



***Final Evaluation of the
United Nations Development Assistance Framework (UNDAF)
for Armenia (2016-2020)***

Yerevan, Armenia

June 2020

Period of evaluation
November 2019- June 2020
Evaluation Team
Mr. Tomislav Novovic, Team Leader
Mr. Armen Gagik Melkumyan, Senior Evaluation Expert
Mr. Hayk Smbatyan, Evaluation Assistant

Table of contents:

List of graphs and tables	4
List of abbreviations	5
Executive summary	7
1. Country background	12
2. UNDAF for Armenia, 2016-2020	16
3. Purpose, objectives and Scope of UNDAF final evaluation	17
4. Methodology for the final evaluation	18
4.1. Data collection methods.....	19
4.2. Data analysis.....	22
4.3. Limitations.....	23
4.4. Ethical considerations	24
5. Findings of the final evaluation	25
5.1. UNDAF Relevance and coherence: Are we doing the right things?	25
5.2. Results: Have we made a difference?	29
5.3. Transformation: Have we made long-lasting changes?	40
5.4. Normative: Have we left no one behind?	45
5.5. Value addition of the UNDAF as a tool	48
5.6. Preliminary analysis of implementation of the 2030 Agenda	58
6. Conclusions and lessons learned	63
6.1. Conclusions.....	64
6.2. Lessons learned.....	66
7. Recommendations	69
8. Annexes	73
Annex 1: Terms of Reference	73
Annex 2: List of people interviewed	87
Annex 3: List of documents consulted	92
Annex 4: Overview of results under UNDAF 2016-2020 outcomes	96
Annex 5: Evaluation matrix.....	123
Annex 6: Data collection tools- interview guides	132

<i>Graph 1 The structure of the economic activities in Armenia</i>	13
<i>Graph 2 The trade structure in Armenia (2019)</i>	13
<i>Graph 3 Stakeholder importance and influence matrix</i>	21
<i>Graph 4 Stakeholders interviewed during the Final evaluation</i>	21
<i>Graph 5 UNDAF- planned budget</i>	54
<i>Graph 6 Distribution of planned resources by Pillars</i>	54
<i>Graph 7 Planned budget per UNDAF outcomes</i>	54
<i>Graph 8 Financing of UNDAF by UN Agencies</i>	55
<i>Graph 9 Planned Financing of UNDAF by Agency in %</i>	55
<i>Graph 10 Planned vs delivered resources- Strategic Pillars</i>	56
<i>Graph 11 Planned vs delivered resources per UNDAF Outcomes</i>	56
<i>Graph 12 Delivery per outcome expressed in percentages</i>	57
<i>Graph 13 Planned vs delivered funds by UN Agencies</i>	57
<i>Graph 14 Delivery of UN Agencies as % of planned targets</i>	58
<i>Graph 15 Participation of UN Agencies in UNDAF implementation</i>	58

List of graphs and tables

List of abbreviations

ADB	Asian Development Bank
AIDS	Acquired Immune Deficiency Syndrome
CA	Contribution Analysis
CEDAW	Convention to Eliminate All Forms of Discrimination against Women
CPI	Corruption Perception Index
CSO	Civil Society Organization
DAC	Development Assistance Committee
DaO	Delivering as One
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
FAO	Food and Agriculture Organization
FE	Final Evaluation
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GII	Gender Inequality Index
GNI	Gross National Income
HIV	Human Immunodeficiency Virus
HR	Human Rights
ILO	International Labour Organization
IOM	International Organization for Migration
JSC	Joint Steering Committee
JWP	Joint Work Plan
LSGs	Local Self Governments
M&E	Monitoring and Evaluation
MAF	MDG Acceleration Framework
MCH	Maternal and Child Health
MDG	Millennium Development Goals
MEA	Ministry of Economy and Agriculture
MMR	Maternal Mortality Rate
MPI	Multidimensional Poverty Index
MTED	Ministry of Trade and Economic Development
MTDP	Mid-term Development Programme
NCD	Non-Communicable Diseases
NGO	Non-governmental Organization
NHRI	National Human Rights Institution
OECD	Organization for Economic Cooperation and Development
OHCHR	Office of the High Commissioner for Human Rights
OMT	Operations Management Team
OVI	Objectively Verifiable Indicators
PHC	Primary Health Care
PISA	International assessment on learning achievement
RC Office	The Office of the Resident Coordinator
RF	Results Framework
SDG	Sustainable Development Goals
SIGI	Social Institutions and Gender Index
SME	Small and Medium-sized Enterprises
SOP	Standard Operating Procedures
SPF	Social Protection Floor
SQAM	Quality assurance, accreditation, and metrology
SRT	Special Rapporteur on Torture
SWAP GEWE	System-Wide Action Plan for gender equality and empowerment of women

TB	Tuberculosis
UN	United Nations
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
UNCAC	United Nations Convention on Anti-Corruption
UNCT	United National Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEG	United Nations Evaluation Guidelines
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOSAT	United Nations Operational Satellite Applications Programme
UNSCR	United Nations Security Council Regulation
UNV	United Nations Volunteers
UPR	Universal Periodic Review
VAWG	Violence Against Women and Girls
WB	World Bank
WEF	World Economic Forum
WGI	Worldwide Governance Indicators
WHO	World Health Organization

Executive summary

Introduction and background

This report presents findings, conclusions and recommendations from the independent Evaluation of United Nations Development Assistance Framework (UNDAF) 2016-2020 for Armenia that was commissioned by the United Nations Country Team and undertaken by an external evaluation team from November 2019 to May 2020.

The Government of the Republic of Armenia (GoA) in collaboration with the United Nations Country Team¹ (UNCT) have formulated the United Nations Development Assistance Framework (UNDAF) covering the period from 2016 until 2020 as a mechanism to support achievement of the Armenian's development priorities.² Also, central to UNDAF implementation have been the post-2015 Agenda Sustainable Development Goals, the country's human rights commitments as well as other internationally agreed development goals and treaty obligations.

The UNDAF contains four (4) strategic pillars with seven (7) major results called 'outcomes' that were identified jointly by the GoA and the UN, with involvement of civil society during the initial development of the framework. This framework also described how the GoA and the UNCT deliver on the commitments, including jointly owned coordination and implementation arrangements, partnerships, coordinated resource mobilization, and effective progress monitoring, reporting, and evaluation.

Evaluation methodology:

The methodology for the FE reflected the essentials of the contribution analysis for complex projects (CA)³ intending to establish credible causal claims about interventions, their results and created changes.⁴ The FE covered the overall results framework of the 2016-2020 UNDAF, all programme- and activity-based contributions of the UNCT to UNDAF outcomes, as well as analyzed activities and results of agencies without a formal country programme and non-resident agencies.⁵ The FE adhered to UN Evaluation Group (UNEG) Norms and Standards,⁶ and UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation,⁷ OHCHR Guidance on Human Rights-Based Approach to Data.⁸ The FE also used the UN-SWAP Evaluation Performance Indicator and its related scorecard.⁹

The evaluation followed a mixed-method approach to enable gathering of qualitative and quantitative information through a well-balanced combination of desk research and interviews with key informants at various levels of analysis. The evaluation was using desk research to analyse secondary information that was received or collected. In-person and teleconference interviews during the field phase served to collect primary data and to validate findings and conclusions from the desk phase. The evaluation team triangulated collected data to validate findings and identify points of convergence and divergence.

This approach served to identify challenges or obstacles that affected the progress and contribution towards the achievement of outcomes while also suggesting a more substantive follow-up analysis when points of break in the contribution to outcomes were identified. The process considered the following steps of analysis: i) UNDAF relevance and coherence; ii) Progress towards the achievement of UNDAF outcomes; iii) UNDAF implementation framework; iv) Transformation that UNDAF made; v) UN normative work, programming principles and cross-cutting issues and vi) Preparation of recommendations for the UN Country Team in Armenia.

¹The UNCT refers to the totality of UN operations in Armenia by resident and non-resident agencies, funds and programmes.

² The UNDAF document was signed on 31 July 2015 by the Government of the Republic of Armenia and thirteen UN Agencies, Funds and Programmes active in the country.

³ Line Dybdal, Steffen Bohni Nielsen, Sebastian Lemire (Ramboll Management Consulting and Aarhus, Denmark): "Contribution Analysis Applied: Reflections on Scope and Methodology", The Canadian Journal of Program Evaluation Vol. 25 No. 2 Pages 29–57 ISSN 0834-1516

⁴ John Mayne: „Contribution analysis: Coming of age?“ from Evaluation, 2012, Sage Publication, DOI: 10.1177/1356389012451663.

⁵ The proposed methodology will be to evaluate achievements from more cumulative perspective-

⁶ <http://www.unevaluation.org/document/download/2787>

⁷ <http://www.uneval.org/document/download/1294>

⁸ <https://www.ohchr.org/Documents/Issues/HRIndicators/GuidanceNoteonApproachtoData.pdf>

⁹ <http://www.uneval.org/document/download/2148>

FINDINGS

UNDAF Relevance and coherence: Are we doing the right things?

Overall, formulation of UNDAF outcomes has been based on the national priorities and the needs of the country, also relevant to the international norms and standards and agreed goals and commitments for Armenia.

Internal connections among these outcomes have been weak. Although some joint initiatives were implemented, UN Agencies did not work to enable stronger integration and ensure cumulative effects to the progress under outcomes.

UNDAF implementation has been, in general, flexible and responsive to the emerging priorities and challenges of the country during the period 2016–2020. UN Agencies were particularly responsive in the aftermath of the “velvet revolution”, through their critical assistance to the electoral process and the reform agenda of the new Government of Armenia. Also, the principle to “leave no-one behind” has been mainstreamed and the needs of different (vulnerable) groups¹⁰ in Armenia have been in the UNDAF focus throughout its implementation.

Results: Have we made a difference?

Measured by positive changes in relevant statistical indicators, UN Agencies have been, in general, effective in delivering results and contributing to progress under UNDAF outcomes. Credible contribution of UN Agencies to outcomes could be established. Some of the essential factors that contributed to UNDAF effectiveness have been active dialogue with the GoA, quick decision-making procedures, strong partnership between the UN Agencies and national stakeholders and international development partners. Still, monitoring and reporting on results, including communication of achievements, have been suboptimal.

UNCT has been steadily working to enhance capacities for nationally owned coordination of development assistance. Establishment of the UN Resident Coordination Office has been an important boost to coordination efforts.

UNCT has been, in general, actively enhancing coordination capacities of authorities in Armenia, also working on donor coordination and aid effectiveness in the UNDAF priority sectors. However, weak horizontal and vertical policy coordination, together with limited capacities of the authorities, political changes and extended time for preparation of the overarching strategic development framework, have been some of the main factors that affected the coordination of development assistance.

UNCT in Armenia has been in general successful in designing and implementing joint initiatives, addressing complex (sectoral) challenges and problems.

Transformation: Have we made long-lasting changes?

UN Agencies have in general considered the sustainability of results from the design to implementation stages of UNDAF, ensuring it to a varying extent (at the level of achieved results). One of the most important factors for sustainability of results has been strong national ownership and involvement of national stakeholders as partners, beneficiaries and participants in activities (at the “output level”).

Sustainability of capacities developed at individual level is conditioned with a high likelihood that these capacities will remain available and will continue to be demanded upon the completion of the UNDAF cycle. At the institutional level, UN Agencies were assisting national partners to enhance operational efficiency, improve organisations and procedures, modernize processes, establish new and reform the existing services. However, some of the partner-institutions have been reshaped, merged with other institutions or abolished (hence, affecting sustainability of results). UNCT provided assistance to improve and strengthen policy processes in Armenia in the strategic areas and under all UNDAF outcomes.

Still, policymaking and implementation, and particularly horizontal and vertical (policy) coordination, remain areas that are underperforming. Also, on-going political transformation and socio-economic dynamics in

¹⁰ Under these different groups it is considered citizens including “groups left behind” and non-citizens, i.e. refugees, asylum seekers, migrants and stateless persons.

Armenia twinned with difficulties in the reform of public institutions could be negative factors for sustainability of results.

Normative: Have we left no one behind

The rights and needs of the poor and people in vulnerable situations have been reflected at the design stage, while human rights mainstreaming and no-one left behind principles have been, in general, followed during UNDAF implementation. UNCT also benefited from joint programmes to address human rights priorities and advance the design and implementation of pro-poor and inclusive measures.

UNCT in Armenia followed twin-track approach through specific gender-outcome and targeted work on gender mainstreaming under other outcomes, to ensure greater gender equality and empowerment of women. The Gender Thematic Group (GTG) was established as the highly effective, participatory and nationally-driven coordination mechanism for gender-related activities.

UNDAF benefited from the principles of environmental sustainability, contributing to some of the national development targets and international commitments of the country. This support has been more evident after the political changes and the establishment of the new Government of Armenia (2019).

Value addition of UNDAF as a tool

UNDAF Armenia 2016-2020 has been, in general, implemented efficiently, following UN procedures adjusted to the specific context of Armenia.

Financial resources planned for implementation of UNDAF have been almost fully mobilized during the first three years of implementation and also almost fully delivered. Still, planned financial targets under some outcomes have not been reached (hence, discrepancies have been registered in mobilization and delivery of resources under outcomes). Also, some UN Agencies have already reached (or even exceeded) planned targets, at the same time, some UN Agencies had been unrealistic in setting targets.

Coordination mechanisms and partnerships around initiatives of UN Agencies have been established, involving national stakeholders and international development partners and donors.

However, there are areas that would require further improvements. UNDAF steering mechanism, the nationally owned Steering Committee, and the core implementation mechanism embodied in the Results Groups at the level of strategic pillars were timely established but were underperformed during UNDAF implementation.

Preliminary analysis of implementation of the 2030 Agenda

The Government of Armenia remained committed to the implementation of the SDGs as one of the most important tools for comprehensive internal reforms and progress in the critical priority areas.

The authorities in Armenia reported progress and achievements in many critical areas related to SDGs. Also, UNCT has contributed to the progress under UNDAF 2016-2020 outcomes by achieving important results at different levels. Still, the country is facing challenges to ensure progress under some SDGs.

UNCT has been recognized as an important partner to support the Government of Armenia, civil society and other stakeholders in joining efforts to the achievement of SDGs.

CONCLUSIONS

The analysis of findings from the desk and field phases, resulted in the following main conclusions:

Conclusion 1. UNDAF 2016-2020 for Armenia has been relevant from the design throughout the entire period of its implementation, addressing development priorities and needs of the country and its citizens.

Conclusion 2. UN Agencies were effectively following their mandates, international norms and standards while being flexible and reliable partners, highly accountable for achievements under UNDAF outcomes.

Conclusion 3. UNDAF provided an effective platform for establishing and strengthening cooperation and coordination between UN Agencies, the authorities and other development partners in Armenia.

Conclusion 4: UNCT in Armenia could benefit from synergies and more effective interactions between UN Agencies during planning and implementation of development initiatives, working also on genuinely integrated joint programming (as a direct boost to the relevance and effectiveness of UN support).

Conclusion 5: Strengthened UNDAF Steering Committee could enhance synergies between development interventions, enable strategic positioning and provide guidance to UNCT on priorities, including changes and challenges for future involvement.

Conclusion 6. Implementation of priority interventions and achievements of UN Agencies genuinely contributed to the progress that Armenia recorded under UNDAF 2016-2020 outcomes.

Conclusion 7. Strong sense of national ownership over the achievements under UNDAF 2016-2020 has been created through effective partnerships and active involvement of the national stakeholders in design and implementation of interventions of UN Agencies. Sustainability of these achievements (under UNDAF 2016-2020) is expected, particularly at the systemic, policy, and also at institutional levels.

Conclusion 8. UN Agencies could benefit from a sound system to report and communicate results to the national stakeholders and public at large, presenting also accumulated effects and contribution to UNDAF 2016-2020 outcomes.

Conclusion 9. Twin-track approach under UNDAF 2016-2020 has contributed to more effective gender mainstreaming, and to designing and implementing of different actions towards women empowerment in Armenia. Coordination and cooperation among the main development partners in Armenia through the Gender Thematic Group additionally contributed to effective gender mainstreaming and achievement of results.

RECOMMENDATIONS

The analysis of primary and secondary data identified concerns and challenges during UNDAF implementation while exploring possible responses to these problems. The final evaluation has formulated the following main recommendations:

Recommendation 1: *(for: UNCT in Armenia; Government of Armenia and the main governance actors - the Parliament of Armenia, judicial institutions and other independent and regulatory bodies; CSOs in Armenia)*

UNCT should remain flexible and responsive to the needs and priorities of the citizens and authorities in Armenia. Concerning responsiveness, some of the emerging priorities could be:

- addressing demographic challenges through a holistic approach also towards return and sustainable reintegration;
- supporting the digitization agenda of the GoA;
- establishing a more systematic and integrated approach to youth programming;
- exploring options for SDG-focused and area-based development programming;
- strengthening policy capacities in all of the policy cycle stages, linking it with the SDGs as the basis for policy planning;
- establishing an effective mechanism for policy coordination at the level of the Government of Armenia;
- supporting the reform of public administration, including decentralization agenda;
- supporting the enhancement of the law-making, policymaking and oversight capacity, as well as openness and responsiveness of the parliament;
- supporting the development of a systemic capacity of the authorities (all branches of power);
- strengthening the role of non-government actors and civil society active in different governance areas and sectors, following the two-fold approach in continuing partnership and expanding support to the civil society organizations in Armenia;

(linked to Conclusions 1 and 2; other relevant Conclusions and lessons learned)

Recommendation 2: *(for UNCT in Armenia)*

Focus new Cooperation Framework on the most critical root factors impeding progress towards SDGs and inclusion of vulnerable groups, considering comparative advantages of UNCT in Armenia. It is recommended to prioritize long term interventions, clearly linked to SDGs and national priorities, with explicitly set results and focus on sustainability.

(linked to Conclusions 1 and 2; other relevant Conclusions and lessons learned)

Recommendation 3: *(for UN Agencies in Armenia, Government of Armenia; Other partners)*

UNCT together with GoA should work on strengthening the functioning of the UNDAF Steering Committee and ensure its strategic guidance. UNCT should strengthen the UNDAF Results Groups as the main mechanism for UNDAF implementation. It is recommended to enhance and ensure genuine involvement of national partners in all activities, from planning to implementation of interventions within UNDAF.

Intensive joint planning should be strengthened through preparation of Annual/ Bi-annual Work Plans (WPs), setting the basis for holistic and integrated planning, programming as well as robust monitoring and reporting.

(linked to the Conclusion 4, Conclusion 7, Conclusion 8; other conclusions could also be relevant)

Recommendation 4: *(for UNCT in Armenia; Government of Armenia and the main governance actors - the Parliament of Armenia, judicial institutions and other independent and regulatory bodies; CSOs in Armenia)*

UNCT should intensify its normative work as one of its comparative advantages and further strengthen gender mainstreaming across UNDAF outcomes. It is particularly important to support the integration of the norms and standards in public policies, laws, strategies and development plans, as well as supporting their implementation.

Part of these efforts should be to advance planning, practices and mainstreaming of gender equality and empowerment of women in all activities and initiatives across all UNDAF outcomes and focus areas. It is recommended to follow a gender transformative approach in all interventions, including more elaborated gender-specific targets and gender-disaggregated indicators in UNDAF.

(linked to Conclusions 2 and 9 and other conclusions)

Recommendation 5: *(for UN Agencies in Armenia)*

UNCT in Armenia should strengthen monitoring processes, and annual results and gender-sensitive reporting practices. It is also important that UN Agencies allocate financial resources to support collection of data under specific indicators, as needed.

(linked to the Conclusion 8, also other conclusions could be relevant)

Recommendation 6 *(for UN Agencies in Armenia; Government of Armenia; Judiciary institutions; Parliament of Armenia; Regulatory and oversight independent bodies and CSOs)*

UNDAF should include a clear and practical sustainability strategy under all outcomes and perform regular analysis of risks and assumptions. Also, it is recommended to develop a sound approach to measure capacity development across all priority areas and assess impact of these results.

It is recommended that UNCT expands its partnership with Civil Society Organizations (CSOs) to strengthen their capacities across main functional areas while engaging them in policymaking processes and delivery of public services. Also, it is recommended to strengthen the watchdog role of the CSOs for competent monitoring of development processes, policies, and strategies, as well as support their engagement in the implementation of the SDG related priorities.

(linked to the Conclusion 2, Conclusion 7, other conclusions could also be relevant)

1. Country background

The Republic of Armenia is a landlocked country, in the southern Caucasus,¹¹ with high human development that was continuously increasing since its independence.¹² The country's per capita Gross National Income (GNI) has increased to US\$ 4,230 (in 2018),¹³ placing the country in the Upper Middle-Income category;¹⁴ however, poverty in the country remained high.¹⁵

The population of Armenia was estimated to be 2,959,200¹⁶ people (01 January 2020) with aging population¹⁷ and low fertility rate. *Migrations outside of the country, primarily driven by poverty, unemployment and social issues, additionally affected demographic structure.*¹⁸ The country is presently hosting an estimated 19,000 persons who are displaced and are seeking protection.¹⁹

Armenia is progressing in its efforts to improve good governance and the rule of law, especially in the aftermath of the "Velvet Revolution" (2018) and the implementation of the early parliamentary elections. The transitional one-year programme of the Government, adopted on 8 June 2018, indicated a strong commitment to the overall democracy-building and outlined an ambitious reform agenda. The (early national) elections took place on 9 December 2018 scoring a high mark for the overall process.

The newly elected Government of Armenia proposed a five-year pro-reform Government Programme (8 February 2019), with the main directions in the areas of foreign relations and domestic security; fight against corruption; dignity and freedom of the citizen; competitive and inclusive economy; territorial administration; high technologies, digitalization and military industries; and public finance management.

The Programme of the Government has brought a renewed commitment to good governance, including anti-corruption efforts, transparency, and accountability. In this context, the Government approved the RA Strategy on Judicial and Legal Reforms for 2019-2023 (October 2019) and the RA Strategy on Anti-Corruption Reforms for 2019-2022 (October 2019). The available recent governance-related indicators for Armenia have recognized this overall positive trend.²⁰

The current government inherited "a country plagued with corruption and myriad human rights problems".²¹ These problems included lack of accountability for law enforcement abuses, independence of the judiciary, domestic violence and different forms of discrimination. In December 2019, the Government has approved the new Human Rights Strategy and Action Plan for 2020-2022, reflecting the need for more tangible progress for protection of human rights. At the international level, Armenia was elected as a new member of the UN Human Rights Council for the period 2020-2022 (selection October 2019). The country underwent through the third report to the UN Human Rights Council's Universal Periodic Review (UPR) process (in January 2020)²² and stronger M&E framework over implementation.

Continuing with the robust expansion from the previous years, annual economic growth remained strong in 2019, expanding by 7.6 percent.²³ Growth was supported mainly by private consumption that was fueled by

¹¹ Armenia borders Azerbaijan, Georgia, Iran, and Turkey, although borders with Azerbaijan and Turkey remain closed.

¹² In 2019 with 0.76, Armenia is positioned 81 out of 189 countries and territories Human Development Reports, 2019-
<http://www.hdr.undp.org/en/countries/profiles/ARM>

¹³ It increased from US\$ 3,750 in 2016 to US\$ 4,230 in 2018.

¹⁴ World Bank national accounts data and OECD national accounts data files.

¹⁵ The national poverty headcount ratio diminished from 29.4 (2016) to 23.5 (2018), while unemployment has oscillated between 15.3% and 21.9% since 2016- ref to Armstat statistical data and macroeconomic indicators.

¹⁶ In January 2020, a total of 10.1% was above age of 65, with the projection that these figures will reach 22% by 2050.

¹⁷ United Nations, Department of Economic and Social Affairs, Population Division (2019). World Population Prospects 2019, Online Edition. Rev. 1, Annex Population by Age Groups - Both Sexes. Quinquennial Population by Five-Year Age Groups - Both Sexes. De facto population as of 1 July of the year indicated classified by five-year age groups. The expected number of 65+ population according to medium variant by 2050 is 602,356, (app 21.4%) as the estimated total population by 2050 according to medium variant - 2,816,114.

¹⁸ It is estimated that an average of 35,000 people (of which 82% are men aged 20-54) emigrated annually between 2007 and 2013.

¹⁹ UN Armenia (2015), op.cit.

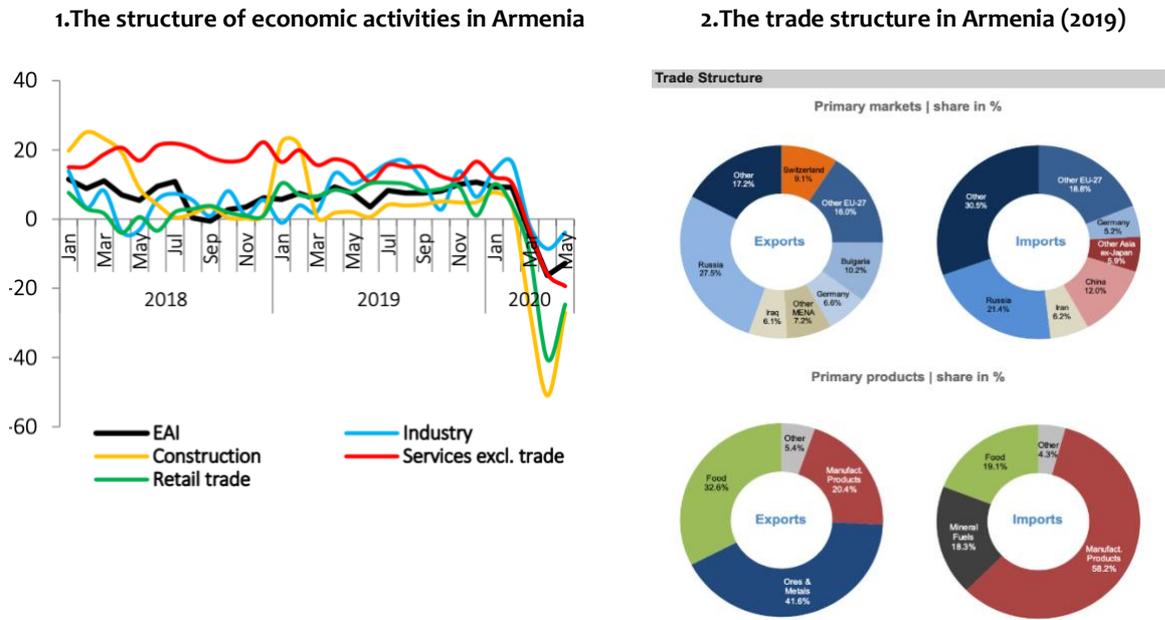
²⁰ Armenia has scored 5.54 in 2019 on the Economist Intelligence Unit's Democracy Index 2019, compared to 4.79 in 2018 and 4.11 in 2017, advancing to position to 86 (compared to 103 in 2018 and 111 in 2017) out of a total of 165 independent states and two territories. Also, the Freedom in the World 2020 Report gave 53 on the Aggregate Freedom Score, but the country remained among the 'partly free' countries.

²¹ Human Rights Watch Report for Armenia, 2020 <https://www.hrw.org/world-report/2020/country-chapters/armenia>

²² More details available at <https://www.ohchr.org/EN/HRBodies/UPR/Pages/AMIndex.aspx>

²³ World Bank Snapshot Snapshot, October 2019 and Armstat, 2019.

rising real wages. In September 2013 the country joined the Customs Union, transformed to the Eurasian Economic Union in 2015. On the other hand, Armenia has been part of the Partnership and Cooperation Agreement with the European Union (EU) since 1999, while in 2017 the country and the EU signed the Comprehensive and Enhanced Partnership Agreement (CEPA).²⁴



Source: Statistical Committee of RA/ Armenia Overview Economic Focus

Together with low inflation,²⁵ the recent **steady economic expansion** has resulted in a reduction in poverty levels to 23.5% (in 2018).²⁶ Unemployment remained one of the major contributing factors to poverty:²⁷ it stands at around 18.9% in 2019, with rates especially high outside the capital.²⁸

The growth of GDP per capita to USD 4188 in 2018 resulted in reclassification of Armenia as an upper middle-income country. The economic growth in the last years resulted into higher consumption levels for those at the bottom 40% of the distribution:²⁹ economic inequalities remained an obstacle for inclusive development of the country. Regional disparities are widening the equity gap between urban and rural incomes as reflected in the income inequality measured by the Gini coefficient of 0.360 (in 2018).³⁰

On independence from the Soviet Union in 1991, Armenia inherited a **Semashko-style health system**;³¹ the system remained unduly skewed towards inpatient care concentrated in the capital city despite an overall reduction in the number of hospital beds and concerted efforts to reform primary care provision. Out-of-pocket (OOP) payments now account for just over 80% of total health expenditure.³² This reduces access to essential services for the poorest households – particularly for inpatient care and pharmaceuticals – and

²⁴ <https://eeas.europa.eu/cepa-agreement-en>

²⁵ WB Snapchat, October 2019- Inflation was falling from 2.5% in 2018 to 1.4% in 2019.

²⁶ Armenia-Poverty snapshot over 2008-2018 https://www.armstat.am/file/article/poverty_2019_english_2.pdf

²⁷ UNICEF study based on nationally representative data from the Armenian Integrated Living Conditions Survey in 2013/14 found that 64% of children under 18 were deprived in two or more of the measurement dimensions, with a substantially higher rate in rural than in urban areas. <https://www.unicef-irc.org/publications/862-child-poverty-in-armenia-national-multiple-overlapping-deprivation-analysis.html>. Accessed 23 April 2019.

²⁸ UNFPA (2015a), *op. cit.*

²⁹ World Bank,, <https://www.worldbank.org/en/country/armenia/overview>, accessed 7 October 2019.

³⁰ Statistical Committee of the RA, Social Snapshot and Poverty in Armenia, 2020, p. 53.

³¹ The Semashko model was built as a multi-tiered system of care with a strongly differentiated network of service providers, where each of the five levels corresponded to the severity of the disease (district, central rayon, municipal, oblast and federal hospitals) and these were all connected by a sound referral system.

³² See World Bank database available online.

many households face catastrophic health expenditure. Regarding **sexual and reproductive health**,³³ the fertility rate in Armenia reached 1.6 children per women in 2018,³⁴ (compared to 1.31 in 2000) showing differences among the women based on their level of education.³⁵ During the past decade the **maternal mortality** ratio decreased to eight per 100,000 live births in 2017.³⁶ Almost all births (99%) have been and are delivered in a (public) health facility, assisted by a skilled provider (96% by doctors and 3% by nurses or midwives). Family planning has become more evident and the proportion of married women aged 15-49 who use any contraceptive method has increased.³⁷

Although the prevalence of HIV/AIDS in Armenia is low, risk factors and vulnerabilities exist. The HIV epidemic is concentrated among key populations (such as injecting drug users, men who have sex with men, and commercial sex workers) and labor migrants which represent 60% of new HIV diagnoses. Trends in new diagnoses have been increasing but the estimated new HIV infections have been plateauing since 2010 (at 200-500 people/year). The awareness about HIV/ AIDS including knowledge of HIV prevention methods is high in Armenia³⁸ while this knowledge substantially increases with the level of education.³⁹ In addition, migrants have inconsistent knowledge about HIV transmission, do not consider themselves at risk for HIV or TB infection, and practice risky behavior while in migration.⁴⁰

Young people⁴¹ have been and remained to be affected by challenges related to their inclusion and participation in mainstream society. Still, poverty and unemployment with rates of 34.5% for women and 26.9% for men remained the main challenge. During the past two decades adolescent fertility has fallen considerably.⁴²

Ensuring **gender equality** remains a challenge in Armenia.⁴³ The new government has prioritized challenges with low economic and political participation of women,⁴⁴ insufficient gender-sensitivity of public administration system, gender-based discrimination in the labour market between men and women (the gap in participation in the labour market is about 17%),⁴⁵ disparities in wages (women earn 36% less than men)⁴⁶ and unequal access to economic resources, and poor social protection for low income female-headed households.⁴⁷ **Gender-based and domestic violence** is present, with prevailing patriarchal stereotypes and stigma as justifications for this. In this challenging context, the Law on Violence in the Family came into force in January 2018, providing a definition of DV but including notions of ‘strengthening traditional values’ and ‘restoring family harmony’ as key principles.⁴⁸ Following adoption of the Law, the Government approved the Action plan for the implementation of the Law (February 2018) and set up the Council on Prevention of Violence in the Family (June 2018), the coordination body for policies on DV prevention. The authorities also drafted relevant decrees regulating requirements for shelter staff members and for establishing a centralized

³³ Unless otherwise stated, this section is based on the most recent *Armenian Demographic and Health Survey* published in 2017: NSS, MOH, and ICF (2017), *op. cit.*

³⁴ In 2000, Statistical Committee of the Republic of Armenia (2018), *op. cit.*

³⁵ Example: 2.8 children per women with basic education to 1.6 per women with higher education. Also, there are minor differences between women in urban areas (1.62 children) and women in rural areas (1.46 children), Statistical Committee of the Republic of Armenia (2018), *op. cit.*

³⁶ From 16,8 in 2015 and 29,6 in 2016- https://www.armstat.am/en/?nid=699&ind_id=3.1.1. Accessed 17 January 2020.

³⁷ From 27% in 2010 to 57% in 2015/16- This has been presented in the 2016 *Armenia Demographic and Health Survey* (ADHS). Also, according to ADHS, 28% of women use a modern method, while 29% use a traditional method.

³⁸ Nearly nine in ten women and men aged 15-49 have heard of AIDS. Overall, 72% of women and 73% of men aged 15-49 know that using condoms and limiting sex to one uninfected partner can reduce the risk of HIV.

³⁹ NSS, MOH, and ICF (2017), *op. cit.*

⁴⁰ *Migrant Health Survey on Tuberculosis (TB) and HIV and Health Services Response for Migrants* (IOM, 2019).

Biological and Behavioural Surveillance Surveys on Labor Migrants in Rural and Urban Communities of Armenia, 2019.

⁴¹ Young people aged 10-24 constitute 22.2%, while 15-29 age group constitute 21% of the population (2018). Armstat

⁴² Declining from 69.1 live births in 1990 to 27 live births in 2013 per 1,000 women aged 15-19. UNFPA Armenia (2015c), *Country Programme Action Plan (CPAP) 2016-2020*. UNFPA: Yerevan.

⁴³ According to the Gender Gap Index published in 2018, Armenia ranks 98 out of 149 countries – a reversal of the progress made earlier.

⁴⁴ The only 24% of parliamentarians are female).

⁴⁵ According to the Armenia Gender Assessment of 2016, the gap in participation in the labour market between men and women is about 17%.

⁴⁶ <http://documents.worldbank.org/curated/en/153131489418520050/pdf/113503-WP-PUBLIC-P157626-ArmeniaGenderAssesment-Summary.pdf>.

⁴⁷ Asian Development Bank (2016). *Armenia Country Gender Assessment*.

⁴⁸ Women’s rights activists believe DV is widely underreported, raising concerns that the principles expressed in the Law could be used to reinforce obsolete and problematic gender roles and stereotypes, and to pressure women to remain in abusive relationships. Indeed, a severe backlash and anti-DV Law propaganda followed the Government’s intention to adopt the DV Law. This had a negative impact both in regard to the Law’s regulations as well as creating a very harmful atmosphere in the area of DV prevention, resulting in a significant amount of stigma and misinformation around the Law.

record of DV cases. The country is facing problems with the practice of gender-biased sex selection (GBSS)⁴⁹: while progress has been made in recent years due to government and UN efforts, the male to female sex ratio at birth, down from 115, is still high at 111 boys per 100 girls (2018).⁵⁰ The country is still lagging behind in implementation of adopted policy instruments.⁵¹ Armenia was elected Chair of the 64th and 65th sittings (2019-2023) of the United Nations Commission on the Status of Women, reflecting a high level of leadership on gender equality at the global level. In October 2019, the Government adopted Gender Equality Strategy and Action Plan for 2019-2023. Next important development was the relaunch of the Council on Women's Affairs under the RA Prime Minister (Chaired by Deputy Prime Minister Tigran Avinyan), which includes representatives from government and civil society.

The majority of the population in Armenia, around 64%, is living in urban settlements, while more than half of this number is living in the capital Yerevan (around 36% of total population). Armenia continues to be a country of **emigration**.⁵² The main point of destination for Armenian migrants continues to be the Russian Federation, followed by EU and CIS countries. For Armenian migrants, constituting 77.1% of the total number of migrants (15,805), labour migration is the main purpose. The **literacy index** in the country is 99.8,⁵³ with women being slightly better educated than men. The Government has declared education to be one of the prerequisites for the country's sustainable development and the cornerstone of human capital. Overall, the pace of reforms in universal inclusive schools has been satisfactory. In December 2014, the Law on Education was amended and foresaw that by 2025 the education of Armenia would transition to a universal inclusive educational system.⁵⁴ The Republican pedagogical-psychological centre and regional services were formed to provide support to the children and their families at school level in the context of three-level pedagogical-psychological assistance. As for the **accessibility of the social services** to the most vulnerable groups, the Armstat reports that only 55.6% of the extreme poor families were reached by family benefits (2018).⁵⁵ While the Ministry of Labour and Social Affairs has established a M&E functionality,⁵⁶ no systemic and regular reports are available yet and no consolidated data, e.g. for the above-said access to services, can be found.

Armenia is a mountainous country characterized by a great variety of scenery and geologic instability. Armenia is a party of a large set of international conventions and agreements (22 international treaties and protocols) in the environmental field. The country has developed and adopted two National Environmental Action Programs (NEAPs), policy and programmatic framework documents, and a set of documents that articulates the country's national and agricultural development priorities while ensuring environmental sustainability.

The Government has approved the **Strategy of the Main Directions Ensuring the Economic Development of the Agricultural Sector of the Republic of Armenia for 2020-2030** on 19 December 2019.⁵⁷ Degradation of land is present in Armenia, including soil erosion and salinization, and improperly irrigated farmland. The rural poor population in Armenia is highly dependent on natural resources, especially on land (pasture, agriculture) and water (irrigation and drinking) for their livelihood and is amongst the most affected by environmental degradation. Drought has a major impact on agricultural production and water availability in rural areas, as about 80% of crops cultivated in Armenia are irrigated, and almost all drinking water is sourced from

⁴⁹ UNFPA (2015a), *op. cit.*

⁵⁰ This is an improvement as in 2013, it was 113 boys vis-à-vis 100 girls. Indeed, Armenia is performing poorly on the Health and Survival sub-index, recording the third lowest female-to-male sex ratios at birth in the world, just above that of Azerbaijan and China more in http://www3.weforum.org/docs/WEF_GGGR_2017.pdf.

⁵¹ The authorities have signed (2018) the Council of Europe (COE) Istanbul Convention on Prevention and Combating Violence against Women and Domestic Violence (known as the Istanbul Convention) but not ratified, though the new government has made ratification a priority. <https://www.hrw.org/world-report/2019/country-chapters/armenia> *op. cit.*

⁵² During 2017-2018, the average estimated number of household members who migrated for 3 months or more and had not returned as of 2018 was approximately 20,500- Demographic Handbook, section 7. Migration// https://www.armstat.am/file/article/demog_2019_7.pdf

⁵³ <https://data.worldbank.org/indicator/SE.ADT.LITR.ZS?locations=AM>

⁵⁴ See the respective page of the Ministry of Education: <http://edu.am/index.php/am/about/view/107> (Armenian)

⁵⁵ National Statistical Service of Armenia: "Social Snapshot and Poverty In Armenia".

⁵⁶ MoLSA page of Monitoring and Evaluation System: http://www.mlsa.am/?page_id=2833

⁵⁷ The goal of this Strategy is to switch from traditional small-scale production to modern, technologically advanced, market-oriented and high-value-added agriculture. The mainstay of the vision is inclusive growth, which will provide access to production opportunities for small entrepreneurs, businessmen, the rural population, and especially for the youth. The Strategy defines the scope of priorities, which include land reform, export diversification, commercialization, technology modernization and innovation, rural development, capacity building.

groundwater. Yet water availability is predicted to decline further as a result of climate change and associated reductions in precipitation.

Armenia is exposed to various disasters, with the rising trend in the last years; this is affecting the development capacity of the country and communities, contributing to groups of people being left behind. There are many disaster-prone areas throughout the country, particularly in the deprived regions with different emergency situations that are affecting infrastructure and people. High altitude relief of the country and extremes in weather and climate and unsustainable natural resources management are causing floods, droughts, and soil erosion; these impacts are expected to worsen in the future. However, the governing structures in Armenia and its population are insufficiently prepared to prevent or react in the situation when risks occur. Some social, gender or economic groups are particularly vulnerable to disasters.

The country is highly dependent on the imported fuel for transportation, electricity generation, and heat production. In this context, the promotion of energy efficiency, and introduction of renewable energy technologies and enhancing the renewable energy capacity are high priorities for the Government of Armenia.

2. UNDAF for Armenia, 2016-2020

The Government of the Republic of Armenia (GoA) in collaboration with the United Nations Country Team⁵⁸ (UNCT) have formulated the United Nations Development Assistance Framework (UNDAF) covering the period from 2016 until 2020 as a mechanism to support achievement of the Armenian's development priorities.⁵⁹ Central to UNDAF implementation have been the post-2015 Agenda Sustainable Development Goals, the country's human rights commitments as well as other internationally agreed development goals and treaty obligations.

Participatory and consultative process has been the central element of UNDAF formulation and this approach continued throughout the UNDAF lifespan, guiding development cooperation from 2016 through 2020 to achieve national development priorities. The seven key results expected from development cooperation, called outcomes, were identified jointly by the GoA, the UNCT, and civil society. They were aligned with the priorities established in the Armenia Prospective Development Strategy 2014-2025 and the Sustainable Development Goals (SDGs).

The outcomes were shaped by the comparative advantages of the UN Country Team to support the achievement of the Post-2015 Agenda and SDGs. They were focused on advancing equitable economic growth, improving environmental management, strengthening accountability, and delivering quality social services. Strategies for each outcome share a common focus on reaching vulnerable groups and assisting the GoA to meet its human rights obligations. The UNDAF outcomes are grouped under four pillars (more details including indicators and targets have been provided in Annex 4- UNDAF Results Framework):

Strategic pillar I. Equitable, sustainable economic development and poverty reduction

- Outcome 1. By 2020, Armenia's competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities.

Strategic pillar II. Democratic Governance

- Outcome 2. By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.
- Outcome 3. By 2020, Armenia has achieved greater progress in reducing gender inequality, and women are more empowered and less likely to suffer domestic violence.
- Outcome 4. By 2020, migration, border, and asylum management systems are strengthened to promote and protect the rights of migrants and displaced people, especially women and girls.

⁵⁸The UNCT refers to the totality of UN operations in Armenia by resident and non-resident agencies, funds and programmes. The following agencies have signed: UNDP, UNFPA, UNICEF, UNHCR, WFP, WHO, UNIDO, FAO, ILO, UNESCO, UNAIDS, UNECE, UNCTAD.

⁵⁹ The UNDAF document was signed on 31 July 2015 by the Government of the Republic of Armenia and thirteen UN Agencies, Funds and Programmes active in the country.

Strategic pillar III. Social Services and Inclusion

- Outcome 5. By 2020, vulnerable groups have improved access to basic education and social protection services and participate in their communities.
- Outcome 6. By 2020, quality health services are accessible to all, including especially vulnerable groups.

Strategic pillar IV. Environment, Climate Change and Resilient Communities

- Outcome 7. By 2020 Sustainable Development principles and good practices for environmental sustainability resilience building, climate change adaptation and mitigation, and green economy are introduced and applied.

UNDAF also described how the GoA and the UNCT deliver on the commitments, including jointly-owned coordination and implementation arrangements, partnerships, coordinated resource mobilization, and effective progress monitoring, reporting, and evaluation. The joint national Steering Committee (SC) was established under the leadership of the GoA Prime Minister and the UN Resident Coordinator with the role to provide overall strategic guidance during UNDAF implementation. Four Results Groups (RG) were formed at the pillar level, based on the agreement between the GoA and UNCT, to ensure efficient planning and coordination and timely delivery of development results.

The planned (“targeted”) amount for the implementation of UNDAF has been set at 119,35 mil USD (the available figures showed that during first three years UNCT has delivered a total of 87,035 mil USD, approximately 73% of the planned budget).

3. Purpose, objectives and Scope of UNDAF final evaluation

The rationale for the UNDAF final evaluation has been twofold: 1) to strategically use the findings to inform the next UNDAF cycle and to better integrate Agenda 2030 and the SDGs in order to better align and target UN interventions that will support the country in reaching its 2030 commitments; and to help the UNCT to adjust to new generation of UNDAFs (Cooperation Frameworks) and the wide UN system reforms 2) to use the independent evaluation process and findings as an accountability tool where independent expert review will explore the effectiveness and potential influence of the UN system in Armenia by the end of current UNDAF cycle (2020), including key lessons learned and good practices for the UNCT and its partners from the current UNDAF cycle.

The purpose was to distil the findings and use them strategically to inform the next UNDAF cycle, as required from the on-going UN system reform. The results of the final evaluation should facilitate more substantive integration of Agenda 2030 and the SDGs and effective alignment of UN interventions. These efforts should form a stronger coalition to support Armenia’s efforts to achieve its 2030 commitments.

The scope of the UNDAF evaluation is national, covering all programme- and activity-based contributions to UNDAF outcomes by UN Agencies in Armenia during the entire period of implementation. Due consideration was given to the activities of agencies without a formal country programme, activities implemented as part of global or regional programmes and projects, and the activities of non-resident agencies.⁶⁰

In terms of the precise objectives, the final evaluation strived to:

- Provide information on the overall relevance and coherence, results, transformation and normative adherence of the programming and results of the 2016-2020 UNDAF, across its four pillars and seven outcomes.
- Assess whether results expected by 2016-2020 UNDAF were achieved, if other unintended results have been identified. Also, to analyze whether the UNDAF made a worthwhile, coherent, durable and cost-efficient contribution to collective UN system outcomes and national development processes to achieve the 2030 Agenda.
- Evaluate the results of the cross-cutting programming, specifically, human rights-based approach, gender equality, environmental sustainability, results-based management and capacity development. Also, analyse the extent to which “leave no one behind” principle has been mainstreamed in the current

⁶⁰ UNDAF evaluation did not evaluate the individual programs, projects or activities of UNCT members but rather analyzed their contribution to selected outcomes. This process ensured the plausibility of causal relationships between these achievements and outcomes.

UNDAF, including differential progress on vulnerable groups (people living below the nationally determined poverty line, women especially in rural areas, young people with low skills, minority groups, children, persons with disabilities, refugees and persons displaced from Syria, etc).

- Assess the influence of the interventions (programmes and projects) on the final beneficiaries.
- Identify synergies, enabling factors, gaps, overlaps and missed opportunities to continuously improve organizational performance and results.
- Assess UNCT's contribution to SDG targets as well as examine the progress, gaps, opportunities and bottlenecks vis-à-vis the implementation of the 2030 Agenda.
- Provide a set of actionable recommendations to inform the visioning exercise, theory of change and the strategic prioritization process of the subsequent 2021-2025 Cooperation Framework cycle in line with the ongoing UN Reform processes.
- Support greater accountability of the UNCT to the UNDAF stakeholders.

This evaluation will become a rich source of information, analysis and lessons on UN country-level support to be used by the UN System and agencies at the global, regional and country levels. The benefit of knowledge produced by the evaluation will be shared with the partners of the UN system. The first cycle of exchange with the country partners happened already during the final review of the evaluation report during February – July 2020. Apart from the UN System, the primary users of the evaluation report should be the key national and development partners in the country.

This primarily relates to the branches of power with who the UN System is currently engaged in strategic programming and planning for the next cycle and into exchange and discussions over the Government's overarching programmes, which contain a structural harmonisation with the SDGs. Further, the next important group of users is the Development Partners with who the UN System has been cooperating and is planning the next phases of joint efforts towards key intervention areas, such as the EU, EU Member States and their development agencies, ADB, Switzerland (SDC), and others. The Development Partners are assumed to be using the analysis and the lessons learned for their sequential assistance cycles and programming. The third important group includes CSOs and benevolent funds – very actively joining their efforts and, some of them – funds, with those of UN System in vital areas of migration, childcare, education and social services.

The report will be of use for scholars and researchers in various areas, as it presents rich data and analytical basis, and lessons learned on the rate of success of various intervention strategies, revealing the current level and nature of problems to be addressed and the root causes to be tackled.

4. Methodology for the final evaluation

This part provides a description of the evaluation methodology, data collection methods and data sources that have been employed, including the rationale for their selection (how they have informed the final UNDAF evaluation) and their limitations. In addition, this part reflects on data collection tools, instruments and highlighted the reliability and validity for the evaluation.

The high level of UNDAF objectives and the complexity arising from UNCT's multi-actor nature required the FE methodology to adhere to the evaluation dimensions defined by UNDAF evaluation guidelines,⁶¹ thus, the FE assessed the following four dimensions: Relevance and Coherence, Results, Transformation and Normative. The FE also adhered to UN Evaluation Group (UNEG) Norms and Standards,⁶² and UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation⁶³, OHCHR Guidance on Human Rights-Based

⁶¹ It is important to highlight that complexity of UNDAF and high level of its outcomes required complex approach and not simply traditional evaluation criteria, e.g. OECD-DAC/UNEG criteria.

⁶² <http://www.unevaluation.org/document/download/2787>

⁶³ <http://www.uneval.org/document/download/1294>

Approach to Data.⁶⁴ The FE also used the UN-SWAP Evaluation Performance Indicator and its related scorecard.⁶⁵

The methodology for the FE also reflected the essentials of the contribution analysis for complex projects (CA)⁶⁶ intending to establish credible causal claims about interventions, their results and created changes.⁶⁷ The CA has been chosen as a viable approach, considering that the UNDAF outcomes⁶⁸ (defined as "intended changes in development conditions in Armenia") have been set at the level that required joint work of many partners, credible attribution to the UNCT may be challenging or in some cases impossible to establish.⁶⁹

The desk review of literature, key informant interviews and field visits served to collect critical information and capture different perspectives about UNDAF and its implementation. The evaluation team triangulated collected data to validate findings and identify points of convergence and divergence.

4.1. DATA COLLECTION METHODS

The evaluation followed a mixed-method approach to enable gathering of qualitative and quantitative information through a well-balanced combination of desk research and interviews with key informants, at various levels of analysis. The evaluation was using desk research to analyze secondary information that was received or collected. In-person and teleconference interviews during the field phase served to collect primary data and to validate findings and conclusions from the desk phase.

The following table presents the main data collection methods and sources:

Table 1. Main data collection approaches

Approach	Activities
----------	------------

⁶⁴ <https://www.ohchr.org/Documents/Issues/HRIndicators/GuidanceNoteonApproachtoData.pdf>

⁶⁵ <http://www.uneval.org/document/download/2148>

⁶⁶ Line Dybdal, Steffen Bohni Nielsen, Sebastian Lemire (Ramboll Management Consulting and Aarhus, Denmark): "Contribution Analysis Applied: Reflections on Scope and Methodology", The Canadian Journal of Program Evaluation Vol. 25 No. 2 Pages 29–57 ISSN 0834-1516.

⁶⁷ John Mayne: „Contribution analysis: Coming of age?“ from Evaluation, 2012, Sage Publication, DOI: 10.1177/1356389012451663. Also, where a paucity of data necessitates a quick assessment of a contribution, this should be carried out using appropriate evaluation methodologies that identify contributions at the outcome level and ascertain the plausibility of causal relationships between activities and outcomes.

⁶⁸ UNDP, 'Handbook on Planning, Monitoring and Evaluating for Development Results', p.56. Outcomes are medium-term development results created through the delivery of outputs and the contributions of various partners and non-partners. They normally relate to changes in institutional performance or behaviour among individuals or groups. Ref also to "Outcome-level evaluation- a companion guide to the handbook on planning monitoring and evaluating for development results for programme units and evaluators", 2011.

