 	X	X	X	X	X	X

Issue	Questions	Stakeholders					
		UNDP/ PMU	GEF/FP, EA - MNP	SC, Line ministries	Gov NC bodies: Centres, etc	NGOs, academic inst, inter. donors	Civ. Soc., People
	<ul style="list-style-type: none"> – pollution reduction – existence of process/trends indicators that suggest such impacts should occur in the future as a result of project achievements. – regulatory and policy changes at national and/or local levels – knowledge and skills improvement – impacts on local populations, global environment (for example, any increase in the number of individuals of an endangered species, improved water quality, increase in fish stocks, reduced greenhouse gas emissions), – replication effects, and other local effects – others 						
Conclusions, recommendations & lessons							
Corrective actions for the design, implementation, monitoring and evaluation of the project	<ul style="list-style-type: none"> – Lessons learned from the project regarding achievement of outcomes? – Possible changes could have been made (if any) to the design of the similar project in order to improve the achievement of the project's expected results? – What are the main challenges that may hinder sustainability of efforts? Any recent changes or trends? What could be the possible measures to further contribute to the sustainability of efforts achieved with the project (Education strategy and partnerships, knowledge management, etc.) 	X	X	X	X	X	
		X	X	X	X	X	
		X	X	X	X	X	
Actions to follow up or reinforce initial benefits from the project	<ul style="list-style-type: none"> – Which areas/arrangements under the project show the strongest potential for lasting long-term results? – Are national decision-making institutions prepared to continue improving their strategy for development of environmental information and monitoring system? – How can the project build on its successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives – How the risks to project outcomes will affect continuation of benefits after the GEF project ends? – What has been done to ensure that M&E data will continue to be collected and used after project closure? Did this project contribute to the establishment of a long-term 	X	X	X	X	X	X
		X	X	X	X	X	
		X	X	X	X	X	
		X	X	X	X	X	
		X	X	X	X	X	

Issue	Questions	Stakeholders					
		UNDP/ PMU	GEF/ FP, EA - MNP	SC, Line ministries	Gov NC bodies: Centres, etc	NGOs, academic inst, inter. donors	Civ. Soc., People
	<p>M&E system? If it did not, should the project have included such a component? Is the system sustainable—that is, is it embedded in a proper institutional structure and does it have financing?</p> <p>– Project proposal document supposed to carry out “a regional workshop focusing on lessons learned by the project in year 3 (to be funded by a budget under outcome 3) to review the lessons learned, the best practices and to make recommendations for replicability in other countries in the region”. Did it happen?</p>	X	X	X	X	X	
Proposals for future directions	– Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives?	X	X	X	X	X	
Best and worst practices	– Please, indicate and list	X	X	X	X	X	X
Annexes to be prepared							
Obligatory	<p>– Co-financing table</p> <p>– Project identification form</p> <p>– Project framework (financing by activity type)</p>	X X X	X X X				
Additional	<p>– List of stakeholders/beneficiaries</p> <p>– List of interviewing people</p> <p>– List of reviewed documents</p> <p>– List of relevant international and national projects and mutual efforts/results achieved</p> <p>– List of seminars/workshops/conferences/round tables organized by the project</p> <p>– List of project publications</p> <p>– List of thematic reports, assessments prepared under the project</p> <p>– List of major outputs</p> <p>– List/table of laws/legislation acts prepared/adopted/applied</p> <p>– List of reports on the 3-Rio conventions prepared within the project assistance</p> <p>– List of best and worst practices</p>	X X X X X X X X X X X X	X X X X X X X X X X X X				

Issue	Questions	Stakeholders					
		UNDP/ PMU	GEF/ FP, EA - MNP	SC, Line ministries	Gov NC bodies: Centres, etc	NGOs, academic inst, inter. donors	Civ. Soc., People
	– Questionnaire matrix	X X	X X				

