

# End of project Evaluation of the Project “Democratic Development, Decentralisation and Good Governance in Armenia - Phase II”

EVALUATION REPORT  
2025



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## Table of abbreviations

Acronym	Definition
ADA/ADC	Austrian Development Agency/Austrian Development Co-operation
AP	Action Plan
CBC	Cross-Border Co-operation
CCIM	Community Consultation Initiative Meeting
CEMG	Centre of Expertise for Multilevel Governance of the Council of Europe
CLRA	Council of Europe Congress on Local and Regional Authorities
CoE	Council of Europe
DAC	Development Assistance Committee
DIO	Directorate of Internal Oversight
ET	Evaluation Team
FGD	Focus Group Discussion
FS(s)	Feasibility Study(ies)
GESI	Gender Equality and Social Inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HRAP	Human Rights Action Plan of the Human Rights Protection Strategy
IMC	Inter-Municipal Co-operation
KII	Key Informant Interviews – in-depth individual interviews
LFD	Local Fees and Duties
LNOB	Leave No One Behind
LSG	Local Self-Government
LSGs	Local Self-Government bodies
M4EG	Mayors for Economic Growth
MoJ	Ministry of Justice
MTAI	Ministry of Territorial Administration and Infrastructures
MWG	MTAI Working Group on the Development of Draft Law on LSG
PSCLSG	Parliament's Standing Committee on Territorial Administration, LSG
QA	Quality Assurance
ReBuS	Resilience Building Strategies
SALAR	Swedish Association of Local Governments and Regions
SC	Steering Committee
SDC	Swiss Development Co-operation
SIGMA	OECD's Support to Improvement of Governance and Management (co-funded by the EU)
TARA	Territorial Administration Reform of Armenia
ToC	Theory of Change
ToR	Terms of Reference

UNDP	United Nations Development Programme
WCAG	Web Content Accessibility Guidelines

## 1 Executive summary

### **The object of the evaluation:**

The current DDDGGA Phase II project is being implemented under the Council of Europe (CoE) Action Plan (AP) for Armenia 2023–2026, covering the period from December 2022 to December 2025. It builds on the achievements of the first phase, implemented between December 2018 and May 2022, and capitalises on its deliverables, outputs, and outcomes while incorporating recommendations from the Phase I evaluation.

The CoE is currently planning a third phase of the intervention, which will focus on continued consultations and technical expertise to develop the full regulatory package for the draft Law on Local Self-Government (LSG), the drafting of the Law on Local Fees and Duties (LFD), and further strengthening institutional and human capacities of local self-government bodies (LSGs). It will also aim to enhance the capacities of LSGs through inter-municipal co-operation (IMC) and cross-border co-operation (CBC) projects.

The overarching objective of the current phase is to expand benefits for Armenian citizens by promoting more inclusive, effective, and resilient institutional structures capable of delivering improved public services. Two specific objectives guide the intervention: **first**, improving the legal and regulatory framework for LSG; and **second**, enhancing local governance practices, including service delivery and socio-economic development, within consolidated communities.

The project is structured around seven outputs. For the first specific objective, these include improved participation of communities in developing the LSG regulatory and policy framework, strengthened capacities of consolidated communities to promote inclusive socio-economic development, and an improved draft legal framework for LSG. For the second objective, outputs focus on building the capacities of LSGs to ensure equitable access to public services, fostering inter-community co-operation for shared service delivery, advancing CBC between Armenian and Georgian communities, and facilitating the exchange of best practices among communities.

### **Evaluation objectives and intended audience:**

The primary objective of this evaluation is to provide an independent assessment of the project's achievements and strategies, identify lessons learnt during implementation, and outline potential areas for future action. Serving as an end-of-project review, the evaluation aims to deliver key findings, conclusions, and recommendations ahead of the project's final conference. In conducting this assessment, the evaluation adhered to the objectives and tasks defined in the Terms of Reference (ToR) (Annex VIII).

The main stakeholders expected to use the evaluation results include the CoE project team and Country Office, the Centre of Expertise for Multilevel Governance (CEMG) of the Congress of Local and Regional Authorities (CLRA), and other relevant CoE divisions. Additional stakeholders comprise the Austrian Development Co-operation (ADC), the Ministry of Territorial Administration and Infrastructure (MTAI), members of the MTAI Working Group (MWG) on the draft Law on LSG, the Union of Communities of Armenia, and the Communities Finance Officers' Association.

### **Evaluation methodology:**

The evaluation applied a non-experimental design and a mixed-methods approach, combining both formative and summative elements. It utilised quantitative and qualitative methods to ensure a comprehensive analysis.

The process was highly participatory, involving close engagement with the CoE team and extensive consultations with stakeholders. This included 29 key informant interviews (KII) and nine focus group discussions (FGD) with beneficiary communities, members of the MWG, development partners, associations, and civil society organisations.

The evaluation was guided by the OECD Development Assistance Committee (DAC) criteria and based on a reconstructed intervention logic and an evaluation matrix aligned with the ToR. CoE evaluation guidelines were applied throughout, and the methodology incorporated gender-sensitive and inclusive approaches, addressing gender and youth considerations.

Data collection tools were tailored to each primary source, including surveys, customised FGD guides, feedback forms, and observation during events. Analytical tools were developed in collaboration with the project team, enabling robust triangulation with secondary data from project documentation and external sources such as CoE and MTAI platforms, official legal databases, and development partner resources. Further details on data collection instruments, FGD, and KII are provided in Annex IV and V.

### **Most important findings and conclusions:**

The end-of-project evaluation confirms that DDDGGA Phase II has been a highly relevant and timely intervention in support of Armenia's nationwide and complex local self-government reform. As the second phase of a strategically important initiative by the CoE, the project demonstrates clear justification for continuation in the medium- to long-term perspective.

DDDGGA Phase II is well aligned with national priorities and the framework of co-operation between Armenia and the CoE. It has provided an adequate and timely response to governance needs at all levels and introduced innovative practices, notably through extensive consultations and contributions from communities across the country.

Although the initial design referenced a desk review of existing Gender Equality and Social Inclusion (GESI) studies, no dedicated analysis or methodology was developed during inception or subsequent phases. Nevertheless, implementation created opportunities for broader participation of women and youth in both the legal advisory and grant components.

The project has been *efficient* in mobilising and utilising resources and implementing activities. Its operational mechanisms proved effective, and co-ordination with development partners active in the sector—such as SALAR International, GIZ, and UNDP—was well managed.

Effectiveness has been strong. The project, in close co-operation with MTAI, finalised the draft Law on LSG and advanced it into the official legislative process. All planned outputs were delivered, and the project contributed to visible outcomes. Effectiveness could be further enhanced by providing after-care support and consultancy to grantees and ensuring that learning resources developed under the project are accessible to communities.

Prospects for sustainability are mixed. For the legal component, sustainability is promising: once the draft law enters official procedures, it has a high likelihood of adoption and enforcement. However, MTAI lacks sufficient professional, technical, and financial resources to manage reform-related demands in the coming years, making continued support from the CoE essential. While many grant projects show potential for sustainability, extending grant programmes would further strengthen participatory project management capacities within communities. Additionally, the

project's learning products represent a valuable resource that should be institutionalised for long-term use.

**The CoE project team and the CEMG are advised to consider the following actions:**

1. Future phases of the intervention should continue utilising the MTAI MWG on the draft Law on LSG during the bridging phase and beyond. Where necessary, its composition could be expanded to include a representative from the relevant Deputy Prime Minister's Office to strengthen co-ordination.
2. Additional legal expertise will be required to finalise the Law on LFD during the bridging phase, ensuring that the comprehensive study and conceptual provisions developed under the current project are effectively used before they become outdated by 2026. Organising an additional Community Consultation Initiative Meeting (CCIM) dedicated to this topic would further enhance stakeholder engagement.
3. The format and timing of CCIMs should be improved by extending their duration and ensuring that sessions are recorded and made publicly accessible, as was successfully done for the 17th CCIM. This would help maintain transparency and institutional memory.
4. Collaboration with MTAI should continue to ensure that all learning products are uploaded to its platform.
5. For future phases, training materials should be simplified, made interactive, and designed to meet accessibility standards, ideally in compliance with Web Content Accessibility Guidelines (WCAG) 2.1 or 2.2.
6. Subject to resource availability, a follow-up consultancy should be planned to review the results of feasibility studies (FSs), IMC, and CBC projects, supporting their continuity and sustainability.
7. Before concluding agreements with selected grantees, an additional step should be introduced to assess community readiness, including organisational capacity and leadership commitment. Furthermore, FSs should incorporate a business planning element, including cost-recovery analysis, to strengthen the long-term viability of projects.
8. Future phases should also consider deploying additional local consultants on a longer-term basis to manage legal advisory services, capacity development, grant projects, and the project's monitoring and reporting system under the supervision of the Country Coordinator.
9. Finally, gender equality and social inclusion should be mainstreamed more systematically. This could be achieved by developing a dedicated GESI AP during inception, introducing a standardised GESI screening tool for all grant proposals and FSs, and establishing an internal inclusion monitoring mechanism that combines quantitative logframe indicators with qualitative participatory feedback tools.

## **2 Introduction**

### **Object of the evaluation**

The DDDGGA Phase II project is implemented under the CoE AP for Armenia 2023–2026<sup>1</sup> covering the period from December 2022 to December 2025. It builds on Phase I, which was carried out between December 2018 and May 2022<sup>2</sup>. The first phase had a broader scope, particularly regarding policy and legal advisory services and IMC grant projects and provided valuable lessons that informed the design and refinement of the current phase.

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<sup>1</sup> <https://rm.coe.int/ap-armenia-2023-2026/1680a977bf>

<sup>2</sup> <https://www.entwicklung.at/en/projects/detail-en/democratic-development-decentralisation-and-good-governance-in-armenia>

Phase II was therefore conceived as a continuation of the intervention, aiming to further advance and consolidate the deliverables, outputs, and outcomes achieved previously. Its design also integrates key recommendations from the Phase I evaluation, including: sustaining legal advisory support through exchanges with European counterparts; institutionalising CCIM within national legislative and policy-making processes (for example, the ongoing circulation of draft chapters by the MTAI); continuing IMC grants with stronger needs assessments; linking grant participation to the successful completion of the Good Governance course by municipalities; and strengthening promotional, dissemination, and advocacy activities across governance levels to support institutionalisation at the national level.

CoE is currently planning a third phase, which is expected to provide continued consultation and technical expertise for the full regulatory framework related to the draft Law on LSG. It will also support the development of the Law on LFD, further strengthen institutional and human capacities within the LSGs, and continue to build competencies through IMC and CBC initiatives. Overall, the third phase aims to expand awareness, knowledge, and capacity among specialists and community stakeholders.

*The objectives, outcomes and outputs of DDDGGA II project are as follows.*

The **overall goal** (impact level objective) of the project is:

Armenian citizens benefit from more inclusive, effective, and resilient local institutional structures that can deliver improved public services and support sustainable economic development, enabled by an enhanced legislative framework for local self-governance.

The **expected outcomes** of the project are:

Outcome 1: The Armenian government has adopted a new legislative framework for local government reflecting interests of stakeholders and facilitating local economic development.

Outcome 2: Consolidated communities have enhanced their capacities to promote inclusive socio-economic development.

These outcomes are to be achieved by two strands of activities for (i) policy and legal advice at central government level and (ii) developing capacities at local level leading to the seven outputs:

Output 1: Active and meaningful participation of communities and civil society in policy development and local governance processes.

Output 2: Inclusive socio-economic development policy adopted to support financial decentralisation and deliver increased fiscal autonomy at local level.

Output 3: Revised Law on LSG and relevant constitutional amendments adopted in light of stakeholder contribution and in line with European standards.

Output 4: Improved accessibility to and provision of public service at local level that supports equal access to resources for women, youth, and vulnerable people.

Output 5: Start-up grants support the completion of FSs into inter-community co-operation and the establishment of inter-community arrangements to support shared service delivery.

Output 6: CBC start-up grants support the establishment of cross-border economic development initiatives.

Output 7: Platform for exchange of experience and best practice in IMC, CBC and economic development established to facilitate peer learning among communities.

The project's intervention logic was fully reconstructed during the inception phase of the evaluation and was confirmed as valid during the fieldwork phase. The assessments presented below,

organised by evaluation criteria and questions, are based on the reconstructed intervention logic (Annex 1).

### **Objectives and users of the evaluation**

The main objective of the evaluation of DDDGGA Phase II project, co-funded and implemented by CoE, is to provide an independent assessment of its achievements and strategic approaches, identify lessons learnt from implementation, and outline potential areas for future engagement.

As an end-of-project evaluation, it aims to deliver key findings, lessons learnt, conclusions, and recommendations ahead of the project's final conference. Particular attention is given to analysing current stakeholder needs, assumptions, and risks relevant to future planning, as well as considering requests for continued CoE support in advancing and consolidating LSG reforms.

In this pursuit, the evaluation followed the objectives and tasks defined in the ToR, namely to:

- Assess the extent to which the project has achieved its objectives based on indicators defined in the project document.
- Evaluate the efficiency of the project management structure, including monitoring and reporting systems.
- Assess the sustainability of project deliverables and the degree to which Armenian authorities have followed up on recommendations stemming from CoE legal and policy advice.
- Estimate the likelihood that the project's outputs will continue to generate impact in the future.
- Assess the extent to which gender mainstreaming and a human rights-based approach were integrated into project design and implementation.
- Recommend potential future actions and measures to strengthen sustainability.

The main stakeholders of the evaluation, who are expected to receive and use the results as well as help guide the process, include:

- CoE's project team and the Country Office, the CEMG of the CLRA and other CoE divisions as designated by the CEMG.
- ADC and, where relevant, other development partners active in the intervention area.
- Broader stakeholders, including the MTAI, the Union of Communities of Armenia and Communities Finance Officers' Association, MWG Members and local communities.

### **Methodology**

The evaluation applied a non-experimental design and a mixed-methods approach, incorporating both qualitative and quantitative data collection tools.

Because the DDDGGA Phase II project is still underway, the evaluation serves both formative and summative purposes. It primarily engages the CoE team and, where feasible, ADA and other stakeholders in a mutual learning process. The evaluation examines achievements and shortfalls, factors influencing performance—both those linked to project strategies and those external to the intervention—current outputs, observable short-term outcomes (and emerging mid-term outcomes), as well as the conditions and prospects for mid-term and longer-term effects.

The CoE evaluation guidelines were applied<sup>3</sup>. Specifically, the Evaluation Team (ET) adhered to the CoE Code of Conduct for Evaluations, Quality Assurance (QA) principles and requirements, the eight criteria and sub-criteria outlined in the QA Checklist for DIO-managed evaluations, and the evaluation planning and inception reporting templates, including tailored interview and FGD guides developed during the inception phase for use during fieldwork.

The final evaluation methodology, including the survey and interview instruments, integrated gender sensitivity and considerations related to gender and youth inclusion. In addition, the

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<sup>3</sup> <https://rm.coe.int/dio-evaluation-guidelines-revised-version-2020/1680a147d1>

evaluation explicitly reviewed the application of the Leave No One Behind (LNOB) principle and the Human Rights–Based Approach within the intervention.

The following specific methods of data collection were used:

- Secondary data collection: project’s documentation, including the contract with annexes (project document, logframe, ToC), progress reports and appendices, deliverables (expert reviews of legal acts, draft legal acts, training materials, toolkits, workshop reports), samples of grant projects (applications for IMC and CBC grants, reports, FSs, ReBuS tools fulfilled, Resilience Strategies), documents related to the calls for grant projects, MWG discussion minutes, as well as Steering Committee (SC) meeting minutes of the project.
- Secondary data collection on the current legal train of the new draft Law on LSG, related governmental decisions for strategies and action plans.
- Secondary and primary data collection on other projects implemented by GIZ, SALAR International, ADA and UNDP. Specifically, the draft Strategy on decentralisation by GIZ and learning websites of UNDP and SALAR.

Sampling and conducting primary data collection through key informant interviews:

KIIs were conducted with the CoE Team, consultants, MTAI, MTAI Working Group on LSG and decentralisation reforms (MWG), other state institutions and development partners. Participants were selected by the ET based on stakeholder analysis and scoping interviews conducted during the inception phase. Within MTAI, interviews included the former Deputy Minister leading the reform, the Department of LSG Policy, the Legal Department and the Department of International Relations. All members of the MWG were interviewed, as they represent key stakeholder groups, including national government, regional administrations, LSGs, associations, research institutions and the parliament.

Major development partners active in the LSG sector, GIZ, SALAR International, and UNDP, were also included. These organisations are members of the European Decentralisation Task Force, where the CoE and development partners jointly coordinate activities. The full list of key informants is provided in Annex IV.

The initial community sampling framework included KIIs with all communities awarded grants to conduct FS (11 communities), IMC grants (3 communities), and CBC grants (2 communities, overlapping with IMC grantees). To generate more in-depth information on co-operation with the CoE, experiences with grant application and implementation, effects achieved, and prospects for sustainability, the ET interviewed nine communities implementing FS and all communities implementing IMC and CBC grants.

Sampling and conducting primary data collection through surveys and FDGs

A survey of CCIM participants was planned and implemented to assess their efficiency and effectiveness, including organisational and follow-up aspects. Of the 199 individuals who participated in CCIMs during Phase II, 85 with available email addresses were invited to complete an online survey administered through SurveyMonkey. Six email addresses proved invalid, resulting in bounced messages. A total of 24 respondents completed the questionnaire. The 16-question survey tool was developed and discussed with the CoE project team during the inception phase and was translated into Armenian prior to distribution.

The survey findings helped triangulate stakeholder feedback regarding CCIMs. The survey results are presented in Annex III of this report.

FGDs were planned and conducted with communities that participated in the project's capacity development activities. The FGDs covered the following categories of communities:

- Communities that participated in workshops on methodologies, approaches, and techniques for FS, IMC and CBC projects, ReBuS, and grant project management. Four FGDs were conducted with communities that only participated in the workshops and did not apply for any grants.
- Communities that applied for FS grants but were not selected, to assess their level of interest, subsequent efforts to conduct studies, and lessons learnt from the application process.
- Communities that applied for and received grants for FS, to explore needs prioritisation, participatory project management practices, and whether communities pursued implementation when they did not later receive IMC grants.
- Communities that applied for and received IMC grants following FS, to examine prioritisation processes, implementation experiences, lessons learnt, knowledge capitalisation, and efforts to sustain results.
- Communities that applied for IMC grants but were not awarded funding, to understand perceived reasons for non-selection, whether they revised or continued FS efforts, and whether they view the studies as viable projects for future investment.
- Communities that applied for and received CBC grants, to assess CBC dynamics, priority setting, achieved results, and sustainability efforts.

The full list of communities by categories is available in Annex IV.

During all focus group discussions with communities—whether they had applied for, received, or implemented grant projects—participants were invited to reflect on the added value of the workshops and to share their needs and suggestions for improving future sessions. The rationale for selecting these groups was to capture the full spectrum of community participation across different stages of capacity development and grant implementation. On average, each discussion involved three to four communities, with participation ranging from two to five people, and sessions were organised by the Council of Europe project team. The selection process ensured representation from all regions of Armenia engaged in the project.

Tailored questionnaires were developed by the evaluation team during the inception phase, reviewed with the project team, and quality-checked by the evaluation contractor's backstopping team. These instruments are available in Annex V. The lead evaluator also attended the consultation initiative meeting on October 2<sup>nd</sup> and a peer-learning workshop for grantee communities on October 3<sup>rd</sup>, both of which provided valuable insights into co-operation between the project and beneficiaries, as well as the outcomes of legal advisory and capacity development activities.

Primary data collection through surveys, focus group discussions, and participation in project events enabled triangulation with secondary sources and analytical tools used in the evaluation, including the reconstructed intervention logic and the analytical table detailing project activities, outputs, and indicators. The assessment was based on this reconstructed intervention logic and the indicators included in the evaluation matrix, which reflect the same framework (see Annex 1).

## Limits of the evaluation

Table 1: The main risks for the current evaluation and some mitigating actions:

<b>Risk</b>	<b>Mitigating action</b>
Very limited timeframe for evaluation (less than two months).	The evaluation team facilitated activities by: <ul style="list-style-type: none"> <li>(i) agreeing an internal schedule for exchanging evaluation tools and deliverables (reconstructed intervention logic, analytical description of activities and outputs, data collection tools, inception report) with the CoE team;</li> <li>(ii) maintaining more frequent communication with the CoE team.</li> </ul>
The original project logframe contained substantial deficiencies (see Section 6.1 of the Inception Report), particularly regarding the formulation of outputs, outcomes, and their indicators.	The ET reconstructed the intervention logic (Annex 1) and developed an Evaluation Matrix with indicators aligned to the reconstructed intervention logic. Subsequent data collection and assessments were carried out using these tools, in agreement with the CoE project team.
The reporting on capacity development activities and outputs in project progress reports was unclear.	The ET compiled and submitted an analytic table (see Annex 2) to the CoE Team for completion prior to the field phase. The purpose of the analytical table was to establish a complete and chronologically coherent record of activities carried out and outputs achieved over the course of the project, up to the latest possible date in 2025.