⁶⁹ The Terms of Reference also recognized this challenge for the final evaluation.

<p>Document review</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Reviewed the UNDAF 2016-2020, with particular focus on the Results Matrix, the priority areas and outcomes, including indicators, baselines and targets. <input type="checkbox"/> Analyzed progress reports and reviewed documented results from the UNCT/ UN Agencies operating in Armenia. <input type="checkbox"/> Reviewed policies and strategies deriving from different governance levels and sectors thus analyzing the overall environment in which UNDAF was implemented. <input type="checkbox"/> Analyzed progress and reports on implementation of the international obligations of the country. <input type="checkbox"/> Analyzed key socio-economic data and indicators for Armenia (available via the Statistical Committee of the Republic of Armenia, and also considered reports from the World Bank and the International Monetary Fund). <input type="checkbox"/> Identified key horizontal issues, themes, best practices and success stories for follow- up, further investigation, verification, and triangulation.
<p>Field phase</p>	<p>Personal interviews with the representatives of UN Agencies (Heads of Agencies, Programme Officers, Monitoring and Evaluation Officers).</p> <p>Personal interviews with the national partners from different levels.</p> <p>Personal interviews with international development partners.</p> <p>Focus groups with Civil Society Organizations (four focus groups were conducted).</p>

The final evaluation together with the UNCT/ RC Office made efforts to encourage broad and active stakeholder engagement in the UNDAF evaluation process. Perceptions of UN neutrality, and opinions about UNDAF implementation, depend on representatives of the different main stakeholder groups, including those relating to different outcomes that should be equally consulted.

The FE team performed a simple stakeholder analysis (Graph 3) using the Stakeholder relevance and influence matrix.⁷⁰

3.Stakeholder relevance and influence matrix

⁷⁰ Handbook on Planning, Monitoring and Evaluating For Development Results, UNDP, 2009.



Different groups of stakeholders have been identified: Group 1: High Relevance / Low Influence Stakeholders; Group 2: High Relevance / High Influence Stakeholders; Group 3: Low Relevance / Low Influence Stakeholders and Group 4: Low relevance / High Influence Stakeholders. The FE received a longlist of the stakeholders from the UN Agencies in Armenia. The next step was to prepare a table for the Identification of key stakeholders and their interests, followed by the relevance and influence of stakeholders' analysis.

The FE identified a total of 105 representatives of different stakeholder groups. The in-country mission was organized between 09 and 23 December 2019 and included consultations with 99 stakeholders (54 women and 45 men- 94% from the planned sample). Graph 3 provided a detailed overview of the type of stakeholders with the majority being representatives of the national authorities (44 representatives of the Government of Armenia and its ministries, regulatory and independent bodies, the Parliament), followed by representatives of UN Agencies (Heads of Agencies, Programme Officers, Monitoring and Evaluation Officers), representatives of different CSOs and think-tanks and international development organizations.

The time constraints for this evaluation prevented the FE team from meeting with representatives of groups often left behind. The FE was using meetings with the grassroots CSOs for proxy information about those "whose voice is normally not heard on UNDAF-related issues".

4.Stakeholders interviewed during the Final evaluation

Types of stakeholders	Total number of interviewees	#Male	#Female
UN	23	8	15
Government	44	23	21
Donors	8	5	3
Civil Society	24	9	15
Total	99	45	54

The FE was primarily using the interview guide approach, combined with the informal conversational interviews. Although these types vary in the format and structure of questioning, they have in common the fact that the participant's responses are open-ended and not restricted to choices provided by the interviewer. The FE has prepared an outline of topics in the interview guides, remaining flexible in the formulation and order of the questions to some extent. This approach enabled to collect more systematic and comprehensive data (than in the informal conversational interview) while the tone of the discussion remained somewhat conversational and relaxed. To avoid possible drawbacks, such as sticking to the

outlined topics and not raising emerging critical issues, the FE used informal conversational interviews to ask questions emerging from the immediate context.

4.2. DATA ANALYSIS

The scope, complexity, and the period covered by the evaluation (the focus was on UNDAF implementation from 2016 until mid-2019; with part of 2019 and 2020 of UNDAF implementation not covered) required an analytical approach deriving from UNDG evaluation guidelines and international practices. The evaluation analysed collected information and the Results Matrix through causality (causal effects and assumptions) model, as explained in the previous parts of this report, complementing it with the political economy and the timeline analysis when necessary.

The analysis of the Results Matrix was in the centre of this evaluation, serving to better understand the intervention logic of UNDAF. The assumption of the FE was that that UNDAF and the country programmes deriving from UNDAF⁷¹ were relevant, necessary, and sufficient to contribute to changes under the outcomes and priority areas. The analysis of the primary and secondary data served to identify challenges or obstacles that affected the progress and contribution towards the achievement of outcomes, while also suggesting a more substantive – follow-up analysis, when breaking points in the contribution to outcomes were identified.

The FE was using triangulation of the collected information and other sources of information at different stages of the process. Interviews with the key informants and Skype interviews, together with focus group discussions with the stakeholders, served to validate findings and substantiate conclusions and recommendations. The process considered the following evaluation criteria as provided in the ToR:

4.2.1. Relevance and coherence: Are we doing the right things?

The review of relevance and coherence examined the process and quality of UNDAF design, including internal coherence, while also analyzing real-time relevance. The review of the design phase explored the connection between the UNDAF outcomes, the national development priorities for Armenia and identified needs of the citizens, with a particular focus on vulnerable groups.⁷² The evaluation analyzed factors that were affecting implementation of UNDAF and assessed the flexibility of the UNCT/ UN Agencies to respond to the changing environment and arising needs of the citizens.

The FE was using Human Rights Based Approach (HRBA) and gender mainstreaming lenses to assess the appropriateness of the focus areas, outcomes, expected targets and indicators. The broad scope, its thematic areas and the long period covered by the evaluation required analysis at the country level,⁷³ focusing on the national priorities. In conjunction to this, the FE analyzed alignment of UNDAF outcomes with the sectoral priorities.

4.2.2. Results: Have we made a difference?

The FE assessed the overall progress towards the achievement of the UNDAF outcomes targets: the focus was to identify critical accomplishments, analyzing a “chain of causality” to reveal linkages between these accomplishments and the progress that has been recorded under each of the UNDAF outcomes. Working to ensure “contribution claim”, the FE was focused on the indicators from the UNDAF Results Matrix,⁷⁴ assessing the accuracy and the extent of their use to measure progress.⁷⁵ The FE analyzed the extent of the inclusion of the national stakeholders during the formulation and consequent implementation of UNDAF, assessing also the sustainable partnerships between different actors to deliver results. The analysis reflected

⁷¹ In the absence of the Agency specific programmes— the factual contributions at agency outputs and outcome’s levels).

⁷² This includes the following groups: women and girls; children; refugees; internally displaced persons; stateless persons; national minorities; migrant workers; disabled persons; elderly persons; HIV positive persons and AIDS victims; Yezidis and Kurds of local origin and Armenians, Yezidis and Kurds from Irak, Syria and other parts of the Middle East that fled from the wars, Assyrians; and lesbian, gay and transgender people.

⁷³ Including the Programme of the Government of Armenia 2019, subsequent sector programmes and commitments: <https://www.gov.am/en/gov-program/>

⁷⁴ The FE analyzed if the UNCT adequately used results-based management to ensure a logical chain of results and establish a monitoring and evaluation framework and the efforts and quality of data collected and analyzed.

⁷⁵ The FE analyzed relevance, frequency of collection, reliability, disaggregation and quality of indicators from the Results Matrix.

on the challenges and obstacles that UNCT and the partners have experienced during the UNDAF implementation.

The FE analyzed the adequacy and efficiency of the management system for implementation of UNDAF and delivery of results (strategic and operational mechanism).⁷⁶ This included the analysis of the role and functioning of the Joint Steering Committee and the Results Groups, and also the functioning of Operations Management Team and Communication Team. Part of these efforts was to assess the degree of actual synergies established among UN agencies, involving concerted efforts to optimize results and avoid duplication.

4.2.3. Transformation: Have we made long-lasting, systemic and society-wide changes?

In the context of assessment of transformation that UNCT in Armenia made through UNDAF implementation, the FE analyzed the extent of achieved benefits during the implementation of UNDAF, particularly answering if the positive results, including national ownership over them and established partnerships, would continue after the end of implementation cycle. The FE analyzed the longer-term influence of UNDAF on the wider development in Armenia, particularly focusing on systemic changes (e.g. changes in the legal framework, institutions, social and economic structures) and sectoral changes (analysis if the results have been integrated in sectoral policies or practices). The FE analyzed the degree to which UNDAF has enabled innovative approaches for institutional learning and development of national capacities of key national stakeholders while assessing opportunities for scaling up or replicating UNCT's experience and best practices.

4.2.4. Normative: Have we left no one behind?

The evaluation analyzed the extent to which UNCT prioritized the needs of most vulnerable from the perspective of their benefits from the accessible and quality assistance and other results delivered through UNDAF. The evaluation assessed whether the core UNDAF principles and UN normative work have been considered and mainstreamed during the preparation and implementation of UNDAF.

The evaluation analyzed the actual contribution of UNDAF to progress under the SDGs for Armenia, linking UNDAF results and SDGs with analytical overview of progress, gaps, opportunities and bottlenecks for the implementation of the 2030 Agenda. The evaluation provided a brief justification of UNCT's contribution to SDGs and the issues and challenges of SDGs relevant to the UNDAF outcomes, using all available resources (Armenian NSS SDG data, SDG Lab, SDG Index, 2018 SDG National Voluntary Report, etc).⁷⁷

4.2.5. Prepare recommendations for the UN Country Team in Armenia

The FE prepared this report that included findings, conclusions and identified lessons learned and good practices during UNDAF implementation. The report provided actionable recommendations based on findings and conclusions, also considering the new strategic planning cycle for the period 2021-2025 and the new generation of UNDAFs.

4.3. LIMITATIONS

The final evaluation included field visit and in-person interviews, complementing the document review and enabling to collect in-depth information about the status of UNDAF outcomes (including individual and joint contribution of UN agencies to the reported progress). This phase also enabled to identify links between different programmes and issues impacting the achievement of UNDAF outcomes. However, this evaluation included limited time for the in-country mission. Considering this, the final sample of key stakeholders for interviews has been agreed in cooperation with UNCT, while the involvement and importance of the stakeholders in the UNDAF development and implementation⁷⁸ have been the main determining criteria.

⁷⁶ This also included the analysis of the existing monitoring system, reporting practice and management of risks.

⁷⁷ Particularly important for this evaluation is the 2018 VNR.

⁷⁸ A detailed list of interviewed people is provided in the Annex 1 to this document.

Although the evaluation met with the representatives of different authorities, some of the local counterparts were not in the position to reflect on the cooperation and results to the full extent / sufficiently.

The terms of reference were clear that the evaluation should not focus on specific programmes or projects. The UNDAF's effectiveness needed to be considered assessing the extent to which the UNCT contributed to or is likely to contribute to progress under outcomes. However, it was challenging to determine "this specific extent of contribution" towards the UNDAF outcomes without providing references to specific achievements of specific programmes to illustrate this.

During the implementation of UNDAF, UN Agencies have produced strategic results under the outcomes. These achievements have been presented in a kind of annual UNDAF progress overview and other UN Agency reports.⁷⁹ Thus, considering requirements from the ToR, and request for the length of the evaluation report, as well as the timeframe for the final evaluation, it would be highly challenging to extract "the most important" achievements contributing to the behavioral level (policy implementation and delivery of public services) to validate the contribution to the UNDAF outcomes.⁸⁰ The assessment of the effectiveness and performance of UNCT relied on the indicators provided in the UNDAF Results Framework and the agency contributions through the reported outputs and intermediate outcomes, along with the data sources suggested for verification of progress. The indicators were in the majority of cases relevant; however, in some cases, they did not adequately capture UNCT contribution, thus, did not adequately inform the assessment of achievements under outcomes. In some other cases, the data sources were not available or could not be used to compare current status and performance with baseline data. The effectiveness was also assessed considering other requirements and criteria from the ToR. The availability of financial figures and other information from UN Agencies to assess "value for money" have been available through the RC office and the evaluation team was using these figures.

Sustainability is an ex-post measure and ideally, measuring sustainability requires a time-period between two to five years after the completion of the UNDAF. Therefore, the evaluation approach was to anticipate or forecast sustainability. The intention was to measure the extent to which the positive results achieved through UNDAF implementation are likely to continue after the end of the implementation cycle, and if the longer-term influence on the development changes (in the specific sector) would have lasting nature.

4.4. ETHICAL CONSIDERATIONS

The evaluation team followed closely the United Nations Ethical Guide for Evaluation in selecting interviewees, in interacting with them and in respecting their personal and institutional rights. They were assured that no attribution would be made to them if they did not want so, they were chosen to ensure a fair representation of views in order to ensure a balanced perspective and, in the rare instances where potentially vulnerable groups were involved (e.g. persons with disabilities), the evaluation team was particularly conscious of compliance with ethical standards in interacting with them.⁸¹

Generally, the evaluation team maintained an awareness of the United Nations Ethical Guidelines.⁸² Informed verbal consent was sought from stakeholders prior to asking any questions related to the UNDAF evaluation. To obtain consent, the evaluation team briefly explained the reasons and objectives of the evaluation, as well as the scope of the questions asked during the interview. Stakeholders had the right to refuse or to withdraw at any time. The evaluation team also ensured respondent privacy and confidentiality. Comments provided during individual and group discussions were aggregated to render impossible the identification of specific stakeholders. The evaluation team was fully independent, unaware of any conflicts of interest for this work. During the overall process of the evaluation, the members of the evaluation team followed the principles of impartiality, credibility and accountability.

⁷⁹ The FE did not have access to any UN Agency annual report.

⁸⁰ This could be mitigated to some extent through the analysis of case studies; however, this was not considered in the Terms of References and the proposed scope of the evaluation.

⁸¹ The FE did not include any interview with minors during the data collection process.

⁸² United Nations Evaluation Group (UNEG), UNEG Ethical Guidelines for Evaluation ((UNEG/FN/CoC [2008])).

5. Findings of the final evaluation

5.1. UNDAF RELEVANCE AND COHERENCE: ARE WE DOING THE RIGHT THINGS?

Reli. The external intervention of UNDAF 2016-2020 in the four focus areas and under seven outcomes has been within the mandate of UN Agencies, aligned with the national development priorities and the needs of the people in Armenia. UNDAF remained relevant throughout the entire period of implementation.

The process of UNDAF formulation, initiated in 2015, has been comprehensive, appropriately reflecting the priorities and needs of the country and its citizens through adequate developmental responses.

The initial step in the identification of the needs of citizens was nation-wide consultations⁸³ on the Post-2015 agenda to garner inputs and ideas for the “The Future We Want”, reflecting on the key development priorities for the country for the next five years.⁸⁴ This has followed with preparation of an analytical and human rights-based Common Country Assessment (CCA),⁸⁵ structured along four broad pillars of United Nations development cooperation and human rights work with Armenia. Focusing on the social and economic situation, political and security dynamics within complex public administration trends, the CCA provided an updated assessment of the development needs and challenges in the country.⁸⁶ Preparation of the 2015 National Millennium Development Goals (MDGs) Progress Report for Armenia⁸⁷ additionally contributed to the analytical basis for UNDAF formulation, presenting achievements under the MDG areas and also emphasizing challenges related to health, inequalities and disparities in the country.⁸⁸

The materials from the public discussions and analysis have been further validated through the inclusive, participatory, and wide-ranging consultation with the representatives of the authorities, civil society, think tanks and academia.⁸⁹ The Strategic Prioritization Retreat has been organized and development priorities have been analyzed in the framework of mandate of UN and UN Agencies and grouped under the four strategic areas and seven specific outcomes.⁹⁰

In addition, long-lasting presence and mandates of the UN/UN Agencies in Armenia⁹¹ have contributed to the substantive insight for prioritization with appropriately proposed responses to development needs and challenges for the country.

UNDAF was fully aligned with the Armenia Development Strategy (ADS) 2014- 2025,⁹² the country's main strategy at the moment of UNDAF preparation that set the medium-term priorities, serving also as the basis for preparation of sectoral programs and documents. The ADS defined the vision of Armenia as a middle-

⁸³ The consultation process was all inclusive and included government representatives, the private sector, women, the civil society, marginalized groups, and others previously left out of discussions on development priorities.

⁸⁴ The findings and conclusions have been captured and presented in the reports the “The Future We Want” (<http://www.un.am/up/file/Armenia%20Post%202015%20National%20Consultation%20-%20English.pdf>) and “Voices of the Armenian youth”. (http://www.un.am/up/file/Voices%20of%20Armenia%20youth%20report%20on%20post-2015%20consultations_Arm.pdf) The follow-up of the large scale consultations (2014), focused on the means of implementing the post-2015 agenda and which resulted to the report Localizing the Post-2015 Agenda - Armenia (<http://www.un.am/up/file/Post-2015%20Localization%20report%20-eBook-v5.pdf>).

⁸⁵ The Country Analysis: Armenia – UN Partnership Framework 2016-2020, completed in the second half of 2014.

⁸⁶ The document provided by the UN RC Office- The Country Analysis: Armenia – UN Partnership Framework 2016-2020.

⁸⁷ Millennium Development Goals- National Progress Report, Armenia, 2015. More details are available in the full report, available at: - http://un.am/up/library/MDG%20NPR_15_eng.pdf

⁸⁸ Out of the total 65 indicators, Armenia achieved 22 indicators. There was, however, good progress towards 10 of the non-achieved indicators. Armenia did not achieve nearly half of the national indicators; a total of 30 out of 65 indicators.

⁸⁹ Detailed list of people met and interviewed during the field phase in March 2019 has been provided as the Annex 1 to this UNDAF Evaluation Report.

⁹⁰ Notes from the Strategic Prioritization Retreat, 2015.

⁹¹ KII notes GOV_04.

⁹² Armenia Development Strategy for 2014-2025- Annex To RA Government Decree # 442 - N On 27th of March, 2014; http://policy.thinkbluedata.com/sites/default/files/Development%20Strategy%20of%20the%20Republic%20of%20Armenia%20for%202014-2025_ENG.pdf – visited on 18 December 2019.

income country,⁹³ organizing priorities around four pillars and priorities:⁹⁴ from employment growth, better access to quality services and improvement of social protection to reform and modernization of public management system in Armenia.⁹⁵

The stakeholders recognized that UNCT was not consulted during the preparation of the ADS; hence, some of the important elements were not included. Particularly, the ADS did not specify “vulnerable groups”, although highlighting the need to define “special support programs aimed at most vulnerable communities that have small objective capacities for advanced development”.⁹⁶ Rather, the ADS admitted that these groups face similar challenges to those of the rest of the population, from finding a job, setting up a business in a complicated business environment, dealing with corruption and poor public services. The ADS prioritized only some of the challenges of the vulnerable groups, mainly related to social services (health, education and social protection) without performing a more substantive and sophisticated analysis of the needs of the most vulnerable population in Armenia.⁹⁷ However, democratic changes in 2018 brought about policy reorientation and the ADS 2014-2025 has been replaced.⁹⁸

UNDAF has been well aligned with the country’s priorities presented in the sectoral strategic and policy documents prepared in Armenia. Considering its broad nature and core development challenges that it has been addressing, it is easy to justify UNDAF’s alignment with these strategic documents.

Rel2. UNDAF outcomes have been effectively guiding the work of UN agencies, also reflecting international norms and standards and agreed goals and commitments for Armenia.

The process of UNDAF formulation was sound, and the analysis of the situation in the country was comprehensive, following a bottom-up process of collaboration and involvement of policymakers from different levels and structures.

UNDAF 2016-2020 has grouped outcomes around four strategic areas, contributing to the alignment with the declared national priorities identified during the design stage. UNDAF outcomes have in general captured the international norms and standards as guiding points during UNDAF implementation, also enabling UN Agencies to support authorities and other stakeholders in Armenia to work jointly on the achievement of international commitments.

Rel3. Although UNDAF outcomes have been aligned with the national priorities, internal connections remained weak. UN Agencies did not ensure stronger links during implementation, affecting greater integration as an additional boost to the progress under respective outcomes.

The weaknesses from the design phase included the absence of a robust “theory of change”⁹⁹ or similar credible problem analysis tools. Although UNDAF provided an overview of challenges and issues inherent to core areas of sustainable development, it did not include more strategic prioritization among these challenges and issues. This has affected the coherence of the Results Matrix also causing that outcomes were relatively broadly formulated.

In fact, a simplified and incomplete, and nevertheless, still usable intervention logic was presented in the UNDAF narrative and matrix instead of a more descriptive and visualized “theory of change”. This was based on the description of the National development goals, selected SDGs, Outcomes, Outcome-level indicators, assumptions and risks. Due to the very wide formulation of the Outcomes (reaching the level of Impacts) the

⁹³ The ADS planned per capita income above US\$10,000 by 2025. To contextualize it, the amount of above 10,000 USD per capita was practically three times higher than its 2012 level.

⁹⁴ The priorities have been i) Employment expansion through high-productivity and decently paid jobs; ii) Enhancement of human capital through better access to quality services, including healthcare, education, culture, and basic infrastructure; iii) Improvement of social protection through higher efficiency, including improved targeting, of existing systems to ensure financial sustainability and iv) Modernization of public administration and governance, through increased efficiency of the state, improved quality of and access to public services, increased transparency of decision-making and accountability of public spending, and fight against corruption.

⁹⁵ The ADS also specified a set of policies to achieve the overarching objectives and provided an annual breakdown of macro-fiscal projections for a five-year period (2013-2017) with aggregated targets for main economic parameters up to 2025

⁹⁶ ADS, page 80.

⁹⁷ Some examples could be higher poverty among children in households with more children, or very low rates of early childhood education, especially in rural areas, creating a genuine risk of inter-generational poverty transfer.

⁹⁸ The ADS served as the main points of references to validate the relevance of UNDAF focus areas and outcomes. The preparation of a long-term strategic document has been initiated.

⁹⁹ The latest UNDAF Guidance (from May 2017) set the mandatory requirement for preparation of Theory of Change https://undg.org/wp-content/uploads/2017/05/2017-UNDAF_Guidance_01-May-2017.pdf

assumptions were not linked well to explain how the National development goals and the selected SDGs would be reached. Furthermore, there was no clear description of the level of Outputs to distinguish what were the deliverables under the “responsibility” of the UN System and what were the assumptions at the level of Outputs under the “responsibility” of the partners, which if realized, would lead to the formulated Outcomes.

Due to this, the FE team does not find it very useful to reproduce the intervention logic for all Outcomes but rather illustrates the issue with selected Outcomes – Outcome 1 as a relatively weak and Outcome 5 as a relatively successful example of the said problem. Further, in the section of 5.3. below and in the Annex 4, the more detailed and factual results chain is explained, which is meant to support the next cycle Cooperation Framework design process, during which the core assumptions at the levels of Outcomes and Outputs, as well as indicators, should be defined.

The brief intervention logic for the Outcome 1 have been as follows:

Outcome 1: By 2020, Armenia’s competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities.

IF this Outcome achieved/contributed to, and the assumptions on “Government is committed and sufficient resources made available for development and implementation of the socio-economic reforms” realize, THEN it would contribute to the overarching national goal of “Increase in employment through the creation of quality and well-paid jobs...” and SDGs 8.5 and 8.6.

The formulation of the above Outcome is very broad; the indicators in the UNDAF matrix are also broad and, often, at the level of Impact. The formulated assumption does not reflect the external conditions that would help this Outcome to contribute to an increased level of employment and quality and well-paid jobs.

Outcome 5: By 2020, vulnerable groups have improved access to basic education and social protection services and participate in their communities.

IF this Outcome is achieved/contributed to, and the assumptions on “1. Law on Education is enforced with a special provision on inclusive education; 2. Adequate budget allocation, policy guidance to integrate social services delivery in all regions/districts, per Law on Social Assistance” realize, THEN it would contribute to the overarching national goal of “Improvement of social protection systems... and creation of the basis for financial stability in the long-term, ensuring the provision of comprehensive social guarantees, essential reduction of social risks and reduction of poverty,” and SDGs 4.1 and 4.8.

While this Outcome is also formulated broadly, it is still at the level of the behavioral and systemic change (and, thus, not growing to the level of Impacts). The assumptions were identified relevantly, as the main driving force for the social and educational inclusion would have been legal-institutional reforms for inclusive social services and education by the government with proper funding. For this Outcome, the majority of indicators have been formulated also relevantly – at the level of Outcomes, with sufficiently identified sources of verification.

The rest of UNDAF’s intervention logic for the Outcomes and pillars together with the generalized outputs and aggregated actions could have been merely detected, being very widely distributed across the narrative and not visualized to make the logic explicit and observable.

The summary of issues observed related to the design and the intervention logic are as follows:

i) The seven Outcomes of the UNDAF have been formulated as widely as the SDGs, while a more efficient approach could be the specification of the selected SDGs and the sub-goals to the potentially achievable scope at the time of programming.

The FE finds differences between the scope and the hierarchy among UNDAF outcomes, for example when it comes to the level of focus. Some of these outcomes describe rightly the “intended changes in development conditions resulting from the joint work of UN, key national and international stakeholders”.¹⁰⁰ Meanwhile, UNDAF included outcomes that could be almost “impact level”, as it is for example, with **Outcome 2**.¹⁰¹ The latter’s broad scope and focus on improved systems of democratic governance and

¹⁰⁰ This is the definition of outcomes in UN planning and programming documents.

¹⁰¹ Outcome 2: By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.

strengthened protection of human rights suggests that, for example, it could easily "absorb" **Outcome 4**.¹⁰² Practically, sound and effective migration management could not be separated from the system of democratic governance, while strengthened mechanisms for the protection of human rights should also ensure benefits for migrants and displaced persons, as well as for the other (vulnerable and marginalized) groups. Some outcomes (i.e. Strategic Pillar 3 Social Services and Inclusion Outcome) have been more specific, presenting strategic intent of some UN Agencies. **Outcome 5** concerned with basic education and social protection and **Outcome 6** for quality health services could have been integrated in one outcome focused on integrated social services.¹⁰³

There are, however, few further observations concerning the technical issues of formulation of the outcomes. Some of them contained causal relationships of two different-level outcomes as it is, for example, the case with Outcome 4 that stipulates "By 2020, migration, border, and asylum management systems are strengthened to promote and protect the rights of migrants and displaced people, especially women and girls". The "Strengthening of migration, border and asylum management systems" is only one of the constituents contributing to the "promoting and protection of the rights", and can be presented as an aggregated output, if that focuses on the capacities and systems to be enacted.

ii) The Outcomes were formulated very widely, which was probably one of the drivers to identify a set of similarly wide indicators for each of them: for example, "UN human rights treaty mechanisms recommendations implemented", which is, in fact, an impact level statement, or "Infant mortality level". A later analysis during the evaluation suggested that those actions (projects) by the agencies, which were aligned to the more relevant indicators, has had a more chance to success, as the agencies could align their country programme frameworks to those indicators and formulate more realistic targets (such as the school feeding programme or support to refugees and migrants);

iii) While the assumptions have been generally relevant and well-formulated, the broad formulation of the Outcomes did not allow to see how these assumptions could support the contribution of Outcomes to the Impacts (including some National goals and SDGs). It was also noted that the formulation of some of the assumptions were of systemic nature, and, as such, those should have been pre-conditions rather than assumptions. This particularly relates to the "commitment of the authorities", "presence of a specific topic on the government agenda", "public perceptions – receptive approach, attitudes". The good practices suggest avoiding such assumptions, as those are unmanageable and, if realized, may risk the related part of the portfolio, and, hence, should be studied and pre-agreed before the programming phase.

The FE also analyzed UN Agency mid-term combined reports as points of reference to validate progress and assess achievements. The links with UNDAF outcomes could be in general established, and UN Agencies in many cases have been using a reference to UNDAF outcomes, with some modifications. Further, the UN agencies formulated their Outputs in the country programmes. However here, too, the FE spotted technical issues, such as Outputs formulated as Outcomes or, on the contrary, as activities, not very relevant indicators – difficult to measure or to find the source of information.

The financial data,¹⁰⁴ planned and delivered resources under UNDAF outcomes¹⁰⁵ confirmed the presented differences among the outcomes, showing that their scope and nature have been in direct correlation with the planned and delivered resources. For example, UNDAF envisaged a total of 3.6 mil USD for the achievement of targets under Outcome 3 for the empowerment of women and prevention of gender-based violence, but the delivery reached a total of 0.95 mil USD for the first three years of its implementation. The fairly broad Outcome 2 envisaged a total of 8.1 mil USD, but UNCT has significantly exceeded planned financial targets, delivering more than 12 mil USD during first three years.

Rel4. UNDAF implementation has been, in general, flexible and responsive to the emerging priorities and challenges of the country during its implementation (2016–2020). UNCT in Armenia has responded

¹⁰² Outcome 4: By 2020, migration, border, and asylum management systems are strengthened to promote and protect the rights of migrants and displaced people, especially women and girls.

¹⁰³ Although there might be an argument that the ISS is a specific concept for social services and benefits' "one window" system, as the application of this concept is sometimes narrowed down to these services.

¹⁰⁴ More comprehensive analysis of financial figures has been provided under the Efficiency part of this report.

¹⁰⁵ Ref to 5.3.1. Delivery of Funds for UNDAF implementation- this report.

swiftly to the needs in the aftermath of the “velvet revolution” with particularly important (UNDP) support during and after the elections in Armenia.

The main factor that contributed to UNCT flexible and agile response during the implementation of UNDAF has been an active dialogue with the Government of Armenia; the pro-active role of the RC and other staff have been mentioned as the tools in advocating and maintaining this dialogue.¹⁰⁶ Quick decision-making procedures and effective communication between the Resident Coordinator’s Office and heads of UN agencies in Armenia¹⁰⁷ have been positive factors in defining and implementing assistance, such as in the case of preparing and implementing elections and defining support to the newly elected Government of Armenia (2019). The knowledgeable and experienced staff of UN Agencies contributed to a well-targeted and flexible approach during the UNDAF implementation: their presence at national institutions has been helpful in establishing active working ties with the management and staff at these institutions.

Examples of flexibility and responsiveness during UNDAF implementation are numerous;¹⁰⁸ some of the examples¹⁰⁹ could be that UN Agency has responded to the need to prepare and implement elections, especially during the 2018 Parliamentary and the Yerevan Mayor elections. UN system assistance started with the introduction of innovative technology for voter authentication, moving towards more comprehensive assistance to ensure greater inclusivity and transparency of the electoral process in Armenia. Implemented through the Electoral Support Project in Armenia- "basket fund", the electoral support assistance improved credibility, ensured transparency at polling stations and increased inclusive participation on Election Day while enhancing the capacities of the election management bodies. UN has been responsive in addressing “complex and intertwined SDG challenges for Armenia” by strengthening partnerships, designing and testing “new approaches, new methodologies and possibly new types of institutions to provide “out of the box” solutions”.¹¹⁰ Bringing together experimentation and evidence in policymaking cycle, the SDG Innovation Lab was established with the objective to strengthen policymaking processes in the country.¹¹¹

Another example could be UNCT’s response to the increased inflow of displaced persons from Syria (the vast majority of Armenian origins) and tailor-made support to the authorities to establish mechanisms and systems to address these challenges. Also, UN agencies have been providing a systemic collection of relevant information on migrants and refugees, increasing its field presence and strengthening the provision of services to overcome gaps in their reception. These activities have been twinned with UN efforts to enhance institutional mechanisms and strengthen authorities’ capacities in the delivery of free legal aid support, migration and border management. UNCT was working with the representatives of NGOs and other stakeholders from the law enforcement, migration and asylum management, and social protection sectors. The objective of this support was to improve the identification, assistance, and referral of vulnerable refugees, asylum seekers and migrants.

In addition to these examples at the programming level, UN agencies were also flexible and responsive during the implementation of projects and programs.¹¹² The broad participation and different forms of involvement of the national partners, such as, for example, participating in (intervention-based) steering and supervisory structures and benefiting or directly implementing activities, additionally contributed to UNCT’s responsiveness and adaptability. UNCT interventions have in general incorporated a sufficient degree of flexibility during the planning and implementation to adapt to emerging changes and challenges.¹¹³

5.2. RESULTS: HAVE WE MADE A DIFFERENCE?

The formulation of UNDAF outcomes has affected other elements of the Results Matrix (RM), specifically, indicators and their baselines and targets. The RM included a total of 41 outcome indicators with a certain

¹⁰⁶ KII notes with the representatives of the Government of Armenia.

¹⁰⁷ KII notes UN Agencies.

¹⁰⁸ Part 5.2 of this report. Have we made a difference?

¹⁰⁹ KII notes with national partners- the Central Electoral Commission, or UK Embassy.

¹¹⁰ SDG Innovation Lab in Armenia- www.sdglab.am

¹¹¹ Linking SDGs and the actual policymaking process in Armenia should facilitate sustainable development for the country, and provide evidence-based recommendations and (practical) development solutions with the use of data science, behavioural insights and other innovative methods.

¹¹² KII notes with UN Agencies; KII notes with the authorities.

¹¹³ KII notes GOV_04.

extent of inconsistency among them. Some of these indicators could be more appropriate output indicators – e.g. indicators that are counting number and quality of policies or innovative tools, for example, the Indicator 7.4. Number of policy documents/legal acts for CO₂ equivalent emission reduction from application of climate change adaptation and mitigation (not clear whether drafts or approved, and the followed behavioral change, e.g. status of application of the new standards for energy efficient buildings), or the Indicator 4.3. Availability of an integration strategy and action plan. At the same time, the RM provided also indicators almost at the level of impact, such as indicators 2.2. Corruption Perception Index rank and score, or 3.5. Global Gender Gap Index score, or 6.5. Mortality per 100,000 population due to cardiovascular diseases.

Some indicators were formulated technically incorrectly, including the targets.¹¹⁴ The RM did not provide enough quantitative or innovative indicators to capture more appropriately the actual contribution of UN agencies to the reported progress under respective outcomes.

The sources of verifications to validate or measure indicators included encompassing data sets, national surveys or available reports and records. In some cases, UN Agencies reports and products have been highlighted as sources of verification, disregarding recommendation for transparent and accountable management practices to use independent sources of information to verify the progress.¹¹⁵ Some of the identified sources of indicators are rather vague – with no clarity on their attainability, time-specificity and regularity, such as “Official government web-site, UN web-sites”. In some cases, the RM has mentioned multiple sources of information to validate indicators without referring to their priority to apply any selective approach for relevance and specificity. Also, some indicators have been restatements of the specific projects' targets of UN Agencies, also being inadequate to justify progress or measure real changes and contributions. For example, in the case of training programmes, some of the proposed indicators included measurable dimensions such as "the number of officials trained," or "number of events organized". These indicators have been minimally informative, without clear links to measure changes that have been generated as results from these interventions.

Some of the qualitative indicators have binary values, which is not an efficient way of explaining the results as the extent of achievement may vary greatly. For example, Indicator 3.1. No and quality of new or improved laws, policies, action plans adopted to reduce gender inequality, gender-based violence and promote women empowerment or 4.2 Availability of quality mechanisms to secure effective referral to available services.

The RM did not provide outputs (although some indicators for outcomes could be more appropriate at the lower - output level). This was not required by the UNDAF development guidelines, although the existence of lower level elements of the intervention logic could be instrumental to monitor implementation, validate achievements and indicate progress towards the outcomes, with higher extent of explanation on attribution/contribution. The Annual Work Plans have been prepared but remained fairly weak without a detailed system of indicators.

UN Agencies did not report directly, using available indicators, on progress under UNDAF outcomes. Also, the adopted indicators could only partially capture progress attributable to UN support. As explained in the previous paragraphs, the FE followed contribution analysis. In light of the upcoming UN Cooperation Framework, the need remains to develop sound, SDG-based indicators to meet the SDG data requirements. This would also require a more concerted effort to improve data collection in the country.

Effect: Measured by positive changes in relevant statistical indicators, UN Agencies have been effective in delivering results, making credible contributions to progress under UNDAF outcomes.

In the absence of comprehensive annual UNDAF aggregated progress / results reports, the in-depth analysis of UNDAF effectiveness has been based on annual, progress and evaluation reports from UNDAF-participating UN Agencies. The FE analyzed results and established credible links to the extent possible between specific results reported UN Agencies and the UNDAF outcomes. The FE reflected on changes

¹¹⁴ Some indicators contained target values, e.g. Number of policies ... adopted, Comprehensive and streamlined counter-trafficking tool is available...

¹¹⁵ Please, see the EU Project Cycle Management Guidelines: https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf

measured by proposed indicators and analyzed the extent to which targets have been achieved. In the cases of missing information, the FE worked to link reported results with outcomes.¹¹⁶

The following findings have been identified:¹¹⁷

Outcome 1: By 2020, Armenia's competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities.

The indicators of the Outcome 1 and the relevant targets¹¹⁸ have been as follows:

- improved policies to promote decent work and improve business environment, in line with sustainable development principles, adopted;
- Global Competitiveness Index rank - 80/144;
- Poverty rate – 27% total, 27% male, 27% female, 30% youth;
- Unemployment rate 13% total, 12% male, 15% female, 19% urban, 5% rural, 30% youth;
- Per capita average monthly gross income level of rural population– 51500 AMD;
- New start-ups established and operational – 80;

A quite high level of realization of the above targets by the country has been noted in the last years. For some, such as global competitiveness rank, poverty rate, per capita rural income and start-ups, the country has surpassed the expected targets. The FE has noted the visible contribution to these achievements by the UNCT, which is explained below in more detail.

The summary of contributions to the UNDAF Outcome 1 indicators:

Improved policies: UN System made a considerable effort towards introduction and implementation of important policies needed for equitable economic development, including (i) the integrated portal E-Regulations for investors and start-ups that follows the business regulations simplification and regulatory integrity policy of the government, (ii) draft National Programme on Plant Protection, (iii) draft National Employment Strategy 2019-2022. Meanwhile, these policies are yet at different levels of finalization and implementation, and all of those will need a further follow-up.

Increased competitiveness: While Armenia's GCI has notably increased and the country is now the 69th among 141 countries (making 1.4 positive shift from that of 2018), it is difficult to estimate and explain the contribution by the UN System. The main contributions have been the introduction of the E-Regulations platform (Enabling environment pillars 1 and 3) and, to much less extent, supporting the protection of labour rights and contributing to the public health (Human capital pillar 5) and markets (Product markets pillar 7). It would be reasonable for UNCT to further consolidate efforts for proper follow-up and monitoring and supporting the results of this intervention, and, possibly, lining it to its innovation interventions – Kolba, SDG Lab, Impact accelerator, but also working towards joining efforts with private sector representatives and funds.

Poverty rate and employment, per capita average rural income: UN System contributed to the poverty reduction and employment in rural areas, allowing drawing important lessons on how to introduce better practices and technologies, how to consolidate the community actors, involve women and improve planning, which are all worth to replicate through supporting the government and, possibly, the private funds engaged in agricultural innovation and development.

¹¹⁶ More detailed presentation of results achieved under UNDAF 2016-2020 have been provided in the Annex 4 to this report.

¹¹⁷ Methodological notes: 1. Some of the indicators above (poverty, unemployment, per capita gross rural income) relate to impacts and not to the policy or systemic outcomes. We cannot expect that these targets are directly contributed by the UN System but rather assisted and facilitated to a different extent. For some targets, it is also difficult to establish the direct or indirect linkages between the contributions and the final target value, such as for the poverty and unemployment rate and per capita rural income; 2. There is no aggregated reporting in the reports and materials submitted to the ET. For example, several agencies report on the results of the agricultural and rural development support while it is not clear whether those overlap or not (ISR, IRTD, ENPARD). The ET, hence, reflected the results by excluding a potential double counting.

¹¹⁸ The UNDAF matrix is attached in the Annexes to the Evaluation report for more details on the baselines and targets not included here.

Start-ups: UN System has surpassed the planned numbers through its support to launch approximately 540 new urban and agricultural start-ups and cooperatives. Meanwhile, the need to follow-up on the actions for greater sustainability of these start-ups has been highlighted.

The FE finds that the normative aspect of the intervention-level and aggregated reporting by the UN System needs for improvements. While the gender disaggregation among the beneficiaries of the projects has been relatively clear (e.g. around 40% of all farmers, start-ups and garment-makers have been women), the reporting misses (i) disaggregation of data and reporting for minority and vulnerable groups, (ii) reporting on the differentiated benefitting by these groups and (iii) groups left behind. Still, in the economic development interventions, no detailed and disaggregated data were presented as per the people with disabilities, displaced persons, refugees and migrants (including Syrian Armenians), youth, female-led families and other vulnerable groups.

Outcome 2: By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.

The indicators of the Outcome 2 and the relevant targets have been as follows:

- UN human rights treaty mechanisms' recommendations implemented;
- 2014-16 Human Rights Action Plan implemented by at least 70%;
- Second iteration HR Action Plan for 2017-2019 implemented by at least 80%;
- Corruption Perception Index rank 60-70/175 and score 43-48/100;
- World Bank Voice and Accountability Index – 60/100;
- 10 policies and policy implementation mechanisms established and aligned with international standards (in anti-corruption/OGP human rights, population development);

After the peaceful revolution of May 2018, Armenia has progressed notably towards strengthening the democratic governance systems and integrity of the power branches and structures.

Human Rights Action Plan: UN System brought a considerable contribution to the consecutive HR Action Plans of 2014-2016, 2017-2019 and 2020-2022. Evidently, the first HRAP failed to be implemented to a sufficient degree as had been reflected by the Development Partners and CSOs. However, both the level of compliance to the UN HR mechanisms and observations, as well as the discipline of the implementation increased in the second HRAP, and are expected to be more substantial for the third HRAP thanks to the UN Agencies' contribution through analysis and recommendations on the key observations of the convention bodies and on a more accomplished M&E system, which include also the representatives of the CSOs within the Coordinating body, as well as an online public tracking system of HRAP progress of implementation and its alignment with SDG framework (www.e-rights.am platform).

Corruption perception index and WB governance indices: Much of the work of the UN System in Armenia has been a direct contribution to these aspects. Even before UNDAF 2016-2020, the UNCT has contributed to the reform of the policies and regulatory frameworks for anti-corruption and for the integrity in the civil service. **The 2019 Transparency International Corruption Prevention Index shows that Armenia increased its score from 35 to 42, while the Government set a target of 55 for 2022, i.e. by the end of the 2019-2022 AC Strategy.**¹¹⁹ During 2016-2020 UNCT has notably contributed by the improvement of the policies and regulatory frameworks as well as the institutional capacities for the protection of the rights of people deprived of liberty, children in the difficult situation and deprived of parental control, the policies and strategies for prevention of violence against women and girls, and by prevention and rehabilitation mechanisms. Finally, UNCT (through joint interventions of UNDP and UNICEF and with contributions of WHO, UNFPA and UNIDO) has brought efforts for cornerstone reforms of the system of disability assessment and determination system as a specific angle of public administration reform (decreasing the risk of corruption in the system) and tackling the human rights aspect of the assessment process.

¹¹⁹ <https://transparency.am/en/cpi/2019>

Policies and policy implementation mechanisms; open governance: UN System contributed to the realization of open governance through the SDG accelerator lab and the deployed tools for public-private and government-citizen discussions and solutions. Meanwhile, as it is seen from the above analysis, the number of policies, policy mechanisms, and legal acts contributed by the UNCT has been almost to the target (8 vs 10); nevertheless, a more important aspect of this achievement is that the quality and substantiality of the contributions have been a driving factor for the continued reforms in priority areas that were maintained also after the peaceful revolution in 2018.

Outcome 3: By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence.

The indicators of the Outcome 3 and the relevant targets have been as follows:

- 5 new or improved laws, policies, action plans adopted to reduce gender inequality, gender-based violence and promote women empowerment and 50% of outputs/targets in the strategies/policies achieved;
- Decision making positions occupied by women at national and local levels increased – legislative 14, judicial 30, executive 18, community heads 3, council members 15;
- An improved, operational system for legal protection of victims of domestic violence is available;
- Global Gender Gap – total score 0.666;
- Sex ratio at birth – 110.

Improved legal and policy documents: UNCT in Armenia has directly contributed towards overcoming the target for the indicator.

Women in decision-making: The efforts of UN Agencies significantly contributed to the increase of representation of women on decision-making posts in various branches of power; this is especially evident in the context of ongoing territorial and administration reform (community consolidation) which reduces local government seats both for men and women, and that affects representation. The environment for that was also conducive: the advocacy of civil society together with the Development partners made the government move towards restoration of women participation and rights protection.

The new Law on DV adopted in January 2018 paved the way for a developed system for legal protection of victims of DV. The most criticizing NGOs point to only one major issue yet pending the ratification of the Istanbul Convention – the notion of ‘restoring traditional values’ that is envisaged¹²⁰ in law.

It is difficult to estimate to what extent the undertaken awareness and knowledge building, information dissemination helped to decrease the gender gap and male/female sex ration at birth.¹²¹ Sex selective abortions have been behind the rise in the sex ratio at birth of 110 male vs 100 female births (above its biological level of 104-106 male births per 100 female births), decreasing from 114 and 115 in the previous period. This is a reflection of serious discrimination against women. In the forthcoming decades, it will also transform population structures and severely affect the dynamics of marriages in Armenia. Nevertheless, it is evident that the efforts by the UNCT have been one of the few drivers for these changes.

Outcome 4: By 2020, Migration, border, and asylum management systems are strengthened to promote and protect the rights of migrants and displaced people, especially women and girls.

The indicators of the Outcome 4 and the relevant targets have been as follows:

- 4 legislative amendments serving improved migration and asylum laws that are in line with international and regional standards;
- Availability of quality mechanisms to secure effective referral to available services;

¹²⁰ <https://www.hrw.org/news/2018/01/12/armenia-little-protection-aid-domestic-violence-survivors>

¹²¹ Currently, it is 110 boys on 100 girls.

- Availability of an Integration strategy and action plan;
- 10 000 displaced persons receiving refugee status, other forms of residence status and/or get naturalized;
- Presence of an integrated and modernized border management system at 3 Border Crossing Points, in line with international IBM standards;
- Comprehensive and streamlined Counter-trafficking Assessment Tool is available;

Policy, legal-regulatory and institutional reforms: UNCT in Armenia has surpassed the target for the number of policy and legal documents.

Despite the existing gaps in coordination and referral mechanisms and related legal institutional issues, the institutional capacities of the relevant government structures to respond to migration crises have been strengthened and the previously rather weak inter-agency cooperation has notably improved. This is also the case with the institutional capacities of the key national stakeholders in combating human trafficking and handling of labour migration. The evidence base for further policymaking has been also enhanced through the development of the capacities of Migration Service, Armstat and other agencies in migration data collection and exchange.

The ET observes that the UNHCR work towards the improvement of the legal framework regarding displacement and asylum has had a cumulative effect through the years. At some point of time, the critical mass of understanding of the issues by the relevant authorities will allow a positive shift in core parts of the legal framework. In this regard, the upcoming review of the overall migration policy to be finalized by the Migration Service can be a good opportunity to embed the legal reforms and pave a basis for further monitoring of legal improvements.

Referral mechanism and strategy of integration: Not yet achieved in full, nevertheless, the joint efforts of UNHCR, IOM, UNICEF resulted in a significant shift in the level of cooperation between the state agencies. The Integration Strategy is a well-recognized gap and a need for which there is already baseline understanding, developed vision and general consensus among stakeholders regarding its main priority directions.

Supported refugees and displaced persons: The target was surpassed thanks to the UNCT support and cooperation with authorities and CSOs.

Integrated Border Management: Thanks to UNDP and EU support, Armenia is very close to finalizing a full-scale Integrated Border Management system. The modernized infrastructure of three border crossing points on the Armenian-Georgian border is aligned with international IBM standards aimed at facilitation of the movement of people and goods across the border. Together with the expected improvements in ID security and coordination/referral mechanisms for displaced persons and refugees, it will technically allow full-scale handling of the flow of people of concern, as well as their needs.

Outcome 5: By 2020, vulnerable groups have improved access to basic education and social protection services and participate in their communities.

The indicators of the Outcome 5 and the relevant targets¹²² have been as follows:

- 90 schools delivering quality life-skills education, adequately trained teachers and sufficient financial resources;
- 40% of children with disabilities using rehabilitation services;
- 10% of children with disabilities not attending school;
- 85% of primary-grade schools covered under the National school feeding programme;

¹²² The UNDAF matrix is attached in the Annexes to the Evaluation report for more details on the baselines and targets not included here.

- A Government mechanism to identify needs and services of vulnerable adolescents and young people;
- 6000 children with special education needs enrolled in inclusive schools;
- 85% of extremely poor families reached by family benefits;
- A data collection and monitoring system to track access to social protection services for vulnerable groups;

School enrolment of children with disabilities and special needs: UNCT in Armenia¹²³ has surpassed the target for the number of children with disabilities and special educational needs attending mainstream schools. Although the skills of teaching and administrative staff have yet to be strengthened, the attained outcomes will unequivocally contribute to further improvements as long as the needs for integration and inclusivity are widely recognized and the benefits of inclusion become evident.

Usage of rehabilitation services by children with disabilities, benefitting extremely poor families, and data collection and monitoring system for social protection services for vulnerable groups: It is difficult to judge upon this, as the monitoring and evaluation system has just been designed and is not yet in place. Similarly, the EMIS new features and subsystems that would allow making judgements in the level of school attendance by the children with disabilities and special educational needs is going to be deployed and will make it possible to oversee the situation and make conclusions only after a while.

Further, the work done by UNCT (UNICEF, UNFPA, WHO) contributed to the process of elaboration and the public discussion of the new Labour and Social Protection Strategy¹²⁴ and the public hearings of the Draft Law on the Rights of Persons with Disabilities organized by UNDP which will further facilitate the services to the most vulnerable groups, including adolescents.

School feeding programme: With the UNCT support, joint initiatives and research undertaken with other development and research partners, the Government now realizes the need for an integrated policy in this area. Meanwhile, the practical steps to deploy an efficient school feeding programme is on-going. The investment of the government and its decision to nationalize school feeding by setting up a foundation and providing national funds is a huge success and a great example of sustainability.

Data collection, exchange and monitoring system to track access to social protection services for vulnerable groups, namely the basis for interoperability and data exchange between the health, social and education systems was harmonized as part of disability assessment system reform supported by UNDP and UNICEF joint programme. The work on development and linking of the e-health, e-disability and e-education systems was underway and will be completed by the end of the UNDAF current reporting cycle.

Outcome 6: By 2020, quality health services are accessible to all, including especially vulnerable groups.

The indicators of the Outcome 6 and the relevant targets have been as follows:

- 43% private household out-of-pocket expenditure as a proportion of total health expenditure;
- Infant mortality rate per 1,000 – below 10;
- 95% of children under 1 fully immunized;
- Stunting level in girls and boys under five – 11;
- Prevalence of modern contraceptive methods among women (15-49) – 32%;
- Mortality per 100,000 population due to cardiovascular diseases – 419;
- No of new HIV cases among children – 0;
- HIV prevalence among migrants – 0.4.

¹²³ The FE did not refer to the specific agency, but rather to UNCT in Armenia or UN Agencies.

¹²⁴ <https://www.e-draft.am/projects/1928/about>

The summary of contributions to the UNDAF Outcome 6 indicators:

Armenia is the country with the highest out-of-pocket expenditures compared with its social and economic standing (high-middle income country). There are, however, systemic problems that remain unresolved, such as insufficient financing of healthcare and absence of health insurance systems. Also, negative perception and mistrust in the healthcare services prevail, especially at out of the main centre facilities.

The UNCT has been supporting efforts to reduce out-of-pocket expenditures, primarily working at the policy level through improved legal and strategic frameworks.

UNCT support to the state of affairs in child healthcare, antenatal, neonatal and IYCF clusters has had notable impact on the reduction of the rates of child mortality and stunting. Nevertheless, the immunization national programme needs a thorough review for the scheduling (too intense, and thus bringing some hesitance by the parents), transparency (procurement, quality and testing results), as well as purposefulness and better knowledge-building of both the medical personnel and the population (going beyond the publicity and campaigning – social marketing component). The stable-to-slowly growing contraceptive prevalence rates need some further studies as regards the unmet need in family planning services.