Annex 3. Revised Logical Framework and Project Performance Indicators

	Proposed Indicator	Baseline	Target by End of Project	Sources of verification
Objective: To introduce legislative and institutional changes needed to reform the existing environmental information management and monitoring system as well as ensuring that these reforms are well funded by the state budget for long term sustainability, and standards and norms are developed for improving the national reporting capacity and the public access to environmental information.	<ul style="list-style-type: none"> Adequate national budget allocation to environmental monitoring 	<ul style="list-style-type: none"> A government budget of \$2.676M (2008) is allocated to environmental monitoring. 	<ul style="list-style-type: none"> A government budget of \$2.75M (2011) is allocated to environmental monitoring. 	<ul style="list-style-type: none"> National budget MNP financial reports
	<ul style="list-style-type: none"> Capacity development monitoring scorecard rating 	Capacity for: <ul style="list-style-type: none"> Engagement: 1 of 9 Generate, access and use information and knowledge: 5 of 15 Policy and legislation development: 1 of 3 Management and implementation: 3 of 6 Monitor and evaluate: 4 of 6 (total score: 14/39) 	Capacity for: <ul style="list-style-type: none"> Engagement: 5 of 9 Generate, access and use information and knowledge: 10 of 15 Policy and legislation development: 2 of 3 Management and implementation: 5 of 6 Monitor and evaluate: 6 of 6 (total targeted score: 28/39) 	<ul style="list-style-type: none"> Mid-term and final evaluation reports Annual PIRs Capacity assessment reports
	<ul style="list-style-type: none"> Quality of monitoring reports and communications to measure implementation progress of the Rio Conventions 	<ul style="list-style-type: none"> Current reports are produced with limited data, weak analysis and weak trend analysis There are not responding to the national and international requirements 	<ul style="list-style-type: none"> Reports present adequate disaggregated data at regional and local levels, are informative and present environmental trends over time 	<ul style="list-style-type: none"> MNP reports Environmental reports such as the State of Environment and Communications to the Conventions
Outcome 1: The legal and regulatory framework is strengthened to enable a coordinated multi-agency information management and monitoring system.	<ul style="list-style-type: none"> Adequate legislation for monitoring the environment developed; detailing the institutional set-up, the mandate of each institution involved in monitoring the environment and the coordination and reporting mechanisms 	<ul style="list-style-type: none"> The current legislation contained in the relevant Laws are not comprehensive for the implementation of an adequate national environmental monitoring system 	<ul style="list-style-type: none"> The body of Laws includes a comprehensive framework for a national environmental information management and monitoring system responding to national and international information requirements 	<ul style="list-style-type: none"> Body of Laws Official Journal Final evaluation report
Outcome 2: The institutional framework capacity is strengthened to enable a coordinated multi-agency	<ul style="list-style-type: none"> The environmental monitoring institutional set-up is adequate for monitoring the state of the environment and responding to 	<ul style="list-style-type: none"> Various institutions are currently mandated to monitor some environmental elements with no national coordination and 	<ul style="list-style-type: none"> The institutional framework is simplified, the relevant organizations have clear mandates reflected in their 	<ul style="list-style-type: none"> Statutes of relevant institutions Laws legislating government institutions involved in

	Proposed Indicator	Baseline	Target by End of Project	Sources of verification
information management and monitoring system.	international obligations of Armenia	duplication of some functions	statutes and the relevant institutions are well coordinated for an adequate national environmental monitoring system	environmental monitoring <ul style="list-style-type: none"> PIRs Final evaluation report
	<ul style="list-style-type: none"> The in-service training programme for public servants include course(s) covering environmental information management and monitoring system 	<ul style="list-style-type: none"> The current in-service training programme for public administrators does not include any course on environmental information management and monitoring system 	<ul style="list-style-type: none"> The catalogue of in-service training programme include course(s) on environmental information management and monitoring system 	<ul style="list-style-type: none"> Catalogue of in-service training programme PIRs
	<ul style="list-style-type: none"> Number of public servants trained by taking the course(s) on EIM and monitoring system 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 100 Public Servants are trained using the new training programme 	<ul style="list-style-type: none"> Proceeding of courses delivered PIRs Project management reports
Outcome 3: Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and respond to current national and international environmental information and monitoring needs.	<ul style="list-style-type: none"> Adequate environmental indicators monitored 	<ul style="list-style-type: none"> The existing set of environmental indicators is not comprehensive and does not respond to the information requirements 	<ul style="list-style-type: none"> Set of environmental indicators in place and responds to national and international information requirements 	<ul style="list-style-type: none"> List of official environmental indicators monitored by relevant institutions Final Evaluation report
	<ul style="list-style-type: none"> Adequate national standards, norms, procedures for monitoring these environmental indicators are officially in place 	<ul style="list-style-type: none"> There is no unified set of standards, norms and procedures to collect data, conduct observations and make sampling 	<ul style="list-style-type: none"> Adequate official standards, norms and procedures are in place and use by the relevant institutions 	<ul style="list-style-type: none"> List of official Standards, Norms and Procedures Assessment reports Final Evaluation report
Outcome 4: Monitoring, Learning, Adaptive Feedback & Evaluation	<ul style="list-style-type: none"> Good practices and lessons learned packaged as knowledge products and disseminated through national and international networks 	<ul style="list-style-type: none"> No knowledge products are available to the relevant stakeholders 	<ul style="list-style-type: none"> Good practises and lessons learned are packaged into knowledge products Knowledge products are easily accessible and are accessed by relevant stakeholders and by the general public at large 	<ul style="list-style-type: none"> Project web site Stakeholders web sites Publications, brochures References to this products and reports, and seminars