## 3 Results and key findings of the evaluation

### Evaluation results according to OECD-DAC criteria

#### 3.1.1 Relevance

**EQ 1.1. To what extent have the interventions been aligned and supportive of the overall reform and policy processes of Armenia related to territorial-administrative reform and the decentralisation process?**

The DDDGGA Phase II project represents a highly relevant and timely intervention within the ongoing Territorial Administration Reform of Armenia, launched at a crucial stage when revisions to state policy and the regulatory framework were required. Its relevance is reinforced by key normative foundations, including Objective 8 of MTAI's chapter in the Government AP 2021–2026 (Annex No. 1 to Government Decisions 2300-L/2023 and 1902-L/2021), as well as the Decentralisation Concept adopted by Prime Minister's Decision 111-A/2023.

The project commenced as the amalgamation process was nearing completion and the evolving landscape of LSG demanded an updated and strengthened policy and regulatory environment. The project benefits from favourable momentum, as planned legislative improvements are likely to coincide with the forthcoming CoE CLRA monitoring mission/report on the implementation of the

European Charter of LSG, and with anticipated constitutional amendments currently under discussion among state authorities and civil society organisations.

The project has provided an appropriate response to identified needs, including enhancing the legal and regulatory framework for more inclusive, integrated, and empowered LSG; strengthening institutional, professional, and IMC capacities of LSGs to manage expanded mandates; and improving knowledge and competencies among central and local government actors, civil society, and community groups regarding European standards and principles of democratic local governance.

Through its CCIMs, the project has further contributed to increased understanding of the reform process and strengthened dialogue between central authorities and local governments. The CCIMs have constituted the most extensive and inclusive public consultations in Armenia, enabling active participation of diverse stakeholder groups within a methodologically structured process of policy and legislative drafting. They facilitated expert contributions, peer learning, and mutual exchange, resulting in an inclusive and broadly endorsed draft Law on LSG, which is currently undergoing finalisation following feedback from the Ministry of Justice.

The project is **fully coherent with other ongoing initiatives funded by development partners**, including Mayors for Economic Growth (M4EG), GIZ programmes supporting local development and territorial administration reforms, SALAR International's decentralisation project (community schools), and additional interventions implemented by SDC and ADA.

The CoE project team participates in the 'European Task Force for Decentralisation', a co-ordination and joint planning group involving these partners, which previously developed a "policy matrix" to guide aligned actions and targets. Within this division of labour, GIZ is leading the development of the overall decentralisation strategy, SALAR is responsible for advancing financial decentralisation policy, while M4EG, ADA and SDC support community development initiatives covering a broad range of thematic areas, including Local Action Groups, municipal associations, local development planning, participatory budgeting, and grant-funded projects. In complement, the CoE's contribution focuses on strengthening the regulatory framework in line with the current territorial structure and functional needs of amalgamated LSGs, as well as enhancing community capacities for participatory development planning and project implementation.

This well-established division of work has enabled the CoE project to allocate greater resources towards legal and policy expertise for drafting the Law on LSG and towards grant funding for FS. The CoE continues to engage in regular exchanges with development partners and reviews drafts of the decentralisation strategy to remain informed and, where necessary, to provide further peer input. For example, once MTAI submitted the first draft of the decentralisation strategy to the Prime Minister's Office at the end of October 2025, CoE participated in a discussion with the GIZ counterparts.

CoE, SALAR and GIZ also maintain collaborative practices, including mutual participation in events and CoE invited partners' consultants to contribute as speakers and participants in events.

Coherence is likewise evident in capacity development and grant-making. Beneficiaries of the CoE project often participate in complementary initiatives supported by other development partners. Evidence-based community development approaches introduced and tested through the project have strengthened local capacities, motivation and confidence to mobilise additional external resources. Several communities that benefitted from capacity development and FS grants subsequently applied to GIZ-funded projects, with two already selected for financing.

**EQ 1.2. To what extent do the intervention objectives address identified needs of the beneficiaries?**

The project has effectively addressed regulatory capacity gaps within MTAI and other relevant state institutions. Notably, it supported MTAI in engaging key stakeholders and communities in a broad, participatory consultation process on legal reforms in local self-governance, aimed at aligning the Law on LSG with CoE standards.

It has also contributed to strengthening the knowledge and capacities of communities in good governance, local economic development, and participatory project management.

According to the Government of Armenia's AP 2021–2026, MTAI was mandated to submit a draft Law on LSG to the Government by the end of 2024, with an updated version by the end of 2025 (completed), as stipulated in the AP.

The draft Law on LSG underwent extensive consultation with stakeholders through the CCIM mechanism, implemented by the CoE with MTAI's support. The CCIM approach was introduced in response to the 2020 CLRA monitoring report recommendation to establish regular consultations between central and local authorities, in line with the European Charter of LSG. By November 2025, approximately 240 representatives of communities, international organisations, CSOs and state institutions had participated in 10 CCIMs (17 CCIMs since the start of Phase I), with women comprising 58 per cent of participants. The capacity development activities under the CoE's project involved 43 of the 64 amalgamated communities, as well as five communities from Georgia, and proved well aligned with identified capacity gaps in project appraisal, budgeting, implementation and monitoring. The CoE ReBuS toolkit was applied in 10 communities, where task forces were established, assessments conducted, and strategies developed in consultation with the local populations and interest groups.

The CoE also responded to Armenia's emergency need to support refugees from the NK region by providing small-scale resilience-building assistance to four communities.

**EQ 1.3. To what extent is the intervention design relevant to the mandate of the CoE and priority areas of the Donor?**

The current intervention was developed in accordance with the CoE AP 2023–2026 for Armenia<sup>4</sup> (Chapter 2.3 and Sub-chapter 2.3.1), the joint strategic programming document of the CoE and Armenian authorities. The AP prioritises territorial administration reform, implementation of the latest CLRA monitoring recommendations<sup>5</sup>, and establishes benchmarks for CoE support on legal and policy reforms in consultation with local authorities, alongside a comprehensive capacity development strategy for communities.

As custodian of the European Charter of LSG and the international body responsible for monitoring its implementation across CoE Member States, the CoE has a long-standing partnership with Armenia and enjoys a high level of credibility and legitimacy among stakeholders. The mandate and competencies of the CoE and its project team in Armenia are widely recognised and trusted.

<sup>4</sup> <https://rm.coe.int/ap-armenia-2023-2026/1680a977bf>

<sup>5</sup> <https://rm.coe.int/0900001680a288a5>

The objectives of the DDDGGA Phase II project also align with findings of the 2020 CLRA monitoring report<sup>6</sup>, which emphasised the need to:

- increase the scope of public affairs managed by local authorities;
- guarantee the right of local authorities to be consulted on matters directly affecting them;
- revise and clarify municipalities' "own" competences and limit state supervision of those competences to the control of legality;
- ensure that local authorities have access to adequate financial resources, including when responsibilities are delegated from central to local government.

The monitoring report further noted that the amalgamation of communities had not been accompanied by corresponding decentralisation of governance functions and services in line with the principle of subsidiarity, institutionalised consultation mechanisms between central and local government were lacking, and administrative and organisational capacities in most municipalities remained insufficient to ensure effective and quality public service delivery. Overall, the level of local autonomy was assessed as inadequate.

The design of the current DDGGA phase builds on the findings and lessons learnt from the first and bridging phases of the intervention and directly responds to the observations outlined above.

The intervention was developed to align with the priority areas set out in the Framework Strategy of the ADC with EU Eastern Partner countries 2022-2024<sup>7</sup>, particularly its objective of strengthening inclusive, accountable, transparent, and effective institutions especially at the decentralised level.

#### EQ 1.4. To what extent the intervention is aligned with the human, technical and financial capacities of the stakeholder groups

The project was designed and implemented with due consideration of existing professional, technical and financial capacity gaps within the main partner, MTAI, as well as other key stakeholders, including communities, regional administrations, the parliamentary standing committee on LSG and academic and research organisations engaged in LSG matters.

MTAI does not possess sufficient professional and technical expertise for legislative drafting and has therefore relied on the CoE project for specialised support and capacity development. The primary counterpart within MTAI is the Department of LSG Policy, which has actively coordinated work on the draft law jointly with the project. The Department regularly convened MWG meetings, facilitated discussions and circulated draft chapters to ministries, state agencies, regional administrations, local authorities and international partners. However, the substantive drafting work was largely undertaken by the CoE project team, including presenting draft chapters to the MWG, collecting and integrating comments from MWG members, and processing hundreds of submissions received from communities and other stakeholders nationwide.

The CoE team also organised the CCIMs, the main mechanism for facilitating broad, participatory dialogue and discussing feedback with the stakeholders across the country, including communities.

The legal department of MTAI participated in MWG meetings in an observer capacity. While it fulfilled its administrative responsibilities including reviewing legal consistency and overseeing circulation of the draft law to the Ministry of Justice and the Prime Minister's Office, it did not play a proactive role in shaping the content of the draft legislation.

<sup>6</sup> <https://rm.coe.int/monitoring-of-the-application-of-the-european-charter-of-local-self-go/1680a288a5>

<sup>7</sup> [https://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Publikationen/Landesstrategien/Framework\\_Strategy\\_ArmGeoMol.pdf](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Publikationen/Landesstrategien/Framework_Strategy_ArmGeoMol.pdf)

Overall, stakeholders, including communities, MTAI, associations, international partners and the CoE project, acknowledge notable improvement in community capacities throughout the amalgamation process over the last 8-10 years. However, successive election cycles during the past 3-4 years resulted in significant turnover among community heads, council members and administrative staff. This has created both opportunities and challenges: while many communities are now highly motivated and engaged in rapid learning and professional development, temporary shortages of qualified personnel and the loss of institutional memory have complicated the work of the CoE and other development partners.

**EQ 1.5. To what extent have the interventions been designed to align and contribute to gender mainstreaming and a human rights-based approach?**

Overall, the project demonstrates strong alignment with the CoE Gender Equality Strategy (2018–2023, extended to 2025–2028) and the Human Rights Protection AP (2023–2025), embedding gender equality, youth participation, and the inclusion of vulnerable groups throughout its design and implementation. The project explicitly commits to integrating human rights standards into local policies, with particular attention to women, young people, persons with disabilities, displaced persons, low-income households, and ethnic minorities. These priorities are reflected in the project objectives, which emphasise inclusive local governance, balanced territorial development, and equitable participation of women and men in public decision-making.

The project builds on a Gender Impact Assessment of decentralisation competences undertaken during Phase I, which serves as the analytical baseline for Phase II. However, no additional standalone gender and social inclusion assessment was conducted during the inception phase. As a result, gender and inclusion considerations are incorporated through continuity rather than through renewed diagnostic analysis.

Gender and youth mainstreaming are treated as cross-cutting priorities across the intervention rather than supported by a dedicated Gender or Youth AP. While gender and youth are systematically referenced in project activities, their implementation depends on mainstreaming mechanisms rather than distinct operational instruments.

Gender- and youth-related monitoring of gender and youth is embedded within the project logframe. Key indicators include women's representation in CCIMs (baseline 45%, target 50%), increased participation of women and girls in local governance processes (target: baseline +10%), and the number of communities adopting gender-responsive local development plans. Additional indicators measure satisfaction with public services disaggregated by sex, age, and vulnerability status, and the participation of disadvantaged groups in project-supported initiatives. The logframe requires all indicators to be disaggregated by gender and relevant social determinants (age, disability status, minority affiliation), ensuring quantitative monitoring of inclusion. However, while quantitative tracking is well established, there is limited evidence of complementary qualitative tools such as participatory feedback mechanisms, perception surveys on empowerment or gender-sensitive outcome assessments.

### 3.1.2 Added value

EQ 2.1. and EQ 2.2. To what extent does the Council of Europe have a clear comparative advantage vis-à-vis other international actors in the implementation of the intervention, including from gender mainstreaming and a human rights approach perspective?

Discussions and focus group meetings held during the evaluation mission confirmed several clear comparative **advantages** of the CoE, including:

- The ability to rapidly mobilise high-level, multi-disciplinary expertise in response to partner government requests: for example, the Peer Review on opportunities for IMC and CBC to support economic development conducted in early 2025; the Round Table on LSG Law with international CoE consultants and MTAI; the Rapid Response Mechanism of the Steering Committee on Democracy (CDDEM), which generated 17 expert opinions from 15 CoE member states and Venice Commission on three contested LSG issues (election of community heads and funding thresholds for voluntary functions), making Armenia the first country to request and receive such support;
- Access to senior legal expertise, including the review of the first draft Law on LSG by a senior member of the [Group of Independent Experts](#) on ECLSG;
- Strong linkages between project activities and the monitoring of the European Charter on LSG, which reinforce partner confidence that reforms is progressing in the appropriate direction;
- Availability of CoE standards, best practices and toolkits, ensuring high-quality delivery of training, methodological support and expert review;
- Well-established CoE approaches, tools and guidance on gender mainstreaming and social inclusion.

A small number of comparative **disadvantages** were also noted:

- According to consultants and stakeholders (MTAI, communities), the approval procedures for new requests may be lengthy (some reported as “equal to GIZ”);
- Deployment of a relatively small project team, despite the wide scope of the reform and the nationwide capacity development needs.

The ET did not obtain comprehensive documentation on the project portfolios of GIZ, SALAR, UNDP, SDC or ADA. However, based on consultations held during the evaluation, including the CCIM No. 16 on 2<sup>nd</sup> October 2025, the Peer Exchange Workshop for grant-recipient communities, and FGDs with international consultants, stakeholders consistently expressed positive views regarding the quality and usefulness of CoE project outputs. In several instances, other development partners have drawn upon CoE project results for their own programming. For example, SALAR International translated the draft Law on LSG for internal analysis and follow-up work, and out of three grant-recipient communities that subsequently applied to the GIZ Local Economic Fund, two secured funding.

EQ 2.1. and EQ 2.2. To what extent does the Council of Europe have a clear comparative advantage vis-à-vis other international actors in the implementation of the intervention, including from gender mainstreaming and a human rights approach perspective?

The CoE demonstrates a clear comparative advantage in implementing the project, owing to its institutional mandate, normative frameworks, established presence in Armenia, and robust operational mechanisms that integrate governance reform with gender and human rights mainstreaming. Its intergovernmental authority and instruments—such as the European Charter of

LSG, the 12 Principles of Good Democratic Governance, and the Committee of Ministers’ recommendations on balanced participation of women and men—provide an unparalleled normative foundation for embedding democratic governance, equality, and accountability in decentralisation processes. This legal and policy framework, anchored in binding European standards, gives the CoE a unique authority and legitimacy among international partners to support Armenia’s territorial-administrative reforms and ensure that these reforms integrate gender equality and human rights principles.

The CoE’s organisational expertise and toolkits, such as the Centre of Expertise for Multilevel Governance methodologies, the Best Practice Programme and the Benchmarks and Performance Management instruments, offer practical mechanisms for institutional capacity development and participatory governance. These tools embed gender and inclusion standards into performance measurement and capacity-development curricula, enabling Armenian municipalities to adopt gender-responsive local development plans and inclusive socio-economic mechanisms. Moreover, the CoE’s experience with the Gender Equality Strategy 2018–2023 and its follow-up framework for 2025–2028 allows for a structured approach to mainstreaming gender, youth, and vulnerable group participation into local governance.

**3.1.3 Effectiveness**

The effectiveness of the DDDGGA Phase II project is analysed based on the reconstructed intervention logic (see Annex I) and the indicators developed in the Evaluation Matrix (Annex II).

**EQ 3.1: What progress has been made towards the achievement of the expected outcomes and outputs?**

**Sub-question 3.1.1. What is the progress in each output as is reformulated in the reconstructed Intervention Logic?**

The level of achievement of the expected outcomes and outputs has been relatively high. The original range of **outputs and their statuses** of implementation have been as follows:

Table 2: Status of achievement of the outputs

Planned outputs	Reformulated output <sup>8</sup>	Current statuses
<b>Output 1:</b> Active and meaningful participation of communities and civil society in policy development and local governance processes	<b>Output 1.1:</b> Facilitated participation of communities and civil society in legal-regulatory development	<b>Fully achieved:</b> only in 2023-2024 (data for 2025 to be updated) over 240 participants representatives of communities, regional administrations, state agencies, CSOs and development partners participated: women participation increased: 47% in 2023 to 58% in 2024
<b>Output 2:</b> Inclusive socio-economic development policy adopted to support financial decentralisation and deliver increased fiscal autonomy at local level	<b>Output 1.2:</b> Improved and more participatory process of policy and legislative work of the government	<b>Re-planned:</b> budgets were used for other outputs (mainly the draft Law on LSG below), as since the launch of the project it was clarified that GIZ oversaw supporting the decentralisation policy and SALAR International – the financial decentralisation study and pilots

<sup>8</sup> See the Annex I with reconstructed intervention logic

<b>Output 3:</b> Revised Law on LSG and relevant constitutional amendments adopted in light of stakeholder contribution and in line with European standards	<b>Output 1.3:</b> Revised draft law on LSG	<b>Fully achieved:</b> the draft Law on LSG has been elaborated through a widely participatory process, involving a governmental Working Group established for that purpose, the communities all over the country, the regional administration, CSOs, scholars and development partners. The Law is currently in the inter-governmental circulation for approval.
<b>Output 4:</b> Improved accessibility to and provision of public service at local level that supports equal access to resources for women, youth, and vulnerable people	<b>Output 2.1:</b> Improved capacities of communities for delivery of accessible and equitable public services and managing local resources	<b>Notably but partially achieved:</b> Realising that at this stage the structural capacities and staff stability of communities do not allow introducing benchmarking system, the focus was on general capacity development for good local governance and local resilience strategies, as a first step for future benchmarking of public services and performance measurement.
<b>Output 5:</b> Start-up grants support the completion of FS into inter-community co-operation and the establishment of inter-community arrangements to support shared service delivery	<b>Output 2.2:</b> Improved capacities of beneficiary communities for inter-municipal co-operation for shared service delivery	<b>Partially overachieved:</b> The number of FS grantee communities has increased from 5 to 11 (using also savings from the Outputs 1.2. and 2.1.) that resulted in 3 good quality Inter-Municipal projects with good level of shared service delivery for the results of the projects. Notably, 43 out of 64 amalgamated communities of Armenia participated in the capacity development activities of the project.
<b>Output 6:</b> CBC start-up grants support the establishment of cross-border economic development initiatives	<b>Output 2.3:</b> Improved capacities of beneficiary Armenian and Georgian communities for Cross-border-co-operation	<b>Partially achieved:</b> 2 CBC projects (vs 3 planned originally) were implemented between two Armenian and three Georgian communities paving the basement for continued co-operation.
<b>Output 7:</b> Platform for exchange of experience and best practice in IMC, CBC and economic development established to facilitate peer learning among communities	<b>Output 2.4:</b> Enhanced exchange between the communities on the good local governance practices and joint initiatives	<b>Largely achieved:</b> The exchange between the communities have been enhanced through peer learning workshops, where they presented their projects, challenges, lessons, innovative approaches and co-operation frameworks.

The range of **factual outputs and other deliverables** of the project, and the reflections on those by components has been as follows:

**Legal advice component:**

Since the first year of implementation, the project started consultations on the draft Law on LSG with MTAI and internally – between the legal consultants of the project. Following the adoption of

the Concept on Decentralisation by the Prime Minister<sup>9</sup>, which marked the formal launch of regulatory work on decentralisation, the project facilitated a comprehensive participatory drafting process involving MTAI, other state institutions, communities, regional administrations, development partners, researchers and NGOs. This was achieved through the work of the MWG and the organisation of CCIMs.

The CCIMs, jointly organised with MTAI, ensured multi-stakeholder participation in accordance with the multilevel consultation principles set out in the ECLSG, and were intended to foster community ownership of the reform process.

This consultation process was iterative and comprised two interconnected cycles:

- (i) *Internal cycle*: Establishment of the MWG by MTAI in February 2024, followed by joint work between the MWG and project legal consultants on the draft Law on LSG, chapter by chapter.
- (ii) *External cycle*: CCIMs engaging all relevant stakeholders to discuss the draft Law on LSG, the project's recommendations on the Law on LFD and other related policy matters.

The MWG was highly representative, including members of MTAI, the parliament, associations, communities, regional administration, researchers and development partners. Work within the internal cycle was intensive, with the project's consultants preparing draft chapters, receiving comments, conducting legal analysis, incorporating revisions and presenting updated versions to the MWG. 17 MWG meetings were held during the current phase.

The external cycle focused on dialogue with a broader stakeholder group, notably amalgamated communities. The project organised 10 CCIMs dedicated to discussing the draft Law on LSG, the project's analysis of the Law on LFD and thematic matters such as the social policy in the context of decentralisation in Armenia. Prior to each CCIM, participants received summaries, draft legal text and relevant supporting materials. Following each meeting, the project team collected feedback and continued refining the drafts.

Additionally, the draft Law on LSG was circulated twice among state institutions, communities, regional administrations, CSOs and development partners, generating approximately 590 comments, all of which were reviewed and integrated by the project's consultants.

The individual interviews and a survey organised for the participants of the CCIMs suggest that the latter has become a good and trusted platform for co-operation and joint efforts at all levels for the legislative drafting, as well as exchange, consultations and learning. Importantly, the CCIMs opened the doors for active participation of communities and CSOs in the process, but also the representative of the parliament and researchers.