Despite the slowly growing cases in HIV prevalence (mainly due to the increased migration flows), Armenia reached a zero transmission from a mother to a child which is a notable achievement directly contributed by the UNCT through policy advice, capacity building, service delivery and funding.

Outcome 7: By 2020, Sustainable Development principles and good practices for environmental sustainability, resilience building, climate change adaptation and mitigation, and green economy are introduced and applied.

- 1) 20 innovative tools/approaches introduced to promote environmental sustainability and resilience principles;
- 2) 500 communities benefiting from innovative disaster risk reduction / resilience measures and practices;
- 3) 20 000 hectares of rehabilitated landscapes and areas demonstrating sustainable use practices;
- 4) 10 policy documents/legal acts for, and 90 kton CO₂ equivalent emission reduction from application of climate change adaptation and mitigation actions;
- 5) 80 people and 550 enterprises benefiting from application of green technologies and green jobs.

The summary of contributions to the UNDAF Outcome 7 indicators:

The UNCT contribution to the UNDAF indicators has been considerable. The targets for the innovative solutions and policies aimed at climate change adaptation, mitigation and knowledge-building were far reached and exceeded. 16 policies, policy tools and legal acts were developed and contributed to the priority areas of risk assessment and preparedness, environmental education and knowledge building, climate change and ozone protection, protected areas, ecosystem services, energy efficiency and renewable energy, control of hazardous substances (POPs, mercury), strategic development of the national lead institutions. Over 20 tools for more efficient and safer environmental and resource management were introduced and tested in forest and land management, energy efficiency, climate change resilient community planning (including risks and disaster loss assessments), hail protection, tools and models for increasing the seismic resilience of schools and public buildings, energy efficiency in buildings and in municipal lighting, plastic recycling, fish farming, preserving grape genetic resources, and national capacity for climate change adaptation and mitigation technologies. The target area of 20 000 ha of land rehabilitation has been exceeded multiple times, as UN Agencies have reached around 90 000 ha of forests and lands.

The number of people learning on and benefitting from green technologies exceeded 5000, however, the number of enterprises remained quite low into the green technology's programmes (RECP and Cleantech) due to the reported difficulty of involvement of industrial and SME associations. In the upcoming years, the UNCT may need to focus more on the priorities of efficient management of protected areas and areas with high environmental vulnerability such as Sevan lake basin, further improvement of the legal-regulatory and institutional framework for DRR, fighting deforestation and desertification, sustainable use of the scarce resources of the country (tap water, underground water), protection of biodiversity and better control of the mining sector.

Effe2. Active dialogue with the GoA, quick decision-making procedures, strong partnership between the UN Agencies and national stakeholders and effective communication with international development partners contributed to effectiveness under UNDAF.

UNCT's highly knowledgeable and experienced staff on the ground, strong partnership between UN Agencies and the national partners, and results achieved in the previous period, together with swift decision-making and initiating quick responses to challenges, contributed to a well-targeted and demanded assistance that UNCT delivered during UNDAF implementation. Also, effective communication and regular interaction between UN Agencies have been instrumental for greater effectiveness. The establishment of the Resident Coordinator's Office (RCO) has additionally contributed to the positioning of UN Agencies through an active dialogue with the GoA and other development partners in Armenia.¹²⁵

However, the discrepancies in strategic planning and programming cycles among UN Agencies (some of them start earlier, without following UNDAF timelines), together with specific mandates have been some of the factors that limited the coherence¹²⁶ and alignment between the UN Agencies. This has affected the ability of UN Agencies for joint programming, including priority setting and problem identification to jointly address some of the pressing problems (such as equality of access to the public services for migrants and minorities, child labor, overall poor state of affairs in labor rights' protection, domestic violence, health services in detention facilities).¹²⁷

Effe3: UNCT has been and remained an important partner in supporting achievement of development priorities in Armenia. Strong and effective partnerships together with UNCT collaborative advantages have contributed importantly to UNDAF implementation.

The national stakeholders perceived UNCT as an important, credible and widely accepted partner in achieving development priorities for the country,¹²⁸ showing "strong comparative advantages"¹²⁹ (to other development partners working in Armenia). This opinion evolved from the practical experience and "proven impartiality and independence"¹³⁰ as well as "demonstrated strong abilities to establish and maintain effective partnerships based on trust, responsiveness and mutual respect".¹³¹ The national stakeholders highlighted that long-lasting presence, technical capacities and profound understanding of the country-specific constraints and development needs have been the comparative advantages of UN Agencies in Armenia.

During the UNDAF implementation, UNCT was building on these advantages, establishing different forms of relationships between UN agencies, authorities from different levels, civil society organizations, international development partners and other stakeholders. Also, the added value of UNCT support has been through enhanced efforts to ensure compliance of the country with international norms and standards especially in mainstreaming gender¹³² and human rights.¹³³

There were, however, certain challenges and obstacles that prevented UNCT to further enhance and additionally benefit from its comparative advantages. The national authorities and partners have been, in general, familiar with the mandates of UN Agencies¹³⁴ and, to some degree, of the activities of UN Agencies in Armenia, particularly through their direct exposure and participation. Still, they have shown limited knowledge and insight in UNDAF 2016-2020 as such: political changes, especially at the senior level, contributed to loss of "institutional memory" through the notable replacement of officials that participated

¹²⁵ National and international UN partners "appreciated the active role of the Resident Coordinator (RC) and UN leadership in advocacy and maintaining an active dialogue with the GoA and other development partners in Armenia"- KII notes GoA and donors.

¹²⁶ Findings from the KII notes suggest that UN Agencies could not give due attention to coherence between the relatively large number of interventions under UNDAF.

¹²⁷ KII notes with the national partners.

¹²⁸ this has been a dominant opinion among the authorities, civil society and also international development organizations- reference to the KII notes from the interviews with the national stakeholders and international partners.

¹²⁹ KII notes GOV.

¹³⁰ KII notes GOV.

¹³¹ KII notes GOV.

¹³² This included intensive work on the adoption and implementation of standards – from Policy to implementation at different governance levels. Istanbul Convention implementation is a very good example where 25 municipalities now implement to standard, whereas prior to this UNDAF none met standard.

¹³³ Ref to preparation of the Universal Periodic Review.

¹³⁴ All key informant notes with the national partners and stakeholders.

in UNDAF 2016-2020 formulation. The authorities have also shown limited awareness of their obligations in the context of UNDAF implementation.¹³⁵

To further align UNCT assistance to the efforts of the GoA, increase its relevance and build on UNCT advantages, the priority remains to organize assistance around SDGs and assist the country to adopt “nationalized” targets through a coherent implementation approach.

Additionally, shifting leadership responsibility for UNDAF implementation to the national authorities could build upon UN's comparative advantages.

Effe4. UNCT has been, in general, active in enhancing the coordination capacities of authorities in Armenia, also working on donor coordination and aid effectiveness in the UNDAF priority sectors; establishment and functioning of the UN Resident Coordinator's Office further enhanced these efforts.

UNCT in Armenia has been steadily working to contribute to functional donor coordination, especially in the post "velvet revolution" period and after the establishment of the new Government of Armenia (2019). The focus was to strengthen nationally driven mechanisms through the establishment and functioning of the Development Partners Coordination Forum (DPCF), co-chaired by the Deputy Prime Minister and UN Resident Coordinator.¹³⁶ The Forum, as a semi-formal platform, assumed responsibility for coordination and oversight of donor activities, thus, reinforcing the Government's ownership over development processes. Regular meetings of the DPCF have been organized together with donor mapping exercises, enabling to systematize information on official development assistance (ODA) flows to Armenia for sound resource planning and programming. The Forum served to articulate primary strategic directions and priority sectors of the Government and to reveal links among the strategic documents, highlighting the need to involve development organizations in planning and strategy development process (including different sectors). International development partners expressed content with the openness of the Government to involve them in the preparation and implementation of these important strategic documents to achieve the ambitious reforms and vision for a new Armenia.

UN Agencies were participating and leading sector-specific (UN Agency-specific) donor cooperation and coordination groups. For example, UN has been supporting the coordination of national and international development partners working in the area of gender mainstreaming and gender equality through the Gender Thematic Group.¹³⁷ Also, UN, in partnership with the Ministry of Agriculture was working on the Donor Coordination Framework in the agriculture sector.¹³⁸

The Paris Declaration stated the requirement for international development partners to base their assistance entirely on the aims and objectives of the country;¹³⁹ thus, the effectiveness of international development aid requires its alignment with national (development) strategies, institutions and procedures. However, the "velvet revolution" and political changes in the country resulted, among others, in policy reorientation and partial revision of Armenia's stated development priorities. Although the work on the national "Armenia Transformation Strategy 2050" is progressing through the leadership of the Prime Minister's Office, the country is still lacking an overarching strategic development framework. This environment¹⁴⁰ has affected the dynamics of external actors and the alignment, coordination and effectiveness of development assistance to Armenia,¹⁴¹ also affecting initiatives under UNDAF.

¹³⁵ KII notes with the national partners and stakeholders.

¹³⁶ The full operational and technical capacity of the RCO will be critically important to advance development coordination in the country further. For example, the RCO should engage Senior Development Coordination Officer, Strategic Planning and RCO Team Leader as direct support for coordination efforts.

¹³⁷ More details available via Terms of Reference for the Gender Thematic Group and other documents, meetings minutes and reports from the GTG meetings.

¹³⁸ More details are available via web-portal <http://dcf.am/en/>

¹³⁹ Survey on monitoring the Paris declaration: Making Aid More Effective- <http://www.oecd.org/publications/2008-survey-on-monitoring-the-paris-declaration-9789264050839-en.htm>

¹⁴⁰ The main reference could be the election of a new Prime Minister and the Government of Armenia and the revision of development priorities for the country.

¹⁴¹ OECD report on harmonization of development assistance provided an analytical overview of the main challenges in donor coordination; more details have been available at Survey on monitoring the Paris declaration: Making Aid More Effective.

Effes. The cooperation between UN agencies has been, in general, successful, emanated through several joint initiatives, helping to achieve larger-scale results.

Following guidance on joint programming, UNCT in Armenia has advanced in designing and implementing joint projects and programmes.¹⁴² The previous UNDAF (2010-2015) included six joint initiatives;¹⁴³ still, it was highlighted that the joint programming, as a process, lacked cohesiveness at the planning stage.¹⁴⁴ Learning on these lessons, UNDAF 2016-2020 included important joint UN programmes. For example, the EU Budget Support programmes, launched within the EU Association framework¹⁴⁵ and further elaborated by the Comprehensive and Enhanced Partnership Agreement (September 2017)¹⁴⁶ served as a basis for joint UN initiatives. Specifically, UN Agencies have launched joint programme¹⁴⁷ on Integrated Border Management,¹⁴⁸ with the focus on improved human security, encouraged regional cooperation and enhanced development opportunities.¹⁴⁹ In addition, UN Agencies¹⁵⁰ have been working in partnership with the Ministry of Education VET Department to improve the functioning of the vocational education sector, particularly focusing on access and quality of specialized education for the youth in Armenia.

A joint UN initiative has also been designed and implemented to assist displaced persons from Syria in protecting their rights and accessing required services. Another example could be the work of UN Agencies on supporting the rights of persons with disabilities, working closely with the Government to adopt and implement WHO International Classification of Functioning, Disability and Health (ICF) as a National Standard¹⁵¹ and its integration in the respective Government Programme as part of the Government comprehensive reform of disability assessment system.

The project "Enhancing Human Security in Communities of Armenia"¹⁵² is another joint initiative supported by the UN Human Security Trust Fund that was supporting human security for vulnerable people and societies in the communities of most deprived regions.¹⁵³ The Project carried out comprehensive vulnerability and capacity assessments¹⁵⁴, setting the basis for the priority activities:¹⁵⁵ building community resilience, facilitating economic development, sustainable return and strengthening accountable and inclusive institutions. The joint initiative "Accelerator #5 (ACC5)" supported the implementation of a program to increase tech skills, business knowledge and ensure start-up support for women and girls (ages 7-14) and vulnerable groups.¹⁵⁶ The joint initiative "Promotion and Protection of Human Rights in Armenia" assisted with inclusive policies and monitoring mechanisms for the advancement of human rights and meeting commitments for International HRs norms and instruments.¹⁵⁷ The Project focused on strengthened M&E

¹⁴² A Guidance Note on Joint Programming was issued by the UNDG in 2003, and a revised version in 2014. The Note provides the rationale for joint programming i.e., pooling of resources for greater effectiveness, defines joint programmes, describes the steps for joint programming and provides guidance on how to develop and manage a joint programme, and indicates fund management options for joint programmes.

¹⁴³ The Final Evaluation of United Nations Development Assistance Framework (UNDAF), 2010-2015, Republic of Armenia, prepared by Anastas Aghazaryan, Ph.D., August 2014.

¹⁴⁴ Ibidem, The Final Evaluation UNDAF 2010- 2015, page 10.

¹⁴⁵ These initiatives have been planned during 2009-2010, through EU assistance to Armenia. The decision of the Government of Armenia to join the Eurasian Economic Union (2013) resulted in some of these (EU funded) programmes becoming obsolete. This is especially valid for the programmes related to the trade regulation and some of the quality infrastructures, for example, the standards and certification procedures.

¹⁴⁶ https://eeas.europa.eu/sites/eeas/files/eu-armenia_comprehensive_and_enhanced_partnership_agreement_cepa.pdf

¹⁴⁷ Participating agencies have been UNDP, IOM, UNHCR and UNICEF.

¹⁴⁸ These activities have been implemented in the frameworks of EU Budget Support (BS) Multi-sector programmes aimed at implementation of the Association Agreement/ Deep and Comprehensive Free Trade Areas (DCFTA) targeted still since 2009.

¹⁴⁹ The importance of improved connectivity for the landlocked countries such as Armenia could not be overstated, as trade and transit costs are limiting competitiveness.

¹⁵⁰ Participating UN agencies have been UNICEF, ILO, UNIDO and UNESCO.

¹⁵¹ The new model has been based on WHO International Classification of Functioning, Disability and Health (ICF), also reflecting the UN Convention for the Rights of Persons with Disabilities (CRPD). The model is working to enhance access to services and participation of persons with disabilities in their assessment process thus, directly contributing to decision-making related to the assessment outcome.

¹⁵² The project has been implemented jointly by 6 Agencies, namely UNDP, UNIDO, IOM, FAO, WFP and UNICEF.

¹⁵³ Communities are Amasia, Alaverdi, Tumanyan, Berd of Shirak, Lori and Tavush regions.

¹⁵⁴ The project has followed human-rights based approach, while also using gender and child-sensitive lenses.

¹⁵⁵ The project included results from improved safety of the schools in target communities, refurbished kindergartens for the needs of children with disabilities, improved food security and economic situation through inclusive business and targeted provision of social services.

¹⁵⁶ In addition to UN Agencies, this initiative enhanced partnerships with the Armenia National SDG Innovation Lab, and private companies, including Girls in Tech Armenia, Founders Institute Armenia, Innovative Solutions and Technologies Center, Vanadzor Technology Center and Gyumri Technology Center and also other UN Agencies.

¹⁵⁷ At the policy level, the efforts included support for the preparation of the new Human Rights Strategy and Action Plan 2020-22 with stronger

framework for the implementation of the human rights reforms, prohibition of torture and ill-treatment, implementation of anti-discrimination measures, prevention of gender-based violence and protection of child rights.¹⁵⁸ The joint ENPARD "Producer Group and Value Chain Development" project, implemented in partnership with the Ministry of Agriculture, local governance bodies and farmers' groups, provided technical assistance to cooperatives and farmer groups, including primary producer groups.¹⁵⁹ UN has been working with the Government of Armenia on establishment and further consolidation of the Armenia National SDG Innovation Lab as a space for experimentation, collaboration, analytics and world-class human resource development. The primary goal of the Lab has been to unlock Armenia's potential and accelerate the implementation of the 2030 Agenda.¹⁶⁰

UNCT in Armenia has been relatively successful in designing and implementing joint initiatives. Still, UN Agencies have in general highlighted difficulties in conceptualization and frequent issues in implementation of joint projects and programmes¹⁶¹, while also recognizing the importance and benefits of these initiatives.¹⁶² Furthermore, it was noted to consider the joint programming as part of the UNDAF design process, particularly relevant in meeting SDG targets since a combination of UN agencies could address more priorities through joint initiatives.¹⁶³

5.3. TRANSFORMATION: HAVE WE MADE LONG-LASTING CHANGES?

The central idea of the UNDAF's assistance was to leave a legacy and improve the situation under UNDAF outcomes and focus areas by addressing core development issues and challenges. These efforts have been inevitably linked with the need to formulate and implement adequate actions to ensure sustainability of the achieved results at different levels. Within this context, the final evaluation has assessed the sustainability of UNDAF results at different levels, looking at individuals and institutions that participated and / or benefited from UNDAF and analyzing sustainability of results at the policy and systemic level. The underlying principle was to assess the likelihood of continuation of the positive results achieved during UNDAF implementation, reflecting on the longer-term effects of these results on the broader development process in Armenia.¹⁶⁴

1. UNCT has in general considered sustainability of results from the design stage of UNDAF. Implementation of UNDAF ensured involvement of national stakeholders (as beneficiaries and participants as well as partners at the project level decision making and starting and in some cases management structures), contributing to the sense of ownership and sustainability of results.

The priority and needs to ensure sustainability of UNDAF results have been considered from its design stage.¹⁶⁵ Despite, in general, limited knowledge of UNDAF (as presented under the relevance part of this report), the national stakeholders from higher and decision-making levels perceived their involvement positively during UNDAF formulation highlighting that "participatory and consultative UNDAF preparation process was fully respectful to the needs of different beneficiaries, while also addressing development

M&E framework and prepared legislative amendments for prevention of torture and prepared secondary legislative for effective implementation of the "Domestic Violence" law.

¹⁵⁸ UNCT worked towards improving the situation for children (with particular focus on children with disabilities) through developing the capacity of service providers in the child protection system, bringing the legal framework of community-based support centers in line with international standards, and developing a child rights M&E mechanism.

¹⁵⁹ This included producer groups involved in high-value crops, non-traditional vegetables, fruit/berries, high-value cheese and dried fruit/herbs cheese production cooperatives, dried fruit and herb production groups.

¹⁶⁰ From the UNCT perspective.

¹⁶¹ KII notes UN Agencies- most common problems is that division of tasks between UN Agencies exist, and frequently joint projects are implemented without a proper or any cooperation among the participating agencies. The staff report to their agencies, and not to the Joint Project management.

¹⁶² KII notes UN Agencies.

¹⁶³ United Nations Development Group, United Nations Development Assistance Framework Guidance, New York: United Nations Development Operations Coordination Office, 2017, 30. As the UNDAF guidelines clearly specify: *joint programming is the collective effort through which UN organizations and national partners work together to prepare, implement, monitor and evaluate activities aimed at effectively and efficiently achieving the SDGs and other international commitments within the framework of the UNDAF and the joint work plans.*

¹⁶⁴ The strong correlation between impact and sustainability is evident since the explanatory variables are often the same in explaining the impact and (or) sustainability. Sustainability is an ex-post measure, thus, ideally, measuring impact and sustainability in the context of UNDAF requires a time-period between two to five years after the completion of its cycle. However, this final evaluation adopted the approach to anticipating sustainability and forecast possible impact. The final evaluation has analyzed if the beneficiaries could continue to work without external intervention that has been available and provided within the scope of UNDAF implementation.

¹⁶⁵ This has been a common opinion of the national partners and also the staff from UN Agencies.

priorities”.¹⁶⁶ Furthermore, those high-level stakeholders, who were new and / or had not participated in the UNDAF formulation confirmed the priorities addressed by UNDAF and elaborated on their initiatives and scope of work towards the priorities. This approach facilitated collaboration between UN Agencies and national partners, also contributing to increased sense of ownership; hence, setting the framework for sustainability of results.

Implementation of UNDAF has, in general, followed a participative, partnership-building approach through the active involvement of the authorities and other stakeholders in UNDAF initiatives. These partnerships with UN Agencies¹⁶⁷ informed the (national) stakeholders about achievements and results in their respective areas of work. Still, national stakeholders often associate (their partner) UN Agency with UNCT and have limited knowledge about the broader framework and other activities and achievements of UNCT in Armenia.¹⁶⁸ The knowledge of UNDAF and awareness of the full spectrum of UN support was more evident at the level of senior officials.

12. UN Agencies have been steadily addressing capacity needs of individuals to deliver quality services, particularly for socially excluded and marginalized groups. The sustainability of capacities developed at individual level is conditioned with a high likelihood that these capacities will remain available and will continue to be demanded upon the completion of the UNDAF cycle.

During the implementation of UNDAF, building the capacities and removing obstacles affecting the lives of the end beneficiaries have been the core focus. A particular attention has been on the capacities to deliver services for socially excluded and marginalized groups. UN Agencies have been effective in providing tailor-made and, to a large extent, innovative capacity development assistance. UNCT approach has been balanced, focusing on strategic priorities and demands in line with mandates of partners organizations, while, at the same time, considering the needs for end-beneficiaries as users of these services.¹⁶⁹

The FE finds examples of capacity development assistance that was targeting public employees or other service providers under all outcomes and strategic pillars.¹⁷⁰ UNCT provided in-service support to advance rehabilitation and habitation services, targeting largely people with disabilities, while also working to understand new disability classification to be applied to support the children with disabilities, including support to inclusive education. Also, technical skills of individuals within the alternative family-based care system and community-based family support services have been strengthened. Support to the professionals from the public health system has been provided with the focus on TB and HIV diagnostics, modern practices in prevention of non-communicable diseases, different aspects of and services for early childhood development.¹⁷¹ Capacity development was delivered for the professionals to provide social-healthcare services for refugees, asylum-seekers and displaced Syrian persons. In the context of influential anti-immunization voices, the health professionals have received a demanded training to communicate more persuasively, respectfully and with facts, to parents about the advantages of immunization. The health sector for service provision to survivors of Conflict-Related Sexual Violence, including the participation in referral mechanisms, has been increased. Additionally, the capacities of individuals for gender-sensitive planning and budgeting have been reinforced.

UNCT prepared specialized capacity development assistance to employees and stakeholders involved in different spheres of the governance system, for example, employees in public administration, justice sector or electoral system. The legal aid system employees have received capacity development support with a particular focus on the needs of the most vulnerable. In 2019, support was provided in peer-review and development of the Judicial and Anti-Corruption Strategies, and a support package for further assistance for judicial integrity and efficient and independent court management system through e-court/e-case management was identified together with the Ministry of Justice. Another example could be the officers of

¹⁶⁶ The national partners have been highly affirmative about the UNDAF formulation process, highlighting that consultative process has been effectively carried out.

¹⁶⁷ KII notes with the national partners.

¹⁶⁸ KII notes GOV_100, GOV_106, GOV_107.

¹⁶⁹ The expectation has been that the end-beneficiaries, especially from the most vulnerable groups, would have better opportunities and increased abilities to actively participate in mainstream society, through access and quality of social services (health, education, and social protection) and social inclusion measures, greater economic and employment opportunities access to justice, participation and influence on different policy and decision-making processes and active participation in development processes.

¹⁷⁰ This was documented to some extent in UNDAF progress reports and with more details in UN Agency progress reports.

¹⁷¹ UNICEF and WHO annual reports.

the National Security Service and Border Guards who have enhanced capacity to provide services to vulnerable migrants, including refugees, victims of trafficking, asylum seekers. In connection with this, capacities of civil society representatives have been addressed to improve the identification, assistance and referral of vulnerable migrants (including potential victims of trafficking in human beings). UNDAF provided examples of capacity development of women, young people and other groups at risk to become more active in the society, providing assistance in the area of political participation and governance, economic development and businesses.

More details on results achieved in this context have been provided in the Annex 3 as well as in the chapter on UN Agencies' results.

13. UN Agencies were assisting national partner institutions (examples could be institutions within the public management system, social services and civil society, among others) to enhance operational efficiency, improve organizations and procedures, and modernize processes. Assistance also included establishing new and reforming existing services at the institutional level.

The evaluation analyzed the results achieved by UN Agencies in the context of improved performance of the institutions in Armenia,¹⁷² including the sustainability of these results. The limited time for this evaluation and lack of the baseline data on organizational performance before the assistance of the UN Agencies were the main limiting factors. Therefore, the analysis was based on data collected through interviews with these organizations, their partners and beneficiaries and also on documented results of UN assistance. These primary and secondary data sources, together with factor-based analysis, served to determine the effectiveness of UNCT assistance in achieving the organizational strategic objectives and improving the delivery of services.

The examples of contribution of UN Agencies to organizational development and reinforcement of capacities of national institutions are numerous¹⁷³ under all outcomes. However, for the purpose of providing solid findings and evidence, the FE has identified some of the examples, while more details are provided in the Annex 3 of this report with a detailed overview of UNCT activities and results under UNDAF. Educational institutions in Armenia have been capacitated to deliver core services in line with the RA Law on General Education, particularly targeting vulnerable children. The guiding principles were to ensure the maximum participation in the educational process and the attainment of the outcome prescribed by the state standard for general education through ensuring the necessary conditions and an adapted environment in compliance with the development peculiarities for each child, including those in need of special conditions for education. Important results have also been achieved at the level of strengthening institutional capacities to implement sound disaster management, including timely reduction of disaster risks as well as definition and implementation of environmental policies.

UNCT has been active in strengthening governance institutions in Armenia, such as the public administration (through support to the development of operational and technical capacities of ministries and governmental agencies), electoral system (through technical assistance to the Central Electoral Commission's capacities and technical base), justice system¹⁷⁴ (through the improvement of capacities of institutions within the legal aid system in Armenia, Human Rights Defender Office, Ministry of Justice and other justice system organizations). UNCT has been active in working with the Parliament of Armenia, particularly focusing on the core areas of its work. Overall, UNCT has been active in developing capacities of these institutions to plan strategically and develop policies and strategies, assisting in different stages of policy cycle; highly valuable was UN assistance to increase understanding and mainstreaming of gender policies in the work of these institutions. Important contribution of the UNCT has been to local governance institutions in the country, specifically focusing on the institutions closest to citizens to become proactive and interconnected with increased capacity to facilitate citizens' participation and deliver improved services. UNCT was working to strengthen leadership mechanisms and improve organization while also providing them with the tools "to engage the community, involve women, include the most vulnerable, make joint decisions, and carry out their ideas".¹⁷⁵ Sustainability of the accountability and participation mechanisms is likely to be ensured through

¹⁷² More details have been provided under the effectiveness part of this report.

¹⁷³ Reference could be to the Effectiveness part of this report.

¹⁷⁴ Assistance has been in more specific areas, such as for example, to prevent violence, abuse and neglect of children and respond to violations of children's rights.

¹⁷⁵ Reports received from UN Agencies- documents prepared for the FE mission.

more active participation of citizens in policymaking, budget formulation, and allocation of resources for strategic plans and strategic priorities. Furthermore, the UN was supporting local authorities to implement a community-based approach for the reduction of vulnerabilities and population resilience development, particularly in rural areas.¹⁷⁶ Part of these efforts included horizontal knowledge-sharing between the Armenian institutions and international experiences from other parts of the world.

The results at the institutional level also included organizational development of small and medium size enterprises (SMEs), as the UN strived to increase their knowledge, skills, marketing and exporting capacities. Specifically, UNCT supported pilot SMEs in the textile and clothing industry in Armenia using “innovative marketing approaches with possible development of export consortia among the participating manufacturers”.¹⁷⁷ Also, support was provided for SMEs active in the agriculture sector, following policies in the agriculture and rural sectors.

The national partners have reported that the overall efficiency and effectiveness of the institutions that benefited from support provided within the UNDAF has increased; “support from UN Agencies has been and will remain critically important in the future period for further improvement of performance and functioning of the institutions in Armenia”.¹⁷⁸

14. UN Agencies supported the enhancement of policy processes in Armenia in the strategic areas under all UNDAF outcomes. This included support (to the Government of Armenia) to identify priorities and define appropriate measures.¹⁷⁹ Despite these efforts and improvements, capacity gaps remained, particularly related to horizontal and vertical policy coordination.

The national partners stated that UN Agencies have provided “valuable inputs and technical support to bring policy decision forward and initiate the policy development process”, highlighting also the importance of the human rights-based approach¹⁸⁰ in policymaking. In parallel, UN Agencies have re-emphasized the importance to follow the human rights-based approach, international norms and standards in identifying needs and designing policies in UNDAF-specific sectors. More precisely, the partners recognized the benefits of UN technical assistance to develop various need-based interventions aligned with international norms and standards and commitments of the country (such as international reporting on human rights obligations as per forthcoming Universal Periodic Review).¹⁸¹ Some examples of UNCT support to planning and development of national policies¹⁸² could be the response to the World Health Organization Framework Convention on Tobacco Control (WHO FCTC) to prepare policies and laws on tobacco control in Armenia¹⁸³ and also preparation and adoption of the law “On the Prevention of Family Violence, the Protection of Persons Affected by Family Violence, and the Restoration of Family Consent”¹⁸⁴ (December 2017). Another example of UN support could be the efforts and comments of the GTG on the draft national strategy on gender equality.

UNCT supported the Government in the field of Human Rights Strategy, torture prevention, gender-based violence, anti-discrimination and gender equality. In particular, the new HR Strategy and Action Plan were developed, the capacity of the respective stakeholders (Ministry of Justice, Human Rights Defender’s Office,

¹⁷⁶ This violent extremism has been approached comprehensively and included both, religiously motivated extremism and far-right nationalist extremism that may lead to violence and terrorism, more details available at UNDAF Annual Results Reports.

¹⁷⁷ UN Agencies reports- UNDP, UNIDO, FAO

¹⁷⁸ KII notes.

¹⁷⁹ The evaluation analysed the extent of UNCT’s contribution to improved policymaking and implementation under UNDAF outcomes and focus areas of intervention, analysis also if these improvements would remain in place after the completion of the UNDAF cycle. The final evaluation has used the policy cycle model for this analysis, focusing on its interlinked elements: policy feasibility and decision, policy research and development together with the decision on instruments, implementation, monitoring and lessons learned to feed the next cycle.

¹⁸⁰ KII notes GOV_114, GOV_107.

¹⁸¹ Universal Periodic Review, scheduled for 23 January 2020 <https://www.ohchr.org/EN/HRBodies/UPR/Pages/AMindex.aspx>

¹⁸² The policies that were analysed at this part have been developed in response to international commitments and norms.

¹⁸³ Based on the current level of adult smoking in Armenia (2017), premature deaths attributable to smoking are projected to be as high as 295 500 of the 591 000 smokers alive today (Table 1) and may increase in the absence of stronger policies. More details could be accessed via http://www.euro.who.int/__data/assets/pdf_file/0008/337418/Tobacco-Control-Fact-Sheet-Armenia.pdf?ua=1, (accessed on 04/01/2020).

¹⁸⁴ Now Armenia is preparing to ratify the Council of Europe Convention on preventing and combating violence against women and domestic violence (also known as the Istanbul Convention), and also to create the first shelter run on state funding. Human rights activists are sure: the ratification of the convention will incite public protest and will test the political will and courage of Armenian politicians to resolve the issue of domestic violence.

Ministry of Labour and Social Affairs, the Police) were strengthened, legislative amendments relating to prevention of torture and domestic violence were developed.¹⁸⁵

UNCT was active in assisting with the adoption of the critical policy and legal instruments for the improvement of the situation of Persons with Disabilities starting with the Law "On social protection of persons with disabilities in Armenia".¹⁸⁶ Additionally, the Government with the support of UN Agencies (UNDP and UNICEF), developed a Draft Law on the Rights of Persons with Disabilities as a part of the reform on disability assessment and a new Draft on the Rights of Persons with Disabilities and a Draft on Functional Assessment (prepared in 2019). By the Decision of the Government of 12 January 2017, the "Comprehensive Plan for 2017-2021 on Social Inclusion of Persons with Disabilities" was approved, ensuring definite measures to provide equal conditions and social inclusion for PwDs.¹⁸⁷ The Optional Protocol to the UN International Covenant on Economic, Social and Cultural Rights and the Optional Protocol to the Convention on the Rights of Persons with Disabilities are currently undergoing internal procedures for ratification.¹⁸⁸

Due to the increase of immigration flows to Armenia, UNCT actively supports the Government in development and implementation of need-driven work permit issuance system for foreign workers in Armenia, in line with best international standards. The terms and conditions and contract for Armenian biometric passports and national ID cards in line with the ICAO and ISO international standards including ICAO Document 9303 and Annex 9 are still in process of development.

UN has organized the Third National Communication on Climate Change for Armenia, covering issues of Greenhouse Gas Inventory, Policies and Measures to Mitigate Against GHG Emissions, Projections and Assessment of Impact of Mitigation Policies and Measures, Climate Change Projections, Vulnerability Assessment and Adaptation Measures to Gaps, Constraints, and Capacity Needs for Convention Implementation. Also, the country is working to put in place a system for environmental data collection; however, it remains challenging to ensure adequate national capacities to implement and manage policymaking processes without external support.

However, the challenges for implementation of the policies have been related to operationalizing, translating policies into actions, connecting adequately with public funds and ultimately monitoring and reporting on the progress. The adoption of the specific SDG targets for Armenia, including country specific indicators and targets and regular reporting mechanisms, have been recognized as a possible positive support to policy processes, including policy coordination.

15. The political processes and socio-economic situation in Armenia, together with challenges that the reform of public institutions could bring, have been, in general, the main external factor to affect the sustainability of results.

The stakeholders have identified obstacles and resistance to implement reforms together with weak horizontal coordination of policies and weak institutional and individual capacities of different tiers of governance structures in Armenia as the main factors that could affect the sustainability of results.

Public institutions in Armenia embarked on the reform process; still, the turnover of the skilled employees mainly from the technical positions in these institutions, inadequate strategic guidance, lack of skilled staff and financial resources and slow pace of reforms have been the main obstacles to fully integrate and sustain results, especially for public system institutions. For example, some organizations that benefited from the support of UNCT have been abolished. Also, merging of public institutions (e.g. Ministry of Agriculture has been merged with the Ministry of Economy) resulted in changes in their mandates. The Free Legal Aid system has been established, and the policy and legal provisions and institutional framework have been in place. The

¹⁸⁵ The Government is working on the improvement of the system for prevention of ill treatment and torture, in line with advocated international standards.

¹⁸⁶ According to the recommendations of the UN Committee on the Rights of Persons with Disabilities with regard to the initial national report of Armenia, the draft laws regulating disability issues are currently being developed. The draft laws will provide fundamentally new and equal approaches to ensure the rights of persons with disabilities and promote their inclusiveness. More details in National report submitted in accordance with paragraph 5 of the annex to Human Rights Council resolution 16/21*, Armenia, November 2019.

¹⁸⁷ The measures include all the spheres of social life and are aimed to ensure the accessibility of vehicles, education institutions, buildings and structures of social significance, the exercise of the rights of persons with disabilities to education, work and information, as well as at the promotion of employment.

¹⁸⁸ More details in National report submitted in accordance with paragraph 5 of the annex to Human Rights Council resolution 16/21*, Armenia, November 2019.

number of beneficiaries of the FLA system is steadily increasing. Still, limited human and financial resources could interfere with the sustainability of the achieved results.

5.4. NORMATIVE: HAVE WE LEFT NO ONE BEHIND?

For this evaluation, normative work is defined as the support of UN Agencies for the development and implementation of norms and standards in policies, regulatory frameworks and practices, with particular focus on vulnerable and marginalized population. The evaluation analyzed if UNCT assisted with the implementation to ensure that no-one is left behind.

Norm1. The rights and needs of the poor and people in vulnerable situations have been considered and incorporated during the design of UNDAF 2016-2020. Human rights mainstreaming and no-one left behind principles have been, in general, followed during the entire period of UNDAF implementation.

UNCT joint programmes have been also highly instrumental in addressing human rights related challenges and advancing pro-poor and inclusive policies

Formulation of UNDAF has been driven by “human rights-based approach”, with a clear strategy to “center on reaching vulnerable groups¹⁸⁹ and ensuring their rights”. Overall, three strategic areas have included human-rights focus,¹⁹⁰ while human rights have been explicitly mentioned under three outcomes.¹⁹¹ This focus on human rights principles and standards has further contributed and enhanced UNDAF’s relevance to the needs of all citizens in Armenia.

The period of UNDAF formulation (2015-2016) has been characterized with the country’s efforts to comply with the international human rights treaties and ratification of instruments.¹⁹² Signature and ratification of the majority of the core UN international human rights treaties and most of their additional protocols, Armenia¹⁹³ has assumed a legal obligation to implement, uphold and respect the rights reflected in those documents. However, the reports on the status of human rights prior to the political changes in 2018/19 in the country¹⁹⁴ highlighted insufficient efforts and weak capacities and commitment to put in place mechanisms for the effective protection of human rights. Prior to the “velvet revolution,” the country was facing challenges to implement constitutional reforms¹⁹⁵ and legal provisions and ensure the functioning of human rights protection.¹⁹⁶ The most significant human rights problems reported during this period (2016-2018 – before the “velvet revolution”) were law enforcement impunity and officials’ use of government resources to maintain the political dominance of the ruling political party combined with the use of economic and political power by the country’s elite to enrich supporters and corrupt the law enforcement and judicial systems. The limited judicial independence has additionally affected the human rights situation in the country. Police reportedly targeted journalists at citizens’ protests while respect for freedom of assembly

¹⁸⁹ The UNDAF 2016-2020, page 9, provided that “its approach and understanding of vulnerability is that is a state of high exposure to certain risks, combined with a reduced ability to protect or defend oneself against those risks and cope with their negative consequences”. Further to this, UNDAF highlighted that the vulnerable groups targeted by UN Agencies have been determined for each outcome.

¹⁹⁰ These strategic pillars are: Strategic pillar I. Equitable, sustainable economic development and poverty reduction, Strategic pillar II. Democratic Governance and Strategic pillar III. Social Services and Inclusion

¹⁹¹ For example, Outcome 2. By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights, Outcome 3. By 2020, Armenia has achieved greater progress in reducing gender inequality, and women are more empowered and less likely to suffer domestic violence and Outcome 4. By 2020, migration, border, and asylum management systems are strengthened to promote and protect the rights of migrants and displaced people, especially women and girls..

¹⁹² All major human rights treaties and instruments were signed and ratified, but CPRD protocol and the Istanbul convention, which are in the process of ratification.

¹⁹³ Armenia- status of ratification could be accessed on the web-site (accessed on 25.12.2019): https://tbinternet.ohchr.org/_layouts/15/TreatyBodyExternal/Treaty.aspx?CountryID=22&Lang=EN

¹⁹⁴ For example, the Freedom house Report Nations in Transit 2016 <https://freedomhouse.org/sites/default/files/NiT2016%20Armenia.pdf> and also the Human Rights Watch report on Armenia, 2016, <https://www.hrw.org/world-report/2016/country-chapters/armenia#73fccc> (accessed on 25 December 2019).

¹⁹⁵ Authorities in Armenia started with constitutional changes, following a constitutional referendum (conducted in December 2015), planning for a transition to shift power from the president to the parliament and transition from a mixed electoral system to a proportional system based on party lists. More in HRW report 2016 and other country reports.

¹⁹⁶ More details could be distilled from the Human Rights Watch report 2016 and the Nations in Transit (2016), as indicated under the footnote

worsened. Domestic violence remained a problem while an imbalance in the birth ratio of boys to girls pointed to gender-biased sex selection.¹⁹⁷

To a notable extent, the above-explained problems served to the "velvet revolution" in April-May 2018.

Norm2. Armenia is making progress regarding the enforcement of human rights,¹⁹⁸ at the same time dealing with difficulties that were inherited from the previous times.¹⁹⁹ In this context, UNCT remained highly responsive in addressing human rights issues and following the principle "no-one left behind" and targeting the poor and vulnerable group of citizens of Armenia.

The Strategic pillar on Democratic governance, under the Outcome 2 planned and mobilized UNCT efforts to work jointly with the national stakeholders on strengthening democratic governance systems, including protection of human rights. UNCT committed and worked to enhance coordination mechanisms within the system for protection of human rights and assisted with full implementation of international human rights obligations. Also, activities were implemented, and important results achieved to prevent torture, promote tolerance and non-discrimination, improve access to protection mechanisms including free legal aid and prevention of corruption. Under this strategic pillar, Outcome 3 set the framework for UNCT in Armenia to work on greater gender equality and gender mainstreaming, empowerment of women and eradication of domestic violence, particularly focusing on care and support to survivors. Under this outcome, a comprehensive support was delivered to strengthen economic and political participation of women, improve their reproduction health and social status. UNCT was assisting at the systemic level to prepare and implement gender-sensitive policies and legislation and ensure that mechanisms for prevention and punishment of gender-based violence are in place.

UNDAF has specifically identified migrants, displaced people and refugees (especially women and girls) as vulnerable groups under the Outcome 4. UNCT was working in partnership with the national stakeholders to ensure and protect their rights through improved migrations border and asylum management systems in Armenia.

The country has been affected by high and persistent inequalities in different societal spheres; however, the consensus has been expressed that "education, health care and access to other basic services give people, particularly children, the opportunity to reach their human potential and realize their life goals".²⁰⁰ This has been explicitly addressed under the large strategic pillar, Social Services and Inclusion. UN Agencies have been supporting national authorities, civil society and other partners to define an integrative and inclusive social protection system, ensuring universal coverage, thus, access to services for most excluded and vulnerable. The specific needs of vulnerable people were targeted through policies and programs in the areas of health and education. Important part of these efforts included support to strengthen the implementation of policies and programs for improved child rights; this particularly relates to the implementation of the National Program for the Protection of Children's Rights for 2013-2016, the Strategic Program for the Protection of Children's Rights in Armenia 2017-2021 and its Action Plan.²⁰¹ Also, an important achievement has been the disability assessment and service provision system reform, creating a basis for equal access to services and participation of PWDs.

Norm3. UNCT in Armenia has successfully used a twin track approach to ensure greater gender equality and empowerment of women: this included a gender specific outcome combined with significant focus on targeted gender-related activities under other strategic outcomes.

UNCT in Armenia, in close cooperation with national and international development partners has established the (extended) Gender Thematic Group (GTG) as the main coordination mechanism for gender related activities.

¹⁹⁷ Nations in Transit- Freedom House and also in <https://www.hrw.org/world-report/2019/country-chapters/armenia> (accessed on 25.12.2019).

¹⁹⁸ <https://www.hrw.org/world-report/2019/country-chapters/armenia> (accessed on 25.12.2019).

¹⁹⁹ 8

²⁰⁰ United Nations 2016 "Who is being left behind? Patterns of social exclusion"- <https://www.un.org/esa/socdev/rwss/2016/chapter3.pdf>

²⁰¹ The report is available via the web-site (accessed on 03.01.2020)

<https://www.unicef.org/armenia/media/2116/file/Commitments%20under%20the%20Convention%20of%20the%20rights%20of%20the%20child-the%20state%20of%20fulfillment%20by%20Armenia.%20Ad%20Hoc%20public%20report.pdf>

The UNCT SWAP- Scorecard²⁰² rated UNDAF 2016-2020 (and Outcomes and RM) as "Approaching Minimum Standards", second on the four-level indicator rating system²⁰³ revealing scoring differences by different dimensions. UNDAF has scored "exceeding minimum standards" on Partnership, while three dimensions Programming, Leadership and Capacities reached "meeting minimum standards". The dimensions Planning and Results scored "approaching minimum standards", while joint UN financing for GEWE scored "missing minimum standards".²⁰⁴

The report recognized results of UNCT on GEWE, highlighting the need to work "collectively towards stronger gender-responsive and gender-transformative results for UNDAF, SDG Agenda 2030 and SDG 5 in particular".²⁰⁵ UNCT in Armenia used a twin-track approach to address gender equality and empowerment of women. This approach combined a standalone gender related outcome with mainstreaming gender throughout UNDAF as the most effective way to achieve gender equality. Practically, UNDAF 2016-2020 included gender specific Outcome 3,²⁰⁶ highly important for generating sensitivity of gender mainstreaming and ensuring political commitment. UNDAF also included three Outcomes that are either *gender sensitive* or *gender specific*, aligned with the UNDAF priority areas of intervention, SDGs and SDG 5 in particular.²⁰⁷ Furthermore, the twin-track approach ensured that gender has been considered under all outcomes.²⁰⁸

UNDAF implementation included establishment of a Gender Thematic Group (GTG),²⁰⁹ that prepared a specific work plan and facilitated coordination of gender-related activities across other UNDAF results groups, under different outcomes.

The FE finds that the targets under UNDAF outcomes have captured limited "gender transformation", reflecting "partially lasting changes in the power and choices women have over their own lives and tackle the root causes of inequality".²¹⁰ UNDAF outputs, indicators, and baselines have included references to gender equality, but the room for improvements and further advancement has been emphasized, especially for the next UNDAF planning cycle.

Norm4. UNCT has used effectively the principles of environmental sustainability during design and implementation of UNDAF, contributing to the achievement of national development targets and international commitments of the country.

UNDAF 2016-2020 recognized the importance of environmental sustainability, highlighting the linkages between environment and development as preconditions for the achievement of national development priorities. To address environmental priorities, UNDAF included a specific strategic pillar, Environmental Sustainability and Resilience-Building, with one Outcome, number 7 in UNDAF, formulated as: *By 2020 Sustainable Development principles and good practices for environmental sustainability resilience building, climate change adaptation and mitigation, and green economy are introduced and applied.* The formulation of Outcome 7 was rather broad and widespread, bringing together interlinked but still distinct elements of environmental sustainability, including clean environment, conservation, optimal use and rehabilitation of natural resources, proper disposal of hazardous waste, disaster risk management and resilience building, and environmental awareness and education. UNDAF also defined a relatively general set of strategies and measures to contribute to the progress under its outcome.²¹¹

²⁰² UNCT SWAP Scorecard Assessment is a globally standardized rapid assessment of UN country-level gender mainstreaming practice (on the UNDG methodology).

²⁰³ UNCT SWAP-Scorecard Assessment Report and Action Plan, Gender Scorecard United Nations Country Team in Armenia.

²⁰⁴ Ibidem- UNCT SWAP-Scorecard Assessment Report and Action Plan, Armenia.

²⁰⁵ Ibidem- UNCT SWAP-Scorecard Assessment Report and Action Plan, Armenia.

²⁰⁶ Outcome 3 *By 2020, Armenia has achieved greater progress in reducing gender inequality, and women are more empowered and less likely to suffer from domestic violence.*

²⁰⁷ Ibidem, UNCT SWAP Scorecard Assessment Report, Armenia.

²⁰⁸ The development partners and participants in the discussions have emphasized that twin-track approach for gender equality can be significant entry point for accelerating development in Armenia- KII notes.

²⁰⁹ More details have been provided under part of Gender Mainstreaming the Gender part of this report.

²¹⁰ KII notes UN_01.

²¹¹ Some of the strategies that have been highlighted have been: i) policy advice, capacity development and advocacy for sustainable environment, disaster risk management and economic development, following international agreements; ii) assistance to implement a national framework for innovative and Green Economy policy; iii) strengthen system for statistics according to the UN System on Environmental-Economic Accounting (SEEA); iv) sustainable housing and urban development support, in line with the National Action Plan; v) promotion of

The primary reference for UNDAF during its preparation has been the Armenia Prospective Development Strategy for 2014- 2025 with the priority for inclusive and sustainable growth in Armenia, prioritizing access to enhanced economic opportunities in line with sustainable development principles, promotion of environmentally-sound technologies and effective management of natural resources. UNDAF established links to the national environmental goals, MDG7, and future SDG targets, and the goals and targets of ratified Multilateral Environmental Agreements (MEAs).²¹²

National partners have repeatedly acknowledged UN Agencies as credible and efficient partners to the Government with capacity to mobilize technical expertise, knowledge and resources to support policy development and institutional strengthening in areas of environmental sustainability, climate change and disaster risk reduction, looking at social, environmental and economic sectors. UNCT was recognized as the major development partner promoting compliance with multilateral environmental agreements and global conventions; assisting the government in climate change and DRR negotiations; promoting the concept of Energy Efficiency in public, residential and industrial sectors; applying innovative cross-sectorial development approaches (i.e. ecosystem approach, integrated considerations of poverty and environment); and advocating Disaster Risk Reduction principles across Armenia. Some of the remarkable results could be preparation of a low carbon development and green economy strategies (with cross-sectorial consideration such as poverty and environment). UNCT assisted with Minamata Convention Initial Assessment, and the methodology for Valuation of Damage to the Ecosystems was introduced. UNCT supported national partners to improve financial expenditure framework and introduce environmental indicators into main macroeconomic calculations. The examples of improvements of the legal framework could be amendments to the Building code including requirements for energy efficiency. UNCT has been supporting national partners to define and use innovative tools and practices for sustainable management of natural resources, addressing requirements for climate change and disaster risk reduction. For example, UNCT assisted with the implementation of the Emergency Response Preparedness (ERP) framework through specific Advanced Preparedness and Contingency Planning.

Some notable achievements at the institutional level could be the further facilitation of the National Emergency Management system through aligning the existing policies and strategies to Sendai FDRR provisions. The National Ozone Unit was institutionally strengthened to further lead the process of closer control and phase-out of HCFCs/HFCs as per the new legislation elaborated with the support of the UNCT. UNCT assisted with preparedness for emergency response of the GoA, including its readiness to co-lead the Food Security cluster in case of activation. In the context of Disaster Risk Reduction Management, core institutions in different sectors benefited from capacity development support; these efforts also included the agriculture sector.²¹³ In connection to this, UNCT was working to increase productivity through analyzing and following best practices for sustainable use of land, water, and plant genetic resources. Institutional development efforts of UNCT also included CSOs in Armenia to become more active in the environmental protection policies and practices. In the context of green economy, UNCT supported the introduction of green jobs while also working on new production and consumption patterns.

5.5. VALUE ADDITION OF THE UNDAF AS A TOOL

The final evaluation analyzed organizational and operational arrangements, including strategic reporting and communication within a broader context of sound and participatory mechanism for UNDAF implementation.

- **Efc1. UNDAF Armenia 2016-2020 has been, in general, implemented efficiently, aligned with UN procedures adjusted to the specific context of Armenia. UNDAF steering mechanism, the**

innovative clean energy technologies including use of Resource Efficient and Cleaner Production (RECP) approaches; vi) development of GoA capacities to comply and implement provisions of the Protocol on Water and Health including management of water resources; vii) implementation of the system for sustainable management of forests; viii) assist the Government in addressing Climate Change and Energy Efficiency related concerns; ix) support implementation of a disaster risk reduction (DRR) policy framework and mainstreaming DRR in policy planning; ix) mainstream sustainable resource management practices using an Ecosystem-Based (including integrated water resource management) Approach and strengthen the management of hazardous chemicals and associated contaminated sites; x) developing national programmes for mitigating the negative impact of climate change on the Specially Protected Areas of Armenia.

²¹² For example, United Nations Framework Convention on Climate Change (UNFCCC), the Convention on Biological Diversity, Stockholm and Basel Conventions, Montreal Protocol etc.

²¹³ Some of the activities have been assessment of damages and losses, assessment and comparison of resilience building strategies, analysis of best practices, etc.

nationally owned Steering Committee, was established timely but it did not function as planned. The Results Groups at the level of strategic pillars were planned and formally established but did not function, affecting planning, coordination, cooperation and reporting under UNDAF.