Annex 4. Project Overall Work Plan and Co-financing

Expected Outcomes	Expected Outputs	Planned Activities			Planned GEF Budget (US\$)					
		2009	2010	2011						
Objective: National integrated and coordinated environmental information management and monitoring system in order to strengthen the environmental information availability and the national environmental reporting capacity to fulfil country's obligations under the 3 Rio Conventions is introduced.										
Outcome 1: The legal and regulatory framework is strengthened to enable a coordinated multi-agency information management and monitoring system	Output 1.1: The Laws and Codes contain the proper legislation, which will provide the necessary provisions to strengthen the existing environmental information management and monitoring system	<ul style="list-style-type: none">- Conduct initial assessment of the existing legislative framework to identify major provisions for environmental information management and monitoring system	<ul style="list-style-type: none">- Identify legislation gaps between the existing environmental information management/ monitoring system and the needs for an appropriate system to fulfil Armenia's information needs- Prepare necessary legislation to revise the environmental information management/ monitoring system of Armenia	<ul style="list-style-type: none">- Consult with Stakeholders on the proposed revisions to the related existing legislation- Support the passing of this legislation	Budget (01)	2008	2009	2010	2011	Total
					GEF	\$6,691	\$23,500	\$41,000	\$23,000	\$94,191
					Government		10,000	40,000	50,000	100,000
					Sub Total (01):	6,691	33,500	81,000	72,000	194,191
	Output 1.2: The legislation details the appropriate institutional framework	<ul style="list-style-type: none">- Conduct preliminary assessment of current institutions involved in environmental monitoring to identify existing barriers- Identify major institutional requirements to fulfil Armenia's obligations under three Rio Conventions –	<ul style="list-style-type: none">- Identify prioritized information needs not covered by existing monitoring system- Identify institutional gaps to fulfil prioritized information needs- Detail appropriate institutional framework needed with clear mandates and responsibilities	<ul style="list-style-type: none">- Consult with Stakeholders on the revised institutional framework; including a coordination mechanism –- Prepare the necessary legislation needed to institutionalize the revised institutional framework; including a coordination mechanism- Support the passing of this legislation						
Outcome 2: The institutional framework capacity is strengthened to	Output 2.1: An environmental monitoring coordination mechanism is	<ul style="list-style-type: none">- Based on the initial assessment of institutions, conduct capacity needs assessment of the institutions responsible for environmental	<ul style="list-style-type: none">- Identify the coordination needs to improve availability and accessibility of environmental	<ul style="list-style-type: none">- Implement the new coordination mechanism through information sessions, workshops, seminars, information	Budget (02)	2008	2009	2010	2011	Total
					GEF	2,339	89,950	41,000	40,000	173,289

Expected Outcomes	Expected Outputs	Planned Activities			Planned GEF Budget (US\$)					
		2009	2010	2011						
enable a coordinated multi-agency information management and monitoring system	established under the MNP	monitoring, collection and storing of data and reporting	information - Design a coordination mechanism acceptable to relevant Stakeholders	sheets, etc.	Government					
					Sub Total (O2):	2,339	89,950	41,000	40,000	173,289
	Output 2.2: The relevant institutions for a coordinated multi-agency information management and monitoring system have the necessary capacity to fulfil their mandate		- Develop an initial training course - Pilot the delivery of the training course with relevant public servants	- Review curriculum of the training course - Pursue training of public servants						
	Output 2.3: Training curricula for environmental information management and monitoring system developed and integrated into the in-service training system for State Servants	- To conduct in-service training needs assessment at all levels of public employment system to identify potential training requirements	- Finalize training needs assessment - Identify training institution to partner with - Identify relevant training curricula to be institutionalized into the in-service training system for Public Servants	- Institutionalize training curricula within relevant training institutions and ensure access by public servants						
Outcome 3: Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and	Output 3.1: Standards, norms, procedures and architectures are developed to support the implementation of an effective environmental information	- To revise existing data gathering, exchange, observations and sampling standards applied in environmental information management system - To assess existing reporting mechanisms responding to the national and international standards	- Pursue development of indicator focusing on 3 Rio Conventions - Consult with relevant Stakeholders on sets of indicators - Develop data standards and norms - Develop needed procedures for data	- Institutionalize new procedures - Consult with relevant Stakeholders on new/ revised standards and norms - Finalize and seek government approval of the new/revised standards and norms	Budget (O3)	2008	2009	2010	2011	Total
					GEF	\$2,094	\$43,000	\$30,000	\$29,000	104,094
					Government					
					Sub Total (O3):	2,094	43,000	30,000	29,000	104,094

Expected Outcomes	Expected Outputs	Planned Activities			Planned GEF Budget (US\$)					
		2009	2010	2011						
respond to current national and international environmental information and monitoring needs	management and monitoring system	<ul style="list-style-type: none"> - To develop preliminary set of indicators to be collected to respond information requirements setup by Conventions 	<ul style="list-style-type: none"> collection, data management and reporting - Identify IT architecture needs 							
Outcome 4: Monitoring, Learning, Adaptive Feedback & Evaluation	Output 4.1: Project well managed including progress reports as per UNDP and GEF standards.	<ul style="list-style-type: none"> - To develop detailed project work plan and monitoring framework - To develop quarterly and annual progress reports according to GEF requirements - To manage financial input delivery and planned outputs as per AWP 	<ul style="list-style-type: none"> - To develop detailed project work plan and monitoring framework - To develop quarterly and annual progress reports according to GEF requirements - To manage financial input delivery and planned outputs as per AWP 	<ul style="list-style-type: none"> - To develop detailed project work plan and monitoring framework - To develop quarterly and annual progress reports according to GEF requirements - To manage financial input delivery and planned outputs as per AWP 	Budget (O4)	2008	2009	2010	2011	Total
					GEF	3,673	15,550	\$41,000	43,203	103,426
					Government		14,000	10,000	6,000	30,000
					Sub Total (O4):	3,673	29,550	51,000	49,203	133,426
	Output 4.2: Lessons learned documented and disseminated in Armenia and throughout the region.		<ul style="list-style-type: none"> - Start documenting project achievements - Develop linkages with international initiatives such as UNECE-WGEMA, LADA and ENPI - CEIS?? 	<ul style="list-style-type: none"> - Finalize few publications about project achievements - Organize an extended stakeholders workshop on environmental information and monitoring 						
					Total	2008	2009	2010	2011	Total
					GEF	14,797	172,000	153,000	135,203	475,000
					Government		24,000	50,000	56,000	130,000
					Total:	\$14,797	\$196,000	\$203,000	\$191,203	\$605,000

Co-financing Table

Co financing (Type/ Source)	IA own Financing (mill US\$)		Government (mill US\$)		Other Sources* (mill US\$)		Total Financing (mill US\$)		Total Disbursement (mill US\$)	
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual
Grant			0.100	0.100	0.021675	0.021675			0.121675	0.121675
Credits										
Loans										
Equity										
In-kind			0.030	0.030					0.030	0.030
Non-grant Instruments *										
Other Types										
TOTAL			0.130	0.130	0.021675	0.021675			0.151675	0.151675

Other Sources - UNDP/Czech Trust Fund. Study tour to Czech Republic is organized (co-funded by UNDP/Czech Trust Fund), on *Capacity Building of Armenian Public Employees on Environmental Monitoring, Information Management and Reporting*. The participants (key Project stakeholders' representatives) have got a clear vision of good practices in place, based on Czech experience, and how they can adopt these practices into the Armenian context.