The CCIM format combined in-person and online participation. Some sessions were constrained by time limitations, prompting the organisation of a 17<sup>th</sup> CCIM to allow further discussion. While consultants prepared short written summaries of each CCIM, no recordings were retained, except for the 17<sup>th</sup> CCIM, which was recorded and shared with participants. No consolidated repository of questions, comments or responses was maintained.

During the evaluation mission, representatives of communities, associations, state institutions and development partners highlighted the value of creating a centralised archive of CCIM discussions, recommendations and responses to support institutional memory, learning and continuity. Some community representatives also suggested enhancing CCIMs by: (i) scheduling in-depth thematic or regional discussions between meetings; and (ii) allocating more time, recording sessions and producing transcriptions.

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<sup>9</sup> <https://www.e-gov.am/decrees/item/26496/>

The 17<sup>th</sup> CCIM on 28 October 2025 was recorded, and the recording was shared with all the participants.

A survey was conducted among participants of the Community Consultation Initiative Meetings during the evaluation with the support of the CoE project team, to assess their feedback. The survey targeted 85 individuals with identifiable and accessible email addresses out of a total of 199 participants who attended nine CCIMs organised by the project up to 2 October 2025. Participants of the final meeting—the 17<sup>th</sup> CCIM held on 28 October 2025—were not included, as the survey had already been launched prior to that date. The response rate was 28.2 percent, which is considered satisfactory for this type of survey.

The results of the survey are encouraging and can be summarised as follows (see the Annex 3 for more details)

- The largest groups participating in CCIMs were the communities and CSOs.
- Over the half of the participants have participated in 5 and more CCIMs out of 9 organised by early October 2025 and retained a memory on the first CCIM in October 2023 in the framework of this phase of DDDGGA.
- About half of the participants participated proactively by asking questions and making recommendations and found that their messages were followed up and reflected in the later drafts of the Law on LSG.
- 77% of the respondents find that the CCIMs were interesting and another 13% that they learned substantially during the discussions on the subject matter.
- Over 85% of respondents confirmed that they had received the materials on the draft of the law a sufficient time before the CCIMs.
- Over 70% of respondents find that the most significant benefits of participating in the CCIMs were opportunities for exchange, learning, and collaborative work on the draft Law on Local Self-Government.
- Most of the participants find that CCIMs should be continued, specifically for further joint work on the secondary legislation for an efficient implementation of the draft Law after its adoption.
- The opinions of the respondents on the deployment of an online platform for CCIMs is equally divided into negative and positive. This is a good indication that the participants are aimed at having in-person and substantial discussions, while do agree to an online format too.

These results evidence that the CCIMs served as a unique platform for the participation of diverse stakeholder groups—particularly communities—while fostering contributions and mutual learning. Importantly, the participants find that the draft law is a product of a co-operative effort of multilayer stakeholders, including communities, associations, decision-makers, law-makers and international partners.

The results of individual discussion and the survey also indicate that country-wide CCIMs could be intermediated by regional consultation meetings with the communities and regional CSOs.

The draft Law on LSG was finalised and published twice on the official Armenian website for public consultations on legal acts ([www.e-draft.am](http://www.e-draft.am) administered by the Ministry of Justice): in December 2024, in line with the GoA AP 2021-2026 deadline, and again in September 2025, in accordance with the subsequent update requirement set out in the same AP.

The **other main outputs** delivered under the legal advice component include:

- The comprehensive study and conceptual framework for the Law on LFD;
- CoE expert opinion on the first draft of the draft Law on LSG (2024);

- Peer Review conducted by a CoE group of consultants on the application of IMC and CBC mechanisms for economic development in Armenia;
- 17 expert responses from 15 CoE member states and the Venice Commission addressing three sensitive legal questions raised by the MTAI through the new Rapid Response Service of the Steering Committee on Democracy (CDDEM), marking Armenia the first country to utilise this mechanism.

All outputs were finalised in agreement with MTAI and contributed substantively to the development of the draft Law on LSG. The comprehensive study and conceptual provisions on the Law on LFD informed the harmonisation of terminology and system logic on fees and duties within the draft Law on LSG, ensuring consistency with the forthcoming draft Law on LFD. The Peer Review directly supported the development of IMC and CBC chapters in the draft Law on LSG.

Several of these outputs, including the CoE expert opinion and the Peer Review, were financed through savings generated from re-planned activities originally foreseen for Strategy on Decentralisation policy advice and ReBuS infrastructure, while the Peer Review was additionally supported through the ordinary budget of CoE.

The project's national legal consultants remained continuously available to MTAI and stakeholders, providing ongoing advisory support and exchanges. Stakeholders nonetheless expressed interest in more frequent access to the international consultants, noting the added value of continuous engagement.

Some MWG members indicated their intention to continue reviewing the draft Law on LSG, and there remains a need to formally integrate provisions related to the Law on LFD developed by the project's consultants.

### **Capacity development and grant projects' component:**

The planning and implementation of the project's capacity development components were handled rationally and effectively, and the main expected outputs were delivered to the extent possible, given the contextual constraints, the validity of assumptions on the side of national partners and the evolving capacity landscape within the LSG system.

During Phase I and at the outset of the current Phase II, the project's consultants conducted brainstorming sessions and assessments to understand community capacities, as well as the broader training infrastructure, facilities and programmes available through government and other stakeholders. It became evident that both institutional structures and human resource capacities within communities had been continuously evolving throughout the amalgamation process, which concluded only in 2024.

Significant variation was observed in the organisational structures, staffing levels and professional competencies of communities, both across and within regions, indicating uneven institutional readiness for capacity development interventions.

### **Results of Capacity Development Activities**

The main capacity development activities were implemented during 2023–2024 and focused on training and coaching communities in IMC, CBC, FS for IMC projects, project management and accountability, and ReBuS planning. In total, ten training sessions and workshops were conducted across 2023–2024, complemented by an additional workshop on IMC grant projects in October 2025.

The project partially met its quantitative target for capacity development, reaching 291 participants against the planned 350, with a gender distribution of 60 percent men and 40 percent women. This shortfall reflects contextual developments, notably the amalgamation of communities, which reduced the number of staff employed in local administrations as smaller units merged into larger ones. Specialisation also played a role, as participation increasingly concentrated among development officers responsible for community projects.

Despite this, a notable achievement was the engagement of 43 out of 64 amalgamated communities and five communities from Georgia. Feedback from participants indicated that the training content was well aligned with existing capacity gaps in areas such as IMC, CBC, resilience planning, project development and assessment, budgeting, implementation, and monitoring.

The project also strengthened the capacities of potential grantee communities through pre-grant coaching on procedures and ongoing advisory support provided by the CoE expert during grant implementation. Communities reported that these services were highly beneficial, enabling efficient grant management and fostering learning and experience throughout the process.

### **Results of the IMC and CBC Grants Subcomponent**

Compared to Phase I, a key innovation in this phase was the introduction of FS grants prior to IMC grants. These FS grants allowed communities to adopt a more structured approach to identifying needs, assessing risks, and addressing challenges in project implementation.

The project reallocated savings from policy advice and the benchmarking tool to increase the number of FS grants from the initially planned five to eleven, which had a positive impact on capacity development. Following a call for proposals launched in December 2023, eleven FS grant applications were selected from fourteen submissions. All FS grants commenced in May 2024 and were finalised by the end of the year, with a total budget of AMD 31.4 million (approximately EUR 75,000). The grants covered municipalities in eight of Armenia's ten regions; only Armavir and Kotayk were not represented, although they submitted applications that were not successful in the competitive process.

The topics addressed by the FS grants included environmental protection and disaster risk reduction, economic development opportunities, sustainable tourism, improved agricultural machinery, transport and irrigation infrastructure, and the establishment of a shelter for stray animals. These priorities were identified through internal community consultations, as required by the call for applications, and reflected areas where communities lacked alternative funding sources. Ten FSs were developed by pairs of neighbouring communities, while one study involved three communities in Vayots Dzor region.

The overall quality of the FSs ranged from satisfactory to very high. Studies prepared by Gavar, Kajaran, and Yeghegnadzor were assessed as high quality, while those from Tashir, Ijevan, and Vayk were considered very high quality. These studies were comprehensive, aiming to deliver tangible benefits to participating communities and strengthen inter-municipal co-operation. Their structure typically included statistical, social, economic, legal, and environmental profiles of the applicant communities; analysis of objectives and scope; stakeholder mapping and engagement plans; needs assessments; economic and cost-benefit analysis; environmental considerations; summaries of public discussions; expected results; action plans; and sustainability prospects.

However, cost-benefit analyses were generally limited to rough estimates of effort and potential economic and social gains, lacking detailed financial projections or calculations of future maintenance costs. Furthermore, most studies did not adequately address issues of ownership or the efficient operation of new assets to be created through project implementation.

### IMC Grant Projects

The call for proposals for IMC grant projects was launched in October 2024 and resulted in the selection of three projects from eleven applications. The selected initiatives were as follows:

The Ijevan community focused on developing tourism information resources for Ijevan and neighbouring Dilijan, including maps, informational leaflets, and other materials, alongside capacity-development activities to promote sustainable tourism and related services.

The Tashir community implemented a co-operation and knowledge exchange initiative with Vanadzor aimed at strengthening Tashir's capacity for sustainable solid waste management. The project leveraged Vanadzor's experience and waste management strategy to improve skills and awareness in Tashir community.

The Vayk community undertook the construction of a center for the treatment of stray animals, designed to prevent stray dog attacks on the population.

All three communities had previously participated in the project's grant programme for designing and conducting FSs, and they acknowledged the contribution of this preparatory phase to the smooth planning and implementation of IMC grants. The total budget allocated for IMC grants amounted to AMD 36.8 million (approximately EUR 84,500).

### CBC Grant Projects

The call for proposals for CBC grants was launched in March 2024, independently from IMC grants, as the target communities for CBC projects are approached and selected through different criteria and processes. Two CBC grant applications were approved:

- (i) Ijevan, in partnership with Rustavi city in Georgia, for a tourism promotion initiative; and
- (ii) Tashir, in co-operation with Bolnisi and Dmanisi municipalities in Georgia, for a project comprising two components: flood prevention measures through cleaning culverts and improving the drainage system of the Tashir river, along with installing lighting and surveillance infrastructure on the Armenian side; and a comprehensive bilingual Armenian-Georgian study promoting environmentally sustainable water resource management and tourism development in the Lori–Dmanisi–Bolnisi region on both sides of the border.

The originally planned third CBC grant project did not materialise due to two main factors: political developments and local elections in Georgia, and the limited number of border communities that were proactive in applying for the grants.

### Resilience-Building Planning Capacities

Ten communities received support to strengthen their capacities for resilience planning and implementation through the adaptation and use of the CoE's ReBuS toolkit. These communities applied resilience assessment tools and subsequently drafted ReBuS and APs. During this process, more than 100 community officials were trained to ensure they can update and apply these strategies in the future.

This support was provided under the *Support to Communities Hosting Refugees Project*, a separate action funded through the CoE AP 2023–2026 for Armenia, in response to the 2023 crisis following the displacement of the Armenian population from the Nagorno-Karabakh region. Within this framework, four communities received grants for emergency support to refugees, enabling small-scale resilience-building measures designed to complement and reinforce the outputs of the main project.

**Sub-question: 3.1.2. What has been the level of contribution to the outcomes as those are reformulated in the reconstructed Intervention Logic?**

The project successfully achieved its immediate outcomes and made progress toward some advanced results across both components.

**Legal Advice Component**

The reformulated outcome in the reconstructed intervention logic is: *“The new legislative framework for local self-governance, reflecting stakeholder interests and facilitating local economic development, is endorsed by the Government of Armenia.”* The project is close to achieving this outcome. In October 2025, the full draft Law on LSG entered official circulation under the government’s internal procedures for draft legal acts. It was submitted to the Ministry of Justice for review to ensure compliance with the Constitution, relevant codes, and primary legislation. Comments from the Ministry have been returned to MTAI, and work on the final draft continues with support from the project’s dedicated legal consultant, who is assisting MTAI in preparing the revised version for submission to the Government.

Stakeholders—including consultants, associations, MTAI representatives, MWG members, and a representative of Parliament—identified several risks that could affect the adoption and enforcement of the law. These include the absence of a responsible deputy minister at MTAI following a recent resignation. This risk is considered low, as other deputy ministers or the heads of the LSG Policy and Legal Departments can assume responsibility for presenting the draft at government and parliamentary sessions. A second risk relates to upcoming parliamentary elections, which may shift priorities and increase workload; this is assessed as medium-level and may require additional support from the Prime Minister’s Office and development partners. A third risk concerns the limited human resources within MTAI and its LSG Policy Department, which may hinder follow-up and advocacy for the draft law once the current phase of DDDGGA ends in late 2025. This risk could be mitigated through a bridging project by the CoE, if approved.

Stakeholders agree that the new draft law, once adopted, will significantly advance local governance reform, although financial decentralisation remains outside its current scope. Key features of the draft law include alignment with the new map of amalgamated communities; enhanced administrative capacity and autonomy in human resource management, including a revised salary scale and removal of external interference; mandatory consultation by central government on policies affecting communities; clarification of roles for community heads and councils; transition from a majoritarian to a proportional electoral system (following earlier changes to the Electoral Code supported during Phase I of DDDGGA); dedicated chapters enabling IMC and CBC; incorporation of basic regulatory provisions for local fees and duties; mandatory training for community councils; and clearer mechanisms for communities to engage in income-generating economic activities.

Despite these advances, stakeholders emphasised the need for further work to strengthen autonomous regulation of local fees and duties, clarify functional boundaries between communities and central government, and provide systematic training for administrative personnel. They also noted that the Law on LSG is not a constitutional or organic law, leaving it vulnerable to changes in other primary legislation, such as budgetary, social assistance, or education laws, which could affect its scope. Nevertheless, all stakeholders concur that the current draft merits submission and parliamentary approval as a major step toward establishing multilevel governance in Armenia.

The draft Law on LSG represents an immediate outcome of the project, as it is the product of a highly participatory process and sustained collaboration with MTAI and other stakeholders, including communities. Another significant achievement is the establishment of the MWG, which

brought together representatives from communities, regional administrations, the Union of Communities of Armenia, the Communities Finance Officers Association, and the Parliament's Standing Committee on Local Governance, Agriculture, and Environment. Members described the MWG as an effective platform for dialogue and consensus-building on the draft law and, for many, a valuable learning experience. Importantly, this was the first instance of community representatives participating in a working group at the executive level.

The MWG has convened 17 meetings and remains active. Members expressed a strong interest in continuing its work, particularly in view of the substantial tasks ahead, including developing secondary legislation linked to the current draft, preparing the draft Law on LFD, and contributing to the forthcoming decentralisation policy.

### **Capacity Development and grant projects' component:**

The capacity development activities generated a wide range of effects, from immediate learning outcomes to more advanced results and early signs of impact.

#### Learning effects:

Communities, building on their existing experience with state and donor-funded projects, acquired new skills in the sequential development of resilience and development initiatives through participatory FSs. These studies provided an opportunity to gather input from residents—including those in amalgamated settlements—on proposed development projects and to jointly plan their implementation. Core elements of the FSs included community outreach, consultations, and active engagement in shaping project priorities.

Beyond the initial phase, several communities continued to use FSs and assets acquired through IMC projects to apply for additional funding and strengthen co-operation with international partners and civil society organizations. For example, Tashir community utilised its FS on waste management to secure a grant of AMD 500,000 from GIZ. Similarly, Vayk community, after completing the construction of a shelter for stray animals, applied to multiple international partners for support in operationalising and maintaining the facility.

Participants in FDGs consistently highlighted that training on FSs improved their understanding of project design and the organisation of studies and consultations. They emphasised that these skills are transferable and increase their chances of success in other grant programmes offered by the state and development partners. Another notable effect was the enhanced ability of participants to prioritise projects effectively, which proved valuable during the selection, design, and implementation of state subvention (grant) projects.

### Specific Products and Infrastructure for Community Services and Economic Development

*Tashir community* implemented significant IMC and CBC grant projects that strengthened the resilience of the Tashir–Metsavan sub-region in Lori, improved flood prevention and mitigation measures, and enhanced the attractiveness of the cross-border area for visitors. Through its IMC project, Tashir undertook river basin cleaning and installed a video surveillance system to monitor pollution and riverbank erosion, partly supported by a UN grant. The community also finalised its Waste Management Strategy, scheduled for approval by the Community Council in November 2025. In addition, more than 400 individuals, including 71 youth, were trained in waste management practices. Building on this progress, Tashir secured two additional grants for the provision of waste bins for farms, businesses, and households.

Under the CBC project, Tashir partnered with Bolnisi and Dmanisi communities in Georgia to produce a comprehensive bilingual study (100 pages) outlining economic and co-operation

prospects. The study analysed the potential for collaboration, identified five priority clusters—agriculture and food safety, tourism, joint export-oriented activities, education, and youth—and included a detailed inventory of assets in all three communities to support the development of joint tourism infrastructure. Another notable achievement was the establishment of co-operation between regional emergency services in Armenia and Georgia, complemented by efforts to clean culverts in the Metsavan border area.

The IMC project implemented by Ijevan and Dilijan communities resulted in the creation of a comprehensive and user-friendly database of tourism infrastructure, cultural and historical sites, accommodations, food service networks, arts and crafts centers, and other attractions. Ijevan also produced an integrated map of the Ijevan–Dilijan area, benchmarking all tourist sites and infrastructure—a resource that had not previously existed. This map is expected to help tour operators and visitors diversify travel options and leisure activities in the region, thereby boosting local service providers.

Key factors contributing to these successes included community representatives' exchange visits to Gyumri and Yerevan, GIZ's support for electronic mapping, and the consolidation of local actors through training in eco-tourism, marketing, and service delivery. Additionally, Ijevan secured a UNDP grant to construct an amphitheater for public events. The community reported that it actively coordinates different projects and seeks to complement them with state-funded infrastructure initiatives through subventions.

Within the second CBC project, delegations from Ijevan and Rustavi municipalities have engaged in mutual visits, accompanied by local businesses from both communities. This co-operation is expected to create opportunities for Ijevan to establish a new partnership format with a European city in the Czech Republic.

In *Vayk community*, the combined support of FS and IMC grants enabled the construction of a shelter for stray dogs. The issue of stray dog attacks on people has become increasingly acute in Armenia's regions, particularly after the discontinuation of former centralised methods of dog neutralisation following widespread advocacy campaigns by animal protection NGOs. For Vayk, this initiative represented an important experience in participatory project design, budgeting, and management within its own community, as the two partner communities—Yeghegnadzor and Jermuk—were less proactive in the process. The shelter was successfully constructed and equipped; however, several challenges remain.

The first unresolved issue concerns the legal status of the shelter. Vayk and its partner communities are debating whether the facility should be owned and managed solely by Vayk, with services extended to partner communities, or whether a joint fund with shared management should be established. Another challenge relates to the need for additional transportation resources to ensure effective outreach to partner communities. These factors indicate that further time and effort will be required to fully operationalise the facility, and that partner communities may need specialised consultancy and support to address these issues. Recently, Vayk applied for a grant from GIZ, but the request was declined, and no details on the decision are available.

*Gavar community* was awarded a FS grant to examine economic development opportunities within its territory. The study involved comprehensive data collection, surveys, and analysis, resulting in specific conclusions and actionable recommendations. Building on this foundation, the community successfully leveraged the study to secure additional grants from GIZ and other partners and is currently implementing projects in three priority areas: establishing a soil analysis laboratory, producing animal feed, and developing agricultural machinery. In addition to the FS training and grant, Gavar also participated in ReBuS training and developed its own ReBuS.

Other communities that received FS grants also completed their studies and began seeking funding sources while further refining their proposals. For example, Aparan, which received a FS grant for

a tourism trail project in partnership with Nairi, is now collaborating with international partners to advance that project and two additional initiatives. Similarly, Yeghegnadzor, which conducted a FS on agricultural equipment needs with Areni, plans to apply for state subventions and pursue funding from international donors.

Notably, even communities that were not selected for FS grants but participated in training sessions and workshops initiated fundraising efforts independently. Some, such as Sisian and Aparan (in co-operation with other communities), applied to various international grant programmes, demonstrating the broader impact of the project’s capacity-development activities.

Innovative Approaches versus Conventional Grant Projects

During implementation, communities were required to address various challenges and, in doing so, piloted innovative approaches to project delivery and stakeholder engagement. For example, the Tashir community project team faced difficulties in involving schoolchildren in an environmental education programme, a component of its IMC project. Initial attempts through school headmasters were unsuccessful. To overcome this, the team partnered with local youth organisations, which visited schools and successfully encouraged student participation.

Areas for Improvement

Feedback on IMC training was generally positive; however, communities expressed uncertainty about the feasibility of developing and implementing genuine IMC arrangements in Armenia. Discussions revealed that weak co-operation among communities (e.g. Charentsavan, Vagharshapat – the former head, Meghri – the current head) often stems from reluctance by local authorities to assume responsibility for other municipalities. Regulatory constraints further complicate collaboration. For instance, if two or more communities acquire assets during a grant project—where expenditures result in tangible assets—they cannot share ownership of the final product, as no legal precedent for joint ownership currently exists in Armenia. In response, representatives from Vayk suggested exploring the establishment of a joint fund as a possible legal mechanism.