UNDAF envisaged sound management, programming, and monitoring frameworks²¹⁴ aimed at a “more effective, efficient, coherent, coordinated and better performing United Nations Agencies in Armenia”²¹⁵ and the procedures for UNDAF implementation have been adjusted to the country-specific context. However, there were certain challenges during the implementation of UNDAF primarily because of different, sometimes even contradictory, understanding of certain points in the implementation,²¹⁶ such as insufficient functioning of Results Groups, planning, monitoring and reporting. UNCT strived to strengthen national ownership and leadership and contribute to the sustainability of results through “involvement of the Armenian authorities from all governing levels, in line with their competences”.²¹⁷

The Steering Committee (SC) was established timely, at the inception phase of UNDAF implementation, to provide strategic guidance and oversight during the implementation of UNDAF 2016-2020.²¹⁸ The representation in the SC has been satisfactory: it was envisaged the SC to be co-chaired by a representative of the Prime Minister’s Office and the UN Resident Coordinator in Armenia. Membership in the SC included line ministries relevant to the 2016-2020 UNDAF, civil society and private sector. UNCT has been represented by the UN Resident Coordinator and the Heads of Agencies participating in the implementation of UNDAF in Armenia. Even though the representation of authorities in the SC was adequate, they were and remained only formally involved, not succeeding to actively steer the process of strategic leadership during UNDAF implementation.²¹⁹ After the political changes in the country and the establishment of the new Government of Armenia, the SC was not re-established. The FE finds that the SC failed to ensure strategic support and inputs throughout UNDAF implementation.²²⁰

Results Groups: UNDAF rightly recognized Results Groups (RG) as critical mechanisms to support effective implementation of the UNDAF through joint monitoring and progress reporting for the expected outcomes. UNDAF envisaged establishing RGs at the level of each of the strategic pillars involving UN Agencies and the national stakeholders representing respective sectors. Concerning leadership, UNDAF planned for the high-level representative of (a designated) UN Agency and representative of the national stakeholders/ Government of Armenia to co-chair the RG. The membership of the RG, according to UNDAF, should have been more inclusive, involving staff of Government ministries, departments, and state agencies, representatives of civil society organizations and technical staff from UN Agencies contributing to outcomes (within the Strategic Pillar). The Results Groups planned to meet regularly and operate on the basis of annual work plans (to be approved by UNCT and UNDAF SC), have been tasked to prepare work plans and monitor progress towards the achievement of UNDAF outcomes. The RGs' role included tracking and reporting on progress²²¹ against planned activities and results, identifying lessons, good practices, and needed adjustments to overall results, strategies, and resource allocations.

The FE finds that UNDAF 2016-2020 has been comprehensive regarding the membership, role and the assigned tasks for the RGs. However, de facto they were not functional to deliver the assigned tasks. The failure to establish and capacitate RGs had a negative impact on planning, monitoring and reporting on progress under UNDAF pillars and outcomes. Also, it affected the more effective and regular communication and coordination of efforts/ activities of UN Agencies and other development partners. The importance of genuine engagement of UN Agencies and national stakeholders in the RGs (and UNDAF implementation) could be evidenced through, for example, functioning of the Gender Thematic Group. Although this was not

²¹⁴ UNDAF Armenia 2016-2020.

²¹⁵ UNDAF Armenia 2016-2020.

²¹⁶ KII notes with UN Agencies.

²¹⁷ KII notes with UN Agencies.

²¹⁸ Terms of References for the Joint Steering Committee have been prepared.

²¹⁹ The initial JSC meeting was organized in person and only two other meetings of the JSC have been organized on-line.

²²⁰ KII notes.

²²¹ The annual results reporting at the pillar level has been the task assigned to the RGs; furthermore, it was envisaged for the RGs to use regularly a web-based UNDAF Monitoring and Evaluation tool (to be developed by the UNRC Office).

a Results Group, its establishment and functioning followed principles of national ownership and participation. The GTG was co-chaired by high-level representatives of GoA and UN and had regular meetings to discuss critical topics related to different aspects of gender equality (international development organizations were also involved).

Efc2. UNCT has put in place the framework for effective management of UNDAF but actual implementation has been, in general, sub-optimal and weak.

UNCT in Armenia has been following standard management procedures partially, to some extent during the entire period of UNDAF implementation. The FE has analyzed the following actions.

Operations Management Team (OMT) has been established to assist UNCT in making operations cost-efficient, contributing to the effective and efficient implementation of UNDAF. The OMT has prepared a draft UNCT Operations Strategy (OS)²²² but the results remained mainly at the level of common premises and services.

Monitoring system: UNDAF 2016-2020 provided for a flexible implementation approach to ensure its relevance and responsiveness to Armenia's economic, political or social situation. Within this context, an effective monitoring and evaluation (ME) system was suggested²²³ to compare and ensure progress against expected results. The source for the monitoring system has been set in the UNDAF Results Matrix (RM) with its indicators, baselines, and targets. Also, UNDAF envisaged the use of annual/biannual work plans as a more operational point of reference. However, the overall planning and reporting practice during UNDAF evaluation was underperforming (as indicated in the previous parts of this report). The M&E Group was established during the last year of UNDAF implementation,²²⁴ but monitoring protocols, roles and responsibilities were not clearly defined. Still, the establishment of the M&E Group could be a solid basis for the next UNDAF cycle. Its role will be particularly important for the future work of the Results Groups: technical advice and inputs from the M&E Group could improve critical deliverables, such as formulation and finalization of annual/ bi-annual Work Plans (particularly regarding indicators, baselines and targets) or preparation of UNDAF Annual (results-based) Reports.²²⁵

Reporting: UNDAF envisaged annual reporting on results under each of its pillars and outcomes. Three available reports (2016, 2017 and 2018) have, in general, provided some information about activities and achievements of UN Agencies during that period of implementation. The adopted reporting excel format has not been user-friendly. Although intending to provide links between pillars and outcomes and outputs and their indicators, the reports appeared to be lists of different activities and results of UN Agencies without any internal coherence and credible links to reflect on progress under UNDAF outcomes, as the details on the status of outcome indicators were absent. Furthermore, the FE could not use these reports as the main source of information to validate progress or effectiveness of UNCT during UNDAF implementation, as expected. Therefore, the FE was using the 2016 mid-term results reports per pillars and outcomes, specific annual, quarterly, evaluations, studies and other reports prepared by UN Agencies, filling the obvious gaps, reconstructing assumptions and assessing achievements.

Communication: UNDAF envisaged the establishment of UN Communication Group (UNCG) as the main support for "communications and advocacy play in achieving the UNDAF outcomes and promoting the image of a strong and unified UN system in Armenia". UNCG was established to integrate and coordinate communication work across UN agencies. The Group was composed of communication experts and focal points from UN Agencies. The UNCG has prepared a Communication strategy. UNCG has been sharing and disseminating information on joint UN initiatives and the results achieved under UNDAF through the UN Website, mass media, and social media. The FE finds that UNDAF related communication through the UNCG has been partially in place; however, the need for improvements have been also identified. The priority remains to use communication as a strategic tool to support the implementation of UNDAF, by advocating for priorities in certain areas and promoting UNDAF achievements.

²²² To "pursue higher quality, more productive, and cost-efficient support services in procurement, human resources, ICT, finance, logistics and transport, and the management of the UN House UNDAF.

²²³ UNDAF Armenia 2016-2020, Part V, Monitoring, Evaluation and Reporting, Page 35.

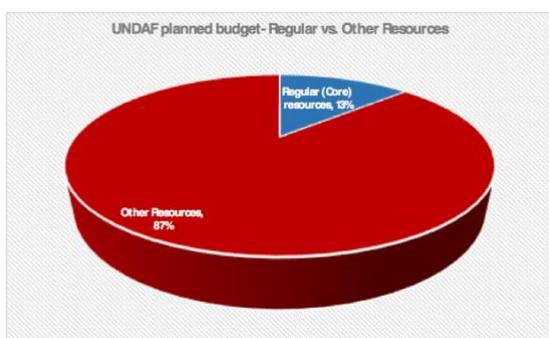
²²⁴ KII notes UN_108.

²²⁵ KII UN_108.

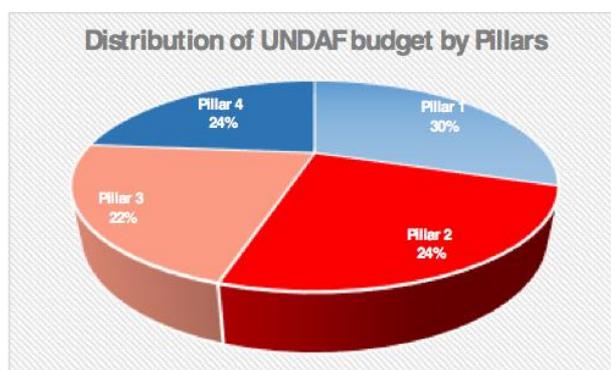
Efc3. Financial and human resources for the implementation of UNDAF 2016-2020 have been, in general, well-planned, corresponding to the needs of projects and programmes. The financial resources planned for implementation of UNDAF have been almost mobilized and delivered to a large extent within the first three years of UNDAF implementation (as per available financial figures) with some disparities among the outcomes.

UNDAF 2016-2020 budget has been prepared following a positive planning approach and based on the mobilized and delivered resources from the previous period. The planned (“targeted”) amount for the implementation of UNDAF has been set at 119,345,000 034 USD, including regular resources of UN agencies in the amount of 15,910,000 USD.²²⁶

5. UNDAF- planned budget

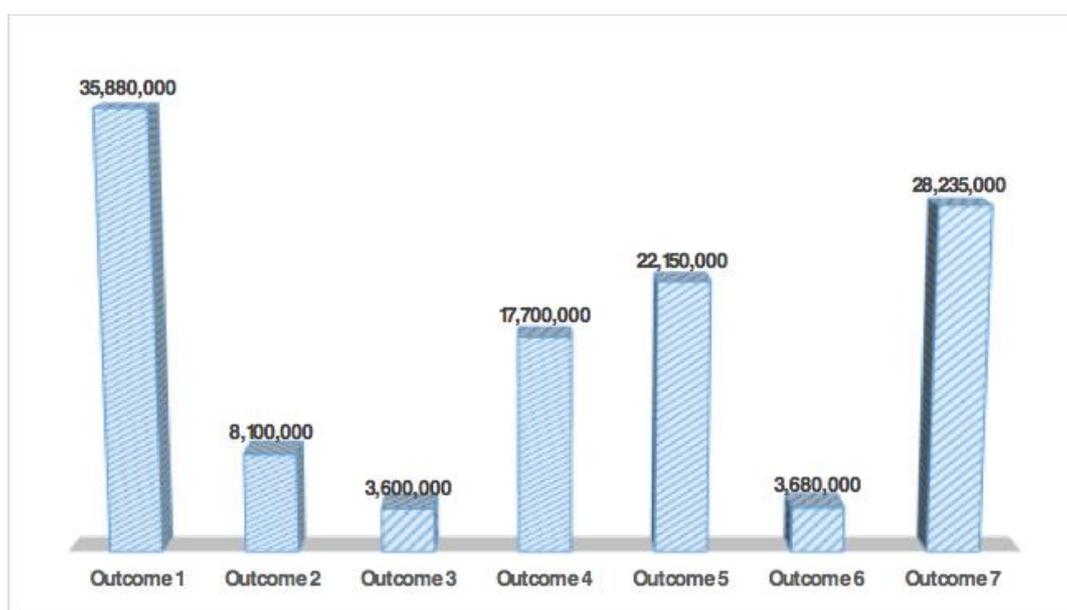


6. Distribution of planned resources by Pillars



Concerning the planned distribution per Strategic pillar there is an evident balance (between 22 and 24%), with slightly higher percentage (30%) for the Pillar 1.

7. Planned budget per UNDAF outcomes

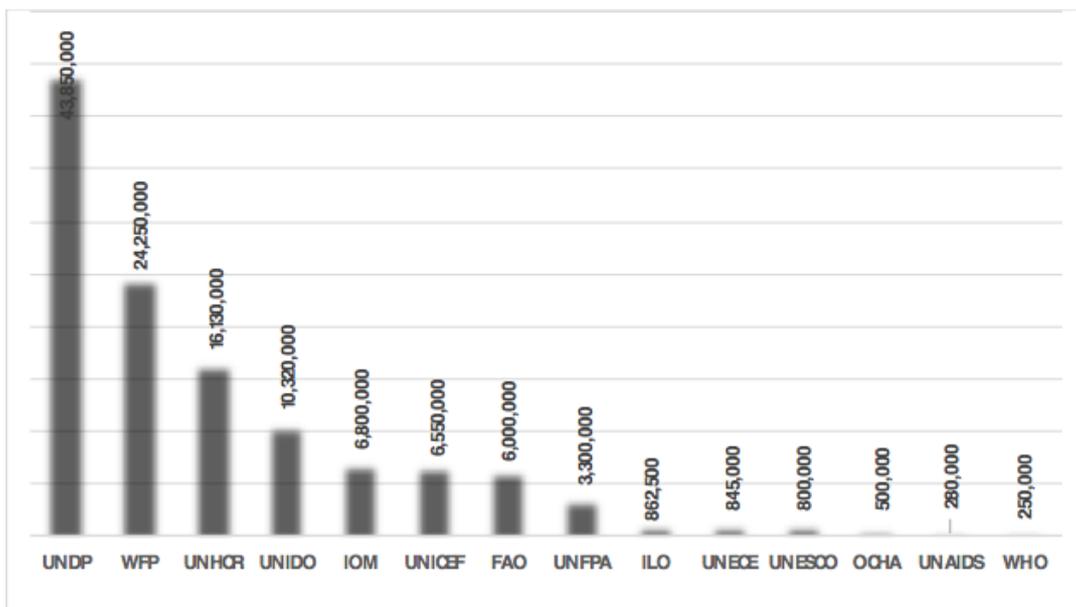


²²⁶ The reference is to the UNDAF 2016-2020 for Armenia, Part 3 Resource Requirements and Resource Mobilization.

The analysis of funds that have been planned and allocated for the achievement of UNDAF outcomes has shown notable differences. For example, Outcome 1 amounted to a total of 35.9 mil USD, while the planned budget under Outcomes 3 and 8 included only 3.6 mil USD for each of them.²²⁷

The analysis of the planned budget shows that four agencies, (UNDP, WFP, UNHCR and UNIDO) remained committed to mobilizing 96 mil USD for the implementation of UNDAF.²²⁸

8. Financing of UNDAF by UN Agencies

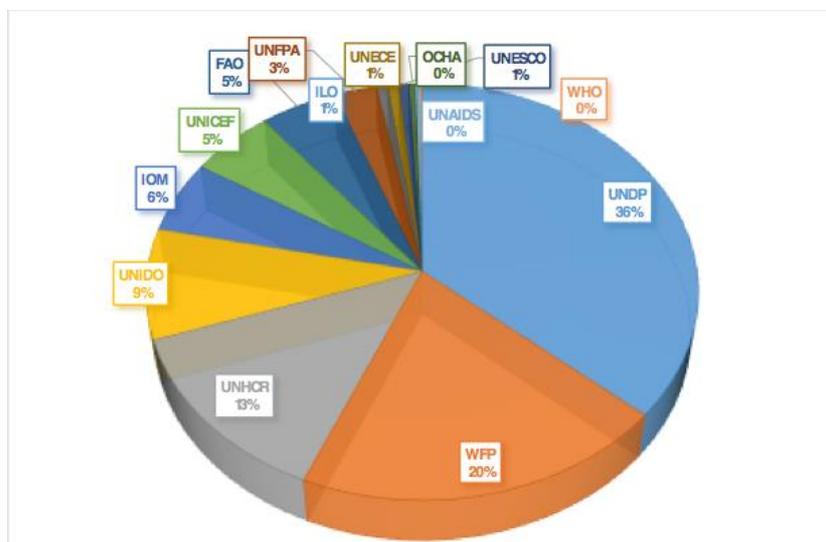


Expressed in percentages, these four agencies (UNDP, WFP, UNHCR and UNIDO) have committed to mobilize nearly 80% of the total funds for UNDAF financing.

9. Planned Financing of UNDAF by Agency in %

²²⁷ Ibidem, UNDAF, Common Budgetary Framework.

²²⁸ UNDAF, Common Budgetary Framework, the analysis by the Final Evaluation Team.

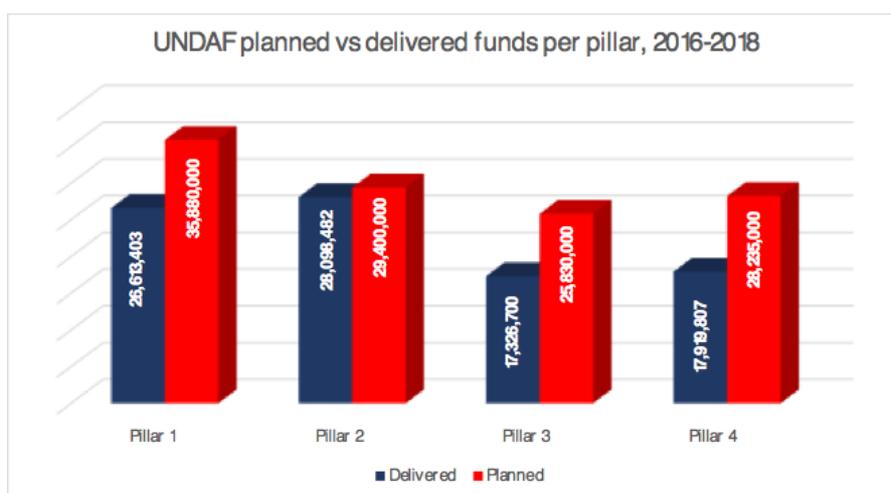


Efc4. UNCT has been in general effective in mobilization and delivery of funds, even exceeding planned targets in some strategic areas.

UNDAF did not provide for a joint mobilization of resources or set the platform for coordinated mobilization of resources among the UN Agencies for its financing. The improved Armenia’s status by income classification²²⁹ from lower-middle income (FY 2016-18) to upper middle-income country (FY 2019-20) has also affected allocation of own resources of UN Agencies (“core funds”) for UNDAF implementation.

This challenging situation has generated intensive work of UN Agencies to explore opportunities and reposition themselves, with the objective to mobilize (new and additional) sources of funding. The available figures showed that UNCT has delivered a total of 87,034,703 USD (73% of the planned UNDAF budget) during first three years of its implementation (2016, 2017 and 2018).²³⁰

10.Planned vs delivered resources- Strategic Pillars

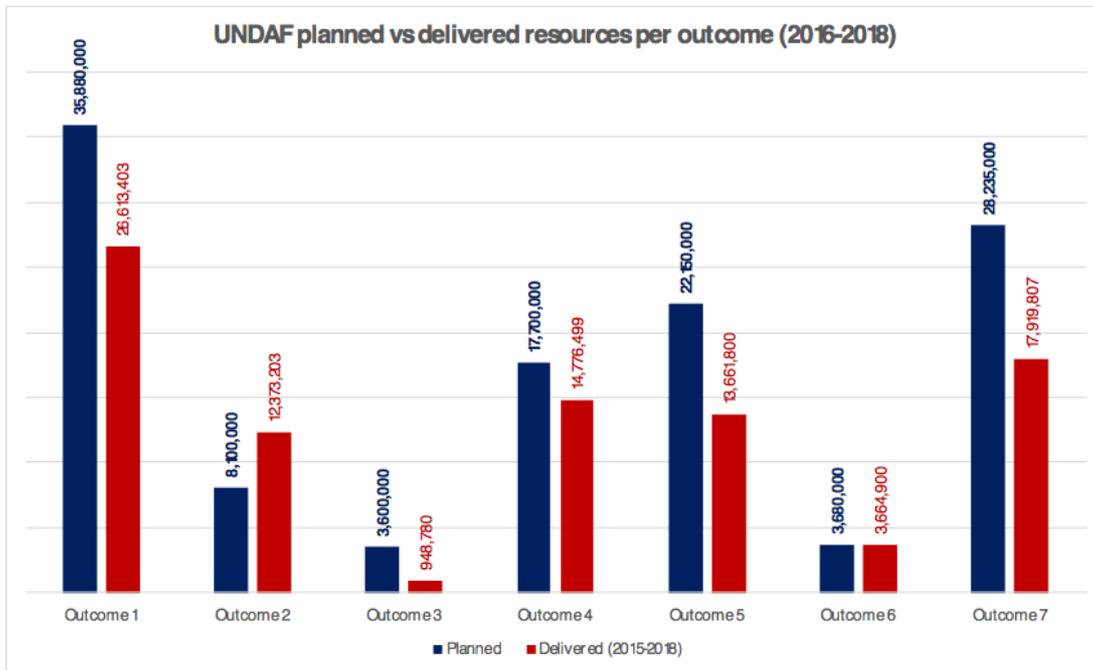


UN Agencies have been, in general, highly effective in mobilization and the delivery of resources; there is a high likelihood that the planned financial targets will be exceeded by the end of the UNDAF implementation period. UN Agencies have within the first three years of UNDAF implementation achieved the planned target under Pillar 2 with a total of 28.1 mil USD (versus budgeted 29.4 mil USD), reaching 95.6% of the target. Interestingly, under other pillars, the delivery is reaching more than 65%.

11.Planned vs delivered resources per UNDAF Outcomes

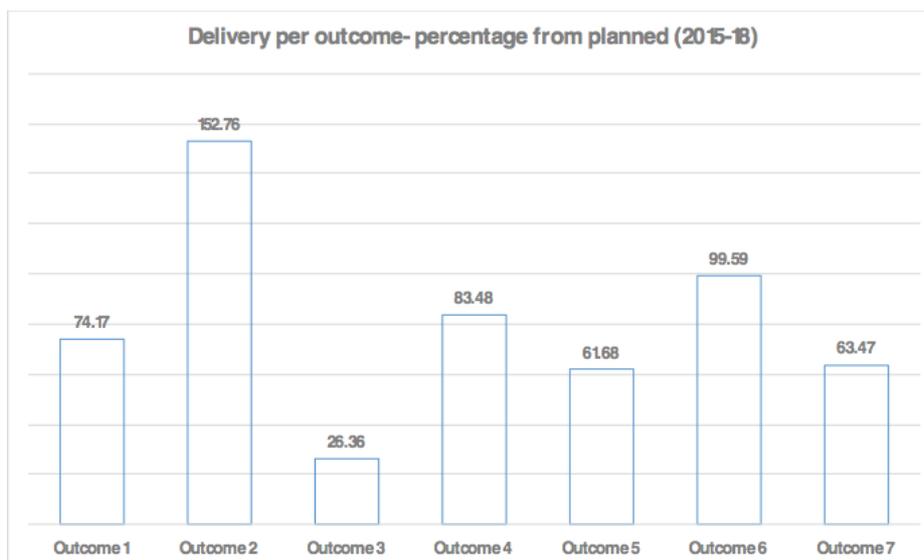
²²⁹ Details available on <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

²³⁰ The analysis has been based on the financial data available in the 2016, 2017 and 2018 UN Financial Reports. Also, the FE has been using the figures provided by UN RC Office and UN Agencies that were participating in the implementation of UNDAF.



Specifically, Pillar 1 has reached 23,7 mil USD (66% of the planned 35.88 mil USD), for Pillar 3, UNCT delivered a total of 17,33 mil USD (67% of the planned 25.83 mil USD), while Pillar 4 reached 17.92 mil USD (64% of the planned 28.35 mil USD).²³¹ The review of the delivery figures under UNDAF outcomes has shown some differences (Graph 10). Still, the delivery under Outcome 3 has reached only 26.36% from the planned target. However, the overall budget under Outcome 3 has been set at 3.6 mil USD, while the delivery for the first three years reached a total of 0.950 mil USD. The twin-track approach²³² that UNCT followed during UNDAF implementation could explain low delivery under Outcome 3²³³ and achieved results related to gender mainstreaming and empowerment of women.

12. Delivery per outcome expressed in percentages



The available figures for the first three years in UNDAF implementation show that UN agencies have been highly efficient in mobilizing and delivering funds, for example, delivery under Outcome 6 reached 99.59%, under Outcome 4 83.48% and other three outcomes more than 60% of the planned targets.

²³¹ Ibidem, UNDAF and financial figures from.

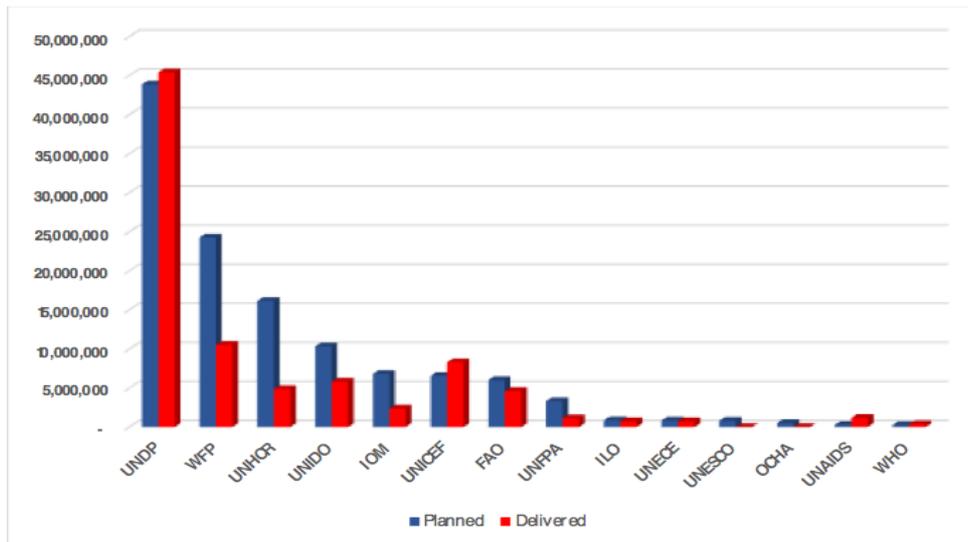
²³² Explained in Gender related parts of this report.

²³³ Outcome 3. By 2020, Armenia has achieved greater progress in reducing gender inequality, and women are more empowered and less likely to suffer domestic violence.

Efc5. The analysis of the participation of UN Agencies in the overall budget for UNDAF implementation has shown, in general, satisfactory results.

UN Agencies delivering the highest amounts (in absolute figures) have been UNDP with 45,4 mil USD delivered during the first three years of UNDAF implementation (UNDP committed for a total of 43.85 mil USD for the entire period of UNDAF implementation) followed by UNICEF with 8.3 mil USD (planned 6.55 mil USD for the overall UNDAF period).

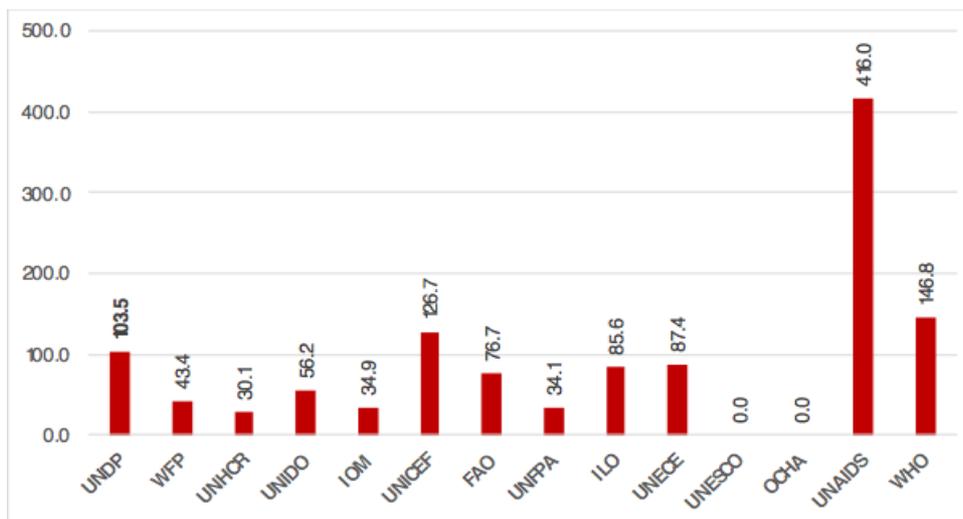
13.Planned vs delivered funds by UN Agencies



These figures did not include a total of 1,145 mil USD reported under Outcome 5 as UNDP-UNICEF delivery. UNHCR delivered a total of 4.86 mil USD (planned a total of 16,13 mil USD for the entire period of UNDAF implementation).

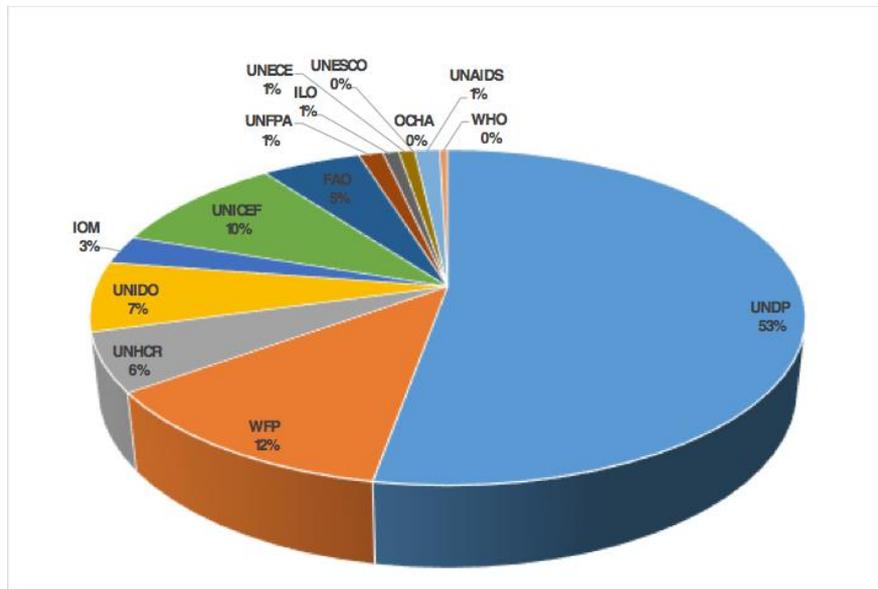
UNAIDS delivered a total of 1.165 mil USD (exceeding planned amount of 0.28 mil USD for four times). Also, WHO has been effective in mobilizing and delivering resources, with a total of 0.367 mil USD (exceeding planned targets for nearly 50% during the first three years of UNDAF implementation).

14.Delivery of UN Agencies as % of planned targets



UNDP, with a total of 45,39 mil USD of delivered resources, represent 54% of the total funds disbursed during UNDAF implementation, followed by WFP with 13% and UNICEF with 10% and UNIDO with 7% of the overall delivered funds.

15.Participation of UN Agencies in UNDAF implementation



Efc6. UNDAF has been, in general, effective in ensuring financial resources for implementation of different projects and programs. However, the extent to which UNDAF facilitated the identification of and access to new financing flows at scale for national partners could not be verified or confirmed.

Partnerships between UN Agencies and international development organizations/ donors have been in general satisfactory-to-efficient. Some UN Agencies have been highly effective in mobilization of (extra budgetary) funds and resources, even exceeding plans. Clearly articulated priorities of the Government of Armenia in the early stage of UNDAF, flexibility and responsiveness of UN Agencies and strategic partnerships (with the GoA²³⁴ and international donors)²³⁵ have been some of the most important factors that have influenced the mobilization of resources.

UN Agencies have been exploring new roads for mobilization of resources. Some pivotal work has been done in accessing national funding opportunities while considering new donors- the funding from Russian Federation has emerged as one of the main sources for mobilization. UNCT was also exploring funding opportunities through the engagement of the private sector.²³⁶

The FE could not identify any means to measure objectively, on the basis of solid evidence, documentation or analysis (including triangulation), whether UNCT contributed to the identification of and access to new financing flows at scale for national partners. Consequently, the only sources of information for assessing efficiency gains were the UN officials and staff members and representatives of non-UN organizations who were interviewed in depth.

Efc7. UNDAF has in general contributed to greater clarity and transparency of results achieved and resources used; however, UNCT and national partners have been less effective in communicating achievements under UNDAF

The feedback received from several key informants consulted during the evaluation revealed a limited sense of mutual accountability between the Government and the UNCT for the achievement of UNDAF results. However, these were joint responsibilities, at least at levels of outcomes. This statement does not indicate that the UNCT, the Government and other stakeholders did not work in partnership to tackle development priorities and challenges. Quite the opposite, the national stakeholders and international development partners highlighted strong and close partnerships between the UN agencies and the line ministries. Still, their collaboration has not been made more strategic by UNDAF and its mutually agreed results. The selection and choice of projects and programmes also illustrate this: in many instances, new initiatives were dictated by the opportunities (emerging needs, new funding sources) rather than by a direct link to UNDAF outcomes.

UNDAF required strategic guidance, coordinated implementation and oversight as indicated in this report. For UNCT in Armenia, this meant coordinating the implementation among UN Agencies and other relevant

²³⁴ KII notes GoA.

²³⁵ KII notes DP_01, DP_02.

²³⁶ KII notes UN_01, UN_02, UN_04.

stakeholders with different organizational cultures and working methods. At the level of the Government of Armenia, this involved coordinating efforts between the Prime Minister's Office and the relevant line ministries and governmental agencies. For civil society actors, it included coordination among different non-governmental organizations and think-tanks.

The steering structure at the level of the overall UNDAF has a vital role to supervise and lead all these coordination efforts, mobilizing UN and Government leadership around the development assistance framework. In the case of Armenia, the involvement and coordination role of the Steering Committee, established at the start of the UNDAF cycle, was instrumental during the preparation and at the beginning of UNDAF implementation. However, this role gradually diminished until it ceased to function later on due to political changes of key Government representatives. In such a rapidly changing political context, the UN RC Office and UNCT have made intensive and constant efforts to keep the Government of Armenia abreast of UNDAF progress and involve it and line ministries as much as possible in policy dialogue on key issues and in the implementation of specific interventions. Still, the national stakeholders have not been involved in monitoring the progress regularly. The lack of annual targets and indicators at the level of outputs further challenged results-based monitoring; their absence prevented tracking and measuring gradual progress towards the ultimate value set for the end of the UNDAF period.

The Results Groups (outcome level) kept their membership limited to UN agencies although allowed to involve national counterparts. Their functioning was suboptimal with rare meetings and limited function in preparing annual or biannual plans or reports.

Efc8. UNDAF did not include a sound risk management and mitigation strategy. The actual management/mitigation of risks was at the level of projects and programs.

Critical to the achievement of results is sufficient identification of assumptions and risks and their management or mitigation. Operational risk analysis is adequately supported corporately within UN agencies by their specific risk management system. Still, UNDAF did not indicate any risk analysis in its design, apart from a list of risks and assumptions included in the Results Matrix. This list is incomplete, missing some critical risks. For example, under Outcome 6, indicator 6.3 relates to the percentage of children under one who are fully immunized. The global movement against vaccination has not been mentioned although being a real risk that can affect the process. Also, the Results Matrix did not provide any review or analysis of risks associated with political developments in Armenia.

The Results Matrix did not prioritize risks based on the degree of probability and possible impact. Also, the explicit risk mitigation/management strategy for the UNDAF was not established, nor put in place during the implementation, even when it became clear that some risks have occurred. Political changes after the "velvet revolution" could be an example. This risk would have required fine-tuned management and feasible mitigation measures to be included in the implementation plans but also to be managed through a dedicated process at UNCT and Results Groups levels or alike.

There are examples of other risks developed during the UNDAF implementation period in the area of justice, human rights, public administration, decentralization, health sector, education, environment management, etc. The evaluation identified numerous examples of UN management intervention for overcoming the effects of risks, barriers and constraints. Joint advocacy for adoption of the law on prevention of domestic violence; enhanced policy dialogue with underperforming partners; intensified negotiations on sensitive issues (e.g. in the gender mainstreaming, for example); development of assistance planning instruments to ensure mainstreaming of cross-cutting issues (e.g. migration, gender); reorienting the focus of intervention towards areas which are not dependent on particular reforms (e.g. expansion of surface of natural protected areas, strategic environmental assessment, etc). Still, there was a lack of a coherent risk mitigation strategy to address the risks left at outcome-level interventions in a reactive position, with possibilities to compromise efficiency.

Risks have been, however, well managed at the level of UNDAF outputs - namely, specific projects or programmes that UN Agencies implemented or are implementing. This lower level approaches included risks assessments, risks logs, risks reporting and reviewing processes.

The Results Framework of UNDAF provided weak analysis of assumptions; these assumptions were not monitored or assessed.

The Results Framework provided relatively weak analysis of assumptions:²³⁷ some of them are more pre-conditions as if not realized and may call into question the whole intervention; the best examples could be those related to commitment of the government and other stakeholders. There are also assumptions that need to be more specified to serve as a specific driver – a relatively independent supporting factor for the outputs to contribute to the outcomes and to the impacts. One of the examples for this statement could be “Adequate budget allocation for law and policy implementation”.

The lessons learned during the implementation of UNDAF 2016-2020 has been that UNCT in Armenia needs to prepare a sound review of assumptions and risk analysis on all critical dimensions and propose appropriate mitigation measures as an essential part of the next programming cycle. In this respect, the UNDG Handbook on RBM provides useful guidance on systematic identification and prioritization of identified risks and mitigation strategy with clearly assigned responsibilities.

5.6. PRELIMINARY ANALYSIS OF IMPLEMENTATION OF THE 2030 AGENDA

Under this heading, the FE analysed progress, gaps, opportunities and bottlenecks vis-à-vis the implementation of the 2030 Agenda in Armenia, and assessed the role and support that UNCT provided under the SDGs.

Agnd1. In the absence of "nationalized" Sustainable Development Goals (SDG) targets and benchmarks, it is challenging to validate progress formally. Still, the analysis of results under the UNDAF outcomes indicated that UNCT contributed to the country's advancement under (almost) all SDGs.

The Government of Armenia remained committed to the implementation of the SDGs as one of the most important tools for implementing comprehensive internal reforms and achieving progress in the broad (development) areas.

Since the early stages of UNDAF implementation, development partners in Armenia have actively carried out measures aimed at the establishment of a mechanism for planning and the implementation of the SDGs. Starting from 2015, some of the important institutional achievements have been the establishment of the National Council for Sustainable Development under the Prime Minister of Armenia for the SDGs nationalization; however, these institutions were abolished. Reaffirming its commitment to the Agenda 2030 Sustainable Development Goals, the Government of Armenia established its new National SDG Council in April 2020, as the principal body tasked with coordination and oversight of the SDG Nationalization process in Armenia.

The National SDG Innovation Lab of Armenia, a globally innovative approach for SDG achievement, has been established as the joint platform of the Government and UNCT for supporting the SDGs acceleration and implementation.

With the support of UNFPA and IOM, National Statistical Service of Armenia has developed a global metadata of relevant documentation on all indicators. This work was based on the experience of the United States which has developed similar National Reporting Platform.

In the context of UNDAF 2016-2020, UNCT provided essential support to the authorities in Armenia to deliver some critical SDG related results, such as the MAPS mission, the National SDG Innovation Lab of Armenia, UN Global Pulse, Voluntary National Review.²³⁸ To ensure a broad coalition for SDG attainment, international development partners and the leading technology and innovation centres have prepared the catalogue of best experiences and practices while identifying and proposing new and innovative SDG financing tools.

The Government of Armenia, jointly with UNCT, launched the nationalization of the sustainable development goals. This process has been inclusive, involving UN Agencies and the national stakeholders.²³⁹ SDG 16 has

²³⁷ Assumptions are events or circumstances that are expected to hold true or occur during the lifecycle of UNDAF.

²³⁸ At the UN High-level Political Forum on Sustainable Development held in New York on 17 July 2018, former First Deputy Prime Minister of Armenia Ararat Mirzoyan presented the first Voluntary National Review of Armenia summarizing the progress of implementation of the Agenda for Sustainable Development and its goals and targets (VNR). The Review considered the concept of national strategy, including sectoral plans and policies, connecting them with the SDGs. In particular, the VNR reflected on the following four dimensions of sustainable development: (1) social, (2) economic, (3) ecological, (4) democracy and legal equality. Main conclusions of the VNR relating to the SDGs implementation have been analyzed thoroughly, including the fields where there is progress, concern, good practice, innovations and opportunities for solutions.

²³⁹ Including, the Government of Armenia the Ministry of Justice, staff to the Human Rights Defender, the Statistical Committee of Armenia.

been the initial target of the program implemented jointly by UNDP, SDG Lab, DPM Office and RCO for ensuring the nationalization of the UN SDGs. This assistance envisaged establishing a dialogue platform for bringing in compliance with the reform agenda based on the principles of rule of law and the key national strategic packages aligned with SDG 16, to develop new and effective methods of collecting data for the SDGs 16 implementation purpose, technical assistance to the HRD and the National Statistical Service for the purpose of ensuring the application of the human rights-based approach to data collection (HRBAD) in the monitoring, assessment and accountability process of the SDGs implementation.

Although the political changes in Armenia from 2018 disrupted the process of nationalization of SDGs, the establishment of a new Government of Armenia (2019) brought essential changes to the country, including renewed energy and commitment for localization and implementation of SDGs. In this context, the Government adopted a holistic and integrative approach for preparation of the comprehensive Armenian Transformation Strategy 2020-2050. The Strategy has been organized around 16 mega-goals, embracing the SDGs. Also, some of the new sectoral strategies consider and reflect particular (sector-specific) SDG targets.

Additional contribution to enhance the process of SDG nationalization and implementation was the establishment of the UN RC office in Armenia, as part of the overall UN Development System (UNDS) Reform. In 2019 RCO initiated the establishment of an 'Inter-agency Task Force on SDG Nationalization' to support the adaptation or 'nationalization' of the SDG global indicator framework to the country context. The task of the group is to ensure a coordinated and unified UN Country Office engagement in support of the Government's SDG Nationalization efforts with focal points from all UN agencies. UNCT, under the leadership of RCO, has been working with the Government to develop the new institutional arrangements of the relaunched National Sustainable Development Council and have held preliminary discussions with the ministry of finance to begin technical level work on SDG budgeting. The communication with the National Assembly should lead towards the establishment of the ad-hoc standing committee charged with oversight of the SDG implementation process. In the meantime, the SDG 16 nationalization task force re-launched its work with participation of the UN agencies and Government institutions to pilot SDG16 nationalization, data collection and bringing innovative data collection and analytics tools for further development.

Agnd2. The authorities in Armenia reported some progress and achievements in areas related to SDGs, recognizing UNCT's contribution.

The FE analyzed the extent to which the Government of Armenia has addressed "strategic challenges to ensure that policies and plans positively reinforce each other to meet all SDGs in a way that leaves no one behind".²⁴⁰

Armenia has achieved remarkable progress with the development of basic infrastructures and communal services: almost the entire urban and rural population have access to safe and reliable water (98%) and electricity (100%), while improved sanitation services have been in urban areas (96%).²⁴¹ The country is moving towards a more effective environmental protection, including the adoption of critical policies to promote renewable energy production, enlargement of protected areas and protection of the Lake Sevan. These results and reported progress indicated that Armenia has successfully ensured increased access to basic infrastructures and services.²⁴²

The country has ensured almost full eradication of extreme poverty and improvements in health protection (e.g. programs for reduced child and maternal morbidity; efforts to combat HIV/AIDS, tuberculosis and other diseases). Inclusion and integration of displaced persons and refugees (including but not limited to Syrian refugees) in the mainstream society are on a positive track with improved/ clarified legal status, and access to some health care programs. Concerning gender equality, Armenia has adopted and initiated implementation of policy and legal frameworks for gender mainstreaming, including the prevention of all forms of gender-based violence.²⁴³ Still, the challenge remains to ensure resources and funds for strategic

²⁴⁰ OECD (2018), Development Co-operation Report 2018: Joining Forces to Leave No One Behind, OECD Publishing, Paris, <https://doi.org/10.1787/dcr-2018-en>

²⁴¹ SDG Implementation-Voluntary National Review, Armenia- Report for the UN High-level Political Forum on Sustainable Development.

²⁴² Ibidem, Voluntary National Review Armenia, 2018.

²⁴³ Important achievement has been with the sex ratio at birth in Armenia: the unfavorable situation of 114 boys/100 girls in 2010 has significantly improved reaching 110 boys/100 girls in 2017- ref to VNR, 2018.

and substantive investments in infrastructure and services; thus, mobilization of funds from national and international sources remains one of the stated priorities for the country.

Ensuring progress under the SDGs is inevitably linked to a *challenge to provide fair and redistributive policies* to facilitate deep transformations of economic, social and environmental systems in the country.²⁴⁴ Hence, integrated approaches to policymaking and concrete measures to enhance policy coherence remain essential to maximize synergies and minimize trade-offs between economic, social and environmental policy objectives. The FE finds that the Government of Armenia, in close partnership with UNCT and other national and international development partners, has been effective in introducing new, inclusive and SGD-centred policymaking paradigm through the preparation of the Armenian Transformation Strategy 2050. The support from UNCT in preparing national policy and strategic documents has been highly valuable as presented under previous parts of this report.²⁴⁵ Still, it remains challenging to facilitate policy implementation and coordination due to limited technical and operational capacities within the Government, civil society and other governance actors in Armenia.

The *challenge to ensure more disaggregated and timely statistical data* to inform policies and reforms and evaluate their impact on various population groups in Armenia has been addressed by the authorities in Armenia with support from UNCT.

The Statistical Committee of the Republic of Armenia (Armstat)^{246,247} launched the SDG National Reporting Platform²⁴⁸ with support from UNCT, including comprehensive capacity development support. UNCT has provided support to the Armstat to nationalize the global SDG indicator list²⁴⁹ and prepare an online National SDG Statistical Platform in Armenia.²⁵⁰ This platform, based on SDG targets and indicators, provided national statistics, metadata, and other relevant information regarding the SDGs.²⁵¹ It is maintained by the Statistical Committee of Armenia in close coordination and cooperation with state agencies, civil society organizations and the private sector.²⁵² A number of proxy SDG indicators have specifically been developed to measure the progress against selected SDG targets that relate to migration. These include indicators on "labour rights, diaspora contributions to development, return migration, and other migration topics that are linked to sustainable development".²⁵³

Concerning data challenge, Armenia notes its lack of available data in monitoring a significant number of indicators;²⁵⁴ still, some sectors have taken on the challenge in addressing some of the data gaps. A lack of sub-regional disaggregated data was noted with a need to ensure effective data engagement at municipal

²⁴⁴ OECD (2018), Development Co-operation Report 2018 and IIASA (2018), Transformations to achieve the Sustainable Development Goals: Report prepared by the World in 2050 Initiative, International Institute for Applied Systems Analysis, Laxenburg, Austria, <http://www.iiasa.ac.at/web/home/research/twi/Report2018.html>.

²⁴⁵ Reference to the Annex 4 of this report.

²⁴⁶ (2015) Law on Adoption of the Three –Year State Statistical Work Program. Available at: <https://www.armstat.am/file/doc/99498783.pdf> ; The Five-Year Statistical Program of the Republic of Armenia for 2019-2023, available at: <https://www.armstat.am/file/doc/99511048.pdf>

²⁴⁷ Some of its roles include coordinating production of data and metadata, development of SDGs indicators tailored to the national context, identifying new data sources where appropriate, information exchange and discussion and implementation of international methodology and standards. Armstat is not directly responsible for data collection for all indicators included in its platform, and for some, the responsible agency still needs to be assigned.

Statistical Committee of the Republic of Armenia (2017) National workshop on statistics for SDGs in Armenia: https://www.unece.org/fileadmin/DAM/stats/documents/ece/ces/ge.32/2017/mtg2/6a-1_Presentation_National_Road_Map_on_SDGs.pdf

²⁴⁸ The Platform was launched in December 2017 and upgraded it in 2019. More available at <http://sdg.armstat.am/>

²⁴⁹ Statistical Committee of the Republic of Armenia (2017) National workshop on statistics for SDGs in Armenia: https://www.unece.org/fileadmin/DAM/stats/documents/ece/ces/ge.32/2017/mtg2/6a-1_Presentation_National_Road_Map_on_SDGs.pdf. According to a self-assessment by Armstat in 2017: 105 (42.9 %) indicators, fully compliant with the global SDG indicators; 94 (38.4 %) indicators, mostly compliant with the global SDG indicators; 34 (13.8 %) indicators, partly compliant the global SDG indicators and 12 (4.9 %) indicators, problematic. In 2020, the Overall Reporting Status is 321 indicators, of which 164 indicators (51%) are reported online.

²⁵⁰ <https://www.armstat.am/en/?nid=655>

²⁵¹ The National SDG Reporting platform is confirmed with the UN Fundamental Principles of Official Statistics.

²⁵² Government of the Republic of Armenia (2018) Voluntary National Review. Available at: https://sustainabledevelopment.un.org/content/documents/19586Armenia_VNR_2018.pdf

²⁵³ Government of the Republic of Armenia (2018) Voluntary National Review. Available at: https://sustainabledevelopment.un.org/content/documents/19586Armenia_VNR_2018.pdf

²⁵⁴ Government of the Republic of Armenia (2018) Voluntary National Review. Available at: https://sustainabledevelopment.un.org/content/documents/19586Armenia_VNR_2018.pdf

levels. One of the challenges in accessing data is the weak coordination between data producers and those responsible for collation and dissemination.²⁵⁵

UNCT supported development of SDG Baseline Dataset on Child Right Monitoring and SDG Baseline Report on Food and Agriculture. UN was supporting Armstat to coordinate a global on-line survey in Armenia for the consultations process with government authorities on the child-related SDG indicators, data sources and indicator values. “Migration data in the context of the 2030 Agenda” report, prepared with IOM support, carefully analyses migration data gaps and offers tailored recommendations to improve migration data collection and management in Armenia. In 2018, UNCT initiated a Data Task Force on SDGs that set out to share information and discuss ways to strengthen the data ecosystem in Armenia. Stakeholders include the UN agencies, the SDG Innovation Lab, the SDGs Secretariat of GoA, and Armstat.

Agnd3. Armenia is still facing challenges to ensure sustainable results and make progress under some SDGs.

In addition to the mentioned critical challenges, the country is still facing issues that could affect progress under SDGs, including those lined to UNDAF outcomes. For example, under UNDAF outcome 5 and Outcome 6, efforts to eradicate poverty (SDG1) remains a challenge. Almost a quarter of the Armenian population is still living under national poverty line with high regional disparities; children are even more affected by poverty. In the area of education (SDG4), the objective to ensure literacy and completion of basic education has been achieved for the entire population in Armenia. Children with disabilities continue to be the largest group of out of school children despite the policy towards universal, inclusive education (also relevant to SDG10), as per the feedback of different respondent Civil Society Organizations. In addition, according to UNICEF 177,000 children do not attend pre-school education.²⁵⁶

The perception of disconnect between education and employment remains high, resulting in high drop-out rates among young boys and girls (especially boys in rural areas); they leave formal education for employment. Access to preschool education remains a problem as almost half of 3-5 years and 94.5% of 0-2 years old children have not been enrolled. The urban-rural disparity between school and preschool enrolment remains high (35.6 enrolment rate compared to 17 percent in rural areas). Concerning the physical status of school buildings, the vast majority, almost 80% of school buildings in Armenia, do not conform to building codes and standards, putting over 280,000 students at risk. Under SDG2, Zero Hunger, the raising concern remains the child malnutrition²⁵⁷ with a significant part of underweight and overweight children, with higher risk among children from the poorest households, rural children, and those whose mothers have only basic education. The health situation in Armenia (SDG3) shows disturbing signs with noncommunicable diseases (NCDs) reaching almost 80% of deaths,²⁵⁸ with premature mortality from all causes accounted for 32%.²⁵⁹

Regarding UNDAF Outcome 3 (SDG5), some important results have been achieved; still, women have low participation in economic, business²⁶⁰ and political decision-making positions. Despite the improvement, there is still a high sex ratio at birth in Armenia.²⁶¹

Under outcome 4, (SDG10) emigration, brain drain and lack of adequate rights protection for migrants abroad continues to be one of the major challenges for Armenia. Refugees, in particular of non-Armenian origin, continue to face difficulties with housing, decent employment, language and livelihood opportunities. More efforts and allocation of state resources are required to facilitate local integration encouraging self-reliance and socio-economic integration, supporting employment and livelihood projects to minimize dependence of refugees on state social protection. However, the existing state social protection is not sufficient, and it was supplemented by development partners and additional supplementary projects that are not sustainable in the long term. Refugees need to be mainstreamed effectively into state social protection measures. The same issue is essential for many Armenian return migrants who face problems of their integration back into

²⁵⁵ https://www.undp.org/content/dam/rbec/docs/ECISRegionalMAPS_report.pdf

²⁵⁶ <https://www.unicef.org/armenia/en/press-releases/171000-children-armenia-are-not-enrolled-pre-primary-education-unicef>

²⁵⁷ The estimation is that about 18% of children under 5 years of age are underweight, while another 14% of them are overweight.