Annex 5. Status of indicators achieved

	Proposed Indicator	Baseline	Target by End of Project	Status	Comments
Objective: To introduce legislative and institutional changes needed to reform the existing environmental information management and monitoring system as well as ensuring that these reforms are well funded by the state budget for long term sustainability, and standards and norms are developed for improving the national reporting capacity and the public access to environmental information.	<ul style="list-style-type: none"> Adequate national budget allocation to environmental monitoring 	<ul style="list-style-type: none"> A government budget of \$2.676M (2008) is allocated to environmental monitoring. 	<ul style="list-style-type: none"> A government budget of \$2.75M (2011) is allocated to environmental monitoring. 	A government budget allocated to environmental monitoring in 2011 was about \$0.40M	Formally not achieved, but definition and target of indicator are vague (see ch. 4.1.2.)
	<ul style="list-style-type: none"> Capacity development monitoring scorecard rating 	Capacity for: <ul style="list-style-type: none"> Engagement: 1 of 9 Generate, access and use information and knowledge: 5 of 15 Policy and legislation development: 1 of 3 Management and implementation: 3 of 6 Monitor and evaluate: 4 of 6 (total score: 14/39)	Capacity for: <ul style="list-style-type: none"> Engagement: 5 of 9 Generate, access and use information and knowledge: 10 of 15 Policy and legislation development: 2 of 3 Management and implementation: 5 of 6 Monitor and evaluate: 6 of 6 (total targeted score: 28/39)	Capacity for: <ul style="list-style-type: none"> Engagement: 4-5 of 9 Generate, access and use information and knowledge: 9 of 15 Policy and legislation development: 1 of 3 Management and implementation: 4 of 6 Monitor and evaluate: 5-6 of 6 (total targeted score: 24/39)	Formally not achieved. Was ambitious
	<ul style="list-style-type: none"> Quality of monitoring reports and communications to measure implementation progress of the Rio Conventions 	<ul style="list-style-type: none"> Current reports are produced with limited data, weak analysis and weak trend analysis There are not responding to the national and international requirements 	<ul style="list-style-type: none"> Reports present adequate disaggregated data at regional and local levels, are informative and present environmental trends over time 	<ul style="list-style-type: none"> No reports used Project results to date 	Formally not achieved. Indicator was ambitious

	Proposed Indicator	Baseline	Target by End of Project	Status	Comments
Outcome 1: The legal and regulatory framework is strengthened to enable a coordinated multi-agency information management and monitoring system.	<ul style="list-style-type: none"> Adequate legislation for monitoring the environment developed; detailing the institutional set-up, the mandate of each institution involved in monitoring the environment and the coordination and reporting mechanisms 	<ul style="list-style-type: none"> The current legislation contained in the relevant Laws are not comprehensive for the implementation of an adequate national environmental monitoring system 	<ul style="list-style-type: none"> The body of Laws includes a comprehensive framework for a national environmental information management and monitoring system responding to national and international information requirements 	A set of drafted Laws, Codes and Amendments, including secondary legislation and administrative Acts are now pending for their passing by Parliament	Achieved
Outcome 2: The institutional framework capacity is strengthened to enable a coordinated multi-agency information management and monitoring system.	<ul style="list-style-type: none"> The environmental monitoring institutional set-up is adequate for monitoring the state of the environment and responding to international obligations of Armenia 	<ul style="list-style-type: none"> Various institutions are currently mandated to monitor some environmental elements with no national coordination and duplication of some functions 	<ul style="list-style-type: none"> The institutional framework is simplified, the relevant organizations have clear mandates reflected in their statutes and the relevant institutions are well coordinated for an adequate national environmental monitoring system 	The revised draft legislation defines the adequate institutional set-up. Mandates of relevant organizations are reflected in their charters for further coordination by two proposed reasonable models of intra- and inter-agency coordination mechanisms on environmental monitoring and information management. But it is early to speak about well-coordinated system	Formally partly achieved. Only capacities built

	Proposed Indicator	Baseline	Target by End of Project	Status	Comments
	<ul style="list-style-type: none"> The in-service training programme for public servants include course(s) covering environmental information management and monitoring system 	<ul style="list-style-type: none"> The current in-service training programme for public administrators does not include any course on environmental information management and monitoring system 	<ul style="list-style-type: none"> The catalogue of in-service training programme include course(s) on environmental information management and monitoring system 	Training curricula for environmental information management and monitoring system and Methodological Guidelines for training of civil (public) servants in the field of environment developed and integrated into the in-service training system for State Servants.	Achieved
	<ul style="list-style-type: none"> Number of public servants trained by taking the course(s) on EIM and monitoring system 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 100 Public Servants are trained using the new training programme 	106 Public and Civil Servants trained	Achieved
Outcome 3: Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and respond to current national and international environmental information and monitoring needs.	<ul style="list-style-type: none"> Adequate environmental indicators monitored 	<ul style="list-style-type: none"> The existing set of environmental indicators is not comprehensive and does not respond to the information requirements 	<ul style="list-style-type: none"> Set of environmental indicators in place and responds to national and international information requirements 	The final set of indicators for state and administrative monitoring on biodiversity (forests), water, land and atmospheric protection developed. The list of additional (sector-specific) indicators is prepared for approval and adoption as an intra-agency administrative act(s).	Formally partly achieved. No indicators for soils/lands and waste products developed.