Community heads and councils require additional training in project management, monitoring, and reporting. It would also be beneficial for financial units to participate, given their critical role in managing grant and development projects. Some community representatives noted that CoE training sessions helped them overcome the fear of failure, reinforcing the importance of continued capacity-development efforts.

**EQ 3.2: What are the reasons for the achievement or non-achievement?**

The achievement of immediate outcomes—such as the successful conduct of CCIMs, the establishment and effective functioning of the MWG, the finalisation of the draft Law on LSG, and the implementation of grant projects—was underpinned by three key factors: the realisation of assumptions at the activity and output levels, the consistent efforts of the project team, and the strong reputation and legitimacy of the CoE in Armenia, which facilitated constructive engagement with stakeholders.

Assumptions at the activity level, which were critical for achieving outputs, largely materialised as anticipated (see the reconstructed intervention logic in Annex 1). These included proactive participation by MTAI, MWG members, communities in Armenia and Georgia, and relevant associations in project activities; effective dialogue and information exchange with stakeholders;

and strong co-ordination with development partners within the framework of the European Task Force on decentralisation.

Similarly, assumptions at the output level, which supported the attainment of outcomes, were generally fulfilled. These involved timely feedback from MTAI and other stakeholders on project inputs and activities related to the draft Law on LSG, active participation in CCIMs, and satisfactory performance by communities in implementing FSs and IMC grants.

However, several external conditions influenced the pace and scope of implementation. **First**, the expected government decision approving the Decentralisation Concept was delayed until November 2023, although it had been scheduled for December 2022 under the Government's 2021–2026 AP. This postponement affected activities related to the draft Law on LSG and delayed the formation and work of the MWG, which was eventually established by ministerial order in February 2024. **Second**, participation by Georgian communities in grant projects was slowed by political developments and recent local elections in Georgia, resulting in two CBC grant projects instead of the planned three, with one of these projects being finalised under a compressed timeline at the end of Phase II. **Third**, MTAI's level of proactiveness was weakened by the resignation of the deputy minister—the primary focal point for the CoE and other development partners—at the end of 2024. His successor remained in office for only about a year, and this turnover has somewhat slowed progress on the draft Law and now poses moderate risks for advancing the law through governmental and parliamentary procedures.

**EQ 3.3. To what extent gender mainstreaming and a human rights approach been incorporated in the implementation of the intervention?**

The implementation of the project reflects a clear integration of gender equality and human rights principles. While the project contributed to expanding women's participation and promoting inclusive governance practices, the degree of mainstreaming varied between central and local levels and across different instruments, including consultations, training, and grant-funded activities.

At the central and legislative level, the project achieved significant progress by embedding gender and inclusion provisions within the draft Law on LSG. Amendments supported by UNDP and coordinated with the CoE's project team introduced guarantees for participation "without discrimination and without barriers," explicitly recognising women, youth, unemployed persons, persons with disabilities, refugees, and socially vulnerable households as stakeholders in local decision-making. These legal changes represent a rights-based approach and establish a long-term enabling framework for equality and inclusion.

At the implementation level, the project succeeded in increasing the visibility and participation of women and youth in governance and community processes. Training and consultation sessions under Phase II incorporated participatory methods that encouraged women's leadership and engagement. Project documentation and interviews confirm that women and youth were represented in local consultations and grant projects, although participation rates varied considerably. For instance, in some municipalities, women accounted for approximately one-third of participants (e.g., Yeghegnadzor at 30%), while others approached gender parity. Youth and displaced persons were actively involved in training activities related to tourism, environmental initiatives, and small business development, indicating partial progress toward inclusive participation.

CCIMs, training programmes, and small-grant schemes were formally accessible to women, youth, and vulnerable groups, supported by the CoE's gender inclusion criteria in the grant allocation process. Approximately one-third of approved grants were either led by women or targeted

women’s socio-economic empowerment through small business and vocational activities, as seen in initiatives in Vedi, Yeghegnadzor, Goris, Aparan, and Ijevan. These examples demonstrate improvements in women’s and youth’s access to resources and skills development. However, gender and inclusion considerations were not consistently integrated into the design and needs assessments of grant projects, which tended to focus on general infrastructure or economic development without systematically identifying the specific needs of women, persons with disabilities, or refugees.

Several grant projects illustrate both progress and limitations in mainstreaming gender and social inclusion. In Vedi, a grant supporting refugees specifically targeted women and girls through vocational training in sewing, hairdressing, and handicrafts, including participation by refugee women. While the initiative enhanced visibility and confidence, its impact on employment was limited, with only two of thirty trained women securing jobs, although some participants initiated or planned their own income-generating activities. In Ijevan, tourism-related training engaged women and participants from diverse social backgrounds, resulting in modest employment outcomes, including two women and one man finding jobs in local tourism services. In Tashir, environmental education and civic engagement activities involved school-aged girls and refugee youth, fostering early awareness of community participation and environmental responsibility. Conversely, in Yeghegnadzor and Vayk, FSs and grant projects focused primarily on economic and infrastructure priorities, with women’s participation averaging around 30 percent and limited evidence of gender-sensitive needs analysis.

These examples underscore that while women and youth were involved in several grant-supported activities, the depth of gender and inclusion mainstreaming was uneven and often dependent on local initiative rather than a standardised, project-wide approach.

**3.1.4 Efficiency**

**EQ 4.1.: Have the resources/inputs in terms of funds, expertise, time etc. been adequate?**

**Sub-questions 4.1.1. and 4.1.2. Has the budget been sufficient to provide for planned expenditures? Has the planned expertise been available and mobilised timely?**

Overall, the project demonstrated efficiency in mobilising resources and implementing activities. The budget was adequate to deliver the planned outputs; however, the onsite team consisted of only two full-time staff members: the Senior Project Officer and the Project Assistant. This highly professional team was supported by approximately 18 consultant-months of local expertise distributed among ten consultants (four women and six men).

Experience during implementation indicated the need for additional full-time consultants specialising in legal advisory services, local development grants, and monitoring, evaluation, and learning. This requirement arose for several reasons. **First**, MTAI, with its limited professional capacity, identified additional needs throughout implementation, including accelerated delivery of the draft Law on LSG, expertise for drafting the Law on LFD, review of the Land Code, and consultations on issues related to economic opportunities for communities and European best practices. Further requests concerned sensitive regulatory matters such as re-election procedures, oath ceremonies for community heads, financing thresholds for voluntary functions, and administrative control and sanctioning mechanisms.

**Second**, the CCIMs proved to be complex and time-intensive exercises, which the project team managed effectively. However, maintaining institutional memory and capturing lessons from these highly participatory processes was only partially achieved. Tools such as post-CCIM notes and an

Excel-based participant tracker were deployed, but they were insufficient for accurately recording participation, gender disaggregation, focal points, and the full scope of questions and answers. Despite significant efforts by the local team and the Strasbourg-based Senior Project Officer, these limitations hindered the ability to systematically identify proactive stakeholders, track contributions, and maintain a database of change agents for the reform.

**Third**, the project provided near full-time support to MTAI for drafting the Law on LSG. The legal consultant remained available for ad hoc requests to ensure continuity.

**Capacity development and grant-related activities** also required substantial effort from the team, resulting in strong motivation and participation among communities. However, these activities were spread across the project timeline. Initial training on IMC and CBC approaches and FSs took place between February and May 2023, followed by sessions on FS proposals and project planning in September–November 2023, and later training on IMCs, ReBuS, and the fourth Leadership Academy. FS grants were announced at the end of 2023 and implemented by late 2024; IMC grants were launched in October 2024 and completed by the third quarter of 2025; CBC grants were announced in March 2025, with one completed by September 2025 and another ongoing during the evaluation mission. This sequencing reflected the multi-phase logic of capacity development and grants—building capacities in the first year, implementing FSs and IMC projects in the second, and finalising IMC projects and launching CBC initiatives in the third. Nevertheless, timelines were extended due to administrative delays involving MTAI, regional authorities, and communities, as well as external factors such as Georgia’s political situation and local elections. These delays consumed additional energy and resources and resulted in missed opportunities for knowledge capitalisation due to staff turnover and limited time for monitoring, after-care support, and lesson learning.

**International consultants** for capacity development were engaged during the first three months, while local consultants were hired later, mostly from month eight onward (except one recruited earlier for the Leadership Academy). This suggests the need for a more agile approach to mobilise local expertise and expedite capacity development activities, except in cases where external conditions create unavoidable delays.

The complexity of tasks increased as the project sought to engage a broad and multi-level stakeholder base while managing emerging risks. Under these circumstances, expanding the onsite team and delegating responsibilities across different work streams—under the co-ordination of the Senior Project Officer—would have been beneficial. This approach would also favour longer-term engagement of fewer consultants rather than short, intensive assignments by multiple consultants.

In terms of **consultant mobilisation**, contractual and reporting frameworks functioned smoothly, although some consultants noted lengthy procedures for deployment and payment, which could be addressed through clearer communication on CoE processes.

**Sub-question 4.1.3. Were the timing of the project and its activities adequate, including the risks of delays in the expected actions of the authorities or communities?**

Legal advice component:

The legal advisory component experienced delays in completing some activities due to external factors, including government decisions related to the Law on LSG, varying capacities of communities, and political developments in Georgia affecting cross-border co-operation grant projects. The Working Group on the draft Law on LSG was established in February 2024, following the adoption of the Decentralisation Concept by the Prime Minister, a milestone that occurred one

year later than planned under the Government's 2021–2026 AP. This adoption enabled the launch of both the decentralisation strategy and the legal drafting process.

Although this delay did not critically undermine the delivery of the draft Law on LSG, earlier adoption of the Decentralisation Concept—by late 2022 or early 2023—would have allowed the finalisation of the draft law within the second phase of DDDGGA, creating space for further discussion and promotion at governmental and parliamentary levels. Despite limited human and financial resources and the delayed adoption of the Concept, MTAI provided timely operational and organisational support for project implementation. This support was crucial for meeting assumptions at the activity and output levels, including ensuring community participation in CCIMs and capacity development activities, forming and convening the MWG, achieving consensus on the draft Law on LSG for circulation, facilitating its submission to the government, and hosting learning products on its website.

One of the most significant achievements was the timely establishment of a competent MWG, bringing together representatives from MTAI, regional administrations, communities, associations, Parliament, and the CoE's project team. The MWG held 17 meetings, with minutes maintained by the CoE project team, providing evidence of substantial discussions and progress on the draft Law on LSG.

#### Capacity development and grants:

Capacity development and grant-related activities received generally positive feedback from participating communities, although perceptions and levels of absorption varied according to local capacities. Communities with only one or very few participants involved in training emphasised the need for more practical, user-friendly materials and exercises, as well as the establishment of a centralised repository of training resources and presentations, preferably in an online format. Simplified materials and an accessible depository would facilitate wider dissemination among community staff and support knowledge sharing, particularly considering the high turnover of personnel in recent years.

During the evaluation mission, communities that received grants for FSs and IMC projects noted delays in project initiation, averaging about 1.5 months, and stressed the importance of allocating sufficient time for implementation. They highlighted the complexity of procurement procedures, which require external expertise, materials, and contractual arrangements, as well as challenges in managing extra-budgetary accounts for grant funds. Communities often contribute financially from their main budget lines but cannot transfer these amounts to extra-budgetary accounts under current legislation. These contributions should be better reflected in grant templates. Furthermore, difficulties arise when transferring remaining funds back to main accounts, as the Ministry of Finance currently requires these amounts to be recorded as income.

Proactive communities suggested improving grant templates to better visualise their own contributions and called for dedicated discussions or workshops on template use prior to grant launches. They also requested more detailed feedback on unsuccessful applications, particularly for FS grants, to understand the reasons for rejection and learn lessons for future submissions. Communities noted that procedures of other international partners, such as SALAR, GIZ, and UNDP, appear comparatively faster.

The most successful communities, such as Ijevan, Tashir, and Gavar, typically assigned multiple representatives to training sessions and retained training materials for internal use. They emphasised that participation by several staff members—including community heads or deputies, development unit employees, and financial officers—was critical for effective capacity development and grant management. Both communities and project consultants highlighted the high turnover

among trained personnel, reinforcing the need for simplified materials and an online learning resource to ensure continuity.

The Leadership Academy was delivered through workshops, with the first held in Gyumri in April 2023 and the second in October 2024, marking the third and fourth stages since Phase I of DDDGGA. These workshops were reported as highly participatory, fostering learning and generating ideas for cross-border co-operation projects. Armenian and Georgian communities had the opportunity to learn from European experiences presented by consultants from the Institute of International Sociology (ISIG), Gorizia, Italy, contracted by the CoE to contribute to its toolkits. However, Georgian communities demonstrated a strong dependence on the Ministry of Regional Development and a notable lack of professional resources, which may require targeted local expertise in future phases of the project.

**Sub-question 4.1.4. Has there been an internal monitoring system?**

The project implemented a standard bottom-up monitoring and reporting system. Consultants regularly submitted brief reports on CCIMs, grant-related support, and advisory services to the on-site team. Feedback from training sessions and workshops was collected from stakeholders at the end of each event. Grantees implementing FSs, IMC, and CBC projects also prepared reports describing the activities undertaken, results achieved, and challenges encountered.

An Excel-based tracking tool was used to monitor participation in CCIMs, providing data such as the number of communities represented (40 in total), the number of meetings attended, and the specific representatives participating in each session. For example, the average attendance across these communities was 1.175 CCIMs per participant. Some fields were incomplete, particularly for participants joining online who did not disclose their names and identified only their community affiliation.

While the project deployed a satisfactory set of monitoring and reporting tools, the data collected was not systematically analysed or summarised into qualitative and quantitative findings to inform decision-making in annual reports or other strategic documents. Greater scrutiny of this data could have provided valuable insights, such as identifying the most active communities during CCIMs, including those contributing questions, feedback, and recommendations; assessing the quality and outcomes of grant projects, including gaps in FSs and challenges that communities were unable to overcome; and evaluating the extent to which training materials were utilised. Such analysis would have helped identify needs and gaps more effectively, enabling the intervention to respond with greater precision.

**EQ 4.2. Could more have been done with the resources and inputs?**

**Sub-questions 4.2.1. and 4.2.2. Have there been any external circumstances affecting the mobilisation of resources and organisation of the project? Any factors over the time – since estimation of the budget - influencing on the affordability of expertise resources?**

Overall, there were no external conditions that significantly affected resource mobilisation or project organisation. The deployment could have been faster if not for the extensive preparatory work required to launch capacity development activities and the thorough internal procedures for mobilising consultants. The onsite team could have been strengthened by adding two additional long-term local consultants dedicated to legal advisory and capacity development components, which would have allowed the Country Co-ordination Officer to focus more on overall

administration. This could have been achieved by reducing the number of short-term consultants and engaging lead local consultants for longer periods or on a full-time basis, as noted in evaluation questions 4.1.1 and 4.1.2.

There were no factors influencing the affordability of expertise, except for similar actions by development partners such as GIZ and SALAR International. These organisations have increasingly recruited local consultants from the CoE team, and if this trend continues, the availability of experts for DDDGGA Phase II may become limited.

**Sub-question 4.2.3. Any external factors affecting the implementation of the project and delivery of the outputs?**

The project introduced reasonable adjustments to its planning and resource allocation in response to ongoing monitoring and external factors. Initially, ten online surveys were planned under the first output to identify topics for CCIMs. However, this activity was deemed unnecessary once it became clear that CCIMs would primarily serve to progressively develop the draft Law on LSG through the presentation and discussion of its chapters.

Following co-ordination with GIZ and SALAR, which assumed full responsibility for developing the decentralisation strategy with MTAI, the project phased out its involvement in this area. Funds originally allocated for work on the strategy were redirected to additional local consultancy to support MTAI in drafting the Law on LSG and to international consultancy for conducting a Peer Review. This review, requested by MTAI, was carried out by a group of European experts to assess Armenia's situation regarding opportunities for IMC and CBC, with the aim of exploring how these mechanisms could contribute to local economic development. Throughout this process, the project team maintained continuous communication with GIZ and SALAR to monitor progress on the decentralisation strategy.

In consultation with MTAI and local communities, the project determined that introducing the ReBuS online monitoring tool and related equipment was premature, as ReBuS were still evolving alongside local planning capacities. Consequently, funds earmarked for the monitoring system and equipment were reallocated to additional local consultancy to address more than 590 comments and recommendations received from communities, state agencies, international partners, and civil society organisations during the nationwide participatory consultation process on the draft Law on LSG.

As an additional policy advisory measure, the project facilitated a request from MTAI to the CoE's CDDEM Rapid Response Service on three controversial issues. This resulted in 17 responses from 15 CoE member states and the Venice Commission, making Armenia the first country to benefit from the CDDEM Rapid Response Service.

**EQ 4.3. How well have gender mainstreaming and a human rights approach been operationalised within the intervention?**

The project implemented gender mainstreaming and a human rights-based approach primarily through policy integration, participatory mechanisms, and the introduction of inclusive governance practices. However, internal systems for monitoring and ensuring sustained application of these principles remained underdeveloped. The project design demonstrated a strong commitment to equality and participation, embedding these principles into its methodology and outputs. Women, youth, and vulnerable groups were systematically encouraged to take part in community consultations, training sessions, and small-grant projects. Their involvement was often positioned

as both a prerequisite for grant eligibility and a core quality standard in project implementation, as reflected in the inclusion criteria established by the CoE. Despite these efforts, participation rates and levels of engagement varied significantly by location and thematic area. Women’s representation in community consultations reached 58 percent, while youth and displaced persons were more actively involved in training and awareness-raising activities, particularly in areas such as tourism, environmental initiatives, and small business development.

The human rights-based approach was most evident in the project’s support for legislative reform of the Law on LSG, which institutionalised principles of non-discrimination, accessibility, and participation rights for vulnerable and special-needs groups, including women, persons with disabilities, refugees, and low-income families. These legal outcomes represent a structural integration of human rights principles into Armenia’s decentralisation framework.

Monitoring of inclusion and rights-based performance was primarily conducted through quantitative logframe indicators, such as women’s representation in consultations and the percentage of gender-responsive local development plans adopted by communities. However, qualitative or participatory assessment tools were not employed, and no dedicated inclusion-monitoring system or gender accountability framework was established within the project management structure. Consequently, progress on participation was measured mainly in terms of attendance rather than influence or empowerment. While the inclusion of gender-disaggregated indicators in the logframe strengthened accountability at the output level, the absence of qualitative feedback mechanisms and participatory review processes limited the ability to capture behavioural or institutional change.

**3.1.5 Sustainability**

**EQ 5.1. What is the likelihood that the benefits from the intervention will be maintained when the project ends?**

**Sub-questions 5.1.1. – 5.1.3. What is the likelihood of sustainability of the results under the legal advice: for legal advice and capacity development components?**

In relation to the **legal advice component**, the sustainability of achieved results and early outcomes largely depends on the progress of the draft Law on LSG through governmental and parliamentary adoption procedures. At this stage, it remains difficult to predict if, how, and when the draft law will be adopted. Key respondents, including members of the MWG and project consultants, expressed confidence that there are no significant obstacles to its successful passage, apart from the absence of a responsible deputy minister following the recent resignation of the official previously in charge of LSG issues at MTAI.

Beyond the draft Law on LSG, MTAI faces several urgent needs that require continued support from the CoE, as the ministry lacks sufficient expertise and resources—a situation likely to persist for years. These needs include finalising the draft Law on LSG and facilitating its presentation and discussion in parliament, undertaking further legal drafting for secondary legislation to operationalise the law, and developing a new draft Law on LFD, which experts estimate could increase local revenues by approximately 1.5 billion AMD upon adoption. Additionally, based on consultations with the Ministry of Justice and members of the Constitutional Council earlier this year, as well as recent public statements by the Minister of Justice, there is a likelihood of constitutional developments in 2026. This may require renewed support from the CoE to advance constitutional amendments related to local self-governance.

Regarding **capacity development and grant projects**, sustainability prospects are positive for FSs that have been transformed into IMC projects. For other FSs, sustainability varies depending

on the level of motivation and consolidation within communities. In communities where leaders have been proactive, development units are in place, and financial departments provide support, initiatives are underway to sustain results through further development of FSs, applications to grant programmes, and efforts to combine these studies with state subventions. Conversely, in communities where a passive, conventional approach was taken (e.g. Goris, Talin) - characterised by limited initiative, minimal consultation, and lack of clear priorities - continuation of efforts has been negligible.

The results of capacity development activities show strong potential for sustainability. Almost all participants in FGDs highlighted the usefulness of training and the need for a more systematic approach, including open access to training materials (e.g. in Artashat, Vagharshapat, Charentsavan, Gavar, Tsaghkahovit, Aparan, others). Many participants have already applied their skills to other grant projects similar to FSs and IMC initiatives. Even in communities that did not participate in grant programmes, training attendees reported acquiring valuable skills. In some cases, individuals from less active communities have moved on to join projects funded by international partners, demonstrating the transferability of knowledge gained through the programme.

Overall, communities require ongoing guidance to promote their projects and ensure sustainability, and the CoE project team is currently providing such consultations. However, capacity development resources in Armenia remain limited, concentrated within institutions such as the Public Administration Academy, the Union of Communities of Armenia, the Communities Finance Officers Association, and the Urban Foundation for Sustainable Development. None of these organisations offers regular, practice-oriented training programmes for communities. In response, the project and MTAI have planned to make training materials available on MTAI's learning platform.

#### EQ 5.2. What are the most important factors?

##### Sub-questions 5.2.1. What are the factors contributing to sustainability of results at the institutional / government level? 5.2.2. Those at the communities' level?

The sustainability of results at the institutional level has largely been supported by the commitment and motivation of the LSG Policy Department within MTAI, as well as the responsiveness of regional administrations and communities, which generally demonstrate a sound understanding of the need for reform. In many cases, successful co-operation with MTAI and local stakeholders has depended on the leadership of a few dedicated individuals who have guided and inspired others within their institutions.

Another important contributing factor is the declared state policy on decentralisation, which remains embedded in the Government's AP for 2021–2026 and in the Decentralisation Concept.

##### Sub-questions 5.2.3. What is the level of realisation of assumptions identified at the level of outcomes in the reconstructed intervention logic?

There remains a very low level of realisation of assumptions at the outcome level. The draft Law on LSG has not yet been submitted to parliament, and consequently, no parliamentary discussions have taken place. While MTAI demonstrates strong motivation, it lacks sufficient professional resources to promote, support, and monitor the adoption and implementation of the draft Law on LSG. Furthermore, it does not have the capacity to develop the Law on LFD, amend the Land

Code, or undertake the further development and budgeting of the Decentralisation Strategy, even if the latter is adopted at some point in 2025.

No progress has been made in strengthening the fiscal and economic autonomy of communities. Neither the current draft Law on LSG nor the draft Decentralisation Strategy introduces concrete mechanisms for financial decentralisation; the strategy provides only a general description of potential models. In addition, there is no national curriculum, training programme, or centralised hub for learning resources for communities, apart from MTAI's e-learning platform, which requires significant improvements in both content and accessibility.

**EQ 5.2. To what extent have the interventions contributed to the long-term realisation of gender mainstreaming and a human rights approach?**

The project has made a considerable contribution to the long-term institutionalisation of gender mainstreaming and a human rights-based approach in Armenia's local governance system. Its most durable achievements stem from the legal and procedural reforms supported under the project, which codified equality, participation, and accessibility principles within the draft Law on LSG.

The proposed amendments, particularly those related to mandating non-discrimination, participation "without barriers," and the inclusion of women, youth, and vulnerable populations such as persons with disabilities, refugees, and socially disadvantaged families in decision-making and community life, represent a systemic shift, providing the structural and legal basis for the long-term sustainability of gender-responsive and rights-based governance practices at the local level.

The grant sub-projects provide valuable evidence of progress toward gender-responsiveness and empowerment of vulnerable groups. Several municipalities piloted small-scale interventions that opened opportunities for women's participation in the labour market and for youth involvement in community initiatives. For example, women-led vocational training projects in Vedi and tourism-based employment initiatives in Ijevan enhanced women's economic activity and recognition in public life, while environmental education in Tashir engaged girls and displaced youth in community action. Although modest in scale, these activities demonstrated how targeted support at local level can create pathways for empowerment and contribute to normalising women's and youth's participation in decision-making and local development. However, the limited availability of gender-disaggregated data, insufficient follow-up systems, and the absence of institutionalised support mechanisms (such as mentorship or financial linkages) reduced the potential for longer-term transformation.

### **3.1.6 Lessons learnt of the second phase of DDDGGA project**

The **legal advisory component** of DDDGGA Phase II effectively integrated lessons learnt from the previous phase, including recommendations from the Phase I evaluation mission. Several important observations can be highlighted in this regard.

The **co-operation between the project and MTAI** through the MWG stands out as an exemplary practice. Its success was largely due to the strong motivation of participants and the well-structured format of meetings, supported by the project team. This model has proven highly effective and should be considered for replication in future phases of the DDDGGA intervention.

**CCIMs were another notable achievement**, fostering broad and multi-layered participation among stakeholders. However, certain risks were identified the mitigation of which can ensure a higher level of their effectiveness. These include the limited duration of sessions vs the rich content and the complexity of topics requiring in-depth discussion, frequent rotation of participants and staff

turnover within communities, and a shortage of legal professionals and other qualified personnel able to provide substantive input on regulatory matters. To mitigate these risks, CCIMs could be organised with greater flexibility in scheduling, complemented by preparatory meetings and improved mechanisms for maintaining institutional memory on the discussions.

The approach to **capacity development and grants' component** was innovative, combining continuous consultancy support with the introduction of a FS phase. This enabled broader community participation in prioritising, identifying, and planning development projects, ultimately improving the quality and outcomes of follow-up IMC grant projects. Lessons learnt indicate that communities with active engagement from municipal representatives, council members, and local activists achieved the most success, while those communities represented by only one motivated individual were less effective. Another important finding relates to the limited involvement of partner communities in IMC projects. This can be attributed to two main factors: cultural reluctance among Armenian communities to assume responsibility for other municipalities, and legal-administrative constraints whereby partner communities that do not receive funds or acquire assets are unable to manage or cover operational costs for assets owned by another community.

## 4 Conclusions and recommendations

### Key findings

#### 1. Effective Co-operation with MTAI

The experience of the MWG stands out as exemplary, owing to the strong motivation of its members and the well-organised format of its meetings. This approach should be replicated in future phases of the DDDGGA intervention. Continued engagement with the MWG is essential for the upcoming tasks, including finalising the draft Law on LSG, guiding it through governmental and parliamentary procedures, and developing secondary legislation to operationalise the law.

#### 2. Draft Law on LFD

MTAI must advance the new draft Law on LFD in line with the Government AP 2021–2026 and as a complement to the current draft Law on LSG. The project has already delivered a high-quality analysis and conceptual framework for this law, and some concepts have been incorporated into the draft Law on LSG. However, the new law remains pending and should be finalised by 2026, making full use of the project's analytical outputs.

#### 3. CCIM

CCIMs have proven to be an exemplary practice but require refinement. Sessions should be longer and cover fewer topics to ensure information is digestible and participants have sufficient time for reflection. Intermediate CCIMs with smaller, topic-specific stakeholder groups—possibly organised by region—could also be considered.

Effectiveness can be further enhanced by publishing recordings and presentations on an open-access platform, as was successfully done for the 17<sup>th</sup> CCIM. Future phases of DDDGGA would benefit significantly from such an online resource, particularly because:

- **Learning:** Approximately 25% of community personnel have changed, and there is a shortage of qualified professionals (e.g., lawyers) capable of reviewing regulations. Open access to CCIM materials would support continuous learning.
- **Engagement:** It would help identify proactive communities and specialists who actively use CCIM information for feedback and recommendations, creating a pool of engaged stakeholders for future activities such as legal drafting and training.

#### 4. Prioritisation of Ad-Hoc Requests

MTAI occasionally requests ad-hoc assistance—such as the Peer Review on economic opportunities from IMC and CBC (February 2025) or a review of the Land Code (late 2025)—without substantial follow-up on deliverables. This highlights the need for CoE to support MTAI in prioritising, scaling, and specifying requests according to its actual capacity.

#### 5. Capacity Development

There is strong demand for training materials, which should be made widely accessible, particularly to communities. Materials should be simplified, interactive, and posted on MTAI's e-learning platform, for which an agreement has been reached with MTAI. Training sessions could be delivered online or in regional administration halls to improve attendance and discipline.

#### 6. Support for Grantees

All grantees, including the most successful, require continued support and consultancy to sustain their projects and maintain good practices in project initiation and management.

#### 7. Local Team Capacity

To manage the complexity of reform-related tasks and nationwide capacity-development, future phases should expand the local team. This would allow for greater delegation, cluster-based management of legal, capacity development, and grant components, and improved monitoring and reporting.

#### 8. Inclusivity and Rights-Based Approaches

The project demonstrated that inclusion is most effective when local leadership shows ownership and gender objectives are linked to economic or civic outcomes. While women's participation improved through grants and consultations, sustainable inclusion requires integrating gender and rights considerations throughout the project cycle—from identification to evaluation—supported by consistent data collection, local capacity-development, and gender-responsive budgeting.

### Conclusions per evaluation criteria

#### Overall Assessment

The **DDDGGA Phase II project** has **demonstrated strong alignment** with Armenia's national priorities and the framework of co-operation with the CoE. It has provided **an adequate and timely response to governance needs at all levels**. The project introduced an innovative approach by ensuring broad-based consultations and contributions from communities across the country. Additionally, CoE addressed Armenia's urgent needs by delivering small-scale resilience support to four communities hosting refugees from the Nagorno-Karabakh region.

However, the intervention logic required substantial revision. The original logframe contained methodological inconsistencies, including a mix of output and outcome levels and indicators that were either partially irrelevant or difficult to measure.

The initial project design referenced a desk review of existing Gender Equality and Social Inclusion (GESI) studies, but no dedicated analysis or GESI methodology was developed during inception or subsequent phases. Nevertheless, implementation created opportunities for greater participation of women and youth in legal advisory and grant-related activities.

#### Efficiency

Overall, the project was efficient in mobilising and utilising resources and implementing activities. Some delays occurred due to external factors, such as government decisions affecting the Law on LSG, community capacity constraints, and political developments in Georgia impacting CBC

grants. Earlier deployment of legal advisory services and grant projects could have allowed for better assessment of their impact within the project timeframe.

The implementation mechanisms proved to be valid and efficient. In particular, the MWG established by MTAI, comprising representatives from MTAI, regional administrations, local governments, community associations, independent experts, and project consultants, provided a robust platform for professional consultations. This mechanism ensured regular outreach to communities and facilitated inclusive public consultations during the drafting of the new Law on LSG.

### Effectiveness

The project achieved its intended outputs and contributed to the expected outcomes. Most notably, the draft Law on LSG was finalised and entered the official legislative process. Effectiveness could be further enhanced by introducing after-care support and consultancy for grantees and by creating an accessible learning resource that consolidates all project training materials for community use.

### Sustainability

Prospects for sustainability are mixed. For the legal component, sustainability is strong: once the draft Law progresses through official procedures, it has a high likelihood of adoption and enforcement. For capacity development and grants, sustainability depends largely on the motivation and commitment of beneficiaries. Some participants have demonstrated proactive use of acquired knowledge regardless of grant awards, while motivated communities are actively working to maintain and expand their projects.

### Future Support Needs

MTAI will require continued support from CoE in the reform process. Over the next 2–3 years, MTAI is unlikely to have sufficient professional, technical, and financial resources to manage reform-related demands independently. While other development partners provide assistance, CoE's recognised legitimacy and expertise in this area make its continued involvement essential.

## **Recommendations**

### **1. Maintain and Strengthen the MTAI MWG.**

Continue utilising the MTAI Working Group on the draft Law on LSG to support ongoing consultations and facilitate the law's advancement through governmental and parliamentary procedures. For future phases, consider expanding the group to include a representative from the relevant Deputy Prime Minister's Office.

### **2. Provide Additional Legal Expertise for LFD Law.**

Allocate resources for legal advisory support to work on the draft Law on LFD by mid-2026, ensuring the effective use of existing project outputs such as the comprehensive study and conceptual provisions. To prevent these products from becoming obsolete, consider organising one additional CCIM during a potential bridging phase.

### **3. Improve CCIM Format and Accessibility**

Extend the duration of CCIMs to allow for deeper engagement. Record sessions and make them publicly accessible through an open-source platform, including presentations delivered by project experts.

### **4. Support MTAI in Prioritising Requests.**

Assist MTAI in prioritising requests by assessing their objectives, expected outcomes, and the Ministry's actual capacity to absorb and implement the proposed assistance.

### **5. Enhance Knowledge Sharing and Accessibility.**

Continue collaboration with MTAI to upload project learning products onto its platform. For future phases, simplify training materials and ensure they are interactive and accessible, ideally compliant with WCAG 2.1 or 2.2.

### **6. Ensure Sustainability of FSs and Grant Projects' Results**

Where resources allow, plan follow-up consultancy support to promote the sustainable use of FSs and ensure continuity of results from IMC and CBC grant projects.

### **7. Deploy Additional Long-Term Local Consultants.**

Engage more local consultants on a longer-term basis to manage legal component, capacity development, grant programmes, and the project's monitoring and reporting systems.

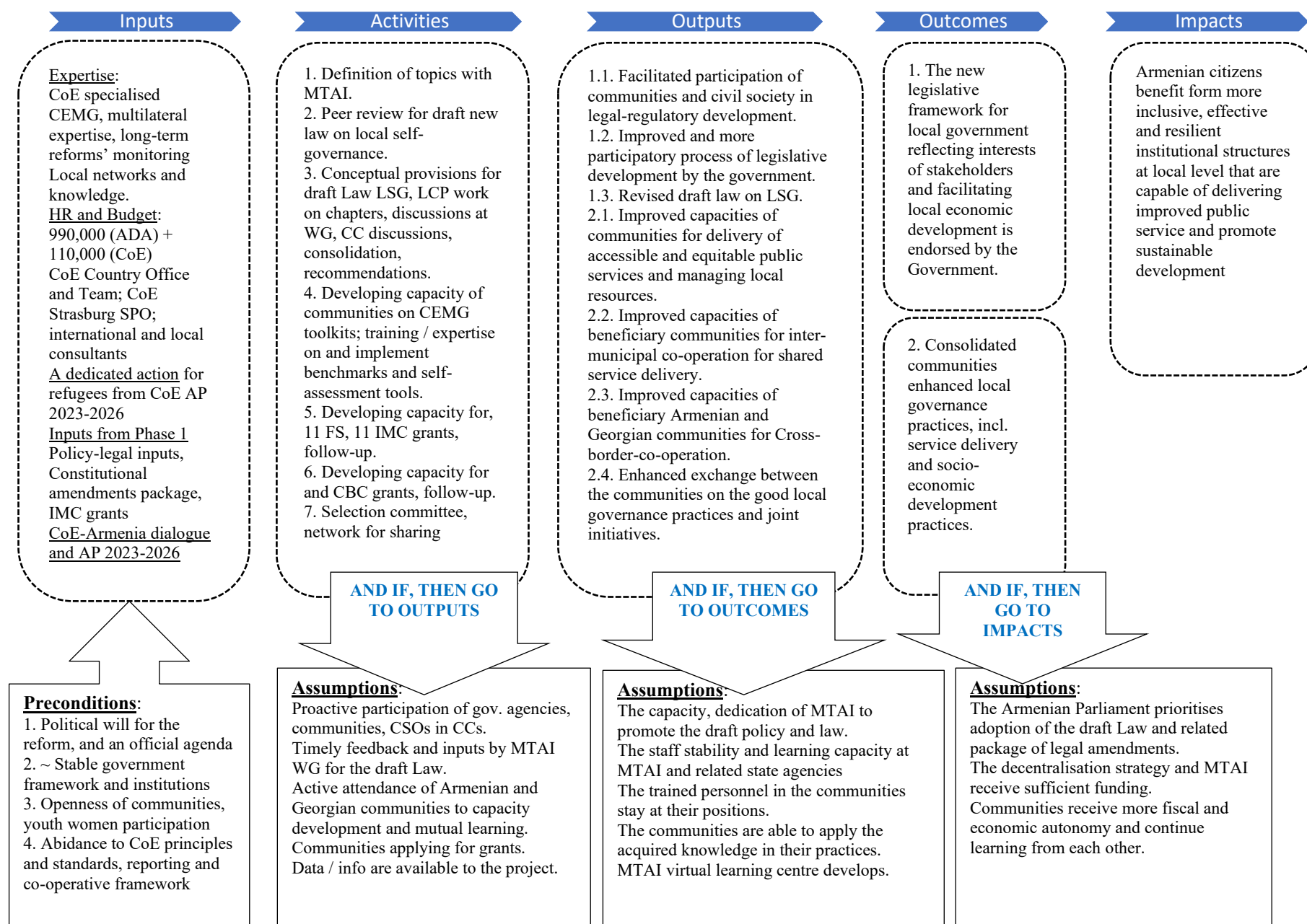
### **8. Mainstream GESI**

In future phases:

- Develop a dedicated GESI AP during inception to complement policy alignment.
- Introduce a standardised GESI screening tool for all community grant proposals and FSs to ensure systematic gender, youth, and vulnerability analysis during design and evaluation, with results disaggregated by sex, age, and socio-economic group.
- Establish an internal inclusion monitoring mechanism within project management structures, combining quantitative logframe data with qualitative participatory feedback tools.

## Annex I: Reconstructed intervention logic

**Reconstructed Intervention Logic:** (CC – community consultation, CEMG – Centre of Excellence for Multilevel Governance, FS – Feasibility study, IMC – Inter-municipal co-operation, CBC – Cross-border co-operation, LCP – CoE local consultants’ pool, LSG – local self-governance, SPO – Senior Project Officer, WG – MTAI Working group)



**Annex II: Evaluation Matrix**

<b>Evaluation Criteria</b>	<b>Evaluation Question from ToRs</b>	<b>Sub-questions</b>	<b>Indicators</b>	<b>Data collection instruments</b>	<b>Data sources</b>
<b>Relevance</b>	To what extent have the interventions been aligned and supportive of the overall reform and policy processes of Armenia related to territorial-administrative reform and the decentralisation process?	1.1.1. Relevance to the policies pursued: Gov. Programme and AP 2021-2026, the 2023 Concept on Decentralisation	1.1.1. Degree of alignment of the project to the country policy documents in the developing context	Desk review of secondary data, public policies, CoE reports and reviews, Key Informant Interviews (KIIs) Government and Working Group of MTAI (MWG)	1.1.1. Project documents and reports; government policies and programmes; KII interviewees
		1.1.2. Coherence with other interventions supported by Development Partners (SDC, GIZ, SALAR, UNDP)	1.1.2. Degree of complementarity with the actions of the Development Partners	Desk review of other complementary projects, KIIs with the Development Partners, CoE Team	1.1.2. Available data and reviews of projects of Development partners
	To what extent do the intervention objectives address identified needs of the beneficiaries?	1.2.1. Relevance of regulatory component to the needs of the central government agencies, MTAI	1.2.1.1. The degree of coverage and timeliness of the regulatory process of developing draft Law on Local self-governance (LSG)	Desk review of legal advice deliverables of the project, government's documents on the legal development process	1.2.1.1. Project progress reports; analysis on the regulatory component activities, deliverables (Analytic table 1)
			1.2.1.2. Relevance of the selected tools and channels of delivery of support to the government procedures and practices	Analysis over the Community Consultations (CC) mechanism and co-ordination with the MWG	1.2.1.2. MTAI documents, e-draft, WG minutes, Steering Committee meetings' minutes
		1.2.2. Relevance of regulatory component to the needs and priorities of LSGs and Associations	1.2.2.1. The alignment of project's legal and best practices advice to the LSGs and Associations' needs	KIIs with MWG members, survey of CC participants	1.2.2.1. LSG and Associations' informants
			1.2.2.2. Appropriateness of interaction formats with the LSGs	Analysis over the capacity building activities, including phases and statistics	1.2.2.2. LSG and Associations' informants
		1.2.3. Relevance of the capacity building components to the needs of communities	1.2.3.1. The alignment of project's capacity building activities to the LSGs needs	KIIs with gov officials, LSGs CoE Team and consultants	1.2.3.1. CoE Team, detailed description and stats on capacity building activities
			1.2.3.2. Appropriateness of selected training delivery methods for building LSG's capacities.	Analysis on motivation, benefits and use through	1.2.3.2. LSG informants

Evaluation Criteria	Evaluation Question from ToRs	Sub-questions	Indicators	Data collection instruments	Data sources
	To what extent is the intervention design relevant to the mandate of the CoE and priority areas of the Donor?	1.3.1. Relevance to the CoE – Armenia dialogue, co-operation track, and AP 2023-2026	1.3.1. Degree of alignment of the project’s design and planning, AP 2023-2026 and other CoE documents	Focus Group Discussions and KIIs with participants of capacity building activities Desk analysis Review of the CoE and ADA relevant documents	
		1.3.2. Relevance to the Congress reports: broken down into specific areas of: - addressing observations on implementation of ECLG monitoring reports - suggested practices, principles and toolkits	1.3.2. Degree of alignment of the project’s design and planning to the CoE CLRA ECLG monitoring report 2020 and ECMG toolkits (considering also the adapted toolkits)	Tracking the adaptations (in practice) in the design and planning of the project KIIs with CoE Team, ADA	
		1.3.2. Relevance to the ADA Framework Strategy for EaP countries	1.3.2. Degree of response to the ADA framework Strategy for EaP and the ‘new strategy for Armenia’		
	To what extent have the interventions been designed to align and contribute to gender mainstreaming and a human rights-based approach?	1.4.1. Has the project been in line with the Gender Strategy an AP 2025-2028 and 2023-2025 Human Rights protection AP?	1.4.1. The degree of response to the GS and AP 2025-2028 and HRAP 2023-2025	Desk analysis Analysis on the gender and youth issues related to LSG in the GSAP 2025-2028 and HRAP 2023-2025, and in the Law on Youth Policy of March 2025 Analysis on the level of response of the project to these priorities	1.4.1. Project documents GS and AP 2025-2028 and HRAP 2023-2025, new Law on Youth Policy
		1.4.2. Has there been a gender equality and social inclusion assessment in the inception phase of the project?	1.4.2. - 1.4.4. Status of gender and youth action plan and monitoring, or any gender and youth planning elements in the project’s workstreams and activities	Analysis on the level of response of the project to these priorities	1.4.2. – 1.4.4. Projects documents, CoE Team, description on internal database
		1.4.2. Has there been a gender and youth action plan for the project?	1.4.4. Availability / status of internal monitoring and reporting, data collection, analysis, reporting and assigned personnel	Analysis on CoE information on internal project’s database management, planning and monitoring KII with CoE Team	
		1.4.4. Is there a gender, youth participation monitoring mechanism within the project’s management measures?			

Evaluation Criteria	Evaluation Question from ToRs	Sub-questions	Indicators	Data collection instruments	Data sources
	Additional question: To what extent the intervention is aligned with the human, technical and financial capacities of the stakeholder groups	<p>1.5.1. Is the intervention commensurate with the institutional, human / professional and technical capacities of the MTAI and other relevant actors? - participation, timing, preparedness, resources and contributions</p> <p>1.5.2. Is the intervention commensurate with the capacities of the beneficiary communities? - participation, timing, preparedness, resources and contributions</p>	<p>1.5.1.1. The level of MTAI involvement into the project's activities and review of outputs</p> <p>1.5.1.2. The level of gaps in administrative, professional and technical capacities of MTAI for a proper follow-up on the reform</p> <p>1.5.2.1. The average frequency participation by the communities in the project's activities – CCs, trainings</p> <p>1.5.2.2. The level of stability of staff presented by the communities in CCs and trainings</p> <p>1.5.2.3. The level of turn-over of the staff of the communities participating in projects' events</p> <p>1.5.2.4. The number of communities with feedback on at least one CC</p>	<p>Analysis over the resources and time MTAI devotes to the project</p> <p>Brief analysis over the capacities and resources of MTAI TA-LSG Department and observations of the stability, representative and co-ordination power / capacity</p> <p>Analysis on CoE's statistics and/or opinion on 1.5.2.1-1.5.2.3</p> <p>KIIs with MTAI, participating communities</p> <p>Survey of CC participants</p> <p>FGD of general training participants (before FS, IMC and CBC)</p> <p>FGD with communities receiving general training (performance managem., ReBuS, 12 principles)</p> <p>FGD with communities who were trained on FS/IMC/CBC but did not apply for FS/grants</p> <p>FGD with communities who were trained on FS/IMC/CBC and applied for FS/grants and were denied</p> <p>FGD with FS grantees who were not awarded IMC grants</p> <p>KIIs with IMC and CBC grantee communities</p>	<p>1.5.1.1. KIIs MTAI, CoE, Development partners</p> <p>1.5.1.2 MTAI personnel, CoE Team, Development Partners' teams</p> <p>1.5.2.1 – 1.5.2.4. Communities' respondents and interviewees, CoE Team, MTAI</p> <p>1.5.3.1-1.5.3.2 CoE Team, CFOA and CAA interviewees, MWG meeting documents (if any), MTAI</p>
		<p>1.5.3. Is it in line with the capacities of the community associations involved (CFOA and CAA) - participation, timing, preparedness, resources and contributions</p>	<p>1.5.3.1. The number of times CFOA and CAA participated in and contributed to CCs</p> <p>1.5.3.2. Level of attendance to the MWG</p>		

Evaluation Criteria	Evaluation Question from ToRs	Sub-questions	Indicators	Data collection instruments	Data sources
<b>Added value</b>	To what extent does the Council of Europe have a clear comparative advantage vis-à-vis other international actors in the implementation of the intervention, including from gender mainstreaming and a human rights approach perspective?	<p>2.1.1. How are CoE’s mandate and mechanisms supportive / advantageous?</p> <p>2.1.2. What are the conducive specifics of CoE organisation and expertise?</p> <p>2.1.3. How CoE’s country presence, co-operation and dialogue are supportive?</p> <p>2.1.4. What was the rate of women and youth participation in the activities?</p>	<p>2.1.1. The CoE level of contribution to the project through its norms, principles, toolkits and monitoring mechanisms</p> <p>2.1.2. The level of capacity of CoE structural divisions (CLRA CEMG, CoE Country Office, Venice Commission, other) conducive to project</p> <p>2.1.3. The level of CoE legitimacy with current stakeholders (history of co-operation, networks, dialogue dimensions)</p> <p>2.1.4. The contribution of CoE monitoring reports for addressing women, youth and human rights issues in the context of LSG</p>	<p>Documentary analysis KIIs with CoE, CFOA, CAA, MTAI</p> <p>Documentary analysis: projects’ documents, CoE country reports and initiatives, the line of intervention of DDDGGA phases</p> <p>KIIs CoE Team, MTAI, other state and non-state stakeholders</p>	<p>2.1.1. – 2.1.2. CoE web and documents uploaded on MyCloud by CoE Team, CoE Team</p> <p>2.1.3. CoE Team, MTAI and other state and non-state stakeholder – respondents, Development Partners</p> <p>2.1.4. CoE web and documents uploaded on MyCloud by CoE Team</p>
	What are the disadvantages of the Council of Europe in the implementation of the intervention in comparison to other international actors?	<p>2.2.1. Are there other interventions with comparable tasks and scope?</p> <p>2.2.2. If yes, what are the differences of CoE approach in (where can be compared):</p> <ul style="list-style-type: none"> <li>- Involving stakeholders into planning</li> <li>- Scope and quality of expertise</li> <li>- Conducting activities in a participatory way</li> </ul>	<p>2.2.1. Level of comparability between CoE and other projects (GIZ, SALAR, SDC, UNDP)</p> <p>2.2.2. The level of differences per the factors listed</p>	<p>2.2.1. – 2.2.2. Desk review of Development Partners’ projects or assessments, evaluation reports</p>	<p>2.2.1. CoE Team, Development partners <i>(risk of unavailability of sufficient data / info / time for this EQ and sub-questions)</i></p>

Evaluation Criteria	Evaluation Question from ToRs	Sub-questions	Indicators	Data collection instruments	Data sources
Effectiveness	What progress has been made towards the achievement of the expected outcomes and outputs?	<ul style="list-style-type: none"> <li>- Joint monitoring or open reporting on the pace and results</li> <li>- Equal access to the results (not receiving grants but their results)</li> <li>Specific questions:</li> <li>- Using the experience and lessons learned from the past rounds of co-operation</li> <li>- Organising consultations and legal-regulatory advice</li> <li>- Planning capacity building and implementing training</li> <li>- Advocacy impact level</li> <li>- Learning on European best practices</li> <li>- Implementing IMC and CBC grants mechanism</li> </ul>	<p>3.1.1.1. The status of the draft law on LSG</p> <p>3.1.1.2. The number of participants of CC sessions, disaggregated by gender, as possible youth (16-25?) organisations and communities' lists</p> <p>3.1.1.3. Number of communities' members trained on European standards on GG, disaggregated by gender, organisations and communities' lists</p> <p>3.1.1.4. Number of communities' members trained on FS, IMC, CBC adapted toolkits, disaggregated by gender, organisations and communities' lists</p>	<p>Documentary desk analysis</p> <p>Tabular and presentable reconstruction of the activities, outputs and outcomes</p> <p>FGDs with trained communities</p> <p>KIIs with FS and grantee communities, those implementing / incorporating ReBuS</p> <p>KIIs with CoE Team, MTAI, MWG members</p> <p>Tabular and presentable reconstruction of the</p>	<p>3.1.1.1. – 3.1.1.8.</p> <p>Project documents</p> <p>CoE Team, CoE internal monitoring system, database, statistics</p> <p><b>Analytic table 1</b> of activities and outputs (<i>to be fulfilled by CoE Team before the field phase</i>)</p>

Evaluation Criteria	Evaluation Question from ToRs	Sub-questions	Indicators	Data collection instruments	Data sources
			<p>3.1.1.5. Number of communities successfully implementing FS, disaggregated by gender, organisations and communities' lists</p> <p>3.1.1.6. Number of communities successfully implementing IMC, CBC grant projects, disaggregated by gender, organisations and communities' lists</p> <p>3.1.1.7. Number of communities with resilience task forces established with the support of the project</p> <p>3.1.1.8. Number of communities with self-assessment reports for resilience five dimensions</p>	<p>outputs, assumptions and outcomes</p>	
		<p>3.1.2. What has been the level of contribution to the outcomes is reformulated in the reconstructed Intervention Logic?</p>	<p>3.1.2.1. Number of communities with comments on the draft Law</p> <p>3.1.2.2. Number of meetings of MWG</p> <p>3.1.2.3. Number of contributions by MWG to the draft Law</p> <p>3.1.2.4. Status of outcomes of grant projects (e.g. garbage collected, area of sq km cleaned, irrigation channel km constructed, tourism centre)</p> <p>3.1.2.5. Number of communities with resilience building strategies adopted and or incorporated into multiannual development plans, disaggregated into (i) costed and budgeted, (ii) not costed and budgeted</p>		<p>3.1.2.1. – 3.1.2.5. Project documents CoE team, CoE internal monitoring system, database, statistics <b>Analytic table 2</b> of outputs – assumptions and outcomes <i>(to be fulfilled by the Evaluation team based on previous analytic table and data collection in the field)</i> MTAI, MWG member respondents Trained and grantee communities' respondents</p>

Evaluation Criteria	Evaluation Question from ToRs	Sub-questions	Indicators	Data collection instruments	Data sources
			3.1.2.6. Other usage of project's outputs by the communities in their practice: <ul style="list-style-type: none"> <li>- planning and budgeting</li> <li>- specific investment projects</li> <li>- performance monitoring</li> <li>- community discussions on community development, managing resources, social and labour issues, youth development and equal participation of women</li> <li>- advocacy activities at the enlarged community, regional administration and central government</li> <li>- establishing and enhancing inter-municipal and cross-border co-operation and projects</li> </ul>		Dropout communities' respondents
	What are the reasons for the achievement or non-achievement?	3.2.1. What has been the level of realisation of the assumptions (external conditions provided for by the stakeholders) as identified at the level of outputs, in the reconstructed Intervention Logic	3.2.1.1. Status of assumptions at the level of activities ( <i>see the reconstructed Intervention Logic</i> ) for each non-realised output 3.2.1.2. Status of assumptions at the level of outputs ( <i>see the reconstructed Intervention Logic</i> ) for each non-contributed outcome, if any	Documentary analysis  Reconstruction of the intervention logic and real assumptions at the level of activities and outputs Qualitative assessment, feedback and data collection on the level of realisation of assumptions	3.2.1.1. – 3.2.1.2. Project's documents, CoE Team, other informants
	To what extent gender mainstreaming and a human rights approach been incorporated in the implementation of the intervention?	3.3.1. How were the needs and interests of women, youth and vulnerable groups considered during the implementation of the	3.3.1. The status ongoing monitoring practice by the project for inclusion of women, youth and vulnerable groups	KIIs with CoE Team and key stakeholders  KII with CoE Team	3.3.1. and 3.3.2.  CoE Team

Evaluation Criteria	Evaluation Question from ToRs	Sub-questions	Indicators	Data collection instruments	Data sources
		<p>project, at central government and local government levels?</p> <p>3.3.2. Were the outputs (<i>participation in CCs, contributions to the draft Law, general training, the grant projects and their outcomes</i>) accessible to women, youth and vulnerable groups?</p> <p>3.3.3. What are the effects of the project on women, youth vulnerable groups?</p> <p>3.3.4. Has the feedback from organisations, CSOs uniting / advocating for women, youth and people with disabilities been taken onboard when working on draft Law on LSG or the grant schemes?</p>	<p>into the project's activities and production of outputs</p> <p>3.3.1. Status of a line of specific awareness activity by the project for women, youth and vulnerable groups aimed at their inclusion and participation.</p> <p>3.3.3.1. Status of benefits to and usage of project outputs by women, youth and vulnerable groups</p> <p>3.3.3.2. Number of women and youth representatives benefitting from the implementation of grants projects (<i>See also indicators 3.1.1.2. – 3.1.1.6.</i>)</p> <p>3.3.4.1. Status of feedback on the project's outputs by organisation advocating for women, youth and vulnerable groups</p> <p>3.3.4.2. Status of addressing the feedback by these organisations</p>	<p>KIIs with grant projects' communities</p> <p>Analysis of CoE statistics Analytic table 1</p> <p>KIIs with CoE Team, Development partners, MTAI</p>	<p>3.3.3.1. and 3.3.3.2. CoE database, CoE Team, grant projects' communities' respondents</p> <p>3.3.4.1. CoE Team, MTAI and Development partners' respondents</p>
<b>Efficiency</b>	Have the resources/inputs in terms of funds, expertise, time etc. been adequate?	<p>4.1.1. Has the budget been sufficient to provide for planned expenditures?</p> <p>4.1.2. Has the planned expertise been available and mobilised timely?</p>	<p>4.1.1. Degree of performance of planned outputs vs the budget spent</p> <p>4.1.2.1. Status of inception and mobilisation of the team</p> <p>4.1.2.1. Mobilised expertise vs the planned expertise</p>	<p>Desk quantitative analysis</p> <p>KII with CoE Team</p>	<p>4.1.1. – 4.1.2. Projects' documents, CoE Team</p> <p>4.1.3. Documents on delivery of outputs, Steering</p>

Evaluation Criteria	Evaluation Question from ToRs	Sub-questions	Indicators	Data collection instruments	Data sources
		4.1.3. Were the timing of the project and its activities adequate, including the risks of delays in the expected actions of the authorities or communities?	4.1.3. The overall timeframes of the project vs the time needed to produce outputs and to contribute to early / intermediate outcomes	KII with MTAI	Committee meetings, COE Team, MTAI, MWG and SC members
		4.1.4. Has there been an internal monitoring system?	4.1.4. Status of the internal monitoring system of the project		4.1.4. CoE Team
	Could more have been done with the resources and inputs?	4.2.1. Have there been any external circumstances affecting the mobilisation of resources and organisation of the project?	4.2.1.1. Level of occurrence of risks hampering project set-up and inception 4.2.1.2. Degree of availability of qualified expertise	KIIs with CoE, ADA, MTAI Surveys on Community Consultations	4.2.1. CoE Team, ADA, MTAI
		4.2.2. Any factors over the time – since estimation of the budget - influencing on the affordability of expertise resources?	4.2.2.1. Status fluctuations in Euro exchange rate and costs of resources and expertise 4.2.2.2. Timeliness of pre-financing by ADA	FGDs with trainee communities	4.2.2. CoE Team
		4.2.3. Any external factors affecting the implementation of the project and delivery of the outputs?	4.2.3. Degree of realisation of assumptions as per the reconstructed intervention logic	KIIs with grant beneficiary communities Participatory assessment of external conditions	4.2.3. CoE Tem, MTAI, FGDs with trainees and KIIs with grant recipient communities
	How well have gender mainstreaming and a human rights approach been operationalised within the intervention?	4.3.1. What has been the project’s approach to include women, youth and vulnerable groups into the activities and what has been their rate of participation?	4.3.1. Status of inclusive approaches to organise activities (stakeholders’ selection, databases, specific awareness tools to inform women, youth and vulnerable groups)	Documentary analysis KIIs with CoE Team, grantee communities, MWG members	4.3.1. CoE Team, MTAI IMC ad CBC grantee communities
		4.3.2. Has there been an internal system of monitoring on inclusion and rights-based approach?	4.3.2. Status of the internal system of monitoring on inclusion and rights-based approach		4.3.2. COE Team
<b>Sustainability</b>	What is the likelihood that the benefits from the intervention will be maintained when the project ends?	5.1.1. What is the likelihood of sustainability of the results under the legal advice?	5.1.1.1. The degree of ownership and support by the stakeholders for legal advice outputs and outcomes	KIIs with MTAI, MWG, CoE Team, Development partners	5.1.1. E-draft, governmental decisions and action plans, MTAI annual plan for 2026

Evaluation Criteria	Evaluation Question from ToRs	Sub-questions	Indicators	Data collection instruments	Data sources
		5.1.2. That for the capacity building / development	5.1.1.2. Statuses of official agenda, plans and initiatives for legal reform  5.1.2.1 The level of efforts the stakeholders invested to use and maintain the skills and knowledge built by the project 5.1.2.2. The status of the centralised knowledge hub by MTAI on its web	Analysis of governmental documents, decisions and legal acts  FGDs with trained communities, grantee communities KII with MTAI, CoE, GIZ	5.1.2. Trained communities, grantee communities, survey, MTAI, CoE, GIZ
		5.1.3. That for the IMC and CBC grants' component?	5.1.3.1. The level of achievement of the planned results of the grant projects 5.1.3.2. The status of ownership over the results of the grant projects 5.1.3.3. The statuses of sustainability (business, maintenance, investment, budgetary) plans of the grant projects	KIIs with grantee communities, CoE Team	5.1.3. grantee communities, CoE
	What are the most important factors?	5.2.1. What are the factors contributing to sustainability of results at the institutional / government level?  5.2.2. Those at the communities' level?	5.2.1. The dimension of a gap for professional (human), institutional and technical resources at MTAI and key MWG members 5.2.2. The dimension of a gap for professional (human), institutional and technical resources at the communities, disaggregated into (i) trained, (ii) realising grants	Discussion and joint assessment with MTAI and MWG members  KIIs with grantee communities, FGDs with trained communities	5.2.1. MTAI, MWG members  5.2.2. grantee communities, trained communities
		5.2.3. What is the level of realisation of assumptions	5.2.3.1. Status of the (i) discussion with and (ii)		

Evaluation Criteria	Evaluation Question from ToRs	Sub-questions	Indicators	Data collection instruments	Data sources
		identified at the level of outcomes in the reconstructed Intervention Logic?	<p>submission of the draft Law to the Parliamentary Committee on LSG</p> <p>5.2.3.2. MTAI has sufficient resources to further promote, support the adoption and implementation and monitoring</p> <p>5.2.3.3. The status of strategy on decentralisation (for costing and funding after the adoption</p> <p>5.2.3.4. Change in the fiscal and economic autonomy of the communities</p> <p>5.2.3.5. Existence of a learning hub and courses accessible for all communities and state agencies</p>	<p>KIIs with CoE Team, Development partners, MTAI, MWG, Parliamentary SC on LSG</p>	<p>5.2.3. CoE Team, GIZ, MTAI, MWG, PSCLSG respondents</p>
	To what extent have the interventions contributed to the long-term realisation of gender mainstreaming and a human rights approach?	<p>5.3.1. Were lessons learned on how the inclusivity and rights-based approach in similar interventions can be improved?</p> <p>5.3.2. Do the draft legislation, grant projects contributed by the project bring forward gender-responsiveness, opportunities for youth and vulnerable groups?</p> <p>5.3.3 Do the outcomes of the grant projects contain elements for gender-responsiveness, youth inclusion and protection of human rights?</p>	<p>5.3.1. Status of lessons learned by the CoE Team, development partners and stakeholders</p> <p>5.3.2.1. The level of support for gender equality, inclusion of youth and vulnerable groups by the draft law</p> <p>5.3.2.3. The level of inclusion of women, youth and vulnerable groups in grant projects,</p> <p>5.3.3 The level of equitability of the results of the grant projects for women, youth and vulnerable groups.</p>	<p>Desk and documentary analysis</p> <p>KIIs with CoE Team, experts, MTAI, grant recipient communities</p> <p>KIIs with development partners</p> <p>FGDs with trained communities</p>	<p>5.3.1. CoE Team, Develop. partners, MTAI, grant recipient communities, other communities</p> <p>5.3.2 the draft Law, CoE Team and experts, MTAI, grant communities</p> <p>5.3.3. Grant projects' descriptions, KIIs CoE Team, consultant for grant projects, grant beneficiaries</p>

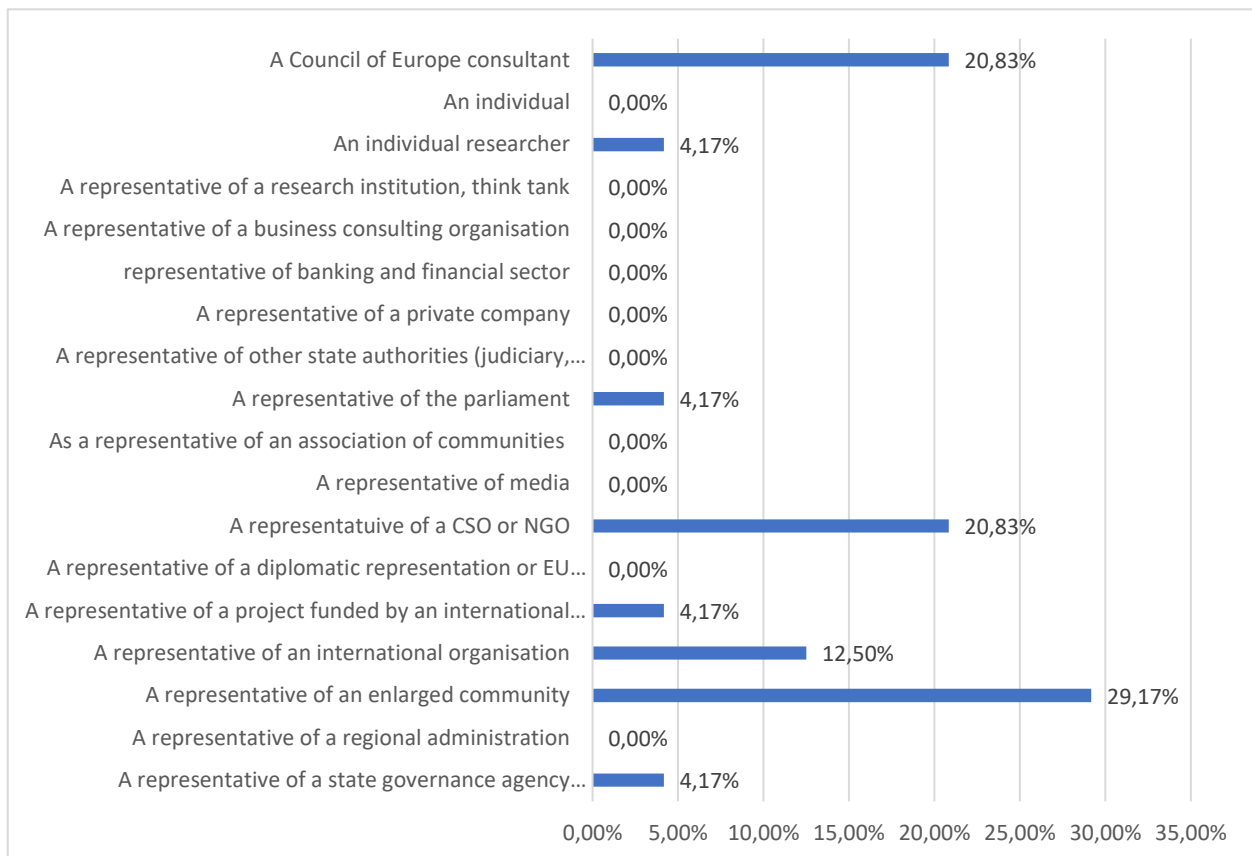
### Annex III: Survey results

#### Results of the survey of participants of the Community Consultation Initiative Meetings

A survey was conducted among participants of the Community Consultation Initiative Meetings (CCIMs) to assess their feedback. The survey targeted 85 individuals with identifiable and accessible email addresses out of a total of 199 participants who attended nine CCIMs organised by the project up to 2 October 2025. Participants of the final meeting—the 17th CCIM held on 28 October 2025—were not included, as the survey had already been launched prior to that date.

The response rate was 28.2 percent, which is considered satisfactory for this type of survey. The findings presented below reflect the responses to the 16 questions included in the questionnaire.

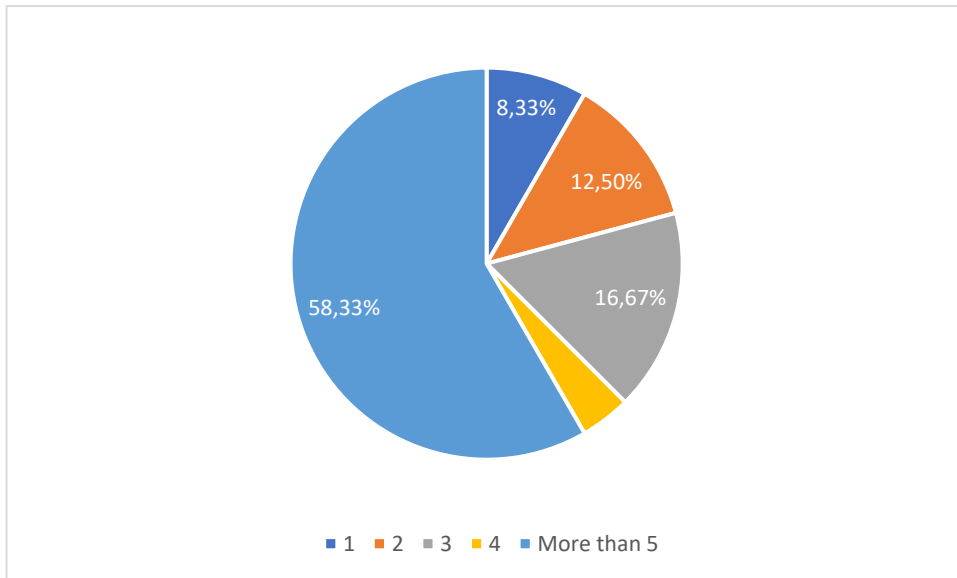
#### Question 1: In what capacity you participated in the Community Consultations?



The purpose of this question was to identify which categories of broader project stakeholders participating in the CCIMs were the most responsive. The results indicate that, in addition to the CoE consultants, three groups demonstrated the highest level of engagement: representatives of amalgamated communities, representatives of international organizations, and representatives of civil society organizations (CSOs). The remaining four groups that provided responses were state agencies, other projects, members of parliament, and individual researchers.

The following chart reinforces the evaluation findings that the project successfully enabled active participation and contributions from communities and civil society organizations (CSOs). It also demonstrates that there was a strong level of co-operation and exchange with development partners and their respective projects.

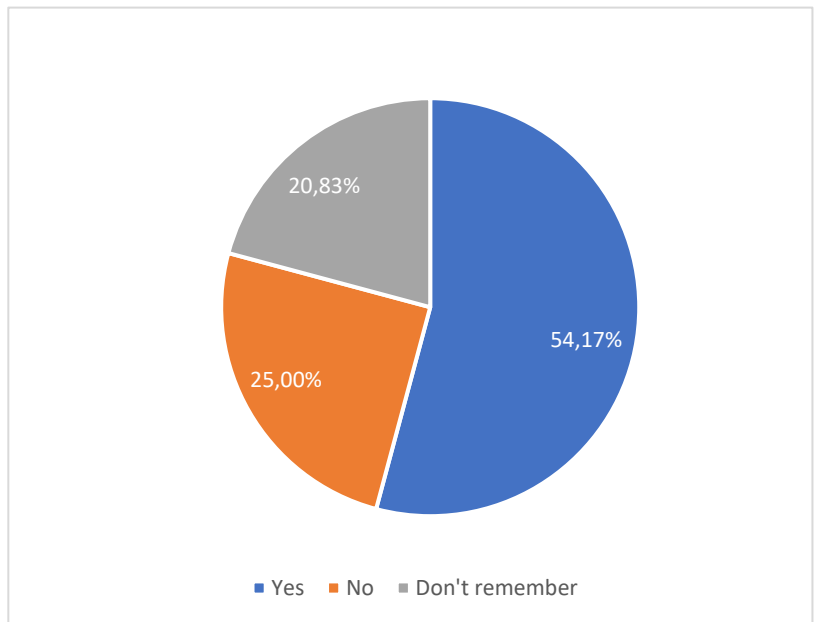
**Question 2: In how many Community Consultation meetings have you participated in 2024 and 2025?**



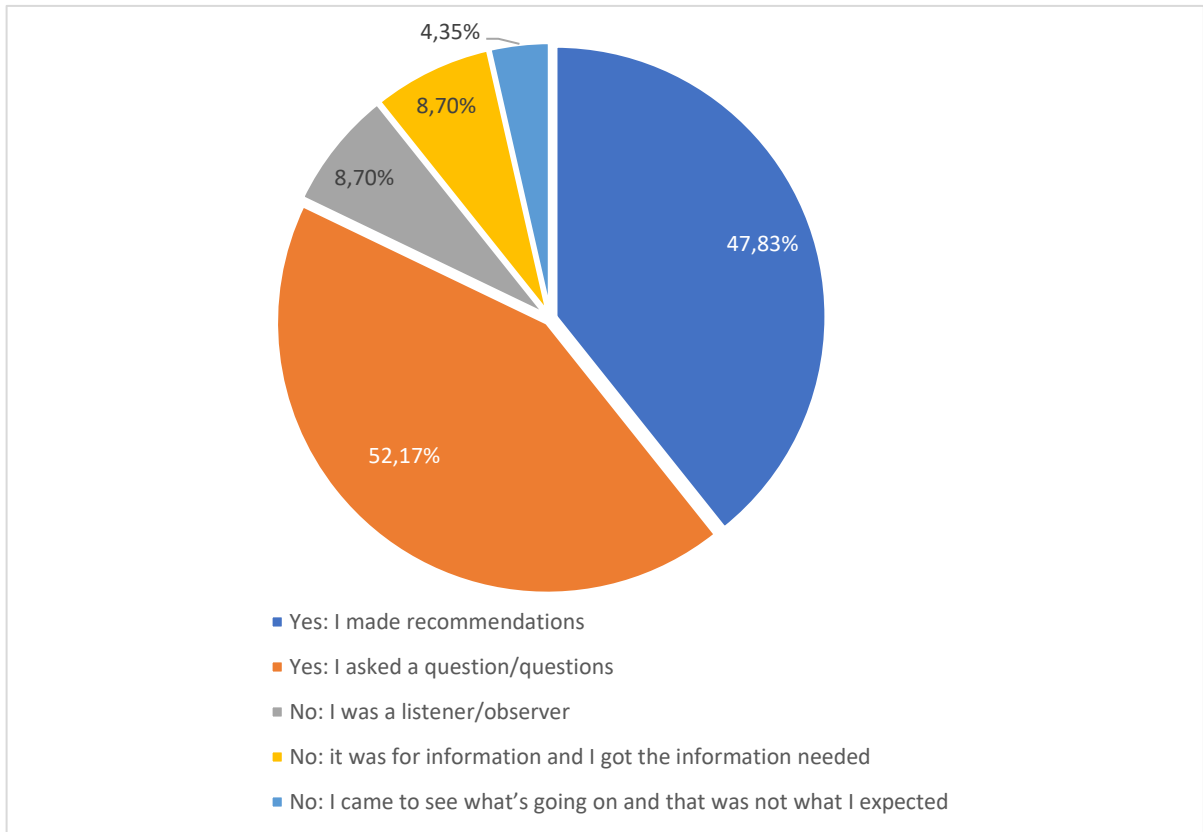
More than half of the participants reported attending over five consultations, while the weighted average participation was 3.5 meetings. This level of engagement is considered positive, given the diversity of discussion topics and the intervals between the CCIM sessions.

**Question 3: Did you participate in the Community Consultation meeting in November 2023 on Conceptual provisions and approaches for the new Law on Local Self-Government?**

The responses to the third question indicate that more than half of the surveyed participants recalled the first CCIM of the DDDGGA Phase II (which was the eighth CCIM overall since the start of Phase I). This is a positive indicator for institutional memory and suggests that the CCIMs may have contributed to enhancing participants' knowledge. These findings imply that CCIMs have the potential to serve as effective and continuous platforms for exchange, learning, and contributions to policies and regulations related to local self-government.



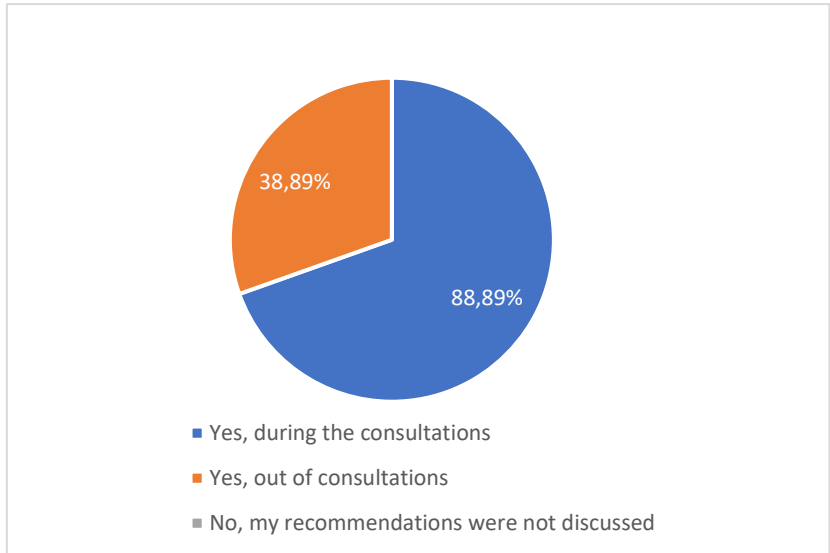
**Question 4: Have you contributed (*in Armenian – did you participate actively*) in the community consultations?**



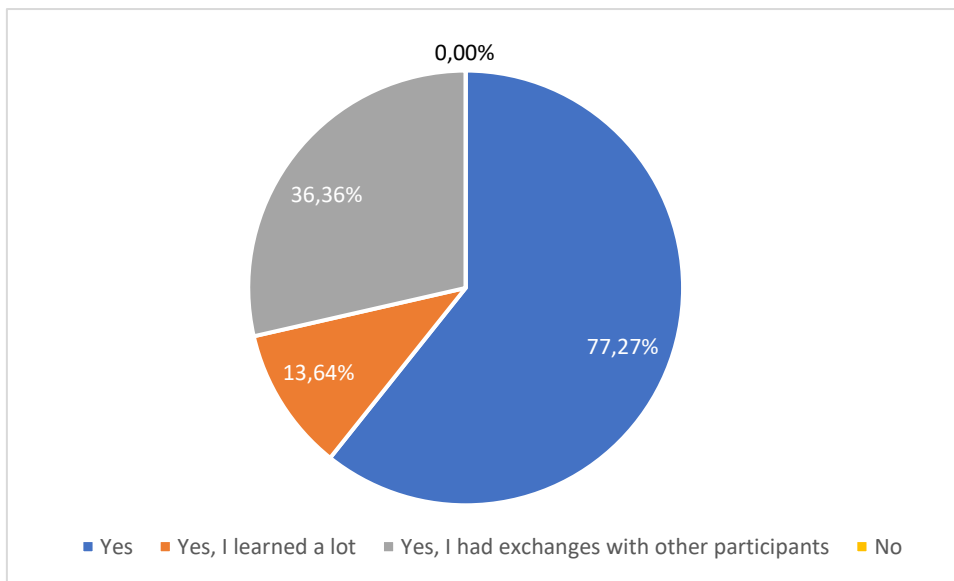
The responses to the question on proactive participation are encouraging. Nearly half of the participants reported making recommendations, while slightly more than half indicated that they asked questions. These two groups largely overlap, suggesting the presence of a consistent and engaged subgroup of participants—a CCIM “community.”

**Question 5: If you did recommendations, were your recommendations discussed during the consultations or out of consultations?**

According to the respondents, approximately 89 percent indicated that none of their recommendations remained undiscussed during the CCIMs, while 38.9 percent reported the same for interactions outside the CCIMs. As this was a multiple-choice question, these groups overlap, suggesting that most respondents were able to follow up on their recommendations both during and outside the meetings. This finding points to the existence of an ongoing dialogue among the core group of proactive participants.



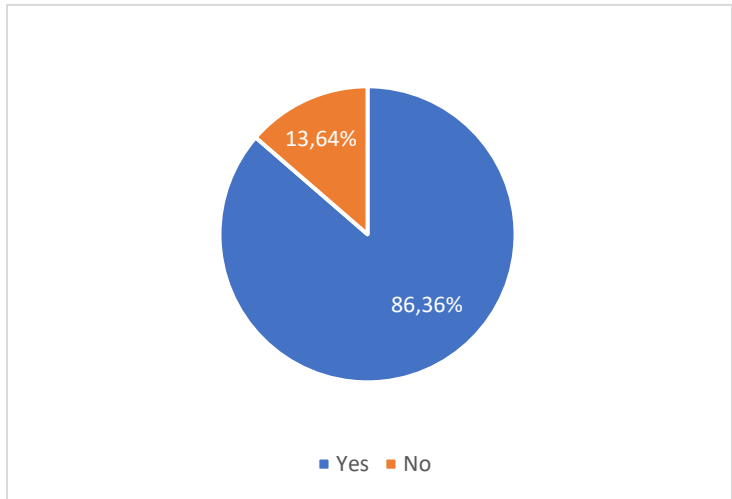
**Question 6: Were the community consultations interesting and beneficial for you, allowing learning, exchange of knowledge and opinions?**



The responses to this multiple-choice question suggest that participants found the CCIMs engaging and valuable for exchange. However, only 13.64 percent identified learning as a key outcome. This relatively low figure can likely be attributed to the fact that most respondents were already well-informed on the subject matter, while only a portion of community representatives were new to the topic.

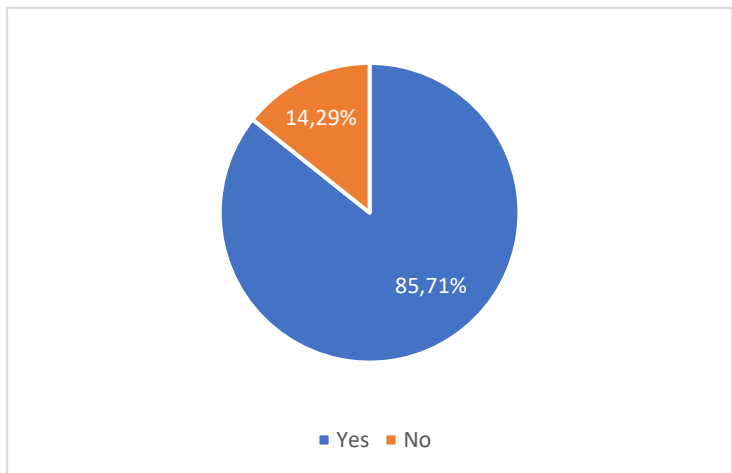
**Question 7: Were you receiving information on amendments to the Law on LSG from CoE project before the consultations for your reading, opinion and possible recommendations?**

Most of the respondents received information on the amendments to the draft Law on LSG for discussion during the CCIMs. This explains the high rate (89%) of discussion of the questions and recommendations the proactive group made during the CCIMs.



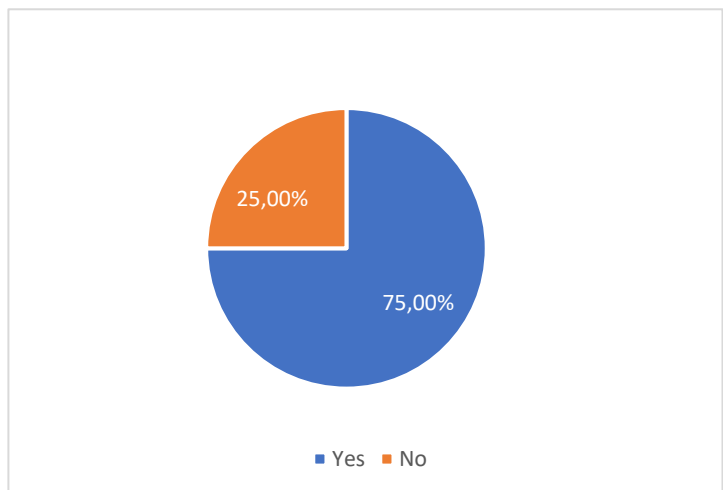
**Question 8: If you received information on amendments to the Law on LSG from CoE project before the consultations, was that sufficient time before the consultations to read and to make your opinion?**

Most of the respondents received draft amendments to the draft Law timely before the CCIMs, which allowed them to formulate their questions and recommendations for the discussions during the CCIMs.



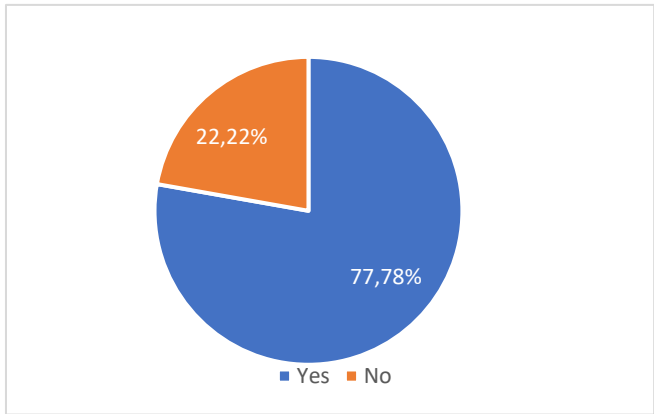
**Question 9: After the consultations, did you have a chance to see any further drafts of the Law?**

The slight difference between the 25% of respondents who have not seen the drafts of the Law after the CCIMs and those who have received the drafts for consultations beforehand the CCIMs is related to the way the contributions of the participants were consolidated. This consolidation was done on an annual basis after CCIMs and after thorough consultations in the Ministerial Working Group on the draft Law on LSG. The full draft law on LSG was put together and made available for open public consultations at the end of 2024 and by September 2025.



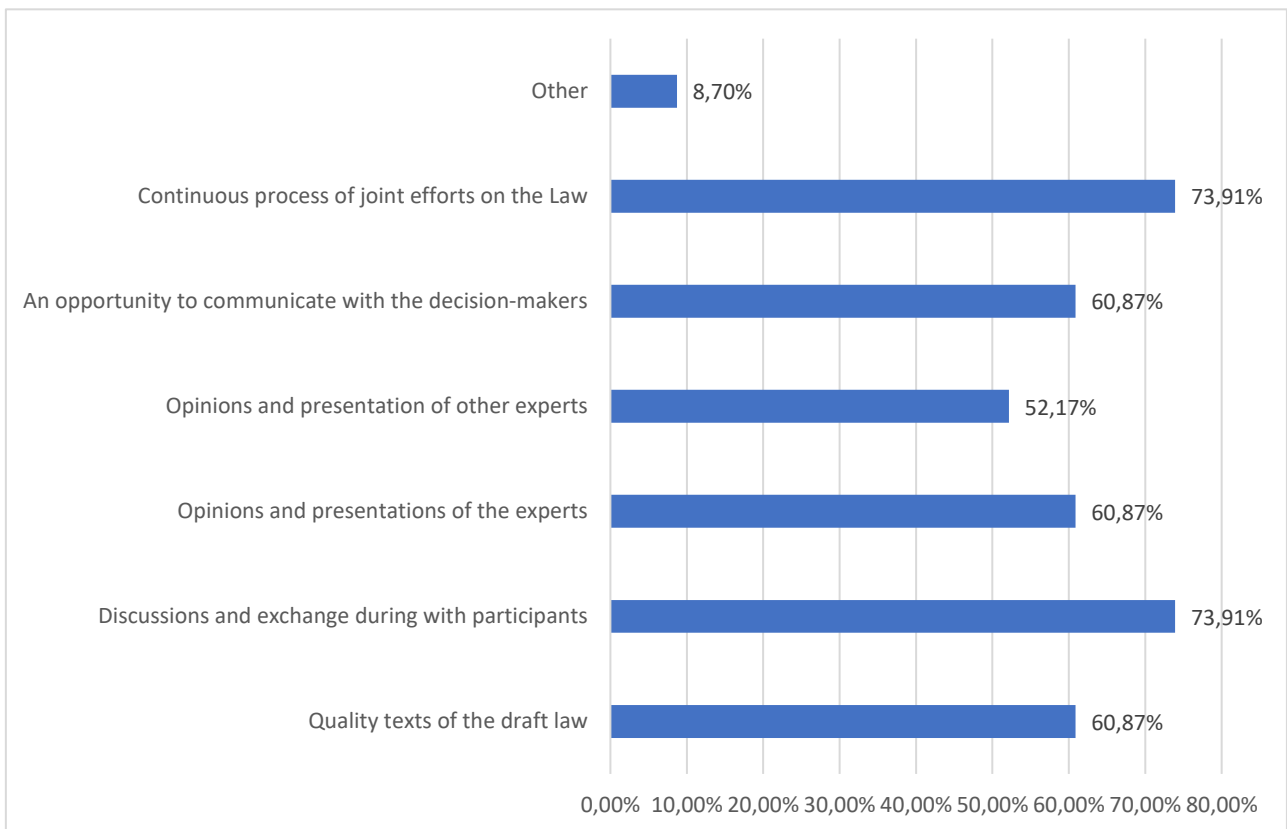
**Question 10: If you made recommendations, where your recommendations accepted in the later drafts of the Law?**

This response supports the earlier finding that the CCIMs provided an inclusive platform for a participatory process in developing the draft Law on Local Self-Government and that these consultations were conducted consistently. Respondents were able to observe whether their recommendations were incorporated into subsequent versions of the draft law.



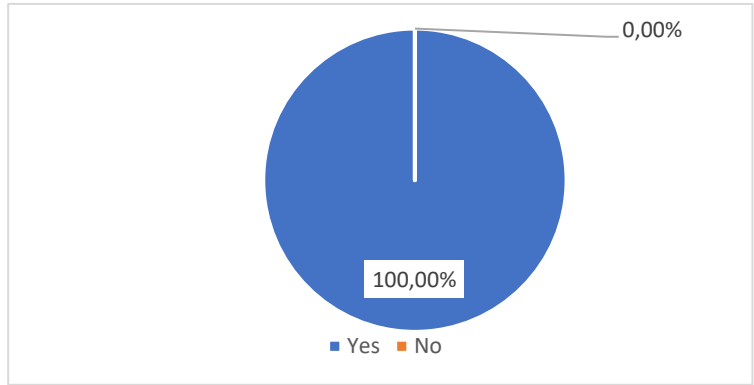
**Question 11: What would you mention as the good and beneficial things for you during the consultations?**

The responses to this multiple-choice question indicate that the most significant benefits of participating in the CCIMs were opportunities for exchange, learning, and collaborative work on the draft Law on Local Self-Government. This evidence reinforces the finding that the CCIMs served as a unique platform for the participation of diverse stakeholder groups—particularly communities—while fostering contributions and mutual learning.

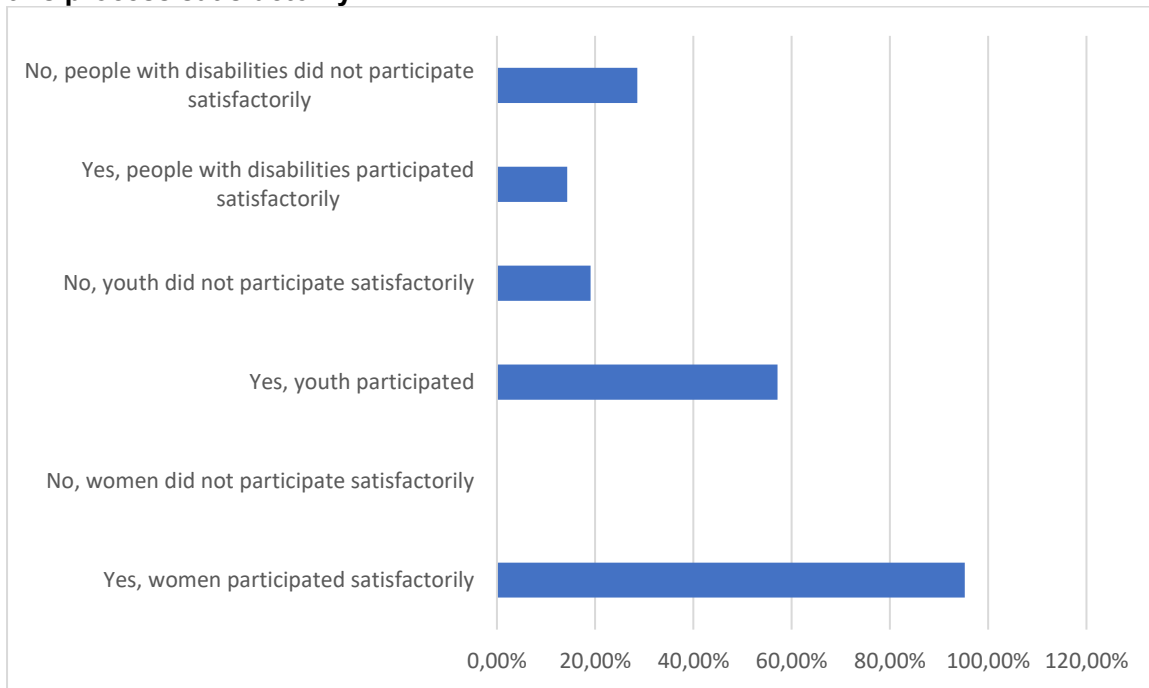


**Question 12: Do you find the draft Law is indeed drafted in a participatory way?**

This is controlling question seeking to check if the participants checked the consecutive drafts of the Law published for public consultations. All 23 agreed and only 1 respondent skipped.



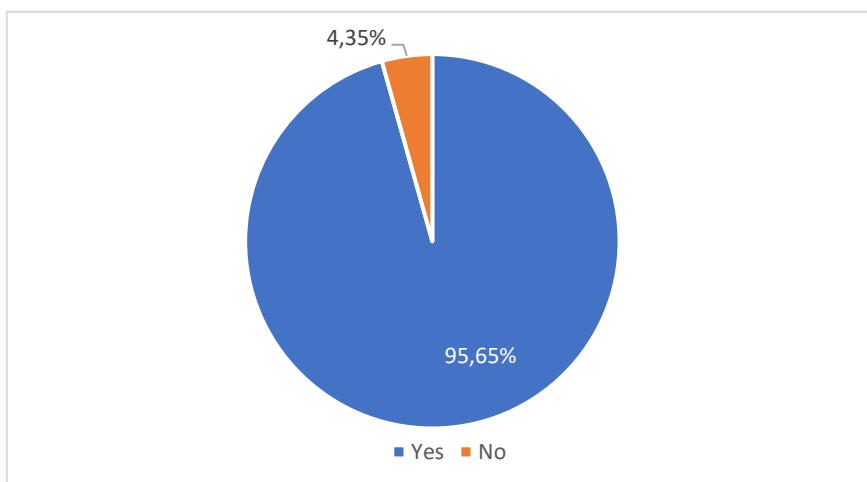
**Question 13: Do you find that women and youth, but also people with disabilities participated in this process satisfactorily?**



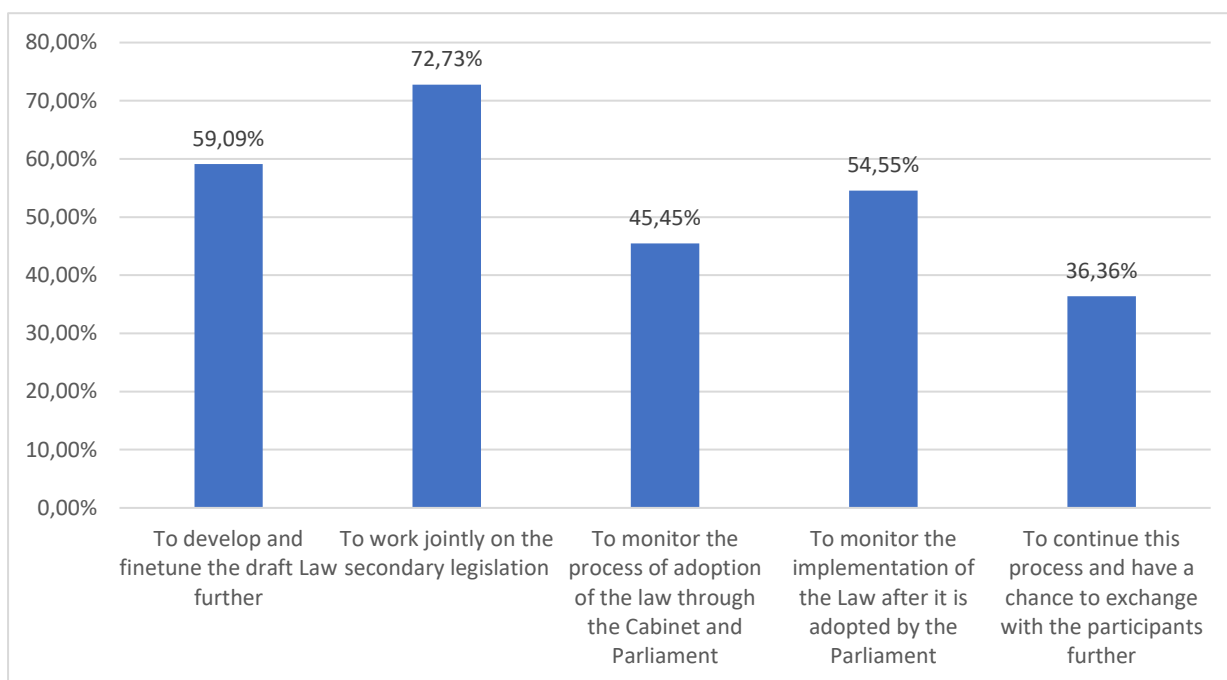
The responses indicate that while participation of women is found satisfactory, that of youth and people with disabilities lags behind, and this supports the observations and findings of the evaluation, and the relevant recommendation on the open source posting of CCIMs recordings and as possible applying WCAG formats for accessibility for people with disabilities.

**Question 14: Would you see a need for continuation of the consultations?**

All but one respondent find that the CCIMs need to be continued, which comes to support the findings based on the need to maintain the CCIM practice and make it even more tailored per regions or groups of communities, based on the individual interviews with the Ministerial Working Group members, communities and associations. This question prepares the next one.



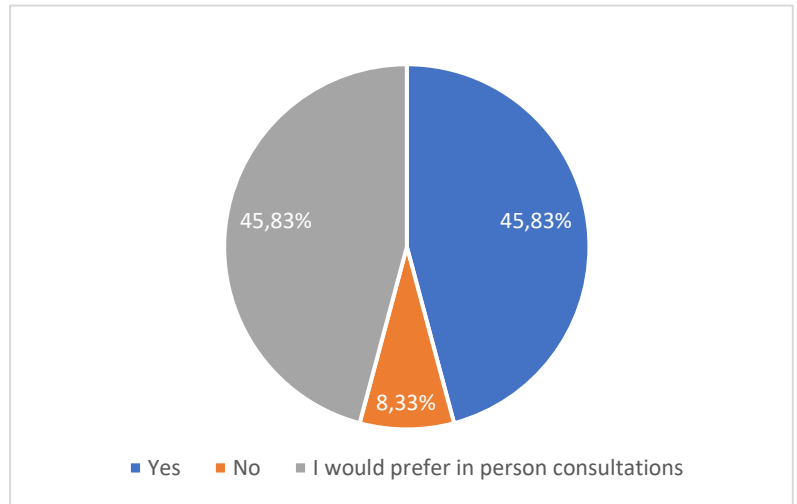
**Question 15: If your answer is Yes to the previous question on whether you see a need for continuation of consultations, please, select for what?**



The responses confirm the feedback gathered during the field mission, where communities, regional administrations, and associations emphasised the importance of continuing joint work on secondary legislation to ensure the effective implementation of the forthcoming Law on Local Self-Government once adopted by Parliament. It is particularly encouraging that more than half of the respondents highlighted the need to monitor both the adoption process and the subsequent implementation of the law.

**Question 16: Would you wish that there was an online platform moderated by somebody for the continuation of consultations online?**

The opinions of the respondents on the deployment of an online platform for CCIMs is equally divided into negative and positive. This is a good indication that the participants are aimed at having in-person and substantial discussions, which comes to support the finding of the evaluation mission on that country-wide CCIMs could be intermediated by regional consultation meetings with the communities and regional CSOs.



## Annex IV: Key individual interviews and focus group discussions

### Scoping meetings

N.	Type of institution	Institution	
1	Council of Europe	Council of Europe Office in Yerevan	Kick-off meeting on 11.09.2025, during the scoping meetings 18-22.09.2025
		Congress of Local and Regional Authorities, Centre of Expertise for Multilevel Governance	Kick-off meeting on 11.09.2025, during the scoping meetings 18-22.09.2025
2	Donor	Austrian Development Co-operation (ADC)	19.09.2025 03.10.2025, 16 <sup>th</sup> CCIM
3	Ministry of Territorial Administration and Infrastructure	Local Self-Government Policy Department	18.09.2025,
4	Development partner	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	19.09.2025 23.10.2025
5	Local government association	Communities Finance Officers Association	22.09.2025 07.10.2025

### Interviews with grantee communities

N.	Type of institution	Community	
1.	Grantee community (FS)	Vedi community	06.10.2025 (GESI FGD), 24.10.2025
2.	Grantee community (FS)	Yeghegnadzor community	06.10.2025 (GESI FGD), 17.10.2025
3.	Grantee community (FS)	Talin community	03.10.2025, 16 <sup>th</sup> CCIM
4.	Grantee community (FS, IMC)	Vayk community	21.10.2025
5.	Grantee community (FS, IMC, CBC)	Tashir community	06.10.2025 (GESI FGD), 20.10.2025
6.	Grantee community (FS, IMC, CBC)	Ijevan community	06.10.2025 (GESI FGD), 21.10.2025

## Key informant interviews

<b>State institutions</b>			
1	Ministry of Territorial Administration and Infrastructure	Local Self-Government Policy Department	06.10.2025 17.10.2025
2		Legal Department	27.10.2025
3		International Relations Department	23.10.2025
<b>Ministerial working group on LSG legislation</b>			
4	Local government expert	Parliament	09.10.2025
5	Municipal staff member 1	Ashtarak community	10.10.2025
6	Municipal staff member 2	Sevan community	10.10.2025
<b>Local government associations</b>			
7	Union of Communities of Armenia		08.10.2025
8	Communities Finance Officers Association		08.10.2025
<b>Development partners</b>			
9	<i>Support to Decentralisation and Local Self-Government Reforms (DeaLoG) in Armenia project</i> Swedish Association of Local Authorities and Regions (SALAR) International		09.10.2025 (team) 30.10.2025 (SALAR consultant)
10	<i>Good Governance for Local Development South Caucasus project</i> <i>Integrated Municipal Development in Armenia project</i> GIZ		09.10.2025, 24.10.2025
11	<i>Mayors for Economic Growth (M4EG) project</i> UNDP Armenia		23.10.2025
<b>CoE Project Team, Senior National Coordinator, Project Assistant, Senior International Coordinator</b>			6 meetings through the field mission and analysis and synthesis phase and two debriefings on the findings
<b>CoE local consultants</b>			
12	Consultant 1 on local government legislation		07.10.2025
13	Consultant 2 on local government legislation		07.10.2025
14	Consultant 3 on local fees and duties and LSG legislation		24.10.2025
15	Consultant on grant implementation and reporting (coaching)		07.10.2025
16	Consultant on inter-municipal co-operation (trainer)		08.10.2025
17	Consultant on cross-border co-operation (trainer)		08.10.2025
18	Consultant 1 on Resilience Building Strategies (trainer)		08.10.2025
19	Consultant 2 on Resilience Building Strategies (trainer)		08.10.2025
<b>CoE international consultants</b>			
20	Consultant on inter-municipal co-operation and cross-border co-operation		09.10.2025
21	Consultants on feasibility studies, inter-municipal and cross-border co-operation, and resilience building strategies (trainer)		09.10.2025
22	Consultant on cross-border co-operation (trainer)		09.10.2025

## Focus Group discussions with communities

**Group 1: discussion on Gender Equality and Social Inclusion issues in capacity development and grants' projects in 2 sub-groups**

1	Sub-group 1	Vedi community	06.10.2025
2		Yeghegnadzor community	
3	Sub-group 2	Ijevan community	06.10.2025
4		Tashir community	

**Group 2: representatives from communities that participated in capacity-development activities on general topics (performance management, ReBuS)**

1	Nairi community	24.10.2025
2	Kapan community	
3	Vardenis community	

**GROUP 3 (FGDs in 3 subgroups): representatives from communities that participated in capacity-development activities on feasibility studies, inter-municipal co-operation and/or cross-border co-operation, but did not apply for grants**

1	Sub-group 1	Yeghegis community	22.10.2025
2		Charentsavan community	
3		Vagharshapat community	
4		Meghri community	
5	Sub-group 2	Metsamor community	22.10.2025
6		Masis community	
7		Artashat community	
8	Sub-group 3	Akunk community	22.10.2025
9		Areni community	
10		Garni community	
11		Tsaghkahovit community	
12		Jermuk community	

**GROUP 4: representatives from communities that participated in capacity-development activities on feasibility studies, inter-municipal co-operation and/or cross-border co-operation and applied for grants on feasibility studies but were not granted**

1	Ashtarak community	23.10.2025
2	Alagyaz community	
3	Sisian community	

**GROUP 5 (FGDs in 2 sub-groups): representatives from communities that received and implemented grant projects on feasibility studies, applied for but did not receive IMC grants**

1	Sub-group 1	Aparan community	24.10.2025
2		Vedi community	
3	Sub-group 2	Gavar community	27.10.2025
4		Goris community	

## Annex V: Data Collection Tools

Survey questionnaire for the participants of Community Consultations Initiative Meetings on the draft Law on LSG

<p>1. In what capacity you participated in the Community Consultations?</p>	<p>Multiple choice: select one answer</p> <ul style="list-style-type: none"> <li>As a representative of a state governance agency (ministries and centralised agencies)</li> <li>As a representative of a regional administration</li> <li>As a representative of an enlarged community</li> <li>As a representative of an international organisation</li> <li>As a representative of a project funded by an international organisation</li> <li>As a representative of a diplomatic representation or EU Delegation</li> <li>As a representative of a Civil Society Organisation</li> <li>As a representative of media</li> <li>As a representative of an association of communities</li> <li>As a representative of the Parliament</li> <li>As a representative of other state authorities (judiciary, law enforcement)</li> <li>As a representative of a private company</li> <li>As a representative of banking and financial sector</li> <li>As a representative of a business consulting organisation</li> <li>As a representative of a research institution, think tank</li> <li>As an individual researcher</li> <li>As an individual</li> <li>As a consultant of the CoE project</li> </ul>
<p>2. In how many Community Consultation meetings have you participated in 2024 and 2025?</p>	<p>Multiple choice: select one answer</p> <p>1, 2, 3, 4, more than 5?</p>
<p>3. Did you participate in the Community Consultation meeting in November 2023 on <i>Conceptual provisions and approaches for the new Law on Local Self-Government?</i></p>	<p>Multiple choice: select one answer</p> <ul style="list-style-type: none"> <li>Yes</li> <li>No</li> <li>I don't remember</li> </ul>
<p>4. Have you contributed (<i>in Armenian – did you participate actively</i>) in the community consultations?</p>	<p>Multiple choice: select all that matches</p> <ul style="list-style-type: none"> <li>Yes: I made recommendations</li> <li>Yes: I asked a question/questions</li> <li>No: I was a listener/observer</li> <li>No: it was for information and I got the information I needed</li> <li>No: I came to see what's going on and that was not what I expected</li> </ul>
<p>5. If you did recommendations, were your recommendations discussed during the consultations or out of consultations?</p>	<p>Multiple choice: select all that matches</p> <ul style="list-style-type: none"> <li>Yes, during the consultations</li> <li>Yes, out of consultations</li> <li>No, my recommendations were not discussed</li> </ul>

6. