**UNDP Management Response**

**UNDP-GEF “Generate global environmental benefits through environmental education and raising awareness of stakeholders” Project (PIMS: 5309)**

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**Overall comments:** The Project Terminal evaluation (TE) reviewed the project’s design, performance, constraints, results, impact, relevance, efficiency and sustainability. It also identifies a number of lessons and recommendations which may be used by the UNDP Country Office to improve its programming, partnership arrangements, resource mobilization strategies, working methods and management arrangements. The evaluation entailed a systematic desk review of project-related documentation, data collection based on interviews with key stakeholders and analysis of information using triangulation.

The TE revealed that the effective use of adaptive management by the project team and board was critical for dealing with the unexpected political and institutional changes and for taking advantage of newly-emerged opportunities. Despite its delayed start, the project delivered a great deal of training and information mainly with the work of numerous consultants.

The key strengths of the project’s approach were i) strong focus on development of skills and knowledge as an important component of building capacity in the public and NGO sector; ii) strong focus on stakeholder engagement in environmental management; iii) close collaboration with the governmental and educational entities, and as a result changes in perceptions and attitudes of local authorities and local communities to Environmental Education; iv) development of comprehensive educational materials and delivery mechanisms for environmental education.

Based on the terminal evaluation the project has achieved almost all targets set in the project document and the Project overall progress was rated as “Satisfactory”.

To ensure the sustainability of the project outcomes, it is recommended to integrate the training content into the official training curriculum provided by the Civil Service Office, the Ministry of Territorial Administration and Infrastructure, line ministries, and local government authorities (including institutions of self-government at the sub-national level). Further, in similar projects that target awareness raising for specific target groups or the general population, UNDP should take a more strategic approach in the design of the interventions by incorporating behavioral insights and elements of social psychology that focus not only on the information that is shared, but also on the instruments, channels and techniques that are utilized for sharing that information. These efforts should be driven by the primary goal of changing behavior and not just raising the level of awareness.

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| **Recommendation 1: Sustainability of Training Content** | | | | |
| Project stakeholders should consider options for how to make the results of this project more permanent by integrating the training content that has been produced into the official training package that is provided to public officials by the Civil Service Office, the Ministry of Territorial Administration and Infrastructure, line ministries, and local government authorities (including institutions of self-government at the sub-national level).  Further, stakeholders should follow up on the issue of education curricula and see to what extent it will be possible to integrate the Climate Box content into the official nation-wide education curricula for general education.  The project document mentioned the development of an exit strategy. It might be a good idea for the project team to develop an exit strategy before the final closure of the project in which they can identify options for ensuring the sustainability of the project’s components and products, some of which have been highlighted in this report. | | | | |
| **Management Response:**  The recommendation is relevant and acceptable. | | | | |
| **Key Action(s)**  Online training is incorporated into the training platform of the Civil Service office (<http://elearning.cso.gov.am/course/index.php?categoryid=1>) and will be utilized as part of training for civil servants. The Ministry of Territorial Administration and Infrastructure expressed readiness and interest for integrating the developed educational materials into the training system for community servants and the staff of the Ministry. In addition, the developed materials are available for usage by other UNDP projects. The Climate Box content is planned to pilot by June 2020 in the selected schools. The project Exit Strategy will be developed and discussed during the Project Board and Validation Workshop. | **Time Frame**  December 2019;  By June 2020 – Climate Box | **Responsible Unit(s)**  UNDP  Implementing partners | **Tracking** | |
| **Comments**  This action is ongoing | ***Status***  In process |
| **Recommendation 2: Measuring the Absorption of Training** | | | | |
| In future interventions that involve intensive training components such as this project, UNDP and stakeholders are advised to pay greater attention to the measurement of the quality of training, and more importantly the absorption of the training content by the participants. This requires that two things are put in place: first, a feedback system for collecting the participants’ assessment of the training received and tracking the trainees over time to understand to what extent they are using the concepts and skills gained through the training programme. This will enable the providers of training to understand how best to tailor training programme, so that they can have a real impact over time. | | | | |
| **Management Response:**  The recommendation is relevant and acceptable. | | | | |
| **Key Action(s)** | **Time Frame** | **Responsible Unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| Public Administration Academy of Armenia (PAARA), being the main implementing partner for the training of 1,000 decision makers, ensured that relevant feedback mechanism for collecting the participants’ assessment of the training is in place. Pre/Post training assessment was collected and analyzed. Moreover, preliminary agreement is achieved with PAARA to conduct impact measurement of the delivered trainings by monitoring and post-training impact reporting mechanism for the period of one year. | By the end of 2020 | UNDP; PAARA | This action is ongoing | In process |
| **Recommendation 3: Behavioural Change as the Primary Goal** | | | | |
| In future projects that target awareness raising for specific target groups or the general population, UNDP and the project stakeholders should take a more strategic approach in the design of the interventions by incorporating behavioral insights and elements of social psychology that focus not only on the information that is shared, but also on the instruments, channels and techniques that are utilized for sharing that information. These efforts should be driven by the primary goal of changing behavior and not just raising the level of awareness. | | | | |
| **Management Response:**  The recommendation is relevant and acceptable. | | | | |
| **Key Action(s)** | **Time Frame** | **Responsible Unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| The recommendation will be considered by UNDP in the design and development of future projects, specifically those with components related to the capacity building and awareness raising. The project’s design will ensure that impact measurement and management, including efforts driven by the primary goal of changing behavior is well articulated and incorporated into the Theory of Change (ToC). | Open | UNDP | This action is ongoing and continuous of nature | In process |