	Proposed Indicator	Baseline	Target by End of Project	Status	Comments
	<ul style="list-style-type: none"> Adequate national standards, norms, procedures for monitoring these environmental indicators are officially in place 	<ul style="list-style-type: none"> There is no unified set of standards, norms and procedures to collect data, conduct observations and make sampling 	<ul style="list-style-type: none"> Adequate official standards, norms and procedures are in place and use by the relevant institutions 	<p>Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and respond to current national and international environmental information and monitoring needs. The Project elaborated the package on formation of administrative databases and information provision variants, as a basis to develop a uniform procedure (normative act) of sampling, analysis, data production and provision. Recommendations are made for: improvement of existing data/information management standards norms and procedures; development, adaptation and possible application of new standards/norms, procedures applied in environmental information management and monitoring system in accordance with ISO 14063.</p>	<p>Formally partly achieved Observation and sampling standards were not developed due to additional time and financial resources demanding</p>

	Proposed Indicator	Baseline	Target by End of Project	Status	Comments
Outcome 4: Monitoring, Learning, Adaptive Feedback & Evaluation	<ul style="list-style-type: none"> Good practices and lessons learned packaged as knowledge products and disseminated through national and international networks 	<ul style="list-style-type: none"> No knowledge products are available to the relevant stakeholders 	<ul style="list-style-type: none"> Good practices and lessons learned are packaged into knowledge products Knowledge products are easily accessible and are accessed by relevant stakeholders and by the general public at large 	Project web site is developed and launched (http://www.envinfo-gef.am/), as a prototype of public environmental information web portal, with a perspective of development of a national environmental portal. Site visitors log shows the growth of visits from monthly average 1200 in 2011 to 2600 in April 2012. Based on Stakeholders and public feedback, the web site is optimized to improve availability to public.	Formally partly achieved, because Internet access is limited in remote areas (frankly speaking it grows very fast), and because other knowledge products for dissemination and awareness raising were not used for public at large

Annex 6. Capacity Development Monitoring Scorecard *

*Grey columns filled by terminal evaluator

Capacity Result / Indicator	Staged Indicators	Baseline		Comments	Expert evaluations to June 2012 Score	Comments
		Rating	Score			
CR 1: Capacities for engagement						
Indicator 1 – Degree of legitimacy/mandate of lead environmental monitoring organizations	Institutional responsibilities for environmental monitoring are not clearly defined	0	1	Clear mandates is one of the major barriers for a better environmental information management and monitoring system	2	Mandates are clear but there no transparent evidence of recognition
	Institutional responsibilities for environmental monitoring are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental monitoring are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental monitoring recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0	0	Many organizations are involved in environmental information management and monitoring; but lack co-management mechanisms	1	The growing points for co-management appeared but no sustainable mechanisms formally established
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	0	Lack clarity of stakeholders; who is doing what.	1-2	Stakeholders identified but evidence of sustainable regularity consultations mechanism is not clear
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
Total score for CR1			1		4-5	

Capacity Result / Indicator	Staged Indicators	Baseline		Comments	Expert evaluations to June 2012 Score	Comments
		Rating	Score			
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs) ⁵	0	2	Good knowledge about global environmental issues but no clear path for the way forward.	2-3	Stakeholders are aware but not all participating actively
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	0	Lack of clarity of environmental information needs and limited infrastructure in place to provide information access.	2	The management infrastructure for sharing environmental information does not exist
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	1	Lack of targeted training on environmental information management and monitoring	1-2	The partially developed education programmes are full delivered
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				

⁵ Multilateral environmental agreements.

Capacity Result / Indicator	Staged Indicators	Baseline	Score	Comments	Expert evaluations to June 2012 Score	Comments
		Rating				
Indicator 7 – Extent of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0	1	Linkage does not exist and will be developed once the information management infrastructure will be in place.	1-2	Some linkages appeared but information management infrastructure is not in place
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	1	Issue of integrated local knowledge into environmental decision-making will be addressed once the environmental information management infrastructure will be in place.	1-2	Knowledge collected but not adequately managed
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
Total score for CR2			5		7-11 (9 in average)	
CR 3: Capacities for strategy, policy and legislation development						
Indicator 9 – Extent of the environmental planning and strategy development	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	n/a			
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				

Capacity Result / Indicator	Staged Indicators	Baseline	Score	Comments	Expert evaluations to June 2012 Score	Comments
		Rating				
process	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	n/a			
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	1	This is going to be addressed when better reports will start to be produced from the improved environmental information management and monitoring system.	1	The legislation, regulations and standards prepared by the project still not work yet. So the rating remains stable
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
Total score for CR3			1		1	

Capacity Result / Indicator	Staged Indicators	Baseline		Comments	Expert evaluations to June 2012 Score	Comments
		Rating	Score			
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don’t have adequate resources for their programmes and projects and the requirements have not been assessed	0	2	Some resources for environmental information management and monitoring system are already made available to relevant organizations and the government is committed to provide more where needed.	2	Remains at the same level
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	1	The project will support the development of a related course that will contribute to increasing the availability of skills and knowledge.	2	Skills and knowledge is still a big issue and risk for the project sustainability as a result of the lack of financing
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
Total score for CR4			3		4	
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the project monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0	2	A well laid out monitoring plan exists to monitor the project progress	3	
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				

Capacity Result / Indicator	Staged Indicators	Baseline	Score	Comments	Expert evaluations to June 2012 Score	Comments
		Rating				
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3				
Indicator 15 – Adequacy of the project evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	2	An evaluation plan exists with a mid-term evaluation and a final evaluation.	2-3	MTE was weakly prepared, and caused no actions
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team	3				
Total score for CR5			4		5-6	
Combined total score for CR1-CR5			14		23-25 (24 in average)	

Annex 7. Status of implementing activities*.

*

Green cell – done or confirmed to be finalized in due way and timeliness

Yellow cell – partly done

Black type – planned and ended activities

Blue – done with success and/or above the plan

Violet – not yet finalized, under implementation

Burgundy – partly done, will not be finalized in due way

Red - failed

Expected Outcomes	Expected Outputs	Planned Activities		
		2009	2010	2011
Outcome 1: The legal and regulatory framework is strengthened to enable a coordinated multi-agency information management and monitoring system	Output 1.1: The Laws and Codes contain the proper legislation, which will provide the necessary provisions to strengthen the existing environmental information management and monitoring system	- Conduct initial assessment of the existing legislative framework to identify major provisions for environmental information management and monitoring system	- Identify legislation gaps between the existing environmental information management/ monitoring system and the needs for an appropriate system to fulfil Armenia's information needs - Prepare necessary legislation to revise the environmental information management/ monitoring system of Armenia	- Consult with Stakeholders on the proposed revisions to the related existing legislation - Support the passing of this legislation
	S - Output 1.2: The legislation details the appropriate institutional framework	- Conduct preliminary assessment of current institutions involved in environmental monitoring to identify existing barriers - Identify major institutional requirements to fulfil Armenia's obligations under three Rio Conventions Preliminary needs assessment has been done, but institutional requirements were not finalized as it appeared to be very complicated and time assuming issue	- Identify prioritized information needs not covered by existing monitoring system - Identify institutional gaps to fulfil prioritized information needs - Detail appropriate institutional framework needed with clear mandates and responsibilities	- Consult with Stakeholders on the revised institutional framework; including a coordination mechanism Two optimization institutional mechanisms have been suggested for further application. Coordination mechanism is difficult to create at this stage - Prepare the necessary legislation needed to institutionalize the revised institutional framework; including a coordination mechanism Done - Support the passing of this legislation Under implementation
Outcome 2: The institutional framework capacity is strengthened to enable a coordinated multi-agency information management and monitoring system	Output 2.1: An environmental monitoring coordination mechanism is established under the MNP	- Based on the initial assessment of institutions, conduct capacity needs assessment of the institutions responsible for environmental monitoring, collection and storing of data and reporting	- Identify the coordination needs to improve availability and accessibility of environmental information - Design a coordination mechanism acceptable to relevant Stakeholders	- Implement the new coordination mechanism through information sessions, workshops, seminars, information sheets, etc. Not documented, but exist as an informal approach
	Output 2.2: The relevant institutions for a coordinated multi-agency information management and monitoring system have the necessary		- Develop an initial training course - Pilot the delivery of the training course with relevant public servants and civil servants	- Review curriculum of the training course - Pursue training of public servants and civil servants

Expected Outcomes	Expected Outputs	Planned Activities		
		2009	2010	2011
	capacity to fulfil their mandate			
	Output 2.3: Training curricula for environmental information management and monitoring system developed and integrated into the in-service training system for State Servants	<ul style="list-style-type: none"> - To conduct in-service training needs assessment at all levels of public employment system to identify potential training requirements 	<ul style="list-style-type: none"> - Finalize training needs assessment - Identify training institution to partner with - Identify relevant training curricula to be institutionalized into the in-service training system for Public Servants 	<ul style="list-style-type: none"> - Institutionalize training curricula within relevant training institutions and ensure access by public servants <p>Under implementation</p>
Outcome 3: Environmental information management and monitoring standards, norms, procedures and IT architectures are upgraded and respond to current national and international environmental information and monitoring needs	Output 3.1: Standards, norms, procedures and architectures are developed to support the implementation of an effective environmental information management and monitoring system	<ul style="list-style-type: none"> - To revise existing data gathering, exchange, observations and sampling standards applied in environmental information management system <p>The target was very ambitious: partly done except special norms and procedures, particularly observations and sampling standards. The process will be continued by MNP as a project impact</p> <ul style="list-style-type: none"> - To assess existing reporting mechanisms responding to the national and international standards <p>Done</p> <ul style="list-style-type: none"> - To develop preliminary set of indicators to be collected to respond information requirements setup by Conventions <p>Done</p>	<ul style="list-style-type: none"> - Pursue development of indicator focusing on 3 Rio Conventions - Consult with relevant Stakeholders on sets of indicators - Develop data standards and norms - Develop needed procedures for data collection, data management and reporting <p>Not fixed in legislation but changed in the mandated institutes charters</p> <ul style="list-style-type: none"> - Identify IT architecture needs 	<ul style="list-style-type: none"> - Institutionalize new procedures - Consult with relevant Stakeholders on new/ revised standards and norms - Finalize and seek government approval of the new/ revised standards and norms <p>A few new manuals/guidelines, e.g. for monitoring forests degradation and air pollution are under implementation</p>
Outcome 4: Monitoring, Learning, Adaptive Feedback & Evaluation	Output 4.1: Project well managed including progress reports as per UNDP and GEF standards.	<ul style="list-style-type: none"> - To develop detailed project work plan and monitoring framework - To develop quarterly and annual progress reports according to GEF requirements - To manage financial input delivery and planned outputs as per AWP 	<ul style="list-style-type: none"> - To develop detailed project work plan and monitoring framework - To develop quarterly and annual progress reports according to GEF requirements - To manage financial input delivery and planned outputs as per AWP 	<ul style="list-style-type: none"> - To develop detailed project work plan and monitoring framework - To develop quarterly and annual progress reports according to GEF requirements - To manage financial input delivery and planned outputs as per AWP
	Output 4.2: Lessons learned documented and disseminated in Armenia and throughout the region.		<ul style="list-style-type: none"> - Start documenting project achievements - Develop linkages with international initiatives such as UNECE-WGEMA, LADA and ENPI - CEIS 	<ul style="list-style-type: none"> - Finalize few publications about project achievements <p>No publications finalized except one draft prepared</p> <ul style="list-style-type: none"> - Organize an extended stakeholders workshop on environmental information and monitoring <p>under implementation</p>

Annex 8. List of Stakeholders and their anticipated functions:

Stakeholder	Represented by	Involvement	Anticipated Function(s)
Ministry of Nature Protection	<ul style="list-style-type: none"> ▪ Head of Divisions ▪ Rio Conventions focal points 	<ul style="list-style-type: none"> ▪ Executing agency ▪ Beneficiary ▪ Implementation partner ▪ Co-financier 	<ul style="list-style-type: none"> ▪ MNP will have the overall coordination role; including the establishment of the project management unit
Ministry of Agriculture	<ul style="list-style-type: none"> ▪ Head of Soil Use and Amelioration Department ▪ Specialists involved in land and forest monitoring activities 	<ul style="list-style-type: none"> ▪ Beneficiary ▪ Implementation partner 	<ul style="list-style-type: none"> ▪ Cooperation in achieving project outcomes ▪ Advisory role for achieving the project activities
Ministry of Health	<ul style="list-style-type: none"> ▪ Head of State Hygiene and Anti-pandemic Inspection ▪ Specialists involved in monitoring activities of noise, pollutants etc. 	<ul style="list-style-type: none"> ▪ Beneficiary ▪ Implementation partner 	<ul style="list-style-type: none"> ▪ Cooperation in achieving project outcomes ▪ Advisory role for achieving the project activities
National Statistical Service	<ul style="list-style-type: none"> ▪ Head of Divisions ▪ Specialists involved in information flow management 	<ul style="list-style-type: none"> ▪ Implementation partner ▪ Beneficiary 	<ul style="list-style-type: none"> ▪ Develop relevant courses for trainings on data management ▪ Cooperation in achieving project outcomes
State Real Cadastre	<ul style="list-style-type: none"> ▪ Head of State Soil Inspection ▪ Specialists involved in land monitoring activities 	<ul style="list-style-type: none"> ▪ Beneficiary ▪ Implementation partner 	<ul style="list-style-type: none"> ▪ Cooperation in achieving project outcomes ▪ Advisory role for achieving the project activities
Ministry of Urban Development	<ul style="list-style-type: none"> ▪ Head of regional planning and urban development policy division ▪ Specialists involved in monitoring activities 	<ul style="list-style-type: none"> ▪ Implementation partner ▪ Beneficiary 	<ul style="list-style-type: none"> ▪ Cooperation in achieving project outcomes ▪ Advisory role for achieving the project activities
Academic Institutions	<ul style="list-style-type: none"> ▪ Heads of institutions 	<ul style="list-style-type: none"> ▪ Beneficiary ▪ Implementation partner 	<ul style="list-style-type: none"> ▪ Advisory role for achieving the project activities
Civil Society Organizations and General Public	<ul style="list-style-type: none"> ▪ Heads of organizations 	<ul style="list-style-type: none"> ▪ Beneficiary 	<ul style="list-style-type: none"> ▪ Advisory role for achieving the project activities

Annex 9. List of Draft Laws and Legal Acts prepared within the project framework

New draft legal acts are developed, which will fill the legislative gaps and/or ensure legislative regulation of the institutional framework of the information management and monitoring system, in the view of comprehensive fulfilment of Armenia's monitoring/reporting commitments under the 3 Rio Conventions (UNFCCC, UNCBD, UNCCD). Proposal Package is prepared for revision of current RA environmental legislation, including, 3 codes:

- 1) *Republic of Armenia Forest Code*
- 2) *Republic of Armenia Water Code*
- 3) *Republic of Armenia Land Code*

6 environmental laws:

1. *Republic of Armenia Law on Fauna*
2. *Republic of Armenia Law on Flora*
3. *Republic of Armenia Law on Specially Protected Natural Areas*
4. *Republic of Armenia Law on Protection of Atmospheric Air*
5. *Republic of Armenia Law on Substances Depleting the Ozone Layer*
6. *Republic of Armenia Law on Hydro-Meteorological Activity*

9 sub-legislative acts and 3 new GoA decrees (drafts) regulating the operation and/or ensuring enforcement of environmental information management and monitoring system, namely:

1. On amendments in GoA Decree №19-N, of 19.02.2009 "Order of Implementation of Lands Monitoring"
2. On amendments in GoA Decree №198-N of 25.01.2007 "Order of Implementation of State Forest Monitoring"
3. Package of the new GoA Decree "On Approval of Order on Implementation of Forest Monitoring"
4. On amendments in the RA Minister of Agriculture Decree №234-N of 11.10.2007 "Information Collection Forms for Implementation of State Forest Monitoring"
5. On amendments in GoA Decree №120-N of 22.01.2009 "Order of Organization and Implementation of Flora Monitoring"
6. On amendments in GoA Decree №1144-N of 13.11.2008 "Order of Administration of Flora Cadastre"
7. On amendments in GoA Decree №121-N of 22.01.2009 "Order of Organization and Implementation of Fauna Monitoring"
8. On amendments in GoA Decree №1441-N of 20.11.2008 "Order of Administration of Fauna Cadastre"
9. On amendments in GoA Decree №1044-N of 30.08.2007 "Order of Organization and Implementation of Monitoring of the Specially Protected Natural Areas"
10. On amendments in GoA Decree №259-N of 20.03.2008 "Order of Administration of Cadastre on Specially Protected Natural Areas"
11. Package of the new GoA Decree "On Approval of Order on Implementation of Atmospheric Air Monitoring"
12. Package of the new GoA Decree "On Approval of the List of Environmental Monitoring Indicators".

New legal acts and guidelines are developed for implementation of the "RA Law on Conducting Self-monitoring for Fulfilment of Requirements of the Environmental Legislation" by industrial enterprises, stemming from 2010/75/EU Directive on *Integrated Pollution Prevention and Control* (IPPC).

Annex 10. List of planned M&E major events

M&E Mechanism	Time planned	Actual dates/period
Project Steering Committee meetings	1. March 2009 2. December 2010	1. August 14, 2009 2. August 02, 2011
Stakeholders Workshops and Seminars	1. November 2008 2. March 2009 3. November 2009 4. May 2010 5. December 2010 6. March/April 2011 7. June 2011 8. November 2011	1. December 5, 2008- kick-off workshop 2. August 14, 2009- inception workshop 3. November 10, 2009- stakeholders workshop 4. June 30, 2010- stakeholders workshop 5. November 19, 2010- stakeholders workshop 6. April 27, 2011- stakeholder training-seminar 7. June 14, 2011- stakeholders training-seminar 8. December 2, 2011- stakeholder seminar
International Technical Advisor (ITA) missions	Once a year (2008-2010)	1. November 30- December 6, 2008 2. October 31- November 12, 2009 3. June 27- July 4, 2010
External Mid-Term Evaluation (MTE)	October 2010	December 2010
Audit	Once during the project	May 16, 2011

Annex 11. List of persons interviewed

Name	Position/Organization
Georgi Arzumanyan	Programme Policy Adviser, Environmental Governance Portfolio, UNDP Armenia
Silva Ayvazyan	Yerevan Aarhus centre. Coordinator
Marspet Kamalyan	Deputy head of nature protection inspection, MNP
Aram Gabrielyan	UNFCCC National Focal Point
Julieta Ghlichyan	Head of Division on Strategic Programs and Monitoring of MNP, National Project Coordinator
Amalia Hambartsumyan	President of “Khazer” Ecological and Cultural NGO
Gagik Hovhannisyan	Head of “Information-Analytical Centre” SNCO of the MNP
Aida Iskoyan	President of “Environmental Public Advocacy Centre” NGO, Head of the Environmental Law Resource Centre of YSU Law Department
Bellamy Jean-Joseph	International Technical Advisor
Marianna Kocharyan	Administrator
Naira Mandalyan	Former Database Developer and Data Analyst, MNP Information-Analytical Centre, Project National Expert. At present time – IT and information management expert. Yerevan Aarhus centre
Armen Martirosyan	UNDP Environmental Governance Portfolio Analyst
Hermine Poghosyan	Legal Expert, Standing Committee on Agriculture and Environment, National Assembly (Parliament). Project National Expert on Environmental Legislation
Yuri Poghosyan	Member of RA State Council on Statistics, National Coordinator on environmental statistics
Baghdasar Sngryan	Head of “Environmental Impact Monitoring Centre” SNCO of the MNP
Vardan Tserunyan	Project Team Leader

Annex 12. List of documents reviewed

Aarhus Training agenda and report (2011)

Audit report. Developing Institutional and Legal Capacity to Optimize Information and Monitoring System for Global Environmental Management in Armenia. MANAGEMENT LETTER. Baker Tilly Armenia. 2011

COUNTRY PROGRAM ACTION PLAN BETWEEN THE GOVERNMENT OF THE REPUBLIC OF ARMENIA AND UNDP. 2010 – 2015

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Annex 13. Evaluation Consultant Code of Conduct Agreement Form

Evaluators:

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

Evaluation Consultant Agreement Form

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

Name of Consultant: German Kust

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

Signed at Yerevan, Armenia on 30 April 2012

Signature: 