²⁵⁸ The national statistics indicate that cardiovascular diseases have been the cause of 48% of deaths, followed by malignancies with 20.5%.

²⁵⁹ Again, non-communicable diseases have been the cause of 77 percent of these premature deaths.

²⁶⁰ Women's wages on average are lower than men's wages by around 36 percent, while also women, especially, young women (15-24 years of age) are relatively more likely to be unemployed than men.

²⁶¹ The recent data indicate 110 boys/100 girls in comparison with biological norm 102-106 boys/100 girls.

the society upon return. In addition, Armenia increasingly becomes a more attractive destination for nationals of various countries. The government is undertaking significant efforts to meet this emerging challenge but often lacks capacity and skills to adequately address the growing complexity and migrants' diverse needs and vulnerabilities (including vulnerability to trafficking and labour exploitation), such as needs related to food, shelter and other.

UNCT has been effective under Outcome 7; these results together with the efforts of the national stakeholders have created improvements at the level of the country. Still, despite these achievements there are priorities that would require attention. Armenia remains a water stressed country, due to inefficient use and management of water while access to services in rural areas remains challenging (SGD6). Agriculture is the main user of water, and more than half of irrigation water is being lost. The country is at risk of deforestation (SDG15), use of solid fuel by population (SDG7), and deepening negative impact on the environment caused by mining activities.

Agnd4. UNDAF has, in general, acted effectively as a partnership vehicle for the government and other actors in their efforts to achieve the SDGs, while UNCT has been recognized as the main partner in this process

The implementation of UNDAF 2016-2020 has been inevitably linked with steady efforts to contribute to the progress under the specific outcomes while also advancing achievement of related and relevant SDGs²⁶²(see Annex 4 of this report). UN Agencies have also been preparing agency-specific strategic plans, clearly indicating the main contribution to (relevant) SDGs. For example, the WFP's 5-year Country Strategic Plan 2019-2023 (CSP) has been driven by SDG2 while also contributing to other SDGs. Another example could be the ILO's new Decent Work Country Programme for 2019-2023 with Armenia that has a particular focus on SDG1, SDG2 and SDG8. IOM supported the Government to align the migration section of the Integrated Living Conditions Survey (ILCS) with SDGs and develop an annual Migration Snapshot for Armenia. The plan is to enhance Armenia's reporting capacity on SDG and promote SDG-aligned and evidence-based policymaking. UNIDO efforts have been focused on SDG9.

The FE finds that joint UN interventions have been even more effective in facilitating progress under SDGs, addressing a plethora of problems under the same framework. For example, the project "Enhancing Human Security and Building a Resilient Society in the Disadvantaged Communities of Armenia" contributed to the accelerated implementation of all SDGs. The relationship between the Joint Project and SDGs, and its positive effects, could be justified through its efforts for "early prevention and identification of root causes of threats to human security while enhancing community resilience". UNCT is working on comprehensive vulnerability and capacity assessments addressing community poverty, health, gender, utilities, sanitation issues, contributing to SDGs: 1, 2, 3, 4, 5, 6, 9, 11, 12, 13, 16 and 17. The JP was working on strengthening social protection and social inclusion to improve human security in targeted communities (contributing to SDGs: 1, 2, 3, 4, 5, 8, 16, 17). This initiative was effectively addressing the economic and food insecurity in target communities through strengthened livelihoods, creation of sustainable economic opportunities and capacity building (contributing to SDGs: 1, 2, 4, 5, 6, 7, 8, 9, 11, 12, 15, and 17).

The FE already highlighted that UNDAF provided that "vulnerable groups" are clearly identified under each outcome; some of these groups have been mentioned such as migrants, asylum seekers and refugees, returnees, children, adults and children with disabilities, women and girls, rural population (and especially rural poor). However, current UNDAF has recognized "disadvantaged and vulnerable groups" partially, not recognizing that these groups are not homogeneous. There is a gap in specification about those who have been left behind or are at risk of exclusion, and the circumstances that prevent their full participation in the benefits of development have not been elaborated on. The vulnerable groups that remain statistically invisible, almost completely excluded from the samples for different surveys, such as household surveys or censuses, have been those at the highest risk of being left behind.

²⁶² This report included a detailed account of the particular achievements under outcomes with the apparent links to SDGs. Ref to Annex 4.

6. Conclusions and lessons learned

The opening part of this chapter includes a brief overview of the findings that have been generated during the evaluation.

- Overall, UNCT in Armenia through UNDAF 2016-2020 addressed specific developmental needs jointly identified by UN Agencies and the national partners.

UNDAF implementation has, in general, been flexible and responsive to the emerging priorities and challenges of the country during the period 2016–2020. Also, the principle to "leave no-one behind" has been mainstreamed, ensuring that needs of different groups in Armenia have been in focus throughout UNDAF implementation.

- UNCT has been, in general, effective in delivering results and contributing to progress under all UNDAF 2016-2020 outcomes, confirmed by positive changes in relevant statistical indicators linked with a credible contribution of UN to these changes.

UNCT demonstrated its neutrality, impartiality, technical expertise and reputation in facilitating Armenia's progress in critical reform areas (linked to SDGs). Also, factors such as active dialogue with the GoA, quick decision-making procedures, a strong partnership between the UN Agencies and national stakeholders and effective communication with international development partners have contributed to the effectiveness of UNCT in Armenia.

UNCT in Armenia has been, in general, successful in designing and implementing joint initiatives, addressing complex (sectoral) challenges and problems. Collective efforts of the UN Agencies in Armenia and the UN Resident Coordinator Office have been critical factors that contributed to a more coordinated approach, donor coordination and aid effectiveness in the UNDAF priority sectors.

Many UN system interventions were verifiably effective regarding the achievement of their planned outputs. UN agencies have well-developed systems to measure their progress towards agencies-specific outputs, but the approach to monitoring actual contribution towards achieving UNDAF outcomes has been inconsistent and underdeveloped.

UNCT assisted in improving and strengthening policy processes in Armenia in all strategic areas and under all UNDAF outcomes. This support to policy development and strategic planning, starting from identifying priorities and defining appropriate measures, continued to be highly valuable to the Government of Armenia. Still, policymaking and implementation, and particularly policy coordination remain areas for further improvements requiring additional technical assistance.

UN Agencies have been steadily addressing capacity needs for delivery of quality services, particularly for socially excluded and marginalized groups. UNCT was using capacity development and transfer of knowledge (through direct interaction/ involvement of the key national stakeholders) to support SDG nationalization and operationalization in Armenia, being at the forefront of the SDG achievement process.

- UNCT has, in general, considered the sustainability of results from the design stage of UNDAF while implementation of UNDAF ensured strong national ownership and involvement of national stakeholders (mainly as beneficiaries, or participants in different activities).

As a result of UN interventions, many national partners feel more confident to lead the development process. The UN system has the capacity to focus on complex, cross-sectoral policy advice functions and empower the state partners to deliver programmes.

Although the development realities of Armenia and the needs of vulnerable groups require improved multi-sectoral partnerships, overlaps or missing links can result from inflexible interpretations of the mandates of UN agencies.

The rights and needs of the marginalized and people in vulnerable situations have been considered and incorporated during the design of UNDAF 2016-2020. Human rights mainstreaming and no-one left behind principles have been, in general, followed during the entire period of UNDAF implementation.

UNCT in Armenia used a twin-track approach to address gender equality and empowerment of women, placing focus on targeted work for greater gender equality under all strategic pillars and outcomes.

UNCT has used the principles of environmental sustainability effectively, contributing to achieving national development targets and international commitments of the country. This support has been more evident after the political changes and the establishment of the new Government of Armenia (2019).

- UNDAF Armenia 2016-2020 has been, in general, implemented efficiently, following globally adopted procedures, adjusted to the specific context of Armenia. Still, strategic and operational structures were underperforming, affecting planning, coordination, cooperation and reporting under UNDAF.

The financial resources planned for implementation of UNDAF have been almost fully mobilized during the first three years and delivered to a large extent.

6.1. CONCLUSIONS

- Conclusions related to the criterion Relevance and Coherence

Conclusion 1. UNDAF 2016-2020 for Armenia has been relevant from the design throughout the entire period of its implementation, addressing development priorities and needs of the country and its citizens.

(based on findings under the Relevance and Coherence- findings Rel1, Rel2, Rel3 and Rel4)

UNDAF remained relevant during the entire period of implementation (2016-2020), and UN Agencies have been, in general, effective in conceptualizing assistance aligned with the needs of the country and its citizens. The flexibility and responsiveness of UNCT to the emerging needs of the Government of Armenia (especially in the aftermath of the “velvet revolution”) additionally confirmed the relevance of UNDAF, effectively contributing to the national reform agenda.

The importance of UN planning and programming through the next UNDAF cycle and supporting the further prioritization remains high.

-Conclusions related to the criterion Relevance and Coherence (addressing also criteria Normative and Agenda 2030)

Conclusion 2. UN Agencies were effectively following their mandates, international norms and standards while being flexible and reliable partners, highly accountable for achievements under UNDAF outcomes.

(based on findings under the Relevance and coherence, especially Rel2 and Rel4, and the Normative work, especially Norm2 and Norm4 and the Preliminary analysis under the Agenda 2030, especially Agnd3 and Agnd4)

UN Agencies have been highly responsive, flexible, and adaptive, capable of establishing and strengthening partnerships with authorities, civil society and other (national and international) development actors. Long-term presence in Armenia and technical capacities of UN staff have been additional factors that contributed to the results.

UN Agencies with normative mandates have been effective in integrating (some of the) international norms and standards into Armenia’s legislation, policies and development plans. Still, this remains an area for improvement.

Conclusion related to the criterion Results (also reflecting the criterion Agenda 2030)

Conclusion 3. UNDAF provided an effective platform for establishing and strengthening cooperation and coordination between UN Agencies, the authorities and other development partners in Armenia.

(based on findings under the Results- Effe2, Effe3 and Effe4 and the Preliminary analysis under the Agenda 2030- especially Agnd1, Agnd2 and Agnd4)

UNCT has been supporting authorities in Armenia to establish an effective coordination of development assistance to the country, also involving other development partners. The establishment of the UN Resident Coordinator Office and involvement of the Resident Coordinator has further enhanced coordination efforts and contributed to the effectiveness of development assistance under UNDAF.

Conclusion related to the criterion Results (also reflecting the criterion Agenda 2030)

Conclusion 4: UNCT in Armenia could benefit from synergies and more effective interactions between UN Agencies during planning and implementation of development initiatives, working also on genuinely integrated joint programming (as a direct boost to the relevance and effectiveness of UN support).

(based on findings under the Relevance, especially Rel3 and the Results, especially Effe1 and Effe5 and the Preliminary analysis under the Agenda 2030, especially Agnd4)

The interactions among UN Agencies has remained confined mainly to information sharing or eventually resolving issues. Day-to-day communication among the different UN Agencies has been more on the operational side (e.g. operational issues around “UN House” as shared office space). Collaboration between UN Agencies and various project implementation teams, such as exchange of experience, joint initiatives in the specific sectors, sharing lessons learned, and information has been underutilized, although being an important opportunity to development initiatives.

UN Agencies in Armenia have extensive experience with preparation and implementation of UN Joint Projects and Programs, achieving important results but with varying degrees of efficiency. There are opportunities for UNCT to utilize more substantively and strategically the joint interventions to address complex and interlined challenges with strong reference to the national SDG targets.

Conclusion related to the criterion Value addition (also addressing the criterion Normative work)

Conclusion 5: Strengthened UNDAF Steering Committee could enhance synergies between development interventions, enable strategic positioning and provide guidance to UNCT on priorities, including changes and challenges, for the future involvement.

(based on findings under the Value addition, especially Efc1 and Efc2 and the Normative, especially Norm3)

UNDAF Steering Committee is the essential mechanism to involve high-level national partners, provide strategic guidance and coordinate development interventions during the entire period of UNDAF implementation. The SC remains an effective forum for greater involvement of the high-level national partners to genuinely drive development efforts, ensuring strong national leadership, promoting partnership and boosting ownership.

Conclusion related to the criterion Results (also reflecting the criterion Transformation)

Conclusion 6. Implementation of priority interventions and achievements of UN Agencies contributed to the progress that Armenia recorded under UNDAF 2016-2020 outcomes.

(based on findings under the Results- especially Effe1 and the Transformation, especially I2, I3 and I4)

Support from UNCT to authorities and other stakeholders in Armenia was critical in many sectors, bringing concrete, visible results at individual, institutional and systemic level and ensuring progress towards outcomes.²⁶³ UN is regarded as an independent, fair and impartial partner, making also noteworthy contribution to confidence-building of the national partners for planning and implementing development interventions. Important results have also been achieved for the population, such as the school feeding program. UN Agencies have been an important partner in providing assistance to development of national capacities under all UNDAF outcomes; however, the absence of systemic approach to measure capacity development effects and changes has been missing.

Specific aspects of the future support would depend on substantive problem analysis and priority setting, continuation of assistance will be required in the UNDAF priority areas to further enhance sustainability prospects and “institutionalize” the progress in these areas.

Conclusion related to the criterion Transformation (also reflecting the criterion Results)

Conclusion 7. Strong sense of national ownership over the achievements under UNDAF 2016-2020 has been created through effective partnerships and active involvement of the national stakeholders in design and

²⁶³ More details are provided in the Annex 4 to this report.

implementation of interventions of UN Agencies. Sustainability of these achievements (under UNDAF 2016-2020) is expected, particularly at the systemic, policy, and also at institutional levels.

(based on findings under the Transformation, especially I1, I2, I3, I4 and I5 and the Results- Effe1)

UNDAF has been implemented through different initiatives of UN Agencies, prepared and implemented in cooperation with national authorities and key stakeholders. Their involvement in the planning processes and specific steering and management arrangements during implementation of these initiatives (“output level”) have been satisfactory. These factors have contributed to increased sense of ownership and participation.

Certain external factors pose risks to the sustainability of results. Security situation within the region and protracted Nagorno-Karabakh conflict could be some of the main external risks. Policy reorientation and reform efforts of the Government of Armenia could affect some of the results, particularly at the institutional level (e.g. abolishment of some of the institutions, replacement of the well-trained employees, etc). The readiness and commitment of the Government to implement reforms is rather strong and the implementation of reform policies is almost at the level of "army discipline". However, there are internal and external influencers' groups that could slow these processes. This situation could be further affected by insufficient capacities within public institutions; weak coordination and limited funds for implementation of policies and strategies. Also, depopulation of certain regions in the country and out-of-country migration could have a high impact on the future of Armenia.

Conclusion related to the criterion Value Addition (also reflecting the criteria Relevance and Agenda 2030)

Conclusion 8. UN Agencies could benefit from a sound system to report and communicate results to the national stakeholders and public at large, presenting also accumulated effects and contribution to UNDAF 2016-2020 outcomes.

(based on findings under the Value addition, especially Efc7 and Efc8, the Relevance and coherence-Rel1, Rel2 and Rel4 and Preliminary analysis under the Agenda 2030)

UNDAF included a Results Framework (RF) as the basis to reflect on the engagement on UN Agencies and measure performance under specific outcomes. Although the RF included a set of indicators, these indicators only moderately captured UN contribution to progress under outcomes, also failing to reflect and measure cumulative effects of different initiatives under the same outcomes.

UNDAF annual reporting practice was, in general, weak with limited results-oriented focus while missing critical links between UN Agencies interventions and achieved progress under outcomes.

Conclusion related to the criterion Normative (also reflecting the criteria Relevance and Results)

Conclusion 9. Twin-track approach under UNDAF 2016-2020 has contributed to mainstreaming gender more effectively, and to the design and implementing different actions for women's empowerment in Armenia. Coordination and cooperation among the main development partners in Armenia through the Gender Thematic Group additionally contributed to the effective gender mainstreaming and achievement of results.

(based on findings under the Normative- especially Norm3 and also Norm1 and Norm2; the Relevance, especially Rel2 and Rel 3 and the Results, especially Effe1)

Following the twin-track approach, UNCT in Armenia contributed to overall satisfactory gender mainstreaming within UNDAF 2016-2020. In addition to one gender-specific outcome, awareness of gender equality and actions to mainstream gender have been, in general, present under other outcomes. UN Agencies have also included gender equality in their country program.

Still, some of the weaknesses in the current UNDAF have been the insufficiently gender-sensitive indicators, reflecting on monitoring and reporting practice. Also, gender sensitive programming has been, in general, underutilized.

6.2. LESSONS LEARNED

The following lessons have been generated during the implementation of UNDAF 2016- 2020 in Armenia:

- UNDAF can be a powerful instrument to lead collective and coordinated efforts of UN agencies. To be successful, UNCT should prioritize strategic interventions, linked to SDGs and national priorities, with clearly set targets and focus on sustainability. Large multi-annual interventions proved to be highly effective in delivering results; these interventions set the stage for more comprehensive strategic and programming approach, commitment of the counterparts that lead to substantial changes and progress under the outcomes.

UNCT has also been successful in delivering results with smaller scale interventions. Therefore, UN agencies can be more successful if they find a proper balance between short term interventions and more strategic interventions addressing root causes of inequality.

- Armenia has, in general, the capacities within the public service to deliver Government reforms, its programs and policies. UNCT in Armenia adds value and its efforts are sustainable when UN Agencies provide focused expertise and policy advice, and, when needed, pilot innovations and demonstrate effective solutions through interventions on the ground. One of the examples could be the joint initiative of the Government of Armenia and the United Nations for the establishment of the Armenia National SDG Innovation Lab, bringing experimentation and evidence into policymaking to build a more sustainable growth path for the country. The Lab is providing evidence-based recommendations and prototypes scalable practical development solutions with the use of data science, behavioural insights and other innovative methods.
- UN Agencies in Armenia provided an agile response during and immediately after the Armenian “velvet revolution” in 2018, starting with the assistance to prepare and implement fair and transparent democratic elections, and assisting to consolidate institutions in the post-electoral period. Responsiveness and flexibility displayed during UNDAF 2017-2021 implementation contributed to the relevance of the assistance and its alignment with the GoA priorities in various sectors.

At the same time, UNDAF’s relevance and effectiveness could improve through the mid-term review that could help to timely respond to changes in the overall socio-economic climate changes, revisit priorities and revise the M&E framework.

- The FE learned that there had been a very wide, transparent and participatory process of formulation of the logic of the UNDAF, and, also, that during this process the variety of proposals by the participants needed a steering and narrowing down the number of offered Outcomes and indicators. While this approach is appropriate to keep the scope of UNDAF and its matrix readable and perceivable by the partners, it would have been reasonable to further develop the matrix to:
 - Include the level of Outputs, i.e. deliverables under the full or almost full control of the agencies, as also a basis for more realistic formulation and planning of Outcomes. The level of Outputs would allow reflecting on two important things for an accomplished and balanced logic: i) the collective Outputs, which would become the basis for formulation of agencies’ country programmes’ (for those undertaking country programming after the approval of UNDAF) theories of change and results matrices, and ii) relevant indicators and assumptions, which could have served both for the agencies’ country programmes and for the monitoring, risk management, reporting and evaluation by the UNCT.
 - To identify any “combined” or “similar” Outputs among those planned by the agencies, which would serve as a path for a possible joint (whether ad-hoc or planned) delivery.
- “Twinning-like” projects, where the competent UN institutions, agencies and experts make available relevant and proven experience and help with the local institutions’ policy-legal and institutional framework, have notable system-building effects (Strengthening of Ozone Unit and formation of comprehensive regulations on HCFCs’ control and phase-out). Bringing competent national experts from the country or diaspora additionally contributed to greater effectiveness of the assistance and progress under outcomes, also advancing capacities within the country in the specific areas of UNDAF.
- Involving and contributing to a better coordination between the state counterparts engaged in the same sector or horizontal area proves to be beneficial for improved commitments, effectiveness and

sustainability (e.g. interventions in migration, refugees and asylum, early childhood development and education). Focusing on systemic developments for competitiveness, investments and economic development (e-governance, innovative solutions) makes a quality shift (interventions in e-governance, new and improved agricultural value chains).

- Linking more the interventions with the UN and other treaty and convention bodies' observations, but also systemic or sector studies by leading development partners (Human Rights interventions utilizing observations of the convention bodies, CoE, OSCE and other international development partners) have had facilitated effects through i) increasing commitments, ii) evidence-based approaches, iii) building institutional capacity and memory.

7. Recommendations

The analysis of primary and secondary data served to define findings (and also concerns and challenges during UNDAF implementation) serving for conclusions. Considering these inputs, recommendations have been defined, as a framework for further consideration and follow up to UNCT and national stakeholders in Armenia.

The FE team prepared and presented initial recommendations to UNCT in Armenia during the UNCT retreat in December 2019, then with individual agencies, with the Resident Coordinator's team at the end of the field mission, as well as during 4 focus group discussions with the CSOs, Armenian Diaspora organizations, and specific government representatives and development partners after the field mission. It should be noted that the ToRs for the FE foresaw a transition from the field to the synthesis and reporting phase, and, nevertheless, the iterations between the UNCT and the FE since February 2020 allowed comprehensive dissemination, feedback and verification of the recommendations. The discussion and inputs from UNCT enabled to fine-tune these recommendations as provided in the (first) draft Evaluation Report (ER). UN Agencies and the partners from the Government of Armenia and other stakeholders analyzed and reviewed the Evaluation Report, including recommendations. They have suggested areas for additional clarification and further strengthening. The FE team considered these inputs and suggestions and further calibrated recommendations, as presented in this final Evaluation Report.

The approach for the formulation of the recommendations that the FE followed has been instrumental in generating a greater sense of ownership while setting the ground for the next planning cycle.

The final evaluation has formulated the following main recommendations, organized in the priority order:

Recommendation 1:

(for:

- UNCT in Armenia;
- Government of Armenia and the main governance actors- the Parliament of Armenia, judicial institutions and other independent and regulatory bodies
- CSOs in Armenia

UNCT should remain flexible and responsive to the needs and priorities of the citizens and authorities in Armenia. Concerning responsiveness, some of the emerging priorities could be:

- addressing demographic challenges through a holistic approach also towards return and sustainable reintegration in different sectors like governance and human rights, social services and inclusion, security and other;
- supporting the digitization agenda of the GoA in various sectors based on UN experience and best suitable models;
- establishing a more systematic and integrated approach to youth programming (following findings and recommendations from the recent National Human Development Report 2018/ 2019 for Armenia "The right to the future: Youth Changing Armenia");
- considering already disturbing regional development differences, with even more negative perspectives, UN Agencies together with the Government of Armenia and other stakeholders should explore options for SDG-focused and area-based development programming to achieve local tangible results and combat the existing challenges;
- strengthening policy capacities in all of the policy cycle stages, linking it with the SDGs as the basis for policy planning. UNCT should work to ensure that policy implementation is based on sound gender sensitive costing, with predictable financing sources. Also, the need to strengthen systems and capacities for policy monitoring, reporting, and evaluation remains a priority;
- establishing an effective mechanism for policy coordination at the level of the Government of Armenia;
- supporting reform of public administration, including decentralization agenda - the basis has been provided in the Sigma Baseline Report;
- supporting the enhancement of the law-making, policymaking and oversight capacity, as well as openness and responsiveness of the parliament;
- support the development of a systemic capacity of the authorities (all branches of power) for continuous human resources development;
- strengthening the role of non-government actors and civil society active in different governance areas and sectors, following the two-fold approach by continuing partnership and expanding support. Some of the areas could be enhancing capacities of CSOs for effective engagement in policymaking processes and participation in the delivery of public services, enhancing capacities to competently engage in policy dialogue and strategic planning in the priority areas related to the Armenia Transformation Strategy 2050 and SDGs).

(linked to Conclusions 1 and 2; other Conclusions and lessons learned relevant)

<p>Recommendation 2: (for UNCT in Armenia)</p>	<p>Focus the new UNDAF on the most critical root factors impeding progress towards SDGs and inclusion of vulnerable groups, considering comparative advantages of UNCT in Armenia.</p> <p>The analysis identified five “accelerator” platforms that contain directions which, if implemented, can help drive progress in or remove bottlenecks to development results across multiple SDGs. These “accelerator” platforms provide solid foundations for the new programming cycle and preparation of the UN Strategic Development Cooperation Framework. It should be complemented by the Common Country Assessment and prioritize root causes/barriers to progress towards the SDGs and the inclusion of vulnerable groups. Interventions of UN agencies should prioritize long term interventions clearly linked to SDGs and national priorities with explicitly set results and focus on sustainability.</p> <p><i>(linked to Conclusions 1 and 2; other Conclusions and lessons learned relevant)</i></p>
<p>Recommendation 3:</p> <p>For</p> <ul style="list-style-type: none"> <input type="checkbox"/> UN Agencies in Armenia <input type="checkbox"/> Government of Armenia <p>Other partners (as required)</p>	<p>UNCT together with GoA should work to strengthen functioning of the UNDAF Steering Committee and ensure its strategic guidance for UNDAF implementation through regular meetings and involvement of senior level representatives.</p> <p>UNCT should strengthen the UNDAF Results Groups as the main mechanism for UNDAF implementation, involving UN senior level and technical staff. It is also important to ensure that national stakeholders take the role in the RGs.</p> <p>Intensive joint planning should be strengthened through the preparation of Annual/Bi-annual Work Plans (WPs), setting the basis for holistic and integrated planning and programming.</p> <p><i>(linked to the Conclusion 4, Conclusion 7; other conclusions could be relevant)</i></p>
<p>Recommendation 4: (UNCT in Armenia)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Government of Armenia and the main governance actors- the Parliament of Armenia, judicial institutions and other independent and regulatory bodies <p>CSOs in Armenia</p>	<p>UNCT should intensify its normative work as one of its comparative advantages and further strengthen gender mainstreaming across UNDAF outcomes.</p> <p>UNCT should enhance its support to the authorities in Armenia and other stakeholders to understand, grasp and implement (international) norms and standards, as required by international charters and agreements. It is particularly important to assist the integration of norms and standards in public policies, laws, strategies and development plans, supporting also the implementation.</p> <p>Part of these efforts should be to advance planning practice and mainstream gender equality and empowerment of women in all activities and initiatives across all UNDAF outcomes and focus areas. It is recommended to follow a gender transformative approach in all interventions, include more elaborated gender-specific targets and gender disaggregated indicators in UNDAF.</p> <p><i>(linked to Conclusions 2 and 9 and other conclusions)</i></p>

<p>Recommendation 5:</p> <p>For:</p> <ul style="list-style-type: none"> <input type="checkbox"/> UN Agencies in Armenia 	<p>UNCT in Armenia should strengthen monitoring processes and annual results and gender-sensitive reporting practices.</p> <p>The prerequisite for results-oriented reporting is to have a well-established Results Framework with reasonably developed results chain, measurable indicators and well-informed targets. It is recommended to introduce a well-balanced combination of qualitative and quantitative indicators to capture changes and results attributable to the UN. Also, these indicators should be useful to measure progress on the achievement of SDGs, reflect on human rights obligations and allow the UN system to link and report clearly on its interventions, results, and changes under the outcomes. Reporting practice could benefit from more gender-sensitive practice (to the extent possible), especially at the level of UNDAF annual reports.</p> <p>It is also important that UN Agencies allocate financial resources to support collection of data under specific indicators, as needed.</p> <p><i>(linked to the Conclusion 8, also other conclusions could be relevant)</i></p>
<p>Recommendation 6:</p> <p>For:</p> <ul style="list-style-type: none"> <input type="checkbox"/> UN Agencies in Armenia <input type="checkbox"/> Government of Armenia <input type="checkbox"/> Judiciary institutions <input type="checkbox"/> Parliament of Armenia <input type="checkbox"/> Regulatory and oversight independent bodies <input type="checkbox"/> CSOs 	<p>UNDAF should include clear and practical sustainability strategy under all outcomes and perform regular analysis of risks and assumptions.</p> <p>As part of the efforts to ensure sustainability of results, it is recommended that UN develop a sound approach to measure capacity development across all priority areas and assess the impact of these results.</p> <p>At the current stage of development of systems, structures and capacities of the authorities within three branches of power, it is important to consider and provide longer-term and needs-based capacity development assistance. Especially important remains the continuation of work on the capacity development for policymaking and implementation in Armenia.</p> <p>The role of the national stakeholders in the implementation of UNDAF could not be overstated - it is recommended to enhance and ensure genuine involvement of national partners in all activities, from planning to implementation of interventions within UNDAF.</p> <p>It is recommended that UNCT expands its partnership with CSOs to strengthen their capacities across main functional areas while engaging them in policymaking processes and delivery of public services. Also, it is recommended to strengthen the watchdog role of the CSOs for competent monitoring of development processes, policies, and strategies thus competently involving them in the implementation of the SDG related priorities.</p> <p><i>(linked to the Conclusion 2, Conclusion 7, also other conclusions could be relevant)</i></p>

8. Annexes

ANNEX 1: TERMS OF REFERENCE



1. Evaluation Context

The year 2018 was, in many ways, the ‘year of Armenia’. It began with a peaceful political transformation that became known internationally as the ‘velvet revolution’ and culminated in transparent and trusted parliamentary elections in December 2018. The elections yielded a solid majority for Prime Minister Pashinyan’s centrist My Step alliance which received 70.4 percent of the vote and now holds 88 of 132 seats in parliament. A new government was formed with exceedingly solid footing to lead the country heading into the new 5-year parliamentary term.

While the scale of street protests and rapid toppling of the government took everyone by surprise, in hindsight, the transformational events of 2018 came as a result of persistent discontent with the previous government: despite some reforms in recent years, the country ranks 105th of 180 countries in Transparency International’s Corruption Perceptions Index 2018,²⁶⁴ and in the bottom third of countries in the 2017 Worldwide Governance Indicators on control of corruption, voice and accountability, and political stability. The World Economic Forum’s²⁶⁵ 2018 Global Competitiveness Index highlights issues in Armenia related to ineffective government internal control frameworks, a lack of judicial independence, and the absence of merit considerations in promoting civil servants. Additionally, Armenia still has one of the highest poverty rates in Europe and Central Asia (ECA), with over one-fourth of its population living in poverty.²⁶⁶

Notably, Armenia’s geopolitical constraints call for deeper improvements across the economy than might be needed to achieve similar development outcomes in less constrained environments. Armenia is landlocked, and two of its four borders are closed. However, Armenia has expanded its access to international and regional trade and economic opportunities by joining the Eurasian Economic Union (EAEU) in 2015 and signing the Comprehensive and Enhanced Partnership Agreement (CEPA) with the European Union (EU) in 2017.

The enhancement of democracy, efficient and effective governance, increased level of transparency and accountability in public governance, anti-corruption measures, ensuring integrity, transparency, impartiality and efficiency of the Judicial Sector, free economic competition, protection of investors’ rights, rule of law and human rights are proclaimed as high priorities of the new Government. Despite significant legal and institutional reforms, inefficiencies in governance still remain a major challenge. Armenia endeavors to ensure an effective democratic governance system, rule of law, effective, distribution and independence of powers (executive, judicial, legislative), promotion and protection of civil and political rights and broader human rights that would contribute to the sustainable development of Armenia.²⁶⁷

²⁶⁴ Transparency International. 2018. Corruption Perceptions Index 2018. Available at: <https://www.transparency.org/cpi2018>

²⁶⁵ D. Kaufmann, A. Kraay, and M. Mastruzzi. 2010. The Worldwide Governance Indicators: Methodology and Analytical Issues. Interactive dataset available at: www.govindicators.org.

²⁶⁶ Klaus Schwab, ed. Global Competitiveness Report. 2018. Geneva: World Economic Forum. Available at: <http://reports.weforum.org/global-competitiveness-report-2018/>.

²⁶⁷ SDG Implementation Voluntary National Review (VNR) Armenia. 2018. Report for the UN High-level Political Forum on Sustainable Development. Available at: https://sustainabledevelopment.un.org/content/documents/19586Armenia_VNR_2018.pdf

Gender gaps and imbalances further constrain Armenia’s achievement of its full potential. Armenia ranked 98th among 149 countries on the World Economic Forum’s Global Gender Gap Index 2018, remaining among the lowest-performing countries on the Health and Survival sub index while, at the same time, demonstrating improvements in closing its female-to-male sex ratios at birth as well as education gender gaps. In addition, Armenia stands out due to the high percentage of women working in 268the Information Technology (IT) sector, with around 40% of women employed in IT as compared to the world average (which does not exceed 20%).²⁶⁹

These and other development challenges and opportunities have informed the formulation and implementation of Armenia-UN Development Assistance Framework (UNDAF) 2016-2020 which is the object of current evaluation.

2. Armenia-UN Development Assistance Framework (2016-2020): Background and Expected Results

The Government of the Republic of Armenia (GoA) and the United Nations Country Team (UNCT) have jointly developed a strategic programme framework named UNDAF for the period 2016-2020. The UNDAF document was signed on 31 July 2015 by the Government of the Republic of Armenia and thirteen UN Agencies, Funds and Programmes active in the country. This Armenia-UN strategic programme framework guides development cooperation from 2016 through 2020, reinforcing the strong relationship between the GoA and the UNCT to work closely to achieve national development priorities, the post-2015 Agenda Sustainable Development Goals, the country²⁷⁰’s human rights commitments as well as other internationally agreed development goals and treaty obligations.

As per UNDAF signed between Government and UN, a joint national Steering Committee (SC) was established under the leadership of the RoA Prime Minister and the UN Resident Coordinator in order to provide overall strategic guidance during implementation of the UNDAF. Four Results Groups (RG) were formed at the pillar level, based on agreement between the GoA and UNCT, to ensure efficient planning and coordination and the timely delivery of development results.

The UNDAF results matrix contains four (4) strategic pillars with seven (7) major results, called ‘outcomes’, that were identified jointly by the GoA and the UN with active civil society participation during the initial development of the framework. This framework also describes how the GoA and the UNCT will deliver on these commitments, including jointly-owned coordination and implementation arrangements, partnerships, coordinated resource mobilization, and effective progress monitoring, reporting, and evaluation. The expected outcomes are grouped according to the following strategic pillars:

Table 1: Overview of UNDAF Pillars and Outcomes

4 Pillars	7 Outcomes
I. Equitable, sustainable economic development and poverty reduction	1. By 2020, Armenia’s competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities.

²⁶⁸ World Economic Forum. 2018. The Global Gender Gap Report 2018. Geneva: WEF. Available at: http://www3.weforum.org/docs/WEF_GGGR_2018.pdf.

²⁶⁹ Enterprise Incubator Foundation. 2018. Armenia IT Industry Report. Available at: <http://www.eif.am/eng/researches/report-on-the-state-of-the-industry/>

²⁷⁰The UNCT refers to the totality of UN operations in Armenia by resident and non-resident agencies, funds and programmes.

II. Democratic Governance	<p>2. By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.</p> <p>3. By 2020, Armenia has achieved greater progress in reducing gender inequality, and women are more empowered and less likely to suffer domestic violence.</p> <p>4. By 2020, migration, border, and asylum management systems are strengthened to promote and protect the rights of migrants and displaced people, especially women and girls.</p>
III. Social Services and Inclusion	<p>5. By 2020, vulnerable groups have improved access to basic education and social protection services and participate in their communities.</p> <p>6. By 2020, quality health services are accessible to all, including especially vulnerable groups.</p>
IV. Environment, Climate Change and Resilient Communities	<p>7. By 2020 Sustainable Development principles and good practices for environmental sustainability resilience building, climate change adaptation and mitigation, and green economy are introduced and applied.</p>

Each UNDAF Pillar and Outcome was further developed with the corresponding set of indicators containing baselines and targets, means of verification and indicative resources, specifically designed to measure the progress toward results over the implementation period.

To support the achievement of outcomes, the UNDAF identified the following over-arching programme strategies:

- **Promote fundamental human rights:** UNDAF interventions shall be designed following the analysis of weaknesses in the enabling environment and the capacity gaps of ‘duty bearers’.
- **Ensure gender equality:** Gender equality shall be promoted, and gender mainstreaming will be enhanced in programme planning and implementation throughout the priority areas of this UNDAF, specifically through the application of gender analysis, formulation and advocacy of gender equality results within programme results-based frameworks, monitoring and evaluation of gender mainstreaming.
- **Promote environmental sustainability, build resilience at local levels:** UNDAF interventions shall be designed and implemented to promote environmental sustainability and resilience.
- **Develop country capacities and strengthen inter-sectoral coordination:** Across the range of UNDAF pillars and outcomes, efforts shall be made to strengthen inter-ministerial and interdepartmental coordination in planning, budgeting, service delivery, and monitoring in line with international standards.
- **Provide effective results management, monitoring, and reporting by Results Groups:** Results-based management shall be exercised by Results Groups as a strategy that requires clearly defined accountability for results and monitoring and self-assessment of progress towards results and reporting on performance.

The Armenia-United Nations Development Assistance Framework 2016-2020 and its Results Matrix (Annex I) is a key reference point for the UNDAF final evaluation.

3. Purpose of UNDAF Evaluation

The UNDAF evaluation is the main accountability instrument for gauging the UN Development System’s collective contribution at country level. It is a summative, external, independent and system-wide exercise

aimed at generating an independent assessment of the UN Development System's (UNDS) collective contribution at country level. It will focus on issues at strategic level and the aggregate contribution of UNDAF at outcome level, as well as the System's contribution to Sustainable Development Goal (SDGs) targets.

The UNDAF evaluation will examine whether UNCT is prioritizing support and contributing to the country's development as a whole. The evaluation will obtain substantive feedback from the UNDAF partners on the progress and impact achieved against expected UNDAF results. In addition to identifying achievements, the evaluation will also identify synergies, enabling factors, gaps, overlaps and missed opportunities. It will advise on the overall strategic positioning of the UNDS in Armenia and on priorities and considerations for future support. As such, it will serve as an opportunity to learn from past and current work and to inform 2021-2025 National/UN Cooperation Framework design and implementation.

UNDAF evaluation must be conducted in an inclusive manner and promote national ownership through the meaningful engagement of relevant national partners throughout the evaluation process.

4. Scope and Objectives of UNDAF Evaluation

UNDAF evaluation will cover the overall results framework of the 2016-2020 UNDAF, all programme- and activity-based contributions to UNDAF outcomes by the UNCT and UNDAF implementation instruments, specifically the Joint Work Plans as well as Strategic Summaries of Coordination Results for 2016, 2017 and 2018. Due consideration should be given to the activities of agencies without a formal country programme, activities implemented as part of global or regional programmes and projects, and the activities of non-resident agencies. In principle, however, the UNDAF evaluation should not evaluate the individual programmes or activities of UNCT members but build on the programme and project evaluations conducted by each agency. Where a paucity of data necessitates a quick assessment of a contribution, this should be carried out using appropriate evaluation methodologies that identify contributions at the outcome level and ascertain the plausibility of causal relationships between activities and outcomes.

The evaluation will pay special attention to the mainstreaming and application of the UNDAF programming principles in UNDAF design and implementation: human rights-based approach, gender equality, environmental sustainability, capacity development and inter-sectoral coordination as well as results-based management.

In terms of the precise objectives, the final evaluation will seek to:

- Provide information on the overall relevance and coherence, results, transformation and normative adherence of the programming and results of the 2016-2020 UNDAF, across its four Pillars and seven Outcomes.
- Assess whether results expected by 2016-2020 UNDAF were achieved, if other unintended results are observed, and whether the UNDAF made a worthwhile, coherent, durable and cost-efficient contribution to collective UN system outcomes and national development processes to achieve the 2030 Agenda.
- Evaluate the results of the cross-cutting programming (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development) and “leave no one behind” principles in the current UNDAF as well as the differential progress on vulnerable groups (people living below the nationally determined poverty line, women especially in rural areas, young people with low skills, minority groups, children, persons with disabilities, refugees and persons displaced from Syria, etc).
- Assess the impact of the programmes and projects on the final beneficiaries.
- Identify synergies, enabling factors, gaps, overlaps and missed opportunities to continuously improve organizational performance and results.
- Assess system's contribution to SDG targets as well as examine the progress, gaps, opportunities and bottlenecks vis-à-vis the implementation of the 2030 Agenda.

- Provide a set of actionable recommendations to inform the visioning exercise, theory of change and the strategic prioritization process of the subsequent 2021-2025 Cooperation Framework cycle in line with the ongoing UN Reform processes.
- Support greater accountability of the UNCT to the UNDAF stakeholders.

5. Evaluation Questions

Because of the high level of UNDAF objectives and the complexity arising from UNCTs' multi-actor nature, the evaluation questions are not based simply on the traditional evaluation criteria, e.g. OECD-DAC/UNEG criteria, but adhere to the evaluation dimensions defined by UNDAF evaluation guidelines. Hence, current evaluation should assess the following four dimensions: Relevance and Coherence, Results, Transformation and Normative.

The Evaluation Team should elaborate on and translate evaluation questions specified below into methodological sub-questions. In its conclusions, the Evaluation Report must provide answers to the evaluation questions and ensure clarity of connection between the questions and the conclusions.

i. **Relevance and coherence: Are we doing the right things?**

- Has the UNCT been addressing the most pressing needs of the people and the country, strategically and collectively, as identified by Country Analysis, national development priorities and other relevant sources, in design and in implementation?
- Have the UNDAF outcomes been relevant in terms of internationally agreed goals and commitments, norms and standards to guide the work of UN agencies? (The SDGs, UN human rights treaties, and resolutions, CRC, CEDAW, UNFCCC, etc.)
- To what extent have Armenia's national, local authorities and civil society been taken into consideration, participated or engaged in the design stage of the UNDAF?
- Are the UNDAF indicators relevant and does the UNDAF results framework allow for easy monitoring and reporting against the stated outcomes?
- Have the resources been mobilized and used to meet the priorities of the UNCT, proportionately rather than opportunistically (i.e. based on funding availability and the agenda of each agency)?

ii. **Results: Have we made a difference?**

- What has been achieved for each UNDAF outcome and where were the gaps?
- What are the changes observed at national level, including changes in relevant statistical indicators, and what is the UN's plausible contribution to these changes?
- Have the UN RC's leadership and the collective effort of the UNCT helped to overcome political challenges to pursuing the UN agenda?
- Have the synergies between UNCT agencies helped to achieve broader-based results and greater value for money than would have been the case had the work been done individually?
- What is the effectiveness of UNCT joint programmes, their contribution and results, with particular attention to human rights, gender equality, the poor and people in vulnerable situations?

iii. **Transformation: Have we made long-lasting, systemic and society-wide changes?**

- Has the UNCT's work ensured national and local ownership, so that the changes will last beyond UNCT intervention?
- Has the UNCT's work brought about systemic changes (for example, changes in the legal framework, institutions, social and economic structure)?
- Has the UNCT's work been systemic, scaled up or replicated to ensure its effects are not limited in scope, but nation- or society-wide?

iv. Normative: Have we left no one behind?

- Has the UNCT prioritized the needs of those who need assistance most (for instance, the most vulnerable, the poor and the marginalized) and has it reached its intended beneficiaries?
- Has the UNCT's work properly mainstreamed gender?
- Has the UNCT's work properly addressed human-rights issues?
- Has the UNCT effectively used the principles of environmental sustainability to strengthen its contribution to national development results?
- Has the UNCT adequately used results-based management to ensure a logical chain of results and establish a monitoring and evaluation framework?
- Has UNCT strengthened the capacities for data collection and analysis to ensure disaggregated data on the basis of age, sex, geographic location, etc and did those subjects to discrimination and disadvantage benefit from priority attention?
- Has UNCT adequately resourced mainstreaming and application of the UNDAF programming principles in UNDAF design and implementation?
- To what extent did the resource allocation take into account or prioritized most marginalised groups including women and girls. To what extent were adequate resources provided for integrating Human Rights and Gender Equality in the UNDAF? Assess appropriateness of UNCT joint programmes in addressing cross sectoral issues.

In addition to the four dimensions highlighted above, the following questions shall be used to assess **value addition of the UNDAF as a tool**:

- Has the UNDAF acted effectively as a partnership vehicle for the Government and other actors in their efforts to achieve the SDGs?
- Has the UNDAF facilitated the identification of and access to new financing flows at scale for national partners?
- Has the UNDAF contributed to greater clarity and transparency of results achieved and resources used?
- What risks and/or opportunities have materialized through the implementation of UNDAF? How were they seized upon or addressed?

With view to provide **preliminary analysis of progress, gaps, opportunities and bottlenecks vis-à-vis the implementation of the 2030 Agenda**, the following questions shall be used:

- What is the status and progress on the SDGs relevant to the UNDAF outcomes from all available known resources and what goals/targets lack the most information?
- What groups can already be identified as left behind, including those furthest behind, for each goal from the available information (or simply from the lack of available data on these groups)?
- In what ways are these groups left behind and what are the root causes and structural factors of inequality, exclusion and discrimination?
- What are the existing, emerging and future risks and their potential impact on the country's development trajectory, particularly its impact on national efforts to achieve the SDGs and their targets; country efforts to reduce the patterns of inequality, exclusion and discrimination, and; country efforts to meet its obligations under international human rights law?
- What are the existing capacities, capacity gaps and challenges to achieve SDGs and targets?
- What are the opportunities and potential partnerships that the UN could prioritize to support the country to achieve the 2030 Agenda?

6. Indicative Evaluation Methodology and Key Deliverables

Complete evaluation methodology will be elaborated by the Evaluation Team and agreed with the UN Country Team during the inception phase. It will include an elaboration of the evaluation questions with due focus on gender equality, equity and human rights considerations; data collection sources and methods, as well as concrete evaluation plan.

UNDAF evaluation should adhere to and implement UN Evaluation Group (UNEG) Norms and Standards, as well as be in line with UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, OHCHR Guidance on Human Rights-Based Approach to Data as well as use UN-SWAP Evaluation Performance Indicator and its related scorecard. The evaluation should be conducted in a participatory manner: key stakeholders shall be involved in all phases of the evaluation, including, inception, data collection, analysis and reporting phases through the Consultative Group and other mechanisms. The analysis shall be built on triangulating information collected from different sources through different methods, including secondary data analysis, document review, key expert and key informant interviews, beneficiary interviews and focus group discussions.

The evaluation approach, including data collection and analysis methods, should focus on gender and human rights aspects, be responsive and appropriate for analysing gender equality, equity and human rights issues. Ethical dimensions should be taken into consideration by the evaluators, particularly when working with beneficiaries and sensitive data. Each Evaluation Team member will, therefore, be provided with and sign off on the UNEG Code of Conduct for Evaluators which provides ethical guidelines for the conduct of evaluations. Accountability to beneficiaries is another important principle. Therefore, an act of public accountability to inform them when their contributions are used to improve UN assistance should be considered.

The independent evaluation will include:

- **Inception phase** will take 3 weeks and will include briefing the Evaluation Team by UN Resident Coordinator Office (RCO), M&E Group, UNCT members and programme managers and producing the inception report.
- **Data collection and analysis** will cover 4 weeks, including desk review²⁷¹ and collection of the primary data through structured and/or semi-structured interviews with UNCT, government counterparts, CSOs and beneficiaries as well as field missions. The evaluation team will proceed to structure the data gathering phase with close attention to the gap and stakeholder analysis. The precise data collection methods should be identified following the gap analysis of existing evaluative evidence and administrative data and linking data collection methods to the evaluation criteria and evaluation questions included in the evaluation methodology.
- **Development of the preliminary outline and writing the report** which will take 3 weeks. Final evaluation report should be minimum 30 pages, excluding the Executive Summary and Annexes, and at a minimum, include the following components:
 - Executive summary
 - Introduction
 - Description of the evaluation methodology
 - Analysis of the situation with regard to outcome, outputs, resources, partnerships, management and working methods and/or implementation strategy
 - Key findings
 - Conclusions and practical, actionable recommendations for the successor 2021-2025 National/UN Cooperation Framework
 - Annexes including:
 - o Evaluation ToR
 - o The evaluation matrix
 - o Inception report (including gap and stakeholder analysis)
 - o List of persons interviewed

²⁷¹ The repository of evaluation reference documents will be shared with the Evaluation Team by the Evaluation manager prior to the evaluation mission.

- List of documents reviewed
 - Online survey and/or questionnaire (if any) used and summary of results
 - Overview of the country context with a preliminary analysis of the progress, gaps, opportunities and bottlenecks vis-à-vis the achievement of the 2030 Agenda
 - Any other relevant material that supports evaluation findings and recommendations
- **Review and validation process**, including development of the second draft and final report as well as clearance of the report which will take 7 weeks. The findings of the evaluation report will be reviewed jointly by the Evaluation Steering Committee and Consultative Group, comprising UNCT and national stakeholders to ensure that the key recommendations are validated and incorporated into the design of the new 2021-2025 strategic framework. Learning will also occur during the evaluation with informal debriefings and interactions after the Evaluation Team has analyzed the data and reached some findings and conclusions as well as upon the production of key deliverables/milestones. Such informal briefings and interactions will reinforce the robustness of conclusions and recommendations.
- **Development of post-evaluation communication materials, presentation at the stakeholder workshop and dissemination (if requested)** that will take 1-2 weeks.

Deliverables will include:

DELIVERABLE	DUE DATE (2019-2020)	PAYMENT STRUCTURE
<p>Deliverable 1: Inception report</p> <p>The inception report (minimum 10 pages) is produced by the Evaluation Team to elaborate on how it will conduct the evaluation. It shall contain:</p> <ul style="list-style-type: none"> • Evaluation methodology, including an elaboration of the evaluation questions into methodological sub-questions (by programme or project, by data-collection method, etc.) with due focus on gender equality, equity and human rights considerations; • sources and methods for collecting data for each methodological sub-question; and • a concrete plan of evaluation activities, evaluation team responsibilities and a revised evaluation timeline, with a tentative list of stakeholders to be addressed, tentative list of interviews to be arranged as well as plans for travel to other locations (e.g. municipalities, project sites). 	<p>First draft: By 26 October 2019</p> <p>Second draft: By 5 November 2019</p>	<p>20%</p>
<p>Deliverable 2: Evaluation report</p> <p>The evaluation report should be written in a clear and concise manner that allows readers to easily follow its logic. It should not be</p>	<p>First draft: By 24 November 2019</p>	<p>40%</p>

<p>overly filled with factual descriptions, especially those available elsewhere. The focus of the report should be to present the findings, the conclusions and the recommendations in a logical and convincing manner. It should contain:</p> <ul style="list-style-type: none"> • what was evaluated and why (purpose and scope); • how the evaluation was conducted (objectives and methodology); • what was found and on what evidence (findings and evidences/analysis); • what was concluded from the findings and in response to the main evaluation questions (conclusions); • what was recommended (recommendations); • what could be usefully learned, if any (lessons learned); • what are the actionable recommendations for the design of 2021-2025 National/UN Cooperation Framework. 	<p>Second draft: By 10 December 2019</p> <p>Final Report: By 20 December 2019</p>	<p>20%</p>
<p>Deliverable 3: Post-evaluation communication materials, including PPP for stakeholder workshop</p> <p>The PPP and other post-evaluation materials such as lessons-learned products; evaluation highlights or briefs; short issue papers and communication materials for the affected population (as proposed by the evaluation team and agreed by the evaluation consultative group), shall be developed to present and generate buy-in of the evaluation findings, conclusions and recommendations, as well as the management response, ensuring that UNCT, national counterparts and development partners are on the same page in terms of future strategic direction.</p>	<p>By 24 December 2019</p>	<p>20%</p>

7. Evaluation Limitations and Challenges

The overall success of the UNDAF evaluation will be dependent, to a large extent, on the quality and timely delivery of the full or preliminary results of the agency Country Program Evaluations (CPEs). Communication between the Final UNDAF Evaluation team and the Country Program Evaluations' consultants will be of great significance for the successful conduct of the evaluation but may be beyond the UNCT Armenia influence as the CPE team leaders are also responsible to individual UN agency headquarters.

The UNDAF final evaluation will face a challenge in abstracting from the individual agency perspectives and focusing on a broader view necessary for the UNDAF assessment. In that respect, the evaluation team may face obstacles in distinguishing the data relevant for the overall UNDAF assessment from the individual CPE datasets focusing on agency results but also supplementing them with additional relevant sources of information.

Additional challenges will mostly be reflected in providing an overall assessment of UNCT's contribution versus the attribution of development results. These issues may be partially overcome by a careful analysis of the UNCT output-level achievements directly linked to the UN interventions in comparison to the overall UNDAF Outcome results structure (Annex 1).

8. Evaluation Governance and Management Arrangements

The UNDAF Evaluation Steering Committee will be the body responsible for the proper conduct of UNDAF evaluation. The Joint Steering Committee (JSC) of UN Cooperation Framework, co-chaired by the RC and a government representative, will typically assume this role.

The **Evaluation Manager** appointed by the Steering Committee is responsible for managing the entire process: ensuring that the evaluation is properly conducted, managing the validation and quality-control process, and making sure that the report fulfils the terms of reference.

The Evaluation **Consultative Group** is formed of the Government counterparts of UNCT agencies upon the invitation of the Steering Committee. With the Government counterparts' consent, the Steering Committee can propose the inclusion of development partners in the Consultative Group. The Group can also include UNCT members not on the Steering Committee, or non-resident agency representatives. The Consultative Group will support the evaluation process, ensuring, in particular, that the evaluation properly reflects the views of the Government and that the evaluators gain access to relevant informants and information sources in the Government.

UNCT Armenia Inter-Agency M&E Group (M&E Group) is composed of the Evaluation Manager and UNCT Armenia M&E focal points. The group enables more integrated, coherent and cross-agency approaches, as well as better linkages within the UN Development System and with stakeholders. The M&E Group will provide quality assurance of evaluation outputs and guide UNCT on UNDAF processes.

9. Evaluation Team Composition, Roles and Responsibilities

The **Evaluation Team** comprises independent external evaluators. It will consist of one international team leader and one **national** expert. The team should have ample collective knowledge of the national context in various areas of UN work. It will be built with due consideration to gender balance and coverage of different subject areas of work by UNCT member agencies.

Team members should have the following competencies:

- good understanding of the SDGs and their implications for development cooperation;
- good understanding of the role of the UN System in development cooperation in the context of Armenia;
- demonstrated analytical capacity, including on political economy and financing for development;
- proven experience in conducting evaluations of complex programmes and themes (minimum 10 years for the team leader, 3-5 years for other team members);
- sound knowledge of the country context and an in-depth understanding of at least one area of work of UNCT members. Collectively, Evaluation Team members should broadly cover all areas of UNCT activity;
- demonstrated ability to assess and incorporate human rights and gender perspectives in all aspects of the evaluation report; and
- an absence of conflicts of interest (never employed by UNCT members or implementing partners, nor expected to be employed in the near future, no private relationships with any UNCT members).

The evaluation team leader will lead the entire evaluation process, working closely with UNCT and its partners in the Republic of Armenia. The national consultant will contribute to the evaluation process substantively through data collection and analysis. The two team members will share responsibilities for conducting the initial desk review, the field phases of the evaluation and preparation of the final report.

A. Team Leader (International, external)

The team leader will take a lead role during the evaluation and coordinate the work of the National Expert. The team leader will ensure the quality of the evaluation process, outputs, methodology and timely delivery

of all products. The team leader, in close collaboration with the UNCT and the Evaluation Manager, will take the lead role in conceptualization and design of the evaluation and shaping the findings, conclusions, and recommendations of the report. The tasks of the team leader include:

- Developing an inception report and detailing the design, methodology (including the methods for data collection and analysis criteria for selection of projects, required resources), and work plan of the evaluation team.
- Directing and conducting the research and analysis of all relevant documentation.
- Deciding the division of labour within the evaluation team and coordinating team tasks within the framework of the TORs.
- Overseeing and quality assuring the preparation of the report and taking a lead in the analysis of the evaluative evidence.
- Overseeing the administration and analysis of the results of the data collection exercise.
- Drafting the evaluation report and coordinating the inputs from team members.
- Preparing for meetings with JSC, UNCT and other stakeholders to review findings, conclusions and recommendations.
- Leads the stakeholder feedback sessions, briefs JSC and UNCT on the evaluation through informal sessions and finalizing the report based on feedback from the quality assurance process.
- Delivering the final evaluation report.

B. National Expert (external)

The National Expert will provide the expertise in the local development issues with sound understanding of the Armenian social and economic context. The National Expert is expected to perform the following tasks:

- Reviewing relevant documents and conducting an analysis of the outcomes, outputs, Joint Work Plans and other reference materials.
- Participating in the design of the evaluation methodology and providing inputs on the inception report.
- Carrying out fieldwork and data collection as per the inception report and Terms of Reference.
- Drafting related parts of the evaluation report as agreed on the division of labor with the team leader.
- Assisting the Team Leader in finalizing the evaluation final report, including incorporating suggestions received on draft related to his/her assigned sections.
- Providing inputs to post-evaluation communication materials.

10. Quality Assurance

The evaluation process will be supported by UN Women Regional Office for Europe and Central Asia Evaluation Specialist (hereafter UN Women Evaluation Specialist), in consultation with RCO, UNCT and the UN Armenia Inter-Agency M&E Group.

Additionally, evaluation products, including Evaluation Inception Report and Final Report, will be submitted to an independent quality control institution for review and improvement/revision suggestions. The cost of the independent quality control mechanism will be covered by UNICEF Armenia Country Office.

11. Use of the Evaluation

UNDAF evaluation should become a rich source of information, analysis and lessons on UN country-level support to be used by the UN System and agencies at the global, regional and national levels. The UN can learn from evaluations in various ways: during and after the evaluation, by way of formal or informal processes, within the UNCT and together with national partners, in Armenia and globally.

The formal process for using the evaluation involves implementing recommendations from the evaluation and a follow-up by the UNDAF Steering Committee. Learning also occurs during the evaluation with informal debriefings and interactions with the Evaluation Team. Evaluation can also be used at UN agency headquarters and regional bodies.

The benefit of knowledge produced by the evaluation should not remain only within the UN System but be shared with its partners. The evaluation report will be given to key national and development partners. However, for broader stakeholders, different communication materials (on paper or in electronic format) will be produced to facilitate the dissemination of knowledge. Some examples of such communication materials are:

- lessons-learned products;
- evaluation highlights or briefs that are shorter and targeted at high-level decision makers who do not have time to read the original report;
- short issue papers prepared for specific ministry officials, parliament members, etc.; and
- communication materials for beneficiaries and the affected population.

Additionally, the stakeholder workshop will provide an opportunity to generate buy-in of the evaluation findings, conclusions and recommendations, as well as the management response. Through open discussion, the workshop will present the evaluation report and the management response and ensure that the UNCT, national counterparts and development partners are on the same page in terms of future strategic direction. The workshop will invite a broad range of partners, including high-level government officials, representatives of funding partners and civil-society organizations, local-government officials from areas where there were programme activities and representatives of other stakeholder groups, as appropriate.

12. Indicative Timeline of the Evaluation

The final action plan for the evaluation will be outlined in the inception report developed by the Evaluation Team and agreed by RCO/UNCT. It is expected that the final Evaluation Report is delivered by the third week of January 2020.

Tentative Evaluation schedule is presented below:

Activity	Indicative Timeframe (2019-2020)	Responsible Party
Desk review, including evaluation reference documents shared with the Evaluation Team	October 2019	Evaluation Team Member/s
Initial meeting and discussions with RCO, UNCT, M&E Group	October 2019	RCO, UNCT, M&E Group, Evaluation Team Members
Drafting / finalizing the Inception Report, outlining evaluation design, detailed action plan and stakeholder list	First draft: By 26 October 2019 Second draft: By 5 November 2019	Evaluation Team Member/s

Activity	Indicative Timeframe (2019-2020)	Responsible Party
In-country data collection, including interviews, focus group discussions and field missions	November 2019	Evaluation Team Member/s
Presentation of preliminary findings, draft recommendations and feedback from key stakeholders	November 2019	Evaluation Team Member/s
Development and presentation of first draft of full evaluation report	By 24 November	Evaluation Team Member/s
Internal review of the first draft	November -December 2019	Evaluation Manager, M&E group, UN Women Evaluation Specialist and UNCT
Development and presentation of the second draft based on feedback	By 10 December	Evaluation Team Member/s
Internal and external review of the second draft	December 2019	Independent Quality Control Institution, Steering Committee, Consultative Group, Evaluation Manager, M&E group, UN Women Evaluation Specialist, UNCT and other stakeholders
Development and presentation of the final report based on feedback	By 20 December 2019	Evaluation Team Member/s
Development of the management response and action plan	December 2019 – January 2020	RCO/UNCT
Development of post-evaluation communication materials, including PPP for stakeholder workshop, lessons-learned products, evaluation highlights or briefs, short issue papers, etc.	By 24 December 2019	Evaluation Team Member/s
Presentation of the Evaluation report at the Stakeholder workshop	By 20 January 2020	Evaluation Team Member/s, RCO, UNCT

13. Evaluation Budget and Reporting Requirements

The approximate available budget for the evaluation is USD 50,000. A detailed budget breakdown for the individual consultants and operational costs will be developed upon the consultant selection process and based on the financial offer of the selected consultants.

Two separate contracts will be completed with the international consultant and national expert. International Consultant will fulfil the assignments in line with deliverables under direct supervision of the Evaluation Manager and UNCT, with the support of the RC Office and M&E Group. International Consultant will be submitting the reports (interim and final) based on the results achieved in agreed format stating all actions taken during the assignment to be approved/accepted by UN RCO and serving as a justification for payments.

14. Travel Requirements

All envisaged travel costs must be included in the financial proposal. This includes all travels to the duty station. UN will not accept travel costs exceeding those of an economy class ticket and daily allowance exceeding UN rates. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of additional and unforeseeable travel, payments of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel to be reimbursed.

ANNEX 2: LIST OF PEOPLE INTERVIEWED

(in alphabet order)

Alexander Avetisyan	Lt-Colonel, Department of Defense Policy: Humanitarian Projects and Human Rights Issues
Alla Bakunts	UNDP Manager of Democratic Governance portfolio, Head of Management and IBM department
Anahit Safyan	Member of State Council on Statistics, Coordinator for International cooperation and development projects, State Statistical Committee
Anahit Simonyan	UNIDO Head, Chair of UNDAF Result group
Aneta Babayan	Advisor to the Deputy Prime-Ministers Tigran Avinyan
Angelina Hovhannisyan	Head of Department of International Affairs, Ministry of Education, Science, Culture and Sport
Anna Gyurjyan	UNDP Socio-economic Programme Manager (Economic and Human Development, ENPARD, Tourism, E-governance)
Armen Ghazaryan	Head of State Migration Service, Ministry of Territorial Administration and Infrastructures
Armen Martirosyan	UNDP Manager of Sustainable Growth and Resilience portfolio
Armen Tiraturyan	Programme Manager for Integrated Support to Rural Development, Strengthening Resilience of Rural Communities
Armenuhi Hovakimyan	UNICEF Programme Lead
Armine Hayrapetyan	Sendai Focal Point, Ministry of Emergency Situations
Armineh Halajyan	Former Representative of the UN Department of Global Communications
Arpine Porsughyan	WFP M&E Officer
Artak Aghbalyan	Head of VET Department, Ministry of Education, Science, Culture and Sport
Artak Kamalyan	Deputy Minister of Economy (responsible for Agriculture)
Artak Poghosyan	Director of the National Centre for Educational Technologies, Ministry of Education, Science, Culture, Youth and Sport
Artashes Darbinyan	UNDP Operations Manager, UNCT Operations Group Lead

Ashkhen Shirvanyan	Head of Food Safety Department
Ashot Giloyan	Head of Department on Local Self-Governance Policy, Ministry of Territorial Administration
Avag Avanesyan	Deputy Minister of Economy (macroeconomic and industrial policies)
Dianna Andriasyan	Ministry of Health, Deputy Director of the National Institute of Health
Dmitri Mariyasin	UNDP Resident Representative and Chair of UNDAF Result Groups
Elmira Mirzoyan	State Food Safety Service
Gagik Makaryan	Chairman, Republican Union of Employers of Armenia
Garik Saroyan	Deputy Head of the State Food Safety Service
Garush Davtyan	Head of the Civil Service Office, Office of the Prime-Minister
Gayane Abrahamyan	MP, Standing Committee on European Integration, National Assembly
Gayane Avagyan	Ministry of Health, Head of Maternal and Reproductive Health Unit
Gayane Buniatyan	Deputy Prime-Ministers' Office Head of Analysis and Development Projects Department of CS Office
Gayane Nasoyan	FAO Assistant Representative
Gegham Sargsyan	Deputy Head of Civil Service Office, Office of the Prime-Minister
Gohar Musaelyan	Senior Project Officer, ADB Armenia Resident Mission
Grigor Gyurjan	Senior Economics Officer, ADB Armenia Resident Mission
Hasmik Harutyunyan	Ministry of Health, Global Fund PCT Team
Hasmik Khachatryan	Project Coordinator, Armenian Red Cross Society
Henrik Khachatryan	WHO National Professional Officer

Ilona Ter-Minasyan	IOM Head of Office
Karen Gevorgyan	Executive Director SME Development National Center (SME DNC)
Karine Khojayan	Programme Assistant
Karine Kuyumjyan	Head of Population Census and Demography Division, State Statistical Committee
Karine Soudjian	Ministry of Foreign Affairs, Head of Human Rights Department
Korioun Khatchadourian	Managing Director, Children of Armenia Fund
Kristinne Grigoryan	Deputy Minister of Justice
Levon Antonyan	Head of Department for Armenian Communities of the Near and Middle East, High Commissioner for Diaspora Affairs, Prime-Minister's Office
Levon Ter-Isahakyan	Head of the Department of Veterinary and Livestock Agriculture, Ministry of Economy
Liana Hovakimyan	UNICEF Programme Lead
Lianna Hovakimyan	Legal Consultant of the International Cooperation Department Human Rights Defender's Office
Lilia Afrikyan	Prime-Minister's Office (OGP-Armenia PoC Secretary of SDG-Armenia Working Group)
Lilit Apujanyan	Internationalization Programs Coordinator, Project Management Specialist, SME DNC
Liv Elin Indreiten	UNICEF Deputy Representative
Lusine Hakobyan	Ministry of Foreign Affairs, Secretary of Anti-trafficking working group, Human Rights and Humanitarian Issues Department
Lusine Kocharyan	Ministry of Health, Head of Health Policy Department
Lusine Stepanyan	Caritas Armenia
Mane Tadevosyan	UNDAF Evaluation Manager, Data and Results Management Adviser, Office of the UN Resident Coordinator
Margarit Piliposyan	Deputy Country Director, Fund for Armenian Relief

Melanya Arustamyan	Head of Office, Public Defender's Office
Meruzhan Galstyan	Director (retired after the evaluation mission) of the "Environmental Project Implementation Unit" State non-commercial organization (SNCO), Ministry of Environment
Mikayel Khachatryan	Head of the International Cooperation Department, Human Rights Defender's Office
Narine Avetisyan	Investment Officer, ADB Armenia Resident Mission
Nelli Duryan	Head of Juvenile Justice and Fight Against Domestic Violence Department, Police
Nune Dolyan	WHO National Officer
Nune Hovhannisyan	ILO National Coordinator
Nune Pashayan	Ministry of Health, Head of Mother and Children Healthcare Department
Nune Sarukhanyan	President of the Green Lane NGO
Nvard Manasyan	UNICEF Programme Manager
Oksanna Abrahamyan	Head of Programs, UK Embassy in Armenia
Olga Azatyan	Adviser to the Minister of Labour and Social Affairs
Samvel Baloyan	Deputy Director of the "Environmental Project Implementation Unit" State non-commercial organization (SNCO), Ministry of Environment
Sargis Khandanyan	MP, Standing Committee on Human Rights, National Assembly
Sarkis Balkhyan	Aleppo NGO
Sergey Hovhannisyan	Programme Officer, Swiss Cooperation Office, Swiss Development Cooperation Agency (SDC)
Sevan Petrosyan	World Vision
Shombi Sharp	UN Resident Coordinator
Tanja Radocaj	UNICEF Representative and Chair of UNDAF Result Group

Tatevik Baghdasaryan	KASA Swiss Humanitarian Foundation, Director
Tatevik Koloyan	Innovation Platform Lead, Programme Officer for Sustainable Growth and Resilience portfolio
Tigran Mukuchyan	President of the Central Electoral Committee
Tigran Yesayan	Head of International Cooperation Department
Tsovinar Harutyunyan	UNFPA Assistant Representative
Vahe Matsakyan	Director of “ArmForest” SNCO
Vardan Melikyan	Deputy Minister, Ministry of Environment
Vladimir Manukyan	Director of “Seed Agency” SNCO, Ministry of Economy
Zhanna Andreyan	Deputy Minister, Ministry of Labor and Social Affairs

ANNEX 3: LIST OF DOCUMENTS CONSULTED

UNCT / System documents:

1. Armenia - United Nations Development Assistance Framework 2016-2020
2. Armenia – UN Partnership Framework 2016-2020 Country Analysis; June 2014
3. UN Country Team (UNDAF) Annual Results Reports per pillars and agencies (Excel files)
4. UN Mid-cycle (2016-2018) results reports per UNDAF pillars
5. Annual Common Budgetary Frameworks 2016-2018
6. Country Programmes (Documents/Frameworks) and Action Plans of the UNCT agencies in Armenia
7. UNDP Independent Country Program Evaluation (draft) report; UN Independent Evaluation Office; 31 December 2019
8. UNDP Armenia Independent Country Programme Evaluation (2019)
9. UNDP Armenia Interventions at Policy Level (tabular information by June 2019)
10. Final Evaluation report for Support to Comprehensive Agricultural Census in the Republic of Armenia; April 2017
11. Terminal Evaluation Report for the project “Generate global environmental benefits through environmental education and raising awareness of stakeholders” (EEP Project); November 2019
12. Terminal Evaluation Report for the project “Sustainable management of pastures and forest in Armenia to demonstrate climate change mitigation and adaptation benefits and dividends for local communities (UNDP project ID# 00073028)”; August 2017
13. Terminal evaluation for the project “Green Urban Lighting, Armenia (GEF Project ID: 4742, UNDP Project ID (PIMS): 4669)”; July 2018
14. Terminal Evaluation Report of the UNDP-GEF Project ‘Improving Energy Efficiency in Buildings’ in Armenia (PIMS 4245), August 2016
15. Mid-Term Review Report for the “Improvement of the Local Self-Governance System in Armenia” Program; September 2016
16. Mid-term review of “Generate Global Environmental Benefits through Environmental Education and Raising Awareness of Stakeholders”; December 2017
17. Mid-term review report for “Elimination of obsolete pesticide stockpiles and addressing POPs contaminated sites within a Sound Chemicals Management Framework in Armenia”; May 2018
18. Mid-term Review of the UNDP-supported GEF-financed project “Green Urban Lighting – Armenia; July 2016
19. Terminal Evaluation Volume I for “Catalysing Financial Sustainability of Armenia’s Protected Areas System”
20. Mid-term review report for “Mainstreaming Sustainable Land and Forest Management in Armenia; December 2018
21. UNCT SWAP-Scorecard Assessment Report and Action Plan; Gender Scorecard; September 2018
22. UNICEF Education Budget Brief: Armenia; 2019
23. UNICEF Report on “Cost-benefit analysis of alternative pre-school education services in consolidated multi-settlement communities of Armenia”; 2018
24. UNICEF Cost-benefit analysis of deinstitutionalisation boarding institutions of Lori region, Armenia; 2017
25. UNICEF “Armenia: Social protection and child protection budget brief”; 2019
26. Final Evaluation Report for “Mitigating Social Consequences of the Labour Migration and Maximizing the Migrants’ Involvement in Local Development” Project; 2016
27. Final evaluation report on family support services and stakeholders’ contribution to related services/systems; UNICEF 2015

28. Mid-term evaluation report for the project “Toward Social Inclusion of Vulnerable Children: Expanding Alternative Care, Family Support and Inclusive Education Services as Part of Child Care Reform”; UNICEF; December 2017
29. Final evaluation report for the project “Assessment of integrated social services implementation process in the Republic of Armenia”; UNICEF 2018
30. Final Evaluation Report for the Third Country Programme UNFPA; November 2019
31. ILO: Final Internal Evaluation report for the project “The enabling environment for sustainable enterprises in Armenia project”; October 2017
32. ILO: Mid-term evaluation report for “Applying the G20 Training Strategy: A Partnership of the ILO and the Russian Federation (Phase 2)”; December 2018
33. ILO: Final evaluation for the project “Partnerships for Youth Employment in the CIS”; November 2017
34. IOM: Needs assessment: Counter-trafficking Response in the Republic of Armenia; 2016
35. IOM: Final evaluation report for the project “Strengthening capacities of Armenian National Security Service and Border Guards in their response to migration crisis”; February 2019
36. Needs and gaps assessment report: Humanitarian Border Management; 2016
37. IOM: Regional Migrant Health Survey on Tuberculosis and HIV and Health Service Response for Migrants in Armenia, Azerbaijan and Georgia
38. IOM: 2018 Assessment report on trafficking in persons
39. UNAIDS: Migrant Health Survey on TB and HIV and Health Service Response for Migrants; 2018
40. UNAIDS-HIV/AIDS Republican Monitoring Centre: 2018 Monitoring Report on HOV/AIDS prevention National Programme
41. UNHCR: Socio-Economic Integration Strategy for South Caucasus 2019-2021
42. UNHCR: Progress analysis report on “Asylum Systems Quality Initiative in Eastern Europe and South Caucasus”; 2018
43. UNHCR: 2019 Age, Gender and Diversity Participatory Assessment Report, and its Participatory Assessment
44. UNHCR Armenia Factsheet 2019
45. UNHCR Observations concerning the Education Strategy and refugees needs in Armenia
46. UNIDO: Independent Terminal Evaluation report for “Greening Economies in the Eastern Neighbourhood (EaP GREEN) - Resource Efficient and Cleaner Production Component” project; July 2018
47. Independent Terminal Evaluation report for GEF UNIDO Cleantech Programme for SMEs in Armenia; April 2017
48. Independent Terminal Evaluation report (UNIDO) for the project “Implementation of BAT and BEP for reduction of UP-POPs releases from open burning sources in Armenia”; July 2019
49. The mid-term evaluation report of WFP’s Operation (2010-2016)
50. WHO: Aid Memoire on the Mission and joint meeting to develop a strategic programme on HRH for health in the Republic of Armenia; March 2019
51. Report on the WHO mission to assess the National Virology Laboratory of the National Centre for Disease Control and Prevention of the Republic of Armenia to become a WHO-recognized National Influenza Centre; November 2017
52. WHO Rapid Assessment Report on Assessment of the Primary Healthcare in Armenia; August 2017
53. WHO Strategic risk assessment of public health threats; April 2019
54. WHO report on the Health System challenges and opportunities to improve NCD outcomes in Armenia; 2017
55. Armenia STEPS survey 2016-2017 on prevalence of NCD risk factors
56. Discussion report on the Multisectoral round-table discussion on the prevention and control of NCDs in Armenia; 2017

57. WHO/Europe: Armenia NCD investment case report; 2019
58. WHO Review of Integrated Management of Childhood Illness (IMCI) in Europe (2018)
59. WHO situation analysis and position paper following an expert mission to Armenia; 20-22 February, 2019
60. WHO Mission Report on Joint External Evaluation of International Health Regulations Core Capacities; August 2016
61. WHO Draft Introduction concept on Comprehensive Health Insurance
62. WHO Comprehensive Review of the TB National Programme of Armenia; May 2019
63. WHO Cancer Control Capacity and Needs Assessment Report; April 2019

Development Partners and International Financial Institutions' documents:

1. IMF Country Report no 19/154: 2019 Article IV consultation; July 2019
2. ADB Country Partnership Strategy: Armenia, 2019–2023 Fostering Inclusive, Diversified, and Transformative Growth; October 2019
3. ADB Country Operations Business Plan 2020-2022
4. EU-Armenia Annual Action Programmes 2011-2019
5. EU-Armenia Comprehensive and Enhanced Partnership Agreement and its implementation Roadmap (Gov decision of June 2019)
6. Swiss Cooperation Strategy for South Caucasus 2017-2020
7. World Bank Armenia Partnership Framework 2019-2023

National documents:

1. SDG implementation National Voluntary Review; 2018
2. Armenia Prospective Development Strategic Programme 2014-2025
3. Government Programme 2017-2022
4. Action Programme 2018-2022 of the Government of Armenia
5. Action Programme 2019-2023 of the Government of Armenia
6. Government programme 2019
7. Open Government Partnership Second Action Plan for 2014-2016 of Armenia
8. Armenia UPR 2019: National report submitted in accordance with paragraph 5 of the annex to Human Rights Council resolution 16/21 (to be reviewed in January 2020)
9. Human Rights Action Plans 2014-2016, 2017-2019
10. Draft 2019-2023 Strategy and Action Plan for Implementation of Gender Policy in the Republic Armenia
11. Draft National employment Strategy 2019-2023
12. Draft amendments to the Law on the Police of the Republic of Armenia for audio-video surveillance at Police Stations
13. The Governmental decision 62-N of 31 January 2019 on amending the Governmental decree no 1607 on the subventions to the communities of 16 November 2006
14. The Law on Prevention of Domestic Violence of 2017 and its public discussion process
15. The first and second drafts of the Law on Pre-school education
16. The draft Law on the Rights of Persons with Disabilities
17. The draft Strategy on reforms of the System of Assessment of the Disability and Functionality (Capability) of the Person; 2019
18. The draft Labour and Social Protection Strategy; 2019
19. National Reproductive Health Strategy for 2016-2020
20. National Strategy on Environmental Education and Population Upbringing
21. National Green-House-Gas Inventory report submitted to the UNFCCC
22. National Adaptation Plan of Action submitted to UNFCCC

23. Disaster Risk Reduction Strategy and Action Plan (2018-2030)
24. The Strategy of development and action plan of the Ministry of Emergency Situations 2020-2030
25. 5-year (2020-2025) Health System Development Strategy of Armenia
26. Child and Adolescent Health improvement strategy and action plan 2016-2020
27. National Programme on prevention and control of Hepatitis 2019-2023
28. National Programme on HIV/AIDS prevention 2017-2021
29. HIV Epidemiological Surveillance Report by the Ministry of Health; 2018
30. Non-communicable disease prevention strategic programme 2016-2020
31. TB Strategy and Action Plan 2016-2020
32. Tobacco control strategy and action plan 2017-2020

ANNEX 4: OVERVIEW OF RESULTS UNDER UNDAF 2016-2020 OUTCOMES

NOTE: In the absence of comprehensive UNDAF annual progress reports, the Evaluation Team (ET) prepared this overview of the results achieved under UNDAF 2016-2020 outcomes. The document is based on the available UNDAF progress reports and other UN Agency-specific annual reports. The purpose of this document is to facilitate the analysis of the effectiveness during these evaluation processes and not to provide a detailed account of UN results achieved during UNDAF 2016-2020 implementation.

The ET analyzed available indicators and targets under each outcome, with the intention to identify results and changes and establish credible links with the progress under outcomes.

Outcome 1: By 2020, Armenia's competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities.

The indicators of the Outcome 1 and the relevant targets²⁷² have been as follows:

- 5 improved policies to promote decent work and improve business environment, in line with sustainable development principles, adopted;
- Global Competitiveness Index rank - 80/144;
- Poverty rate – 27% total, 27% male, 27% female, 30% youth;
- Unemployment rate 13% total, 12% male, 15% female, 19% urban, 5% rural, 30% youth;
- Per capita average monthly gross income level of rural population– 51500 AMD;
- New start-ups established and operational – 80.

A quite high level of realization of the above targets by the country has been noted in the last years. For some, such as global competitiveness rank, poverty rate, per capita rural income and start-ups the country has surpassed the expected targets. The ET has noted the visible contribution to these achievements by the UNCT, explained below in more detail.

The main contributions by the UN system at systemic, institutional and individual levels are explained below (i) at the aggregated outputs' level, (ii) with followed analysis on the assumptions and (iii) the level of contribution to the intermediate outcomes and final UNDAF Outcome and its indicators.

Agricultural sector:

Nearly 900 farmers were trained and supported with both agricultural inputs and techniques to intensify and diversify their production and multiply their income. While this group of farmers represent less than 1% of the total number of farmers in the country (*around 317 000 farmers, including small-holders as per the Agricultural Census 2014 supported by UNCT with EU funding*), this resulted in a number of important outcomes as follows: (i) a sustainable value chains have been established for higher value crops, herbs and berries, non-traditional vegetables, as well as cheese and dried fruits – altogether with doubled volumes of exports through the years 2017-2018; (ii) 56 cooperatives were established in 7 out of 10 regions of Armenia, which made it also possible to both receive funds from the newly created Agricultural Development Fund and some of the local specialized banks (ACBA Credit Agricole – ACBA partner); (iii) for the first time in the country, insurance schemes were agreed with local insurance companies and implemented for 30 livestock farms.

By the RA Government Decree N 1485-L of October 24, 2019, the "Program of State support for the implementation of the pilot program for the introduction of agricultural insurance system" was approved, within the framework of which apricot, peach, apple and grape, as well as winter and spring wheat, barley and oats, are insured from hail, fire, spring frost risks. The "Agricultural Insurers National Agency" has been established by the Central Bank of the Republic of Armenia, which will carry out supporting and coordinating activities in the field of agricultural insurance.

²⁷² The UNDAF matrix is attached in the Annexes to the Evaluation report for more details on the baselines and targets not included here.

At the aggregated level, the above outcomes resulted in a notable increase in both the exports and domestic supplies of the above agricultural produce throughout the recent years (dried fruits, herbs/teas, buckwheat and broccoli). In coup with the institutional improvements in centralized monitoring and agricultural extension services, this might well contribute to the officially reported increase in average per capita rural income (from 41 514 AMD to 55 216 AMD – a 25% increase as per the Armstat data). These intermediate outcomes could have contributed to the reduction of rural poverty (no estimates reported) and new start-ups (not reported). However, no sufficient information is available on the further replication of the introduced agricultural practices and technologies, and on the continuation of the policymaking process towards the introduction of general agricultural insurance and continued development of the extension services.

Tourism sector:

UNDP through its activities reached more than 60 rural dwelling places as a result of the 84 rural tourism development plans for 121 villages in 10 regions that were developed. In total, 451 full-time equivalent jobs were created (40 youth and 401 others). UNDP also supported the rehabilitation of tourism infrastructures.

The final results related to the level of capacity in hospitality, destination management, new tourism product development, co-funding models with the private sector, government, and other international organizations active in the sector. The tourism development plans got support from the development partners and the Government. In December 2019, representatives of the communities were invited to a workshop in Yerevan for identifying the investment opportunities and planning for further works for infrastructures. The model of “Gastroyard” concept (36 Gastroyards launched by UNDP) was approved by the Government and received co-funding in the amount of US \$120,000 to support and scale up the initiative.

The above outcomes contributed to the employment and income generation in rural tourism, however, the contribution to the UNDAF Outcome 1 indicators cannot be estimated.

Territorial development approach and practices:

The supported changes to the Government Decree as of January 31, 2019,²⁷³ reforming the principle of providing subvention to the communities, has resulted in notable outcomes and, already, impacts. The subventions are currently provided proportional to the capital budget of the communities applying the co-financing mechanism (introduced by the UN project) based on the priorities as identified in the 5-year community development plans. It has been reported by the government, researchers and media that this year the subventions were used much more efficiently as compared to the previous years. Also, the transition to the 5-year and annual planning in the communities, and programme budgeting since 2020, helps to plan the subventions better and more purposefully.

It is worth to note that 42 community development 5-years plans were developed with UN support. These plans are now mandatory and are further detailed into annual plans and budgets. Furthermore, the first attempt to introduce Gender-based planning and budgeting were successfully accomplished in 2019 in 7 consolidated communities of the two regions (only 1 consolidated community refrained due to premature state of programme budgeting introduction).

UN Agencies²⁷⁴ has supported the Ministry of Territorial Affairs and Infrastructure (MTAI) to develop national guidelines for Gender Responsive Budgeting at municipal level in the enlarged municipalities as part of the programme budgeting. The guidelines are based on UN Women’s approach and focus on the inclusion of women from rural communities in the municipal planning process.

As in the case with the above agricultural interventions, these intermediate outcomes evidently contributed to the UNDAF Outcome 1 indicators on average rural income. However, it is difficult to estimate the contribution to the overall rural employment and the poverty rate.

²⁷³ Please, see the web-site for public consultations: <https://www.e-gov.am/gov-decrees/item/31385/>, in Armenian

²⁷⁴ This was done in partnership with the GIZ- The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH.

Light industries / garment production:

The UNIDO support to garment and shoe producers (25 reported) through training, standardization, branding, local and international exhibitions has resulted in boosting the jobs and production for over 60% and doubling the exports. Notably, 800 new jobs were created, and a new fashion school was established with a majority of female students. Thus, overall poverty rate and employment indicators were affected.

Business environment / e-regulations, establishment and investments:

UN Agencies supported the E-Regulations portal²⁷⁵ for supporting investors in the basic processes and procedures for establishment of a business in the country. The portal helps for mapping and simplification of business procedures. It has a step-by-step guide on business registration, taxpayer registration and investment procedures, and can be viewed in over 100 languages. 18 business procedures already work on the platform, 4 out of those procedures are suggested for simplification using e-Regulations system, in line with UNCTAD 10 principles to simplify administrative procedures. With these outputs in place, the project will contribute to: (1) facilitated investment operations for foreign and domestic investors, (2) reduced direct interaction with authorities, arbitration and corruption; and (3) having in place an up-and-running tool for the Government of Armenia to detect unnecessary or unlawful processes and simplify administrative procedures. The portal is widely promoted and has opportunity for feedback (report incorrect information and/or suggest simplification).

During the period January- December 2019, over 24,500-page views have been registered and 3,920 users have visited and used the portal; the visitors have been mainly from Armenia, USA, India, Russia, Iran and Switzerland.²⁷⁶ This intervention is among those which could additionally contribute to Armenia's increased competitiveness, increasing more successful rise of the start-ups.

UNIDO supported the introduction of concepts for Resource Efficiency and Cleaner Production and Technologies approaches for a healthier business environment. **Despite some preliminary outcomes, funded businesses and trained people, these did not develop into more embedded approaches by the authorities for the business environment. No further monitoring data on the operation of the few grantees is available.**

Support for evidence-based policymaking:

UNDP, in collaboration with donors, supported the implementation of the first-ever (after Independence) Agricultural Census in Armenia, which contributed to the accumulation of comprehensive data for evidence-based policymaking. Notably, this helped with the inventory of agricultural areas, permanent crops, farm register, agro-holdings and other clusters, which further helped to plan policies and interventions into the respective reforms and investments. **Nonetheless, the Census results are yet to be used for policymaking and interventions by the government, such as Land reform (planned to be launched), extension services, productivity improvement, etc.**

FAO supported the analysis and assessment of the Plant Protection sector, the current legislation and policy environment, and based on this the draft National Programme for Plant Protection and Integrated Pest Management together with relevant institutional capacity building. The measures for improving plant protection system are included in the "Strategy of the main directions ensuring economic development in agricultural sector of the RA for 2020-2030", approved by the Government in December 2019.

ILO undertook and supported the comprehensive macroeconomic analysis of the Armenian labour market, improvement of institutional capacity for labour market analysis and forecast, policymaking, M&E, and delivery of targeted services to the disadvantaged groups. The Country needs on skills governance have been identified, the National Report on Governance of Skills Development in Armenia has been developed, along with related capacity building and dialogue processes. Recommendations to the government on Youth employment policies were made. Furthermore, ILO has been contributing to the review of the Labour Code and supported the National Employment Strategy 2019-2023, which has been publicly discussed during the year 2019 and is currently in the finalisation phase.²⁷⁷ **In summary, ILO's basic contributions have been**

²⁷⁵ See the portal at: <https://armenia.eregulations.org/>

²⁷⁶ SPR, reporting period January- December 2019.

²⁷⁷ See the public discussion portal of the Ministry of Justice: <https://www.e-draft.am/projects/1860/justification>

notable, and now need a closer attention by the government, and probably, an advocacy by the UN System and Development Partners to follow-up and contribute to a more substantial level of outcomes.

UN Women supported the National Statistical Service of the Republic of Armenia (Armstat) to strengthen the availability of gender statistics in Armenia. This support has included capacity building to calculate and monitor the adjusted gender pay gap based on internationally recognized methodology. UN Women is advocating for the analysis to be done as part of the Labour Force Survey analysis (a strong source of data for the adjusted gender pay gap calculation). UN Women has also supported Armstat to pilot a national Time Use Survey which is an important source of information to understand men and women's utilization of time, and the implications on their economic participation. Finally, UN Women is supporting Armstat to conduct a gender assessment of the national statistical systems.

UN Women is supporting Ministry of Labor and Social Affairs of the Republic of Armenia and other respective national institutions to conduct Regulatory Impact Assessments (RIA) towards the possible ratification of the ILO Conventions: #183 (Maternity Protection); ILO Convention #156 (Workers with Family Responsibilities); and ILO Convention # 189 (Domestic Workers) in order to create a more supportive environment for women's participation in the formal labour market in line with the international labour standards outlined by the conventions. UN Women also independently conducted several studies examining the challenges faced by women in actively participating in the labour market both as entrepreneurs as well as employees. UN Women is supporting the Ministry of Labour and Social Affairs to develop a methodology for assessing hard, harmful and hazardous work for pregnant women and nursing mothers. The methodology enables employers, employees and the Government to identify potential risks to the health of the mother or the child and to provide a safer work environment for women during this period.

The summary of contributions to the UNDAF Outcome 1 indicators:

Improved policies: UN System made a considerable effort towards introduction and implementation of important policies needed for equitable economic development, including (i) the integrated portal E-Regulations for investors and start-ups that follows the business regulations simplification and regulatory integrity policy of the government, (ii) draft National Programme on Plant Protection, (iii) draft National Employment Strategy 2019-2022. Nonetheless, these policies are yet at different levels of finalization and implementation, and all of those will need further follow-up.

Increased competitiveness: while Armenia's GCI has notably increased and is now the 69th among 141 countries (making 1.4 positive shift from that of 2018), it is difficult to estimate and explain the contribution by the UN System. The main contributions have been the introduction of the E-Regulations platform (Enabling environment pillars 1 and 3) and, to a lesser extent, supporting the protection of labour rights and contributing to the public health (Human capital pillar 5) and markets (Product markets pillar 7). It would be reasonable for UNCT to further consolidate efforts for proper follow-up and monitoring and supporting the results of this intervention, and, possibly, lining it to its innovation interventions – Kolba, SDG Lab, Impact accelerator -but also working towards joining efforts with private sector representatives and funds.

Poverty rate and employment, per capita average rural income: UN System contributed to the poverty reduction and employment in rural areas, although insignificantly, nevertheless allowing the learning of important lessons on how to introduce better practices and technologies, how to consolidate the community actors, involve women and improve planning, which are all worth to replicate through supporting the government and, possibly, the private funds engaged in agricultural innovation and development.

Start-ups: UN System has surpassed the planned numbers through its support to launch approximately 540 new urban and agricultural start-ups and cooperatives.²⁷⁸ Meanwhile, the need to follow-up on the actions for greater sustainability of these start-ups has been highlighted.

It should be specifically noted that the normative aspect of the intervention-level and aggregated reporting by the UN System is to be improved. While the gender disaggregation among the beneficiaries of the projects has been relatively clear (e.g. around 40% of all farmers, start-ups and garment-makers have been women), the reporting misses (i) disaggregation of data and reporting for minority and vulnerable groups, (ii)

²⁷⁸ This included both rural agriculture and non-agriculture start-ups. For example, UN Agencies have supported 36 women to start-up businesses in 2019 and a further 93 have been supported so far in 2020. At least 30% of these are from poor and socially vulnerable groups.

reporting on the differentiated benefitting by these groups and (iii) groups left behind. For example, in the economic development interventions, no detailed and disaggregated data is presented regarding people with disabilities, migrants (including Syrian Armenians), youth, female-led families and other vulnerable groups.

Outcome 2: By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.

The indicators of the Outcome 2 and the relevant targets²⁷⁹ have been as follows:

- UN human rights treaty mechanisms' recommendations implemented; 2014-17 Human Rights Action Plan implemented by at least 70%; Second iteration HR Action Plan for 2017-2020 implemented by at least 80%;
- Corruption Perception Index rank 60-70/175 and score 43-48/100;
- World Bank Voice and Accountability Index – 60/100;
- 10 policies and policy implementation mechanisms established and aligned with international standards (in anti-corruption/OGP human rights, population development).

After the peaceful revolution of May 2018, Armenia has progressed notably towards the strengthening of democratic governance systems and integrity of the power branches and structures.

Armenia's recent Universal Periodic Report has been submitted to the OHCHR in February 2019 with the date of consideration on 23 January 2020. The report reveals significant work done to cover the gaps in legislation, procedures and practices to protect human rights in the country. This is well noticeable through the reported progress in ratification process of a number of protocols to the core human rights conventions (ICCPR, CRC, CSECR, CRPD), the CoE convention on preventing and combating the violence against women and domestic violence, further strengthening of the Human Rights Defender institute, adoption process of the new 2020-2022 Human Rights Action Plan, introduction of new platforms for improved participation of citizens and CSOs in the governance and decision-making, the commenced process of reforming the Electoral Code, the further strengthening of the right to peaceful assemblies, development and adoption of the 2019-2023 Strategy on Judicial and Legal reforms and followed public discussion on the amendments to the Judicial Code (one of the main points – the integrity of judges), adoption of the Anticorruption strategy 2019-2022 and selection of the Corruption Prevention Commission by the National Assembly, initiation and follow-up on hundreds of anticorruption cases, amendments to the Criminal Code to ensure the prevention, detection, punishment for and compensations to the victims of torture, adopting amendments to the law against trafficking for the victims to be entitled to a compensation and rehabilitation, legal changes regulating the quota for women in the parliament and municipalities that brought to an increase of women representatives to 24% and 19% respectively, as well as further legal work to ensure the protection of the rights of children without parental control and people with disabilities. Information on further improvements can be found in Armenia's UPR report submitted to OHCHR in December 2019.²⁸⁰

The Transparency International has improved significantly in 2019, scoring 42 (compared to 35 out of 100 in 2018 and 2017) reaching 77th position in 2019 compared to 105 in 2018 and 107 in 2017²⁸¹ (out of 198 analyzed countries and territories). While no recent values or estimates for 2019 are available for the World Bank Voice and Accountability indices scores, the progress, even in 2018, when the results of the positive changes in the country were not so visible, has been rather good to approach to the planned values of UNDAF indicators. For the WB Governance Indices, the percentile ranks have progressed significantly. For the Voice and Accountability Index, the percentile rank by mid-2018 has been 40.4,²⁸² a 26% increase as compared to the year 2017. Further notable shift is expected thanks to the democratic and fair parliamentary elections and the participatory decision-making and public discussion processes launched (public electronic platforms and

²⁷⁹ The UNDAF matrix is attached in the Annexes to the Evaluation report for more details on the baselines and targets not included here.

²⁸⁰ Armenia's third cycle UPR: <https://www.ohchr.org/EN/HRBodies/UPR/Pages/AMindex.aspx>

²⁸¹ Please, download the dataset on: <https://www.transparency.org/cpi2018>

²⁸² See the World Bank govdata360 page for Armenia: the results are gathered by the mid-year: https://govdata360.worldbank.org/indicators/hf1ddcado?country=ARM&indicator=382&viz=line_chart&years=1996,2018

hearing on Yerevan development and budgetary issues, participatory platforms for CSOs at the parliament during the hearings, open agency-by-agency discussion of the public budgets, etc). The “political stability and no violence index” score has grown to 30.48, a 41% increase since 2017; the “control of corruption index” – 42.79, a 31% increase since 2017.

The ET has noted the visible and viable contribution to these achievements and, more importantly, to the changes expected to be reported on through 2020, by the UNCT. For some developments, the UNCT contributions have been direct and significant (anticorruption, participatory governance, HR Action Plan, HR Defender strengthening, torture prevention, GBV prevention, Child rights, equality).

The main contributions by the UN system at systemic, institutional and individual levels are explained below (i) at the aggregated outputs’ level, (ii) with followed analysis on the assumptions and (iii) the level of contribution to the intermediate outcomes and final UNDAF Outcome and its indicators.

Human Rights protection policy:

In the framework of the “Promotion and protection of Human Rights” project (complementary action to the EU Budget Support for Human Rights from the Annual Action Programme 2014) UNDP has made an assessment of the Human Rights Action Plans for 2014-2016 and 2017-2019 and provided a set of recommendations on both the improvement of the planning system, including M&E framework, and the main reforms therein. The support was channeled through deployment of international expertise and participatory work with the CSOs. **These outputs were successfully used by the Government:** with the UNDP support, the Ministry of Justice has launched a wider participatory policymaking process in March 2019²⁸³ and **on 26 December 2019, the new HRAP 2020-2022 was adopted.** Before the adoption, the National Assembly organized a hearing on the draft on “the National Strategy of Protection of Human Rights and Action Plan for 2020-2022 stemming from it”. Taking into account the progress Armenia made towards the recognition, appreciation and implementation of the recommendations of the core Human Rights conventions and covenants’ bodies and the active participation of the CSOs in the policymaking process in the last 1.5 years, it can be expected that the vast majority of these recommendations have been reflected in the new HRAP 2020. It would also be reasonable for UNCT to follow-up on this and support the power branches, the HR Defender and the CSOs to review and compile a consolidated annual reports on this new HRAP 2020-2022, including the assessment of the recommendations of the convention and covenant bodies for the core Human Rights and Labour Rights.

Improved governance systems; democratic institutions and processes:

Public administration reform:

UN Agencies did not have specific initiatives related to the reform of public administration. Still, UNDP through the project Gender Equality in Public Administration in Armenia (GEPAA project), has been providing comprehensive support to the Civil Service Commission in the development of competency framework of human resource management. This support resulted in the essential tool for fair, transparent and merit-based recruitment.

Open Governance:

UNDP’s supported the important process of Open Government Partnership with application of innovative approaches, SDG Accelerator Labs,²⁸⁴ that bring together the countries’ authorities and decision-makers, development partners, civil society and researchers. In 2017, the Government sought the support of UNDP Armenia and its Kolba Innovations Lab in its first attempt of internal “crowdsourcing” among public servants. Cluster idea competitions among bureaucrats helped, producing 27 “out-of-box” signature solutions of citizen engagement modalities in the public sector, including justice, education, and health. In the main, these are ideas on improvement of the public services in the mentioned areas of which 6 ideas were accepted and implemented by the authorities. In addition, the Open Government Partnership (OGP) Action Plans design for 2016-2018 and 2018-2020 were supported through a highly participatory crowdsourcing process.

²⁸³ Please, see the announcement by MoJ <http://justice.am/announcements/view/article/351>

²⁸⁴ See the general description of SDG Labs at: <https://acceleratorlabs.undp.org/>

The purposes, the main features, the results and the current initiatives within the SDG accelerator lab in Armenia are explained well on the UNDP's SDG Innovations Lab web.²⁸⁵ Currently, it is difficult to estimate the specific outcomes, as those have not been reported on in a consolidated way. Meanwhile, the ET believes, these initiatives are aimed at far looking changes in the governance, Government, citizens' interaction and the future quality of the public services, and that all the currently deployed tools (Kolba, ImpactAIM, Climate Change accelerator) worth to be further monitored, assessed and reported on more systemically.

Promotion of open data infrastructure:

UNDP has been engaged in the use of Open Data for Development. This involved the mapping of all state data resources open to the public. The team also organised and held the country's first Open Data Hackathon – a two-day event that saw Armenia's growing array of IT specialists focus their energies on creating useful services and products out of government-owned data. The winning teams, providing information of electricity prices and the spread of diseases, were incubated by UNDP's Kolba Lab. Additionally, in partnership with the Union of IT Enterprises (UITE), UNDP has designed an artificial intelligence tool for the Government to analyze the bulk of information in the DataLex case law system. The suggested algorithm can analyze a huge bulk of information to identify repeating patterns and to suggest predictive analysis for similar cases in the criminal law. Additionally, the project has added a data visualization tool to enable a more user-friendly data resource.

Electoral support:

UNDP's Electoral Support has had a notable contribution to the organization and quality of the recent electoral cycles – the 2017 parliamentary elections, May 2017 and October 2018 Yerevan municipal elections, and December 2018 parliamentary elections. For the first time in Armenia's electoral history, innovative technology for voter authentication was introduced through an electronic platform and counters at the ballot stations. The key aspects addressed were the trustworthiness of the voter information (ID, fingertips, single registration database) and voters' lists, thus, providing grounds for excluding possibilities for double or multiple voting. On April 3, 2017, the ODIHR Election Observation Mission (EOM) issued a statement on preliminary findings and conclusions which was followed by statements from the US and UK Embassies and the EU Spokesperson, all agreeing that the elections were administered well, and the technical novelties served the purpose.

Within this line of intervention, a Voter Education Strategy was developed. To increase voter awareness, an intensive and wide-scale campaign has been launched for all the election rounds. Activities for the development of capacities of the Central and Territorial Electoral Commissions and of the operators of Voter Authentication Devices has been successfully implemented; this technical support is still on-going.

The main intermediate outcomes of this intervention have been the systemic capacity of the CEC and LECs to run and administer the voter identification system, take control of the possible double or multiple voting cases, as well as the identification of gaps in the election management system. ***The direct contribution to the UNDAF Outcome 2 has been the increased trust and followed higher polling rates in the recent elections for Yerevan Major and the National Assembly.*** This is also well seen in the steady increase in the WB governance indicators by 2018.

Women participation:

The work of UNDP (supported by UN Women) in the regions and communities of Armenia resulted in significant improvements on the level of participation of women in the community life and local decision-making processes. In 20 communities across four regions of Armenia, 36 female candidates ran for local office and 20 were elected, out of which 25 and 17 respectively – the beneficiaries of UNDP. Women representation in the local governance bodies reached 10.5% in 2018. This may have a further positive impact on the better involvement and participation of women in the social and economic life, but also on the correct perception of the gender equality concept in the regions. The intervention has also been very productive towards establishing youth networks and making them active through institutionalized schemes, such as SMS polling and youth clubs.

²⁸⁵ <https://www.am.undp.org/content/armenia/en/home/projects/armenia-national-sdg-innovation-lab.html>

UNFPA has been cooperating with the RA Ministry of Defense on implementing activities for the protection of women's rights and ensuring equal opportunities for women in the armed forces. This partnership produced results and changes that were institutionalized. In particular, a female peacekeeping subdivision was established in the RA MoD peacekeeping unit in order to recruit women to Armenian peacekeeping teams for missions implemented under the UN and NATO auspices. An indirect outcome of the implemented actions is the establishment of the department for working with servicewomen in the General Staff of the Armed Forces. It remains crucial to ensure the continuity of implemented programs to reach the set targets; this will further ensure the sustainability of outcomes achieved on different levels.

Protection of Human Rights (incl. Child Rights and the Rights of People with Disabilities), elimination of gender-based and domestic violence:

UNDP, jointly with UNICEF and UNFPA, has further contributed to the reforms aimed at torture prevention, prevention of gender-based and domestic violence, and protection of the rights of persons (and children) with disabilities, in the framework of the complementary assistance to the EU Budget Support programme for Human Rights. The main outputs in these regards have been: i) expertise on the best practices and recommendations for amendments to the relevant legislation for introduction of video and audio recording of the police interviews in 1-0 pilot police stations as the first phase; ii) legal analysis and a draft new Law on the Rights of Persons with Disabilities – compliant with the requirements of the Convention on the Rights of Persons with Disabilities,²⁸⁶ new gender-responsive Individual Service Delivery Plans, and a Roadmap on transition from one system of disability assessment to the other including the financial projections; iii) a child-focused public expenditure analysis, cost-benefit analyses of an alternative preschool education model, child-focused programme-budgets in four ministries; increased capacities for child rights monitoring, a concept and recommendations on introduction of child-friendly complaint mechanism at the Human Rights Defender's Office (HRDO), 120 judges and prosecutors trained and certified on child rights; iv) recommendations package for 2019-2023 Strategy and Action Plan for Implementation of Gender Policy in the Republic Armenia,²⁸⁷ the gender aspect of the labour market has been reviewed and recommendation was submitted for adapting the state employment programmes and v) elders' situation has been studied and geriatrics training and capacity building performed for the health and social support personnel.

Legal drafting work:

UNDP, in coup with other agencies, has been making contributions – draft amendments and recommendations for the Electoral Code (adopted), Law on Political Parties, Law on Social Assistance and Law on Local Self-governance for gender-sensitive approaches, charters, participatory schemes (all the latter in process). The draft Law on Equality is currently being on a high agenda and the discussions with the government, parliament and CSOs are efficiently led by the UNCT.

The stemming outcomes have been accomplished to varying levels. The requirement for audio and video surveillance for the police stations and buildings where any interrogations take place has been adopted through amending the Law on Police in December 2019,²⁸⁸ according to which all premises of the Police will be equipped with audio-video recording for entrances and exits, as well as audio-visual recordings of interview/interrogation rooms in a three-years' time from the adoption of the amendment. About 400 000 USD has been allocated from the state budget for the purpose of technical expertise and equipping the stations and buildings.

The draft law on the "Rights of Persons with Disabilities"²⁸⁹ has been developed and put into circulation in accordance with the established procedures.²⁹⁰ According to the draft resolution the state guarantees creation of equal conditions and opportunities for people with disabilities for their equal inclusion in the community. The adoption of the law will provide the necessary legal basis for the implementation of the rights of persons with disabilities in all spheres and will ensure their equal participation in public life. The draft law on the Assessment of Personality Functioning has been developed and put into circulation in accordance

²⁸⁶ This is a new rights-based model of disability assessment based on ICF (International Classification of Functioning, Disability and Health).

²⁸⁷ See the public discussion on MoJ portal: <https://www.e-draft.am/projects/1712/about>

²⁸⁸ The history of the legal amendment: http://www.parliament.am/draft_history.php?id=11186&lang=arm

²⁸⁹ The history of the legal act: http://www.parliament.am/draft_history.php?id=8841&lang=arm

²⁹⁰ <https://www.e-draft.am/projects/1082/about>

with the established procedures in order to introduce a new model based on the human rights approach of the assessments of disability. The aim of the draft law is to shift from the social-medical model of examination to the model of assessing a person's functional capacity. It will provide an opportunity to make a comprehensive assessment of person's needs and determine each person's individual services package by considering disability in the context of a person's health problems, abilities and environmental factors.

The interventions for child rights protection resulted in more visible outcomes: 80 children aged 3-6 in Tumanyan consolidated community benefited from this model; HRDO undertook a number of monitoring visits, reaching out to more than 500 children, including the most vulnerable children in institutions. This further helped the HRDO to establish a Child Rights Protection Unit. A child-friendly version of HRDO website was launched and materials were developed. HRDO published 3 ad hoc reports on the rights of children. Further, Armenia joined two important international initiatives to end child abuse – WePROTECT Global Alliance Against Online Child Sexual Exploitation and Abuse, and the Global Partnership to End Violence Against Children. The process of developing a further policy to address the violence against children has been ongoing for already over two years.

No visible contributions have been reported on the elders' rights and care policies and capacities so far.

Enhancements of the capacities, oversight, openness, transparency and responsiveness of the parliament:

The “Modern Parliament for Modern Armenia” (MAP) project was initiated by UNDP in 2019. As a result of the transition from presidential to a parliamentary system of governance, the National Assembly has taken up an increased scope of responsibilities and functions, and has an enhanced role in policymaking, legislative, representative and oversight functions. While the Parliament is gradually taking up its new responsibilities and functions, challenges remain in terms of the Parliament's effectiveness in exercising its extended policymaking, legislative, representation and oversight functions. The project is supported within the multi-basket fund by UK GGF, Swedish MFA and International Development Agency and implemented in collaboration with responsible partners: Westminster Foundation for Democracy, International Center for Human Development (ICHHD) and OxYGen. Being launched in the last quarter of 2019, the project by December 2019 conducted a comprehensive screening and needs assessment of the institutional capacities and provided recommendations for targeted parliamentary capacity strengthening interventions. Also, ICHHD and OxYGen implemented capacity development activities for Members of the Parliament and its staff, events within the gender equality platform between the parliament and civil society, as well as a number of policy briefs for the parliament.

The summary of contributions to the UNDAF Outcome 2 indicators:

Human Rights Action Plan: UN System brought a considerable contribution to the consecutive HR Action Plans of 2014-2016, 2017-2019 and 2020-2022. Evidently, the first HRAP failed to be implemented to a sufficient degree as had been reflected by the Development Partners and CSOs. However, both the level of compliance to the UN HR mechanisms and observations, as well as the discipline of the implementation increased in the second HRAP and are expected to be more substantial for the third HRAP thanks to the UN System contribution through analysis and recommendations on the key observations of the convention bodies and on a more accomplished M&E system.

Corruption perception index and WB governance indices: Much of the work of the UN System in Armenia has been a direct contribution to these aspects. Even before UNDAF 2016-20, the UNCT has contributed to the reform of the policies and regulatory frameworks for anti-corruption and for the integrity of the civil service. During 2016-2020, UNCT has notably contributed by the improvement of the policies and regulatory frameworks, as well as the institutional capacities for the protection of the rights of people deprived of liberty, children in the difficult situation and deprived of parental control, the policies and strategies for prevention of violence against women and girls, and by prevention and rehabilitation mechanisms. Finally, UNCT has brought efforts for a cornerstone reform of the system of disability identification.

Policies and policy implementation mechanisms; open governance: UN System contributed to the realization of open governance through the SDG Accelerator Lab and the deployed tools for public-private and government-citizen discussions and solutions. Meanwhile, as it is seen from the above analysis, the number of policies, policy mechanisms, legal acts contributed by the UNCT has been almost to the target (8 vs 10); nevertheless, a more important aspect of this achievement is that the quality and substantiality of the

contributions have been a driving factor for the continued reforms in a priority areas that were maintained also after the peaceful revolution in 2018.

Outcome 3: By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence.

The indicators of the Outcome 3 and the relevant targets²⁹¹ have been as follows:

- 6) 5 new or improved laws, policies, action plans adopted to reduce gender inequality, gender-based violence and promote women empowerment and 50% of outputs/targets in the strategies/policies achieved;
- 7) Decision making positions occupied by women at national and local levels increased – legislative 14, judicial 30, executive 18, community heads 3, council members 15;
- 8) An improved, operational system for legal protection of victims of domestic violence is available;
- 9) Global Gender Gap – total score of 0.666;
- 10) Sex ratio at birth – 110.

The first indicator has been surpassed with 9 legal acts and action plans considered by and adopted (over 50%) and launched by the authorities.

The second indicators have also been surpassed for central authorities while lagging behind in the regions: according to the Armstat report on “Women and Men in Armenia” 2017 and 2019, the women representation has been: in legislative 32; in judicial 63, in the executive management 11, among community heads 8 (vs 16 planned) and council members 13% (vs 14% planned). A full system of legal protection of victims of domestic violence has been put in place and is fully operational.

The Global Gender Gap score and its constituents have been steadily increasing and by 2019 made: total score – 0.684, economic participation – 0.673, political empowerment - 0.118 and health and survival – 0.948. Thus, the targets were surpassed already by 2019 in all, notably, for the economic and political dimensions and less for health and survival, which relevantly indicates the need for improvements in the healthcare sector and specific health and nutrition services for women. The target for the sex ratio of 110 at birth is not reached; nevertheless, there is a positive trend as per the CIA World factbook (111/100);²⁹² also evidenced by a slightly higher ratio of 1.113 by the World Bank.²⁹³

The ET finds that the above trends and results have been significantly contributed by the UN System in an efficient cooperation with the Development Partners and CSOs.

The main contributions by the UN system at systemic, institutional and individual levels are explained below (i) at the aggregated outputs’ level, (ii) with followed analysis on the assumptions and (iii) the level of contribution to the intermediate outcomes and final UNDAF Outcome and its indicators.

Women empowerment and protection of rights of women and girls:

Apart from the UNDP’s intervention for gender equality and women empowerment, which notably increased the role and participation of women and youth in territorial and local administration and economy, the lead role for this Outcome has been taken by UNFPA. The core accomplishments of UNFPA have been the following.

Since 2017 UNFPA has been following the process of recognition of the developmental, demographic and social losses due to gender segregation processes in the Armenian society, which had been embedded into the social life since early independence days. These were the repressive attitudes towards the active involvement of women in public, social and economic life, the sex-selective abortions, as well as lack of voicing on the gender-based violence (GBV) and advocacy for protection of women and girls’ rights. The UN support came right in time, when the Government had to report on outstanding issues and observations by CEDAW,

²⁹¹ The UNDAF matrix is attached in the Annexes to the Evaluation report for more details on the baselines and targets not included here.

²⁹² See the countries listed as per December 2019: <https://www.cia.gov/library/publications/the-world-factbook/fields/351.html>

²⁹³ <https://data.worldbank.org/indicator/SP.POP.BRTH.MF?locations=AM>

the international rights protection organizations, but also issues posed by the local civil society organizations and human rights defenders.

In 2017, studies, analysis, information campaigns and legal advice were performed to combat the GBV in the country to shape and support the new draft Law on Prevention of Domestic Violence. Much efforts were put into the multi-sectoral coordination between health, social, law enforcement and judicial authorities, with involvement of the specialized CSOs, thus, an intense capacity building took place for the local actors and decision-makers to be prepared for launching the regulatory changes. Wider public awareness was built through both media campaigns and intensive FAQs on the DV/GBV, the consequences and prevention.

Thanks to these accomplishments and important outputs, the draft “Law on Prevention of Violence within the Family, Protection of Victims of Violence within the Family and Restoration of Peace in the Family” has been put into circulation and by the end of 2017 undergone a long and wide-scale public debate and discussions. Substance wise, this new draft had been a notable positive shift from the initial draft in the beginning of 2017 in that it: (i) foresaw that the interests of a child should serve as a priority; (ii) provided for stalking and economic violence as forms of domestic violence; (iii) provided for a status of a person allegedly subjected to violence, which enables protection at earlier stages of legal proceedings; (iv) enabled issuance of protection orders and emphasized that those shall not preclude initiation and investigation of a criminal case. In addition, amendments to the Administrative Code were envisioned to support the draft, providing for fines for the perpetrators and actors in charge of oversight and initiation, who fail to do so. Importantly, the Law included protection of the rights of persons with disabilities and guaranteed necessary services to them upon the initiation of the cases.

The Law was adopted by the National Assembly in January 2018.²⁹⁴ Further to this adoption, UNFPA undertook a technical assistance to the Ministry of Labour and Social Affairs (MoLSA - in charge of the Law and regulations) and the Police, and supported them to develop the secondary legislation providing for a full scale of mechanisms of working the main Law, such as: the decree on “Establishing the Procedure for Oversight of Performance of Urgent/Immediate Intervention and Protective Orders” (coordinated by Police - adopted); the decree “On Determining the Immediate Risk Assessment Criteria” (coordinated by Police - adopted); the draft government decree on approval of centralized registration procedures for cases of violence within family (MoLSA - pending), the government decree on approval of disposal procedures of a temporary support account for victims of violence within family (MoLSA - pending), the government decree on approval of procedures and functions of Violence within Family Prevention Council (MoLSA - adopted), decision of the Minister of Labour and Social Affairs on procedures for arrangement and implementation of conciliation between the victims of violence within family and the perpetrator (MoLSA - pending), decision of the RA Minister of Labour and Social Affairs on approval of rehabilitation program for individuals committed violence within family (MoLSA - pending). In addition, a draft referral mechanism was developed.

The rest of outputs and intermediate outcomes were the capacity building of HRDO staff on gender equality and GBV issues through series of trainings in partnership with the Coalition to stop violence against women, training of over 400 police officers on the new regulations, and training and information sessions for other officials and civil society representatives.

Public behaviour and eliminating repressive attitudes:

UNFPA, through its “Global Program to Prevent Son Preference and the Undervaluing of Girls (2017-2019)”, undertook comprehensive studies on Gender-Based Sex Selection, which then served for professional, administrative and public awareness building at respectively health/social personnel, officials of different power branches, research institutions, NGOs. The capacity of the latter to initiate and manage GBV prevention projects was enhanced. Technical assistance was provided to the State Action Plan to prevent GBSS for 2018-2022. The Action Plan on “Ensuring Women’s Protection and Equal Opportunities in Defense Sector” was developed in cooperation with the Ministry of Defense.

The summary of contributions to the UNDAF Outcome 3 indicators:

²⁹⁴ See the legal database of MoJ: <https://www.arlis.am/DocumentView.aspx?docID=118672>

Improved legal and policy documents: Uof policyrt has directly contributed to reaching the target for the indicator.

Women in decision-making: UNDP's and UNFPA's efforts (mostly – independent of each-other) significantly contributed to the increased representation of women on decision-making posts in various branches of power, because, the environment for that was also conducive: the internal civil society advocacy in coup with the Development partner's advocacy made the government move towards restoration of women participation and rights protection, once in the past - quite advanced in Armenia and many of the post-soviet countries.

The new Law on DV/GBV adopted in January 2018 paved the way for a developed system for legal protection of victims of DV/GBV. The most criticizing NGOs point to only one major issue, pending the ratification of the Istanbul Convention – the maintenance of observance over the “to be” perpetrator, even if there is no conviction and fines. CSOs voice that this amendment would make further risks minimized in the cases when the victims were persuaded to go for a reconciliation.

It is difficult to estimate to what extent the undertaken awareness and knowledge building, information dissemination helped to decrease the gender gap and male/female sex ration at birth. Nevertheless, it is evident that the efforts by the UN team have been one of the few drivers for these changes.

Outcome 4: By 2020, migration, border, and asylum management systems are strengthened to promote and protect the rights of migrants and displaced people, especially women and girls.

The indicators of the Outcome 4 and the relevant targets²⁹⁵ have been as follows:

- 1) 4 legislative amendments serving improved migration and asylum laws that are in line with international and regional standards;
- 2) Availability of quality mechanisms to secure effective referral to available services; Availability of an Integration strategy and action plan;
- 3) 10 000 displaced persons receiving refugee status, other forms of residence status and/or get naturalized;
- 4) Presence of an integrated and modernized border management system at 3 Border Crossing Points, in line with international IBM standards; Comprehensive and streamlined Counter-trafficking Assessment Tool is available.

The migration, border and asylum management is considered to be at very high priority in the country. In addition to the great inflow of Syrian displaced persons (mostly Syrian Armenians – over 22 000 during 2015-2019), Armenia has been a destination for refugees also from other countries in the region and South and South-East Asia. The high agenda is also based on the continuing migration from Armenia, the returning migrants and the obvious need to further develop the internally well-coordinated system of receiving bigger flows of migrants, as well as lack of sufficient capacities and resources for viable integration systems.

While the country has developed dozens of regulatory documents and some policies (exceeding the above indicator) it has yet made moderate progress towards resolving the said needs. Similarly, despite significantly improved institutional capacities, including border management infrastructure, procedures and practices for efficient referral mechanisms still need to be further developed.

The ET finds that the UN System has performed a considerable work and contributed to the maximum possible extent to the developing policy, regulatory and institutional environment of the country.

The main contributions by the UN system at systemic, institutional and individual levels are explained below (i) at the aggregated outputs' level, (ii) with followed analysis on the assumptions and (iii) the level of contribution to the intermediate outcomes and final UNDAF Outcome and its indicators.

Legal-regulatory reforms and institutional capacity; CSOs:

UNHCR has intensively supported the Government to bring legal and regulatory framework on asylum-seekers, refugees, and stateless persons in accordance with the international standards. While doing so, UNHCR has provided reviews, comments and recommendations on the Law on Refugees and Asylum, Law

²⁹⁵ The UNDAF matrix is attached in the Annexes to the Evaluation report for more details on the baselines and targets not included here.

on Citizenship, draft Law on Foreigners, Criminal Code, the Law on Advocacy (Attorneyship), the Law on Holding Arrestees and Detainees and the Penitentiary Code, the Government decrees on (i) The procedure for the provision of financial assistance to asylum-seekers not accommodated in the Reception Centre, (ii) Approving the Procedure for Provision of Financial Assistance to the Asylum Seekers, who Cannot Afford the Basic Subsistence Needs, in Case of Impossibility of Placing Them in the Temporary Reception Centre, (iii) Establishing the procedure for receiving and referring asylum requests by the Border Guard Troops, the Police and detention facilities, (iv) Establishing the Procedure for the Border Guard Troops of the National Security Service, Police of the Republic of Armenia and the Administration of Detention Facilities to Receive an Asylum Request and Pass It to the Authorized Body, (v) Appointing representatives for unaccompanied and separated children and applicants unable to appreciate the nature of asylum procedures, (vi) the procedure for issuing ID cards and biometric MRCTDs to refugees was adopted in 2016 and is in effect as of 30 April 2017, etc.

While the majority of the UNHCR reviews and recommendations were taken into account (and, hence, intermediate outcomes achieved), unfortunately, the recommendations by the Working Group on Protection Sensitive Entry Systems (involving representatives of the Border Guard Troops, MS, UNHCR and its NGO partner engaged in border monitoring) were not fully reflected in the above government decree on the referrals to the “Authorised Body” (i.e. the Migration Agency) by the law enforcement and detention authorities. UNHCR has warned that the remaining uncertainties in the wording of the decree, as adopted, created a risk that potential asylum-seekers may not be properly identified and referred, which could result in refoulement, and, which has happened in some cases since then. This evidently points to the need to strengthen the referral mechanism among different state actors (which was also implied by the MS during the ET’s field mission).

IOM has also supported the institutional capacities of the said actors and authorities in the migration and asylum area. While the agency made an effort to contribute to the coordination and cooperation platform of state agencies to respond to the human rights issues during emergencies and possible massive flow of migrants in crisis situations, the progress in achieving a sufficient coordination and referral system has been slow.

UNHCR has built the capacities of partnering CSOs and awareness among all groups – state agencies, CSOs, population and the persons of concern (asylum seekers, refugees, persons in refugee-like situations). A specific capacity building cluster was devoted to the judiciary and legal aid system.

IOM has further built the capacity of the relevant government agencies in humanitarian border management, information management in migration crises situations, coordination skills (tested in the simulation exercise). A curriculum for the Border Guards was prepared. Armstat was supported to develop methodology, data collection tools for the migration section of the annual Integrated Living Conditions Survey, as well as in the development of the National SDG Reporting Platform jointly with UNFPA.

A draft of the Action Plan developed by the Ministry for Management of Migration Flows Induced by Disaster or Military Action was contributed to.

Supporting returnees, migrants, refugees and asylum seekers:

According to UNHCR data, a total of 1400 persons (voluntary returnees) were provided counselling, transportation, reintegration assistance, including referrals for healthcare, educational facilities and support in establishing business. 3965 migrants and members of their families were outreached, received HIV/AIDS, TB, Hepatitis B, C counselling and testing services.

During 2016-2018, 46 beneficiaries received low-interest loans issued to SME start-ups through VTB Bank (UNHCR deposit of USD 350,000 for 4 years revolving credit fund). There have been additional programming funds for USD 150,000 for training, and 400 people were trained to get a job. 175 young refugees received internships, TVET and counselling.

The pre-departure orientation system for migrants was supported by IOM in cooperation with the State Employment Agency. ILO and UNHCR have assisted the State Employment Agency to establish and run an online skill-matching database for migrant and refugee job seekers and employers.

In 2016, UNICEF, jointly with UNHCR, provided an assessment of child protection issues among refugees, asylum-seekers and persons displaced by the conflict in Syria seeking protection in Armenia. UNICEF

partnered with the Centre of Applied Psychology of Yerevan State University to institutionalize the psychosocial response to refugee, asylum-seeking and displaced children in Armenia and a team of psychologists was established within the centre to provide professional outreach which resulted in substantial support to 307 children and their parents from Syria, Iraq, Iran, Ukraine and Nagorno Karabakh.

Monitoring of referral procedures and access to services:

A systematic border monitoring and regular visits to the detention facilities were conducted by UNHCR directly and through the partners. A specific Refugee Law Training of over 450 staff of border guards of the National Security Service was organized. The trainings were conducted in cooperation with Migration Service and partners. Asylum-seekers brochures were updated, published and disseminated in five languages. In cooperation with the Human Rights Defender Office, the posters informing on the right to seek asylum were placed in all border crossing points except the Iranian border.

Integrated and modernized border management system:

In the framework of the EU-UN cooperation (including also through the EU Budget Support programmes), all the three northern Border-crossing points were restructured and brought to a technical compliance with the international standards. Moreover, the internal coordination systems with the law enforcement and related state agencies have been improved and now allows a real time joint information management with systemic inputs and outputs. The only Southern BCP is being finalized soon.

The capacities of state agencies, as well as inter-agency and international cooperation have been enhanced by IOM together with Frontex under the Eastern Partnership Integrated Border Management Flagship Initiative.

The summary of contributions to the UNDAF Outcome 4 indicators:

Policy, legal-regulatory and institutional reforms:

The UNCT in Armenia has surpassed the target for the number of the policy and legal documents.

Despite the existing gaps in coordination and referral mechanisms and related legal institutional issues, the institutional capacities of the relevant government structures to respond to migration crises have been strengthened and the previously rather weak inter-agency cooperation has notably improved. This is also the case with the institutional capacities of the key national stakeholders in combating human trafficking and a more efficient handling of labour migration. The evidence base for further policymaking has been also enhanced through the development of the capacities of ArmSstat in migration data collection and exchange.

The ET observes that the UNHCR's work towards the improvement of the legal framework regarding displacement and asylum has had a cumulative effect through the years. At some point in time, the critical mass of understanding of the issues by the relevant authorities will allow a positive shift in core parts of the legal framework. In this regard, the upcoming review of the overall migration policy to be finalized by the Migration Service can be a good opportunity to embed the legal reforms and pave a basis for further monitoring over legal improvements.

Referral mechanism and strategy of integration:

Not yet achieved in full, nevertheless, UNHCR, IOM, UNICEF joint efforts resulted in a significant shift in the level of cooperation between the state agencies. The Integration Strategy is a well-recognized gap and a need for which there is already some baseline understanding and emerging conditions.

Referral Guide for Reintegration of Returnees, developed and updated every two year by UN, serves as a referral mechanism for all state and non-state agencies, international partners, involved in reintegration of returnees.

Supported refugees and displaced persons:

The target was surpassed thanks to the UNCT support and cooperation with authorities and CSOs.

Integrated Border Management:

Thanks to UN and EU support, Armenia is very near to finalizing a full-scale Integrated Border Management system. Together with the expected improvements in ID security and coordination/referral mechanisms for displaced persons and refugees, it will technically allow a full-scale handling of the flows of persons of concern, as well as their needs.

Outcome 5: By 2020, vulnerable groups have improved access to basic education and social protection services and participate in their communities.

The indicators of the Outcome 5 and the relevant targets²⁹⁶ have been as follows:

- 1) 90 schools delivering quality life-skills education, adequately trained teachers and sufficient financial resources;
- 2) 40% of children with disabilities using rehabilitation services;
- 3) 10% of children with disabilities not attending school;
- 4) 85% of primary-grade schools covered under the national school feeding programme;
- 5) A Government mechanism to identify needs and services of vulnerable adolescents and young people;
- 6) 6000 children with special education needs enrolled in inclusive schools;
- 7) 85% of extremely poor families reached by family benefits;
- 8) A data collection and monitoring system to track access to social protection services for vulnerable groups.

Armenian primary education system has inherited some features of “life-skills” since the soviet times, mostly the skills aimed towards arts and crafts. Nevertheless, the main bulk of skills were still missing and since the late 1990s and early 2000s, this cluster has been introduced in the primary schools with the support of UNICEF and other development partners, through the specific course on “Me and the surrounding world”. Last time, life skills education was assessed by UNICEF back in 2001 and the results were mostly positive. Along with the said specific course, the children are also taught basic skills in arts, crafts, budgeting, but, importantly, on how to self-evaluate and interact with each other in groups.

While there is no recent statistics on the school attendance or inclusive school attendance by the children with disabilities or those with special educational needs, overall, the pace of reforms towards inclusive schools has been satisfactory. In December 2014, the Law on Education was amended and foresaw that by 2025 the education system of Armenia would transition to a generally inclusive educational system.²⁹⁷ With this purpose, a system of three-level pedagogical-psychological assistance to the children and their families at school level, region level and republican level was established to support education attainment for all.

The latter implied that the former “special” educational institutions²⁹⁸ would be transferred to a centre for such specialised services. A new position of a teacher assistant was introduced in schools to support teachers in their efforts to meet the special educational needs of learners. Teacher assistant also has a key role in the school-level pedagogical and psychological assistance (government decision on 16 February 2017 for improved funding for the children’s needs).

The reform transformed the country towards universal inclusive education and, according to the timeline, by August 2025, all schools will be capacitated to admit children regardless of their special educational needs, along with the transformation of the special schools into psychological-pedagogical resource centres.

The assessment conducted by UNICEF highlights the gaps in the policies, practices and the diverging attitudes of the population: “(i) yet, children from vulnerable groups are exposed to stigma and discrimination, and are often segregated; (ii) these children do not appear in the national statistics; (iii) while the gross enrolment rates have been around 90%, the upper secondary enrolment has been 74% and the main factors of dropping out have been disability, extreme poverty, child labour, ethnicity and refugee status. Children with

²⁹⁶ The UNDAF matrix is attached in the Annexes to the Evaluation report for more details on the baselines and targets not included here.

²⁹⁷ See the respective page of the Ministry of Education, Science, Culture and Sport: <http://edu.am/index.php/am/about/view/107> (Armenian).

²⁹⁸ Based on the RA Law on General Education and taking into account the fact that the number of special schools reorganized by the Regional Pedagogical-Psychological Support Center in regions of the RA is different.

disabilities, particularly girls and boys with psycho-social disabilities, continue to face barriers in accessing education and social services due to prevailing beliefs that a child with intellectual disabilities should live and be educated in residential institutions.”²⁹⁹ This was also evidenced by the evaluation of the UNICEF project “Toward Social Inclusion of Vulnerable Children: Expanding Alternative Care, Family Support and Inclusive Education Services as part of Child Care Reform” in Lori and Syunik regions (Final evaluation in 2017).

As for the accessibility of the social services to the most vulnerable groups; the Armstat reports that only 55.6% of the extreme poor families were reached by family benefits.³⁰⁰ While the Ministry of Labour and Social Affairs has established a M&E functionality,³⁰¹ no systemic and regular reports are available yet and no consolidated data, e.g. for the above-said access to services, can be found.

The main contributions by the UN system at systemic, institutional and individual levels are explained below (i) at the aggregated outputs’ level, (ii) with followed analysis on the assumptions and (iii) the level of contribution to the intermediate outcomes and final UNDAF Outcome and its indicators.

Early childhood education (ECD):

UNICEF has undertaken 4 key studies on i) Education Budget analysis; ii) Cost-benefit analysis of alternative pre-school education in consolidated municipalities; iii) Cost-benefit analysis of the alternatives to the day-care and special schools in Lori region; iv) Social protection and child protection budget analysis; v) Analysis and assessment of public expenditure for Children.

Based on these studies, UNICEF proposed to introduce a new concept of cost-effective ECD model. The model was costed and recommendations on replication were presented to the government. It was also tested in the Tumanyan community of Lori region. Yet, this approach has been reflected in the 2017-2022 Government Programme as an alternative form of preschool education. The draft Law on Pre-school education was put forward for public discussion in 2017.³⁰² The second edition of this draft has been placed on the public discussions’ portal in March 2019, however, is still at the stage of finalisation.³⁰³

Reportedly, the government has adopted the model and has already budgeted some funds to introduce the model in 33 communities, in the main, the outcomes are yet pending. The importance of a more effective pre-school education is highlighted by the fact that 171 000 children are out of the ECD as reported by UNICEF.³⁰⁴

Educational Management Information System (EMIS):

UNICEF has made it possible to expand the School Management Information System (SMIS) into Education Management Information Service run by the National Centre of Education Technologies (an agency responsible for also IT solutions in education) of the Ministry of Education.

An electronic early warning module allowed for a more detailed and real-time data collection on participation and absenteeism at ECD, Secondary education and for children with disabilities. It also has analytic tools to identify the reasons and communication tools to coordinate the efforts to tackle the cases by the related state agencies who all have access to the system. The Centre for Education Technologies has a lead role and reported that the system is ready to be deployed soon, thus, the outcomes at the institutional level are achieved.

Inclusive education:

In the course of the state strategy to achieve a universal inclusive education system, UNICEF supported the government in the transformation of the former special residential schools into Regional Psychological-Pedagogical Support Centers and related capacity building for these newly established centers. During this period, 5500 teachers and principals were trained to act as per the requirements of inclusive schools teaching

²⁹⁹ UNICEF’s education page for Armenia: <https://www.unicef.org/armenia/en/what-we-do/education>

³⁰⁰ National Statistical Service of Armenia: “Social Snapshot and Poverty In Armenia”.

³⁰¹ MoLSA page of Monitoring and Evaluation System: http://www.mlsa.am/?page_id=2833

³⁰² See the draft Law at MoJ public discussion portal: <https://www.e-draft.am/projects/504/about>

³⁰³ <https://www.e-draft.am/projects/1574/justification>

³⁰⁴ <https://www.unicef.org/armenia/en/press-releases/171000-children-armenia-are-not-enrolled-pre-primary-education-unicef>

staff. Further, the Armenian State Pedagogical Institute was supported to adapt some of the foundation courses in inclusive education.

UNICEF also built the capacity of the Ministry of Education and partners for identification of developmental delays, referral, treatment and inclusion in education and social life. 7352 children with special education needs are now enrolled in inclusive schools.³⁰⁵

In a summary, the progressive attainment of outcome can be seen, however, with societal and policy level challenges explained above – in the section related to the country's progress in the planned reforms.

School feeding programme:

WFP has significantly contributed to the continued attendance to basic school by providing regular and uninterrupted food assistance over 166 days of the school year in all regions, and by introducing a cash-based transfer (CBT) modality in Tavush and Shirak regions. The CBT was coupled with comprehensive school staff trainings on procurement, logistics and financial management, as well as provision of kitchen equipment and renovation of schools.

FAO has successfully teamed-up with WHO to develop the school feeding approach, school-area facilities and capacities which resulted in increased stability of food supplies, but also some employment effects among the local population.

WFP Armenia invested in evidence-based policy and programming studies, including the Comprehensive Food Security, Vulnerability and Nutrition Analysis in partnership with the National Statistical Service and UNICEF. WFP also pursued partnerships and joint advocacy with the International Monetary Fund (IMF), the World Bank (WB) and Armenian Ministry of Labor and Social Affairs to promote nutrition-sensitive programming and integration of the school meals programme into the national social protection system.

While the related outcomes are yet pending, the factual outcomes include feeding of 100 000 children through the national school feeding programme, which assumingly allowed a smooth attendance, but also a capacity building for school staff and parents on nutritious food and administering the school feeding programme.

Disability identification:

UNDP and UNICEF supported the Ministry of Labor and Social Affairs (MoLSA) to develop the WHO International Classification of Functioning, Disability and Health (ICF) based new model for disability determination. The new model was tested through data collection for children in the educational sector. The draft law on the assessment of personality functioning will provide the legal framework for introduction on a new model for assessment of disabilities. It will also enhance the system of identification and sufficient response to the needs of the children with disabilities, including educational needs and sufficient budgeting. Hence, important outcome to institutionalize the new model and approach have been achieved.

The summary of contributions to the UNDAF Outcome 5 indicators:

School enrolment of children with disabilities and special needs:

The UNCT in Armenia has surpassed the target for the children with disabilities and special educational needs to attend mainstream schools. Though there are yet changes related to lack of skills at school teaching and administrative staff, and some mixed attitudes by the population, the attained outcomes will unequivocally contribute to further impacts, as far as the needs for integration and inclusivity are widely recognised and the benefits of inclusion have become evident.

Usage of rehabilitation services by children with disabilities benefitting the extremely poor families and data collection and monitoring system for social protection services for vulnerable groups:

It is difficult to judge upon this, as the monitoring and evaluation system has just been designed and is yet not in place. Similarly, the EMIS new features and subsystems that would allow judgements-making in the level of school attendance by the children with disabilities and special educational needs is going to be deployed and will make it possible to oversee the situation and make conclusions only after a while.

³⁰⁵ Latest official administrative data collected through the Education Management Information System for the 2019-2020 academic year.

A Government mechanism to identify needs and services of vulnerable adolescents and young people:

By and large, the new system of Psychological-Pedagogical Support Centers significantly contributed by UNICEF is going to be responding to this when the system becomes fully functional. Further, the work done by UNCT (UNICEF, UNFPA, WHO) contributed to the process of elaboration and the public discussion of the new Labour and Social Protection Strategy,³⁰⁶ which will further facilitate the provision of services to the vulnerable adolescents.

School feeding programme:

Thanks to WHO and FAO support and joint initiatives and research undertaken with other development and research partners the government now well realizes the need for an integrated policy in this area. Meanwhile, the practical steps to deploy an efficient school feeding programme are yet pending.

Outcome 6: By 2020, quality health services are accessible to all, including especially vulnerable groups.

The indicators of the Outcome 6 and the relevant targets³⁰⁷ have been as follows:

- 43% private household out-of-pocket expenditure as a proportion of total health expenditure;
- Infant mortality rate per 1,000 – below 10;
- 95% of children under 1 fully immunized;
- Stunting level in girls and boys under five – 11;
- Prevalence of modern contraceptive methods among women (15-49) – 32%;
- Mortality per 100,000 population due to cardiovascular diseases – 419;
- No new HIV cases among children – 0;
- HIV prevalence among migrants – 0.4.

Armenian health sector is yet mostly reliant on the private healthcare services. By 2014, the out of pocket expenditures summed to 51%.³⁰⁸ Despite the recent expansion of the benefits scheme (mainly encompassing limited healthcare services for state employees), it is reported to remain at almost the same level in the recent years. Some of the main factors contributing to such high level of OOP by households have been insufficient level and quality of healthcare services supply (especially, when funded through the benefits' scheme), poor technical and laboratory basis of the hospitals, expensiveness of medicines and poor local production of those, and the overall low level of trust by the population.

The infant mortality rate has been progressing to the target: it declined from 12.8 in 2015 to 11 in 2018, and is believed to continue the trend, as the government keeps the issue in the loop and the funding for investments is being boosted. Similarly, the stunting rate among the children under 5 has been declining and reached the target already by 2016: though no recent data is reported, the trend is well seen through the reduction of 20.8% in 2010 to 9.4% in 2016.

The contraceptive prevalence rate (the only data – 28% in 2016) is not high Armenia, as is not the unmet need for contraception (the only data – 12.5% in 2016). Based on the current demographic trends, as well as the trends for sexually transmitted diseases in the country, the ET believes that this indicator is not of a high relevance and priority for the country. It should be also recognized that the HIV/AIDS cases have been slightly

³⁰⁶ <https://www.e-draft.am/projects/1928/about>

³⁰⁷ The UNDAF matrix is attached in the Annexes to the Evaluation report for more details on the baselines and targets not included here.

³⁰⁸ See the Universal Health Coverage series study “Expansion of the benefits package: the experience of Armenia” at: <http://documents.worldbank.org/curated/en/615741516195329170/pdf/Expansion-of-the-benefits-package-the-experience-of-Armenia.pdf>

increasing, mainly, due to the increased inflow of migrants with HIV cases. Meanwhile, the target of zero HIV transmission from a mother to a child was reached as per WHO validation.

The Non-communicable diseases would need more attention in the UNDAF. The only available information is the overall 426 mortalities among 10 000 population due to NCDs. Meanwhile, according to both WHO and MoH, the factors impacting this number has been facilitating in the country. Recently, the government and CSOs have boosted initiatives towards healthy lifestyle, sports and recreation, e.g. Anti-tobacco Law is pending in the parliament. Nevertheless, much more attention is needed for reflection of the NCDs in the further planning of interventions.

The main contributions by the UN system at systemic, institutional and individual levels are explained below (i) at the aggregated outputs' level, (ii) with followed analysis on the assumptions and (iii) the level of contribution to the intermediate outcomes and final UNDAF Outcome and its indicators.

Immunisation:

WHO Armenia has been continuously building the capacities of the national actors for the immunization programme. This included the enhancement of capacities of both regulatory and healthcare staff, studies on immunization cold chain, management and logistics, technical strengthening of regional storages, population hesitancy phenomenon, development of guidelines, restoration of the national immunization website (Ministry of Health), development and distribution of learning and awareness materials to healthcare units.

Reportedly, high vaccination coverage has been sustained; meanwhile, World Bank data indicates a drop from the level of immunization of 94% (one year olds) in 2015 to 92% in 2018.

Access to healthcare by persons of concern (refugees, asylum seekers, migrants with refugee-like status) health:

UNHCR helped 6555 persons of concern for accessing healthcare services at out-patient and in-patient clinics based on their health needs that are not covered by the state health scheme to respond to the challenges these people have been facing on their way of lawfully pursuing to receive healthcare services. While the Armenian legislation provides for equal access to healthcare services, persons of concern have had difficulties related to administrative nature and some limitations in the services offered. Hence, UNHCR prevented them from becoming another category of people left behind in terms of access to health services.

Healthcare in the regions:

The technical and professional capacity of the regional neonatal and primary healthcare facilities have been improved through a comprehensive assessment of the gaps, professional exchange with St. Petersburg Pediatric University and its Perinatology Clinic, basic equipment for regional Intensive Neonatal Care Units, special electronic forms for registration and reporting of live births and stillbirths, national clinical modules and guidelines on new-born care with referral procedures and continuum of care. Over 900 pediatricians, family doctors and nurses working in regional maternities and PHC facilities were trained on the new standards and practical principles of new-born care approved by MoH. Education sessions were implemented for pregnant women and parents on new-born health and home care practices in the parental education centres established by UNICEF in regional primary healthcare facilities. Reportedly, this allowed to strengthen the neonatal care services at regional level and improve the data management system on child survival.

Meanwhile, media³⁰⁹ and experts³¹⁰ have recently reported on the PHC, antenatal and neonatal healthcare problems in some of the communities born both by institutional problems and lack of sufficiently professional human resources. It would be reasonable to revisit the results of this support and redesign the next phase of assistance with account of the existing gaps.

Home visiting and care, Infant and Young Child Feeding:

UNICEF followed-up and further strengthened the system of home visiting (patronage) through the development and introduction of a new model, prioritizing the preventive scope and rearranging the inter-

³⁰⁹ <https://a1plus.am/en/article/357117>

³¹⁰ <https://iravaban.net/en/252393.html> and https://arminfo.info/full_news.php?id=48376&lang=3

sectoral collaboration in addressing child and family needs. The related Strategy and Action Plan was developed and discussed with the MoH. The work included an assessment, modules, guides and standardized protocols on an assessment of child's growth and nutrition developed, standard consultation packages for health providers, capacity building of 1,200 primary health providers and 550 key regional staff. An integrated awareness raising and capacity building campaign was conducted, creating a sustainable framework of collaboration between the primary health providers and parents.

In addition, the draft National Nutrition Concept and Plan of Actions 2016-2020 was developed with the national guidelines and clinical protocols on an assessment of child's growth and development and on basic principles of Infant and Young Child Feeding (IYCF). An E-based child nutrition surveillance system to collect routine data on child nutrition and to generate nutritional indicators periodically for informed decision making and timely interventions was developed and introduced in all PHC facilities.

The intermediate outcomes have been achieved in that the PHC and specialized health services have got a better capacity for efficient outreach to the target population. Meanwhile, the lack of sufficient state funding and under-developed human resources do not allow for full utilization and more efficient outreach.

Reproductive health:

UNFPA has supported the government (MoH) in full policy cycle for reproductive health (RH), family planning (FP) and sexually transmitted infections (STI) prevention. This included the development, implementation and monitoring of National RH strategy for 2016-2020 and a Regulation on Provision of obstetrical-gynecological services in outpatient facilities, development of clinical guidelines, capacity building of over 1500 service providers and doctors, development of a draft Law on Health Ombudsmen and 311E-health system in obstetrical-gynecological health facilities.

Thanks to effective advocacy of USAID and UNFPA, the Ministry of Health, for the first-time, started procurement of contraceptives for socially vulnerable population.

While the draft Law on Health Ombudsman is yet pending, the rest of policy-regulatory and management outputs have turned into outcomes due to the recognized needs and capability of the national counterparts to sustain and continue the policy and management systems.

NCDs, HIV/Tuberculosis, Hepatitis prevention and control; systemic improvement of the healthcare system:

WHO supported the Ministry of health and other relevant stakeholders on informed policies towards improvement of NCD outcomes in the country. These included:

- 1) By analytic inputs, review of and recommendations for the 2020-2025 5-year health system strategy;
- 2) The report on the Health System challenges and opportunities to improve NCD outcomes in Armenia is finalized and published in 2017;³¹²
- 3) The STEPS Survey 2016-2017³¹³ on prevalence of NCD risk factors and related discussions with MoH and other decision-makers and stakeholders in 2017;
- 4) By supporting the development of the National Tobacco Control Strategy and Action Plan, as well as the draft Law;
- 5) Elaborating on and presenting a case for investment related to NCDs; i.e. a cost-benefit analysis of investments to reduce the behavioural risk factors, which indicated that NCDs cause about 725 million USD loss annually.

Further, WHO supported the MoH and relevant stakeholders for evidence-based policymaking by analysis, expertise and capacity building for the 2016-2020 National Strategy on Child and Adolescent Health and Development, the National Programme on HIV/AIDS prevention 2017-2021, National Programme on prevention and control of Hepatitis 2019-2023, Tuberculosis management and control National Strategy and Action Plan 2016-2020 and its comprehensive review in 2019, 2017 Assessment of the Primary Healthcare System, supporting the development and assessment of the National Virology Laboratory of the National

³¹¹ See the legal acts IRTEK portal: <http://www.irtek.am/views/act.aspx?aid=86074>

³¹² http://www.euro.who.int/__data/assets/pdf_file/0018/336123/HSS-NCDs-Armenia.pdf?ua=1

³¹³ https://www.who.int/ncds/surveillance/steps/Armenia_2016_STEPS_FS.pdf

Centre of Disease Control and Prevention, Cancer control capacity and needs assessment report, the draft Concept on comprehensive health insurance.

WHO assisted the MoH for initiatives and policymaking related to the health system-wide improvements and promotion of Universal Health Coverage through research, professional exchange, expertise on health financing (including insurance, budgetary financing), comprehensive assessment of Human Resources for Health.

All the above outputs and intermediate outcomes were considered and used by the Ministry of Health and relevant beneficiary institutions. However, the capacities of the latter in putting those into practice and the funding for necessary investments are sub-optimal.

The summary of contributions to the UNDAF Outcome 6 indicators:

Armenia is one of the few countries with the highest out-of-pocket expenditures compared with its social and economic standing (high-middle income country). The core problems are the lack of sufficient financing of the healthcare system, absence of health insurance systems, as well as mistrust for local level healthcare facilities. The UNCT contributes to the potential reduction of the out-of-pocket expenditures by supporting these features, still, at a policymaking level.

The WHO's and UNICEF's support to the state of affairs in child healthcare, antenatal, neonatal and IYCF clusters impacts notably – with reducing rates of child mortality and stunting. Here, nevertheless, there is a component lagging behind related to the immunization: overall, the immunization national programme needs a thorough review for the scheduling (too intense, and thus bringing to some hesitance by the parents), transparency (procurement, quality and testing results), as well as purposefulness and better knowledge-building of both the medical personnel and the population (apart from simply wide publicity and campaigning – social marketing).

The stable – to – slowly growing contraceptive prevalence rates need further studies as regards the unmet need in family planning services. In the Armenian context, seeking a quicker increase in this indicator might be irrelevant given the current socio-demographic environment.

Despite the slowly growing cases in HIV prevalence (mainly due to the increased migration flows), Armenia reached a zero transmission from a mother to a child, which is a notable achievement directly contributed by the UNCT through policy advice, capacity building, service delivery and funding.

Outcome 7: By 2020, Sustainable Development principles and good practices for environmental sustainability, resilience building, climate change adaptation and mitigation, and green economy are introduced and applied:

- 1) 20 innovative tools/approaches introduced to promote environmental sustainability and resilience principles;
- 2) 500 communities benefiting from innovative disaster risk reduction/resilience measures and practices;
- 3) 20 000 hectares of rehabilitated landscapes and areas demonstrating sustainable use practices;
- 4) 10 policy documents/legal acts for, and 90 Kton CO₂ equivalent emission reduction from application of climate change adaptation and mitigation;
- 5) 80 people and 550 enterprises benefiting from application of green technologies and green jobs.

Armenia is a small but a very rich country in terms of biodiversity and scarce natural resources needing a careful approach and significantly improved practices of sustainable usage. The diversity of the biological resources and species of the country are comparable to those times exceeding it in the territory (e.g. Turkey, Iran, Kazakhstan), to a great extent, thanks to the diversified landscape and 5 climatic zones present, but also, given the terrain and rich water resources of the country.

During the years of independence, the countries' mineral, land, forest and water resources have been used without adequate planning and control systems which brought to a notable degradation. The level of critical

degradation became more visible in the last decade (mountain forests depletion, Sevan lake environment, critical reduction of Artesian water resources in Ararat valley, etc). Meanwhile, Armenia, being on an active seismic belt, needs a continuous disaster risk preparedness. Much of the residential and public buildings exploited currently were constructed in Soviet times and never received a proper assessment. In addition, the country is subject to climate change shocks; while rich in diverse resources, all of those are subject to quick depilation and distinction due to the increasing temperatures and over-exploitation of forest and water resources. Another problematic area has been the energy generation sector: being monopolized for over 20 years, the prevailing conventional types of energy generation and fuels were not as cost and production-efficient to prevent illegal lodging in the regions, as well as to prevent deterioration of the air quality in the capital.

The two main leaders of environmental and disaster prevention areas have been the Ministry of Environment and the Ministry of Emergency Situations. The two institutions have commenced to transform in the last five years. Together with increasing standing and voicing of the environmentally active CSOs and researchers, but also the increasingly critical observations and recommendations of the core Environmental conventions under RIO+ process (three global conventions are United Nations Framework Convention on Climate Change- UNFCCC, United Nations Convention on Biodiversity- UNCBD, United Nations Convention to Combat Desertification- UNCCD), specifically, for also lack of quality monitoring and reporting systems, both Ministries led by the governmental initiatives started a process of re-conception of the policies, national programmers, M&E systems and have notably intensified their cooperation with the Development Partners, notably, with the UNCT.

The growing understanding of environmental problems, exchange and cooperation with UNCT and Environmental conventions' bodies gave a rise to a number of important initiatives in the recent decade and, especially, in the recent timespan of UNDAF. These included the elaboration and adoption of framework strategies and laws on Environmental protection and usage of natural resources, Environmental education and awareness, Environmental Impact Assessment, Green-house gases national inventory, control and management of hazardous substances, energy efficiency standards and regulations, a ground-breaking regulation on the independent sources of renewable energy and financial-contractual relations with the grid (purchase of excessive energy from independent sources, including residential, by the only operator of the grid), protected areas and their management plans, disaster risk reduction and planning. All these initiatives are yet at the policy and regulatory level, while it is well-recognized that the capacities of both the lead policymakers and the implementing and supervising institutions need considerable advancement. All of this comes to prove that the UNCT's increasing interventions in the last progress period of UNDAF has been a timely and relevant response to the growing needs and demands.

In addition, Armenia possesses sufficient manpower and technologies to improve the situation in renewable energy, energy efficiency, clean technologies and sustainable consumption and production practices.

The country is yet to finalize the policy-regulatory and institutional reforms to then launch interventions contributing to the real improvement of the environmental situation.

The main contributions by the UN system at systemic, institutional and individual levels are explained below (i) at the aggregated outputs' level, (ii) with followed analysis on the assumptions and (iii) the level of contribution to the intermediate outcomes and final UNDAF Outcome and its indicators.

Mainstreaming environmental considerations in education, policymaking and legislation; institutional capacity building:

UNDP supported the mainstreaming of environmental considerations into national educational framework through the update of the National Strategy on Environmental Education and Population Upbringing approved by the government in February 2018.³¹⁴

³¹⁴ See the IRTEK legal library: <http://www.irtek.am/views/act.aspx?aid=93900>

The process of preparation and submission to the UNFCCC Secretariat of the National Greenhouse-Gas Inventory³¹⁵ and Armenia's First and Second Biennial Reports in 2016 and 2018,³¹⁶ as well as 4th National Communication and the National Adaptation Plan of Action³¹⁷ have been supported. **The data and analysis for the inventory and the biennial reports have been used for informed environmental policy.**

Further, UNDP supported the seismic assessment of the cities, the draft Law on the Protected areas, improvement of management practices and structures of the Forestry sector, and the draft Concept for Ecosystems' services.

The Standardized Baseline of Grid Emission Factor for the Electricity System of Armenia for 2014-2016 was approved by the Clean Development Mechanism (CDM) Executive Board, effective since February 2018. **The technical regulation of the Eurasian Customs Union "On Energy Efficiency" was developed and approved by the decision of the Board of the Eurasian Economic Commission in August 2018. Draft regulatory package to introduce energy efficiency labelling in the countries of Eurasian Economic Union was prepared and submitted to the Eurasian Economic Commission in June 2018.**

As part of the UN – Yerevan city cooperation in sustainable development, and as a pilot for the municipality to adopt a new developmental concept, a new energy-efficient lighting system was introduced in some parts of the city resulting in GHG emission reductions equal to 84,143 tCO₂ per year.

The first in the region Green Climate Fund project was launched and helped transform the regulatory framework and financial relationship with the grid at the residential sector. At present, state entities in 15 towns co-finance Energy Efficiency funds.

A package of reforms was prepared for the Hydropower sector to feed into the Renewable Energy development concept and the action plan (adopted by the government); amendments to the legislation on the Environmental Impact Assessment for small hydropower plants and Water Code were prepared and adopted by the Parliament.

Currently, the public buildings' retrofitting becomes a new policy by the Yerevan municipality. UNDP helped a pilot retrofitting of two buildings; the further retrofitting plans are being elaborated by the Yerevan municipality for which a USD 20 million credit is being negotiated with GCF.

An important shift in the capacity for planning, implementation and funding of the environmental projects has been the certification of the "Environmental projects" PIU state non-commercial organisation for the Adaptation Fund (2015) and Green Climate Fund (2018).

Disaster Risk Reduction (DRR) and Resilience:

UNDP supported the development of Resilience Action Plan in 6 cities, GIS-based multi-risk assessments in 10 cities, and risk management modules in 45 rural communities as decision support tools. In 4 urban and 20 rural communities advanced early-warning systems were established. 25 cities joined the resilient cities' campaign. Around 42 farmers benefiting from anti-hail nets covering 100 ha. Further, UNDP supported the elaboration and adoption of the DRR Strategy and Action Plan (2018-2030 as can be judged based on the time horizon of planning of the actions).³¹⁸

UNDP supported Armenia's undertaken efforts and was coherent with Sendai Framework for DRR in promoting risk informed development policy and foresight for community development in Armenia.

A draft Law on Civil Protection and Disaster Risk Management was developed and presented to the Government, defining the roles and responsibilities of all involved entities in DRR, emergency preparedness and post disaster recovery which upon its approval will become a baseline for risk-informed development at all levels.

Risk-informed and resilient development will be further mainstreamed into spheres such as the urbanization, economic development, policies, poverty reduction, climate change, ecosystems and land management,

³¹⁵ http://www.mnp.am/uploads/1/1563805030GHC%20Inventory_2016_ARM.pdf

³¹⁶ See the reports' page at the Ministry of Environment web: <http://www.mnp.am/en/pages/148>, and the report at: http://www.mnp.am/uploads/1/15302533872BUR_arm_final.pdf

³¹⁷ See the NAP process: https://www.adaptation-undp.org/sites/default/files/resources/naps_in_focus_lessons_from_armenia.pdf

³¹⁸ The English version on the Min of Emergency Situations web: <https://www.e-draft.am/projects/1843>

smart institutional arrangements for resilient community development. UNDP will gradually ensure that all of its projects shall have integrated DRR component for further mainstreaming risk-informed community development.

UNDP also supported the Government of Armenia in modernization of its hydro-meteorological observation and forecasting systems and observation and warning infrastructures.

FAO supported designated communities for assessment of nature and man-made disaster risks and damages and losses, disaster risk reduction strategies and planning, resilience building strategies and reporting. Methodologies and guidelines were developed and adopted by the Ministry of Emergency Situations.

UNICEF provided technical assistance to the Government to conduct safety assessments of schools. A blueprint for “small and safe schools” was elaborated on which the government considered for a follow-up in practice through a loan by the International Financial Institutions active in Armenia. The intermediate outcomes included: ***the endorsement and implementation of school-based disaster management guidelines and the safe school blueprint; planning and implementing school disaster management in the regions; the integration of DRR subject into the formal national education programme.***

Further, UNICEF supported the Climate Landscape Analysis for Children and built the national and sub-national governments’ capacities in resilient and environmentally friendly social and infrastructure planning. This included elaboration on new standards and methodologies, monitoring systems, integration of child-sensitive disaster risk reduction and climate risk assessment into the local development planning. These advanced standards, methods and approaches were successfully tested in the Tumanyan community of Lori region. ***The Ministry of Emergency Situations engaged in a pilot and adaptation of the child-sensitive Local Level Risk Management guideline and tools for institutionalization of the standards and the methodology. Furthermore, in the new 5-year local development planning templates, the consolidated communities now plan for specific measures for DRR and resilience and, as necessary, plan for budgets towards increasing the safety and security of the population.***

UNDP and WFP helped the government to elaborate and exercise an Immediate Response Preparedness through a large-scale simulation exercise for an earthquake scenario organized with the Ministry of Emergency Situations. The event was aimed to strengthen the government’s internal and external coordination capacities and response strategies during the emergencies. The exercise revealed the need for revision of government policies ***which resulted in drafting a new Strategy of the development of the Ministry of Emergency Situations with its Action Plan for 2020-2030***³¹⁹ (discussed in August 2019, adoption -pending). In parallel, with UNDP/UNDRR support, the Ministry of Emergency Situations has been developing the first Disaster Loss Database which Armenia never had on the UNISDR.³²⁰ The support of UN agencies has been discussed during the UNCT coordination meetings.

Sustainable use of natural resources:

With UNDP support the government tested a new forest management planning and introduced a “high conservation value forest” concept in Tavush and Lori regions, implementing rehabilitation works, namely soil mineralization and support to coppice regrowth in 2017-2020 on the territory of “Hayantar” (ArmForest).

Sustainable production and consumption and ‘green’ jobs:

With UNDP support an energy efficient street lighting was piloted in designated areas which helped to transform 40% of lighting and 50% of indoor public buildings lighting with 1941 permanent jobs (920 women, 1021 men) created with the support of GEF small grants programme. In addition over 80 tonnes of plastic waste was delivered to recycling thanks to the introduction of technological support and awareness building.

With FAO support a water-efficient fish farm was piloted (70% less water usage) through a reconstruction of a traditional fish farm developing a PPP and involving and transferring knowledge to different participants of the pilot. 15 farmers and 30 students from the Agrarian University learned on the new technology.

Following the operation of this pilot Project, trout and sturgeon fish species are now bred in water-efficient fish farms. The volume of water usage in these farms has already been reduced by about 70%. At the same

³¹⁹ See the MoJ public discussions portal at: <https://www.e-draft.am/projects/1843>

³²⁰ <https://www.unisdr.org/partners/countries/arm> and <https://www.preventionweb.net/english/countries/europe/arm/>

time, the introduction and operation of this system facilitated the elaboration and approval of the Government Decision (N 1148-N of 29 August 2019), which set out quantities for the breeding of industrial fish of the appropriate volume in terms of unit water intake. In addition, using this example, water-saving system has been introduced in three farms in the Ararat Valley to breed trout and sturgeon fish species.

FAO supported the conservation and sustainable utilisation of grape genetic resources. About 300 grape varieties were collected, identified and labelled. A collection vineyard was established from the collected materials. Over 14 000 phylloxera-resistant rootstock cuttings (from five varieties) were purchased and delivered for the establishment of a mother vineyard, to be used as the basis for the production of phylloxera-resistant propagation materials in Armenia. The target group of farmers were trained and provided with equipment.

Project results are available in the project Terminal Report submitted to the Government. For the suitable management and the conservation and sustainable utilization of the diversity of grape genetic resources, about 300 grape varieties were collected, identified and labelled. One ha of demonstration vineyard was established (with two grape varieties: Kangun and Vardaguyn Yerevani) to strengthen the grape production sector. The demonstration vineyard was established in the Ejmiadzin region of Armavir marz (at the Scientific Centre of Agriculture of MoA), with the technical variety of Kangun (0.5 ha) and the table variety of Vardaguyn Yerevani (Karmir qishmish; 0.5 ha). Over 14 000 phylloxera-resistant rootstock cuttings (from five varieties) were purchased and delivered for the establishment of a mother vineyard, to be used as the basis for the production of phylloxera-resistant propagation materials in Armenia. Four training events were organized for the main beneficiaries (farmers and national staff) and between 25 and 30 beneficiaries took part in each event.

In the framework of the EU-funded programme “EaP Green”, UNIDO supported the introduction of resource efficiency and cleaner production (RECP) methods in construction materials, chemical and food industries. The main outputs included: over 20 national experts trained in application of RECP methods; development of the www.recp.am web-site as a repository of conducted studies, knowledge and practices; 880 participants to 6 thematic RECP workshops; developed concept on RECP Centre as an independent foundation. Reportedly, the latter concept has been approved by the government. **No further information and analyses on the further outcomes is available, e.g. on the number of companies adopting RECP practices, number of those receiving any “green funding”, etc.**

The largest EU-funded assistance program in the field of agriculture in Armenia, the EU Green Agriculture Initiative in Armenia (EU-GAIA), was officially launched in March 2020. It is co-financed and implemented by the Austrian Development Agency and partly by the UNDP in Armenia. EU-GAIA Project will support the development of sustainable, inclusive, innovative market-based agribusiness, particularly in the northern regions of Armenia - Lori, Tavush and Shirak. A big portion of the project support will be rolled out directly to Armenian smallholder farmers, producers and agribusinesses.

Fight against hazardous waste

UNIDO and UNDP supported the government in fulfilment of obligations stemming from the Stockholm Convention on Persistent Organic Pollutants (POP).

UN agencies supported the renovation of a waste dumpsite in Ararat region of Armenia, a landfill for household waste, aiming to prevent open burning of garbage at the dumpsite through renovation works in order to curb the emission of dioxins and furans. Also, this assistance included relevant capacity building of the stakeholders on both the assessment and reconstruction and on the further methods for waste neutralization.

The quantitative data as to what % of overall POP waste sites and what quantity of POPs are processed are not reported. This experience may help the government in building national hazardous waste management capacity for handling POP waste sites. For example, the project “Elimination of obsolete pesticide stockpiles and addressing POPs contaminated sites within a Sound Chemicals Management Framework in Armenia” aimed at elimination of POP waste planning to destroy 1000 tons of POP waste and neutralize 7000 tons of POP-contaminated soil. It should be also noted that the MoE respective department had finalized the full package of regulations for POPs control and safe removal by 2018 when it was also fully adopted and enforced.

Climate change and ozone protection:

UNIDO has been supporting the institutional strengthening of the National Ozone Unit (the administrative Unit at the Ministry of Environment and, meanwhile, the Montreal Protocol Focal point), including national regulatory framework for Ozone Depleting Substances (ODS), building the capacity of the government, facilitating the phase-out of hydrochlorofluorocarbons (HCFC), and increasing professional and public awareness. Also, UNDP implemented support for ozone layer protection.

The main outputs of the assistance provided through these UN Agencies have been: management and monitoring of the phase-out of HCFCs imports scheduled for 2016-2018; the review and adaptation of the ODS regulations in conformity with the Eurasian Economic Community legislation; development of ODS legislation guide; analyses for introduction of the Electronic licensing and reporting system following the recommendations of the Multilateral Fund of the Montreal Protocol. The capacity of importers, exporters, customs officers and other relevant stakeholders was built, and the Training Manual on Preventing Illegal Trade was developed. Specifically, for supermarket and cold chains, thematic meetings and workshops were organised on the current barriers preventing the expansion of greener economy in the Heating, Ventilation and Air-Conditioning (HVAC) sector.

By mid-2018 UNIDO continued this intervention and supported the preparation of ratification of the Kigali Amendment of the Montreal Protocol: the legislative package was adopted by the Parliament in March 2019.

UNIDO helped the finalization of establishment of the Armenian Climate Technology Center (ArmCTCN),³²¹ a public hub of new technologies mobilizing resources of state bodies, research institutes and independent experts which is supposed to promote climate technologies and can act as a bridge to internationalize local technologies drawing from the worldwide experience accumulated by UNIDO Cleaner Production Centres (CPCs) and Investment and Technology Promotion Offices (ITPOs).

The support by UNIDO and UNDP resulted in the stricter and more efficient control of HCFCs and HFCs, and notably facilitated the phase-out. Meanwhile, strengthening of ArmCTCN creates good grounds for further effectiveness of the national Climate Change mitigation and adaptation, and more sustainable consumption and production practices.

The summary of contributions to the UNDAF Outcome 7 indicators:

The UNCT contribution to the UNDAF indicators has been considerable. The targets for the innovative solutions and policies aimed at Climate Change adaptation, mitigation and knowledge-building were far reached and exceeded. 16 policies, policy tools and legal acts were developed and contributed to the high priority areas of seismic assessment and preparedness, environmental education and knowledge building, climate change and ozone protection, protected areas, ecosystem services, energy efficiency and renewable energy, control of hazardous substances (POPs, Mercury), strategic development of the national lead institutions. Over 20 tools for more efficient and safer environmental and resource management were introduced and tested in forest and land management, energy efficiency, CC resilient community planning (including risks and disaster loss assessments), hail protection, tools and models for increasing the seismic resilience of schools and public buildings, plastic recycling, fish farming, preserving grape genetic resources, and national capacity for CC adaptation and mitigation technologies (Arm/CTCN).

“The target area of 20 000 ha of land rehabilitation has been exceeded multiple times (more than 90 000 ha of forests and other degraded lands under sustainable management mode)”.

The number of people learning about and benefiting from green technologies exceeded 5000, however, the number of enterprises remained quite low due to the reported difficulty of involvement of industrial and SME associations into the green technology programmes (RECP and Cleantech).

In the upcoming years, the UNCT may need to focus more on the priorities of efficient management of protected areas and areas with high environmental vulnerability, such as Sevan lake basin, on further improving the legal-regulatory and institutional framework for DRR, fighting deforestation and desertification, sustainable use of the scarce resources of the country (surface and ground water), protection of biodiversity and better control of the mining sector.

³²¹ The description of Arm CTN: https://www.ctc-n.org/system/files/dossier/3b/armctcn_concept_note_20_04_2018_final.pdf

ANNEX 5: EVALUATION MATRIX

The Terms of Reference provided a long list of questions, used for the preparation of the evaluation matrix. For each of these evaluation questions the FE team proposed indicators, judgement criteria and sources of verification:

Evaluation Question	Judgement criteria	Indicators	Evidences and Data Sources
1. Relevance and coherence: Are we doing the right things?			
<p>1.1. Has the UNCT been addressing the most pressing needs of the people and the country, strategically and collectively, as identified by Country Analysis, national development priorities and other relevant sources, in design and in implementation?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent to which the UNCT has been addressing the most pressing identified needs of the people and the country and national priorities <input type="checkbox"/> Alignment of the UNCT intervention with the strategic priorities and challenges, as identified in the Country Analysis 	<ul style="list-style-type: none"> <input type="checkbox"/> Opinions of the stakeholders about the extent of consistence of UNCT activities (and UNDAF outcomes) with the pressing needs of people in Armenia (especially vulnerable groups) <input type="checkbox"/> Alignment of UNDAF and UNCT activities with national development priorities <input type="checkbox"/> Examples of reported and identified UNDAF contribution to the national priorities, the country's international and regional commitments as identified in the Country Analysis <input type="checkbox"/> The degree of responsiveness of UNDAF to the needs of women and men, girls and boys and vulnerable groups in the country 	<ul style="list-style-type: none"> <input type="checkbox"/> Interviews with UNDAF stakeholders <input type="checkbox"/> Analysis of the national strategic and policy documents and commitments of the country <input type="checkbox"/> Country Analysis report <input type="checkbox"/> Other national reports
<p>1.2. Have the UNDAF outcomes been relevant in terms of internationally agreed goals and commitments, norms and standards to guide the work of UN agencies?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent of alignment between the UNDAF outcomes and internationally agreed goals and commitments, norms and standards 	<ul style="list-style-type: none"> <input type="checkbox"/> Degree of correspondence between the UNDAF outcomes priority interventions identified in local institutions - counterparts of assistance through UNDAF <input type="checkbox"/> The opinion of the stakeholders about the validity and alignment of UNDAF outcomes with international goals and commitments, norms and standards 	<ul style="list-style-type: none"> <input type="checkbox"/> Interviews with UNDAF stakeholders <input type="checkbox"/> Analysis of and reports on the national strategic and policy documents and commitments of the country
<p>1.3. To what extent have Armenia's national, local authorities and civil society been taken into consideration, participated or engaged in the design stage of the UNDAF?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent of participation of Armenia's national stakeholders in the design stage of UNDAF 	<ul style="list-style-type: none"> <input type="checkbox"/> The opinion of the stakeholders about their participation and engagement during the UNDAF preparation <input type="checkbox"/> Examples of inputs of stakeholders, national and local authorities and civil society during UNDAF formulation 	<ul style="list-style-type: none"> <input type="checkbox"/> Interviews with UNDAF stakeholders <input type="checkbox"/> Analysis of and reports on the national strategic and policy documents and commitments of the country

Evaluation Question	Judgement criteria	Indicators	Evidences and Data Sources
<p>1.4. Are the UNDAF indicators relevant and does the UNDAF results framework allow for easy monitoring and reporting against the stated outcomes?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The degree of correspondence between indicators and the intervention logic and coherence of UNDAF intervention logic <input type="checkbox"/> The degree of alignment of the UNDAF intervention logic or results chain with the with RBM principles 	<ul style="list-style-type: none"> <input type="checkbox"/> The assessment of the degree of internal coherence of the UNDAF hierarchy of objectives <input type="checkbox"/> The analysis of the extent to which RBM tools have been used in establish a logical chain of results, including examples <input type="checkbox"/> The appropriateness of indicators including their adequacy for measuring progress under outcomes and outputs 	<ul style="list-style-type: none"> <input type="checkbox"/> Analysis of the Results and Resources Framework <input type="checkbox"/> Analysis of progress reports <input type="checkbox"/> Analysis of monitoring framework
<p>1.5. Have the resources been mobilized and used to meet the priorities of the UNCT, proportionately rather than opportunistically (i.e. based on funding availability and the agenda of each agency)?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent of mobilized and delivered resources to meet priorities of UNCT <input type="checkbox"/> Examples of improved inter-agency synergies for the achievement of planned results 	<ul style="list-style-type: none"> <input type="checkbox"/> The effectiveness of resource mobilization strategy- (mobilized vs planned resources) and the delivery ratio during the implementation of UNDAF <input type="checkbox"/> Extent to which the delivered resources have been justified by its contribution to UNDAF outcomes <input type="checkbox"/> Opinions about the links between planning and budgeting process within the framework of UNDAF <input type="checkbox"/> Opinions and examples of inter-agency synergies that have contributed to the achievement of outcomes 	<ul style="list-style-type: none"> <input type="checkbox"/> UNDAF progress reports <input type="checkbox"/> Annual UNDAF Work Plans <input type="checkbox"/> Interviews with the UNDAF implementation structure <input type="checkbox"/> Interviews with other UNDAF stakeholders
Results: Have we made a difference?			
<p>2.1. What has been achieved for each UNDAF outcome and where were the gaps?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Extent to which the outcomes envisaged have been achieved <input type="checkbox"/> Evidence of external factors that affected progress under the outcomes <input type="checkbox"/> Evidences of gaps under the UNDAF outcomes 	<ul style="list-style-type: none"> <input type="checkbox"/> Examples of the main achievements during the UNDAF implementation including the extent of utilisation of resources for their achievement <input type="checkbox"/> Analysis of and opinions on the main assumptions leading to the outcomes, with the examples about successful stories and weak points during the implementation. 	<ul style="list-style-type: none"> <input type="checkbox"/> UNDAF progress reports <input type="checkbox"/> Interviews with the UNDAF stakeholders <input type="checkbox"/> UN Agencies annual progress reports and other sources
<p>2.2. What are the changes observed at national level, including changes in relevant statistical indicators, and what is the UN's plausible contribution to these changes?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The examples of changes observed at the national level and UNCT contribution to these changes <input type="checkbox"/> Reported progress in the specific areas measured by national indicators and credible links with UNCT activities 	<ul style="list-style-type: none"> <input type="checkbox"/> Examples of changes at the national level including examples of UNCT contribution to the progress in the specific areas <input type="checkbox"/> Opinions of stakeholders of UNCT contribution on the progress in the specific areas, measured by national indicators 	<ul style="list-style-type: none"> <input type="checkbox"/> National statistics and indicators <input type="checkbox"/> UNDAF results reports <input type="checkbox"/> Interviews with the UNDAF stakeholders <input type="checkbox"/> UN Agencies annual progress reports and other sources

Evaluation Question	Judgement criteria	Indicators	Evidences and Data Sources
<p>2.3. Have the UN RC's leadership and the collective effort of the UNCT helped to overcome political challenges to pursuing the UN agenda?</p>	<ul style="list-style-type: none"> □ The examples that UN RC's leadership and the collective effort of the UNCT facilitated the overcoming of political challenges to pursuing the UN agenda □ Examples, when any political economy, institutional or systemic resistance was overcome □ The efforts to adapt / continue in the new political environment (after 2018 revolution) 	<ul style="list-style-type: none"> □ Evidences and opinions of the efforts of the UN RC's leadership and UNCT to overcome political challenges to pursuing the UN agenda □ Status of the reforms supported by UNCT, where there has been reluctance of few key institutions and long public debates (GBV, gender equality, public oversight over law enforcement and military, penitentiary reform) □ Any changes and adaptations to the current programmes and performance assessment frameworks responding to the new challenges and demands 	<ul style="list-style-type: none"> □ Interviews with the UNDAF stakeholders □ Interviews with the current key officials (after changes in 2018) □ Screening of the alternative reports on specific reforms and international commitments □ UN Agencies annual progress reports and other sources
<p>2.4. Have the synergies between UNCT agencies helped to achieve broader-based results and greater value for money than would have been the case, had the work been done individually?</p>	<ul style="list-style-type: none"> □ The extent to which UNDAF created synergies among the UN agencies for the achievement of results □ Examples of synergies between UNCT agencies and assessment of cumulative effects 	<ul style="list-style-type: none"> □ Evidence of synergies and coherent policies during UNDAF implementation across different sectors of engagement □ Positive and negative factors that are influencing synergies and internal coherence and avoided duplication □ The analysis of cumulative effects of synergies that have been ensured through the work of UNCT agencies 	<ul style="list-style-type: none"> □ Interviews with the UNDAF stakeholders □ UN Agencies annual progress reports and other sources
<p>2.5. What is the effectiveness of UNCT joint programmes, their contribution and results, with particular attention to human rights, gender equality, the poor and people in vulnerable situations?</p>	<ul style="list-style-type: none"> □ The degree of relevance, efficiency, effectiveness and sustainability of the joint programmes and contribution and results □ The extent of integration and mainstreaming of the UN programming principles- human rights, gender equality and needs of the poor 	<ul style="list-style-type: none"> □ The evidences that confirm relevance, efficiency, effectiveness and sustainability of the UNCT joint programmes □ Opinions of stakeholders about contribution of the joint programmes to achievement of UNDAF results □ Evidences of integration and mainstreaming of UN programming principles in joint programmes □ Extent to which joint programmes have been focusing on gender equality and human rights. □ The opinions of stakeholders (national partners and representatives of UN Agencies) about coherence of the joint programmes in addressing national priorities 	<ul style="list-style-type: none"> □ Joint Programmes- Project documents, Progress Reports, Evaluation Reports □ Annual Work Plans □ Interviews with the Joint Programmes Management Teams/ implementation structures

Evaluation Question	Judgement criteria	Indicators	Evidences and Data Sources
3. Transformation: Have we made long-lasting, systemic and society-wide changes?			
<p>3.1. Has the UNCT's work ensured national and local ownership, so that the changes will last beyond UNCT intervention?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent to which partners claim ownership over the results achieved during UNDAF implementation <input type="checkbox"/> UNDAF effects on perception of ownership of programmes and projects within UNDAF <input type="checkbox"/> Degree to which UNDAF responded to the national capacity development needs 	<ul style="list-style-type: none"> <input type="checkbox"/> Degree of alignment of capacity development programs delivered within UNDAF implementation with the capacity development needs of the national partners <input type="checkbox"/> Stakeholders opinion about ownership of programs, projects and results achieved within UNDAF implementation <input type="checkbox"/> Examples of sustainability of results, ensured through national and local ownerships <input type="checkbox"/> Examples of policies and budgets developed that incorporated or intends to incorporate UNDAF results and UNCT work at large. 	<ul style="list-style-type: none"> <input type="checkbox"/> Interviews with the key stakeholders <input type="checkbox"/> Analysis of best practices in capacity development <input type="checkbox"/> Analysis UNCT/ UNDAF reports
<p>3.2. Has the UNCT's work brought about systemic changes (for example, changes in the legal framework, institutions, social and economic structure)?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The examples of UNCT's support to systemic changes in the legal framework, institutions, social and economic structures 	<ul style="list-style-type: none"> <input type="checkbox"/> Opinions of the stakeholders about the collaborative advantage of UN organizations towards the achievement of systemic changes <input type="checkbox"/> Examples and evidences of utilization of UN collaborative advantage for systemic changes (changes in the legal framework, institutions, social and economic structure) 	<ul style="list-style-type: none"> <input type="checkbox"/> Interview with the key stakeholders (UNCT, national partners) <input type="checkbox"/> UNDAF reports <input type="checkbox"/> Annual reports from UN Agencies
<p>3.3. Has the UNCT's work been systemic, scaled up or replicated to ensure its effects are not limited in scope, but are nation- or society-wide?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Extent to which UNDAF enabled innovative approaches to ensure replicability and scaling up, bringing benefits for the entire country/ nation <input type="checkbox"/> Opinions about effects of the UNCT assistance to the nation and society in Armenia 	<ul style="list-style-type: none"> <input type="checkbox"/> Stakeholders' opinions about the extent to which their capacities have been strengthened to continue delivering services and maintaining results achieved through UNDAF support <input type="checkbox"/> Examples of innovative approaches to ensure replicability and scaling up <input type="checkbox"/> Analysis and conclusions about the extent to which benefits of UNDAF are relevant for the nation and the society 	<ul style="list-style-type: none"> <input type="checkbox"/> Primary data collection- interviews with the key stakeholders <input type="checkbox"/> Analysis of the national strategic and policy documents
4. Normative: Have we left no one behind?			

Evaluation Question	Judgement criteria	Indicators	Evidences and Data Sources
<p>4.1. Has the UNCT prioritized the needs of those who need assistance most (for instance, the most vulnerable, the poor and the marginalized) and has it reached its intended beneficiaries?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent that UNCT prioritized the needs of those who need assistance most (for instance, the most vulnerable, the poor and the marginalized) <input type="checkbox"/> The examples that UNCT through implementation of UNDAF reached its intended beneficiaries 	<ul style="list-style-type: none"> <input type="checkbox"/> Examples that show how and why UNCT prioritized the needs of vulnerable groups <input type="checkbox"/> Opinion of stakeholders on the selection of vulnerable groups and the appropriateness of the assistance provided through UNDAF 2016-2020 <input type="checkbox"/> Evidences that the UNCT through the implementation of UNDAF reached the most vulnerable groups 	<ul style="list-style-type: none"> <input type="checkbox"/> Documented work of UNCT, including UNCT annual reports <input type="checkbox"/> Interviews with the stakeholders (UNCT, partners and beneficiaries to the extent possible)
<p>4.2. Has the UNCT's work properly mainstreamed gender?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The degree of mainstreaming of gender during the design and implementation of UNDAF <input type="checkbox"/> Examples of gender mainstreaming (beyond gender participation) 	<ul style="list-style-type: none"> <input type="checkbox"/> Examples that show integration of gender mainstreaming during the design and implementation UNDAF <input type="checkbox"/> Opinion of stakeholders on integration of gender mainstreamish in UNDAF 2016-2020 	<ul style="list-style-type: none"> <input type="checkbox"/> Analysis of UNCT annual reports <input type="checkbox"/> Interviews with the key stakeholders (UN Agencies and national partners)
<p>4.3. Has the UNCT's work properly addressed human-rights issues?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The degree of integration of human rights principles and standards in UNCT's work (during implementation of UNDAF) 	<ul style="list-style-type: none"> <input type="checkbox"/> Examples that show integration of human rights principles and standards in UNDAF <input type="checkbox"/> Opinion of stakeholders on integration of human rights principles in UNDAF 2016-2020 	<ul style="list-style-type: none"> <input type="checkbox"/> Analysis of UNCT annual reports and other documents <input type="checkbox"/> Interviews with the key stakeholders (UN Agencies and national partners)
<p>4.4. Has the UNCT effectively used the principles of environmental sustainability to strengthen its contribution to national development results?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent to which UNCT mainstreamed principles of environmental sustainability during design and implementation of UNDAF <input type="checkbox"/> The opinion of UNCT contribution to the national development results 	<ul style="list-style-type: none"> <input type="checkbox"/> Examples that show integration of environmental sustainability principles during planning and implementation of UNDAF <input type="checkbox"/> Evidences that show UNCT contribution to national development results through environmental sustainability efforts <input type="checkbox"/> Opinion of stakeholders on the quality of UNCT work in the area of environmental sustainability 	<ul style="list-style-type: none"> <input type="checkbox"/> Analysis of UNCT annual reports and other documents <input type="checkbox"/> Interviews with the key stakeholders (UN Agencies and national partners)

Evaluation Question	Judgement criteria	Indicators	Evidences and Data Sources
<p>4.5. Has the UNCT adequately used results-based management to ensure a logical chain of results and establish a monitoring and evaluation framework?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent to which UNCT used results-based management to ensure a logical chain of results <input type="checkbox"/> The existence of the monitoring and evaluation framework for implementation of UNDAF 	<ul style="list-style-type: none"> <input type="checkbox"/> The opinion of the UNCT/ UN Agencies representatives and other stakeholders about the application of RBM in defining logical chain/ chain or results <input type="checkbox"/> The analysis of the intervention logic- logical chain of results within UNDAF (vertical logic - priority areas / predictable impact, outcomes, outputs, activities and inputs: horizontal logic – indicators, values, assumptions). 	<ul style="list-style-type: none"> <input type="checkbox"/> Analysis of UNDAF <input type="checkbox"/> Analysis of UNDAF reports, including use of indicators during reporting <input type="checkbox"/> The analysis of monitoring system for UNDAF <input type="checkbox"/> Interviews with UNCT
<p>4.6. Has UNCT strengthened the capacities for data collection and analysis to ensure disaggregated data on the basis of age, sex, geographic location, etc and did those subject to discrimination and disadvantage benefit from priority attention?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent to which UNDAF strengthened the capacities for collection and analysis of disaggregated data 	<ul style="list-style-type: none"> <input type="checkbox"/> Examples that serve to confirm that disaggregated data has been collected and analysed/ used for policy and decision-making processes <input type="checkbox"/> Opinion of stakeholders about increased capacities for collection and analysis of disaggregated data <input type="checkbox"/> Any new metadata, methods and statistics developed by the National Statistical Service based on UNCT work. 	<ul style="list-style-type: none"> <input type="checkbox"/> Analysis of UNDAF and programming process <input type="checkbox"/> Interviews with the key stakeholders – particularly with representatives of UNCT Agencies <input type="checkbox"/> Interviews with the key counterparts and NSS
<p>4.7. Has UNCT adequately resourced mainstreaming and application of the UNDAF programming principles in UNDAF design and implementation?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent to which UNDAF made use and promoted UNDAF programming principles during its design and implementation <input type="checkbox"/> The extent to which resource allocation took into account or prioritised most marginalised groups including women and girls <input type="checkbox"/> The extent were adequate resources provided for integrating Human Rights and Gender Equality in UNDAF 	<ul style="list-style-type: none"> <input type="checkbox"/> Examples that UNDAF promoted core programming principles during its programming and implementation <input type="checkbox"/> Opinion of the representatives of the UN Agencies about the extent to which UNDAF promoted and benefited from mainstreaming and application of UNDAF programming principles in UNDAF design and implementation 	<ul style="list-style-type: none"> <input type="checkbox"/> Analysis of UNDAF and programming process <input type="checkbox"/> Interviews with the key stakeholders – particularly with representatives of UNCT Agencies
<p>5. Value addition of the UNDAF as a tool</p>			

Evaluation Question	Judgement criteria	Indicators	Evidences and Data Sources
<p>5.1. Has the UNDAF acted effectively as a partnership vehicle for government and other actors in their efforts to achieve the SDGs?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent to which UNCT used its partnerships to improve performance and enhance ownership of UNDAF by contributing to the achievement of SDGs in Armenia <input type="checkbox"/> The extent to which UNDAF, as is current formulated, served for a better vision and logic to pursue the SDGs by the country counterparts and development partners 	<ul style="list-style-type: none"> <input type="checkbox"/> Stakeholders' opinions about the partnership, actual involvement and ownership of results achieved during the implementation of UNDAF and its contribution to SDGs <input type="checkbox"/> Progress in the implementation of SDGs for Armenia- reports on the SDG targets 	<ul style="list-style-type: none"> <input type="checkbox"/> National voluntary report 2018 on SDG implementation - status of SDG targets and indicators <input type="checkbox"/> Interviews with the key stakeholders <input type="checkbox"/> UNCT annual reports <input type="checkbox"/> UN Global SDG Indicators' Database <input type="checkbox"/> OECD Joint reporting on FSD
<p>5.2. Has the UNDAF facilitated the identification of and access to new financing flows at scale for national partners?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The degree of UNDAF's effectiveness in identification and access to financial resources available for national partners 	<ul style="list-style-type: none"> <input type="checkbox"/> The effectiveness of resource mobilization strategy- (mobilized vs planned resources) and the delivery ratio during the implementation of UNDAF <input type="checkbox"/> Extent to which the delivered resources have been justified by its contribution to UNDAF outcomes <input type="checkbox"/> Examples of new financing? opportunities for the national partners (for implementation/ achievement of development priorities) 	<ul style="list-style-type: none"> <input type="checkbox"/> Interview with the key informants <input type="checkbox"/> Annual UNDAF reports and other available documents from UN Agencies
<p>5.3. Has the UNDAF contributed to greater clarity and transparency of results achieved and resources used?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent to which UNDAF underpins transparency and clarity of results achieved and resources used <input type="checkbox"/> Existence of accountability mechanisms to the beneficiaries 	<ul style="list-style-type: none"> <input type="checkbox"/> Opinion of stakeholders about UNDAF's support to UN transparency and accountability for results <input type="checkbox"/> Perception of the national partners about their awareness, access to information and involvement in UNDAF implementation <input type="checkbox"/> Opinions about the links between planning and budgeting process within the framework of UNDAF <input type="checkbox"/> Opinions and examples of inter-agency synergies that have contributed to the achievement of outcomes 	<ul style="list-style-type: none"> <input type="checkbox"/> Interview with the key informants <input type="checkbox"/> Annual UNDAF reports and other available documents from UN Agencies

Evaluation Question	Judgement criteria	Indicators	Evidences and Data Sources
<p>5.4. What risks and/or opportunities have been materialized through the implementation of UNDAF? How were they seized upon or addressed?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent of flexibility and responsiveness of UNCT to emerging needs and priorities in the country 	<ul style="list-style-type: none"> <input type="checkbox"/> The evidences of effective risk management strategy that was implemented during UNDAF implementation and implementation of mitigation measures <input type="checkbox"/> Examples of UNDAF responsiveness and flexibility to the emerging priorities and needs of the country 	<ul style="list-style-type: none"> <input type="checkbox"/> Interview with the key informants <input type="checkbox"/> Annual UNDAF reports and other available documents from UN Agencies
<p>Preliminary analysis of progress, gaps, opportunities and bottlenecks vis-à-vis the implementation of the 2030 Agenda</p>			
<p>6.1. What is the status and progress on the SDGs relevant to the UNDAF outcomes from all available known resources and what goals/targets lack the most information?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The degree of the achievement of SDGs measures against established targets <input type="checkbox"/> The analysis of the areas that are behind the achievement of targets <input type="checkbox"/> The analysis of the areas where SDGs are not targeted explicitly by UNDAF 	<ul style="list-style-type: none"> <input type="checkbox"/> The extent to which country reported progress against the SDG targets, particularly under UNDAF areas <input type="checkbox"/> Identification of areas that are behind the schedule and the targets that are lagging behind <input type="checkbox"/> Identification of SDGs (Tier 1), which can be further and better reflected in the new programming period 	<ul style="list-style-type: none"> <input type="checkbox"/> National reports on social inclusion of vulnerable groups, NVR 2018, ANSS SDG platform, UN SDG IndDb. <input type="checkbox"/> SDG progress reports and other key development indicators
<p>6.2. What groups can already be identified as left behind, including those furthest behind, for each goal from the available information (or simply from the lack of available data on these groups)?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Reported progress on social inclusion of vulnerable groups <input type="checkbox"/> The extent to which inequalities in Armenia have been addressed through joint efforts of the GoA and other development partners 	<ul style="list-style-type: none"> <input type="checkbox"/> The status of vulnerable groups, including reasons for vulnerability and exclusion <input type="checkbox"/> Assessment of measures for social inclusion of vulnerable groups <input type="checkbox"/> The examples of successes in addressing inequalities in Armenia 	<ul style="list-style-type: none"> <input type="checkbox"/> National reports on social inclusion of vulnerable groups <input type="checkbox"/> SDG progress reports and other key development indicators
<p>6.3. In what ways are these groups left behind and what are the root causes and structural factors of inequality, exclusion and discrimination?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Reported progress on social inclusion of vulnerable groups <input type="checkbox"/> The extent to which inequalities in Armenia have been addressed through joint efforts of the GoA and other development partners 	<ul style="list-style-type: none"> <input type="checkbox"/> The status of vulnerable groups, including reasons for vulnerability and exclusion <input type="checkbox"/> Assessment of measures for social inclusion of vulnerable groups <input type="checkbox"/> The examples of successes in addressing inequalities in Armenia 	<ul style="list-style-type: none"> <input type="checkbox"/> National reports on social inclusion of vulnerable groups <input type="checkbox"/> SDG progress reports and other key development indicators

Evaluation Question	Judgement criteria	Indicators	Evidences and Data Sources
<p>6.4. What are the existing, emerging and future risks and their potential impact on the country's development trajectory?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The opinion/ analysis of the existing, emerging and potential risks for the country <input type="checkbox"/> The analysis of the likelihood of the progress to SDGs and effectiveness of measures on inequalities <input type="checkbox"/> The reported progress of the country to meet its obligations under international human rights law 	<ul style="list-style-type: none"> <input type="checkbox"/> The analysis of the existing, emerging and future risks and their potential impact on the country's development trajectory <input type="checkbox"/> The extent to which country is showing progress to achieve the SDGs and their targets <input type="checkbox"/> The effectiveness of the country efforts to reduce the patterns of inequality, exclusion and discrimination <input type="checkbox"/> The country reported progress to meet its obligations under international human rights law 	<ul style="list-style-type: none"> <input type="checkbox"/> National reports on SDGs and international reports submitted to the UN and other bodies <input type="checkbox"/> Analysis of national statistic with particular reference to SDGs <input type="checkbox"/> Interviews with the national partners and UNCT team
<p>6.5. What are the existing capacities, capacity gaps and challenges to achieve SDGs and targets; and</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The extent to which capacity exist for the achievement of SGDs and their targets 	<ul style="list-style-type: none"> <input type="checkbox"/> The assessment of the national capacities for achievement of SDGs in Armenia <input type="checkbox"/> Identification of capacity gaps, challenges and advantages for the achievement of SDGs in Armenia 	<ul style="list-style-type: none"> <input type="checkbox"/> National reports on SDGs and international reports submitted to the UN and other bodies <input type="checkbox"/> National statistics
<p>6.6. What are the opportunities and potential partnerships that the UN could prioritize to support the country to achieve the 2030 Agenda?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The evidences of comparative advantages of UN agencies that could contribute to the achievement of the 2030 Agenda <input type="checkbox"/> Examples of opportunities and possible partnerships for the achievement of the 2030 Agenda 	<ul style="list-style-type: none"> <input type="checkbox"/> Opinions of the stakeholders about the collaborative advantage of UN organizations towards the achievement of the 2030 Agenda <input type="checkbox"/> Examples and evidences of utilization of UN collaborative advantage for the achievement of SDG targets <input type="checkbox"/> Examples of opportunities to enhance and build new partnerships for the Agenda 2030 	<ul style="list-style-type: none"> <input type="checkbox"/> Interview with the key stakeholders (UNCT, national partners) <input type="checkbox"/> UNDAF progress reports (and annual reports from UN Agencies)

ANNEX 6: DATA COLLECTION TOOLS- INTERVIEW GUIDES

During the field phase, the Final Evaluation Team used semi-structured interviews with the main questions provided in this interview guide. Interviews enabled the Evaluation Team to ask additional, more specific questions in line with the Evaluation Matrix and the Terms of References.

Also, the Evaluation Team used on-line interviews for some stakeholders that were not available for in-person interviews - the priority is given to in-person interviews and the intention was to ensure representative samples during the field phase.

Interview Guide: UN Resident Coordinator- UN Coordinator's Office

Relevance and coherence: Are we doing the right things?

- What have been key priorities for Armenia in the period 2016-2020 and to what degree have these priorities been reflected in UNDAF 2016-2020? Is UNDAF still relevant for the country and well-aligned with the key national development priorities?
- What are the factors that can affect the development of the country?
- Have national partners from Armenia been involved in preparation and implementation of UNDAF?
- Have the external developments affected implementation of UNDAF? Has the UNDAF/ UNCT been flexible in responding to these changes?
- Have the resources mobilized for UNDAF implementation been in line with strategic priorities?

Results: Have we made a difference?

- How effective have the UN Agencies been in achieving results under the UNDAF? Have there been challenges that affected UNDAF implementation?
- Are there changes at the national level that UNDAF contributed to? Are there some results that you would like to highlight? Are there areas under which UNDAF has been underperforming?
- What are the main advantages of the UN Agencies in Armenia in the context of development objectives for the country? How effective was UNCT in Armenia in designing and implementing Joint Programmes?

Transformation: Have we made long-lasting, systemic and society-wide changes?

- Has the national and local ownership been ensured and to what extent would the changes last beyond UNCT intervention?
- To what extent has the UNCT's work brought about systemic changes – please provide some examples like changes in the legal framework, institutions, social and economic structure?
- How effective was the UNCT in prioritizing and addressing the needs of most vulnerable groups? Has UNCT's work properly mainstreamed gender and human-rights issues? Has the UNCT effectively used the principles of environmental sustainability to strengthen its contribution to national development results?

Normative: Have we left no one behind- progress towards SDGs?

- How effective was the country in progressing towards the SGD targets? To what extent has the UNCT supported the achievement of SDG targets (through the implementation of UNDAF).
- What is the status and progress of the SDGs relevant to the UNDAF outcomes from all available known resources and what goals/targets lack the most information?
- Do you see that some groups were left behind? What were the main problems vis-à-vis SDG achievement? Has the UNDAF contributed to greater clarity and transparency of results achieved and resources used?

Interview Guide: UNCT/ representatives of UN Agencies in Armenia

Could you please introduce yourself, your UN Agency and your function?

- Have you been involved in the preparation of UNDAF 2016-2020? Have you been directly involved in the implementation of UNDAF 2016-2020?

Relevance and coherence: Are we doing the right things?

- What have been the key priorities of your respective agency in the period 2016-2020? To what degree have these priorities been reflected in UNDAF 2016-2020?
- To what degree have the Armenian priorities and the needs of citizens been recognized in UNDAF? Are UNDAF priorities still relevant for the country?
- To what degree have the human rights principles and gender mainstreaming approach incorporated in the planning and implementation of UNDAF 2016-2020?
- From the perspective of your agency, how effective has UNDAF been in following the promise “leave no one behind”?

Please provide some examples (if available)

- Have the external factors affected implementation of UNDAF? Has the UNDAF and your agency been flexible in responding to these changes and/ or challenges?
- Are there priorities for your respective UN Agency that have not been addressed in UNDAF?

Results: Have we made a difference?

- How effective has your Agency been in achieving results under the UNDAF? How realistic were the established targets?
- Have there been challenges that affected your work and UNDAF implementation? Is there any area under which UNDAF is underachieving?
- Are there changes at the national level that UNDAF contributed to? Are there some results that you would like to highlight?
- What are the main advantages of the UN Agencies in Armenia in the context of development objectives for the country?
- How effective was UNCT in Armenia in designing and implementing Joint Programmes? Has your Agency participated in Joint Programmes? How was your experience?

Transformation: Have we made long-lasting, systemic and society-wide changes?

- Has the national and local ownership been ensured and to what extent would the changes last beyond UNCT intervention?
- To what extent has the work of your UN Agency brought about systemic changes – please provide some examples like changes in the legal framework, institutions, social and economic structure)?
- How effective was your UN Agency in prioritizing and addressing the needs of most vulnerable groups? Has UNCT’s work properly mainstreamed gender and human-rights issues? Has the UNCT effectively used the principles of environmental sustainability to strengthen its contribution to national development results?

Normative: Have we left no one behind- progress towards SDGs?

- How effective was the country in progressing towards the SGD targets? To what extent has your Agency supported the achievement of SDG targets (through the implementation of UNDAF) and in what areas?
- What is the status and progress of the SDGs relevant to the UNDAF outcomes from all available known resources and what goals/targets lack the most information?

- Do you see that some groups were left behind? What were the main problems vis-à-vis SDG achievement for your UN Agency? Has the UNDAF contributed to greater clarity and transparency of results achieved and resources used?
- Was your UN Agency effective in addressing and integrating the crosscutting theme of gender equality and social inclusion? To what extent did the planned objectives have on addressing gender equality?

Interview Guide: Chairs of the UNDAF Results Groups

- Could you please introduce yourself, your UN Agency and the Results Group?

Relevance and coherence: Are we doing the right things?

- What have been the key priorities in your focus areas during the period 2016-2020? To what degree have these priorities been reflected in UNDAF 2016-2020?
- To what degree have the Armenian priorities and the needs of citizens been recognized in UNDAF? Are UNDAF priorities still relevant for the country?
- To what degree have the human rights principles and gender mainstreaming approach incorporated in the planning and implementation of UNDAF 2016-2020?
- From the perspective of your Results groups, how effective has UNDAF been in following the promise “leave no one behind”?

Please provide some examples (if available)

- Have the external factors affected implementation of UNDAF? Has your Results Group been flexible in responding to these changes and/ or challenges and how?
- Are there priorities for your respective Results Group that have not been addressed in UNDAF?

Results: Have we made a difference?

- What have been the main achievements in your result area? How realistic were the established targets?
- Have there been challenges that affected your work and UNDAF implementation? Is there any issue with delivery in your focus area?
- Are there changes at the national level in your area of focus that UNDAF contributed to? Are there some results that you would like to highlight?
- What are the main advantages of the UN Agencies in Armenia in the context of development objectives for the country?
- How effective was UNCT in Armenia in designing and implementing Joint Programmes? Has there been Joint Programmes in your focus area? How successful was the implementation?

Transformation: Have we made long-lasting, systemic and society-wide changes?

- Has the national and local ownership been ensured and to what extent would the changes last beyond UNCT intervention?
- To what extent has the work in your focus area brought about systemic changes – please provide some examples like changes in the legal framework, institutions, social and economic structure?
- How effective have the needs of most vulnerable groups addressed within your priority area? Has UNCT’s work properly mainstreamed gender and human-rights issues? Has the UNCT effectively used the principles of environmental sustainability to strengthen its contribution to national development results?

Normative: Have we left no one behind- progress towards SDGs?

- How effective was the country in progressing towards the SGD targets? What was the progress to SDG targets in your focus areas?
- What is the status and progress of the SDGs relevant to the UNDAF outcomes from all available known resources and what goals/targets lack the most information?
- Do you see that some groups were left behind? What were the main problems vis-à-vis SDG achievement for your UN Agency? Has the UNDAF contributed to greater clarity and transparency of results achieved and resources used?
- Was your UN Agency effective in addressing and integrating the crosscutting theme of gender equality and social inclusion? To what extent did the planned objectives have on addressing gender equality?

- Have the UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development) been followed during the preparation and implementation of UNDAF? Do you have some examples?
- Has UNDAF been effective in contributing to environmental sustainability? Do you have some examples?
- Has UNDAF been effective in strengthening the capacities for data collection and analysis to ensure disaggregated data?

Interview Guide: Chair of the UN Monitoring Group

Could you please introduce yourself- including the UN Agency you are representing?

General questions

- Have you been involved in preparation and/or implementation of UNDAF 2016-2020?
- What are, in your opinion, the key national development priorities for Armenia? Has UNDAF been well-targeting and addressing national priorities?
- Have there been any important areas that should be considered for the new UNDAF cycle?

Results: Have we made a difference?

- How appropriate and realistic have the UNDAF outcomes and established targets been? How adequate have the outputs been?
- To what extent has the Logic Matrix and hierarchy of objectives ensured internal coherence?
- Have the indicators been well-defined to measure progress under outcomes and outputs?
- To what extent have the Results Based Management principles and tools been reflected in the UNDAF Results Matrix?
- To what extent have the indicators and targets reflected gender equality and “leave no one behind”?
- Have the indicators (including their benchmarks- targets and baselines) been revised and updated to better reflect external developments and progress achieved?
- To what degree did UNDAF contribute to SDG targets and what is the degree of correspondence with the SDG indicators?
- Have the UN Agencies been using these indicators to report on results and progress? What is your opinion about the work of the UNDAF Monitoring Group?
- Has UNDAF been effective in strengthening the capacities for data collection and analysis to ensure disaggregated data?

Interview Guide: Chair of the UN Communication Group

Could you please introduce yourself- including the UN Agency you are representing?

General questions

- Have you been involved in preparation and/or implementation of UNDAF 2016-2020?
- What are, in your opinion, the key national development priorities for Armenia? Has UNDAF been well-targeting and addressing national priorities?
- Have there been any important areas that should be considered for the new UNDAF cycle?

Communication specific questions:

- Has the UN Joint Communication Strategy been developed and implemented? Is the joint communication policy satisfactory?
- Do you think that “One UN voice” could be an important principle for UN coherence and effectiveness of results in Armenia?
- How effective has UNCT been in Armenia in communicating results under UNDAF? How well have the results been achieved and progress under outcomes communicated? Could you provide some of the most important communication activities that have been implemented in the context of UNDAF?
- How coherent have the UN Agencies been in sending core UN advocacy messages (especially those related to UNDAF implementation).
- Was the communication between the UN Agencies satisfactory?
- What would be your suggestions on how to improve and strengthen internal communication and facilitate access to and sharing of information among the UN Agencies and employees?

Interview Guide: (International) development partners

- Could you please introduce yourself, your organisation and your role in this organisation?
- Are you familiar with the work of the United Nations Agencies in Armenia? If yes, how is your work related to the areas of intervention of the United Nations Agencies in Armenia?

Relevance

- What have been the priority development needs of Armenia in the period 2016-2020?
- Which specific development priorities of the country and needs of population (especially vulnerable) your organisation is addressing?
- Do you think that the UN Agencies have been sufficiently focused on the priority areas and the needs of citizens?
- Have there been any external factors that affected the development needs of the country? Did any new needs appear? Did any of the previously recognized needs lose on priority?

Results and transformation

- What have been the initiatives/projects supported/ implemented by your organisation in Armenia? What are your priority sectors? What has been the degree of cooperation with UN Agencies?
- How was your organization coordinating and cooperating with UN Agencies? Was there an effective nation-driven mechanism for donor coordination in place? If not, what other mechanisms for donor coordination were in place?
- Are there any examples of successful cooperation (joint forces for implementation of activities in the priority sectors) of UN Agencies with you or other donors (e.g. implemented by your organisation)? What factors contributed to the effectiveness of these joint actions?
- From your experience, did any of the UN Agencies take a leadership role in delivering support in any of the specific sectors? How effective was the leadership of UN Agency in specific sectors or sub-sectors that contributed to the results achieved? How?

Impact and sustainability

- Have the national partners (Government of Armenia and other stakeholders) created a policy environment that is conducive to sustaining the accomplished results?

Interview Guide: Institutional partners

- Could you please introduce yourself, your organisation and your role in this organisation?
- Are you familiar with the work of the United Nations Agencies in Armenia? If yes, how is your work related to the areas of intervention of the United Nations Agencies in Armenia?

Relevance

- What have been the priority development needs of Armenia in the period 2016-2020?
- Which specific development priorities of the country and needs of population (especially vulnerable) your organisation is addressing?
- Do you think that the UN Agencies have been sufficiently focused on the priority areas and the needs of citizens?
- Have there been any external factors that affected the development needs of the country? Did any new needs appear? Did any of the previously recognized needs lose on priority?

Results and transformation

- What have been the initiatives/projects supported/ implemented by your organisation in Armenia? What are your priority sectors? What has been the degree of cooperation with the UN Agencies?
- How was your organization coordinating and cooperating with UN Agencies? Were there such measures such as policy dialogues or joint interventions in place to coordinate efforts? If not, what other mechanisms were in place?
- Are there any examples of successful cooperation (joint forces for implementation of activities in the priority sectors) of the UN Agencies with you or other donors (e.g. implemented by your organisation)? What factors contributed to the effectiveness of these joint actions?
- From your experience, did any of the UN Agencies take a leadership role in delivering support in any of the specific sectors? How effective was the leadership of UN Agency in specific sectors or sub-sectors that contributed to the results achieved? How?
- Have the national partners created a policy environment that is conducive to sustaining the accomplished results?

Interview Guide: Final Beneficiaries (if appropriate)

Could you please introduce yourself?

- How did you become involved in the activities of the UN Agencies?
- How did you benefit from the support from the UN Agencies? Please provide specific examples.
- Do you know about other results of support from the UN Agencies?
- What were your needs and did the UN support address those needs? Did the work and results of the UN Agencies help to improve the situation in your community or in Armenia?
- Do you have any suggestions on how to improve support provided by the UN Agencies?
- What are the priority areas of your community (or the country) that you recommend for the future development assistance to address?
-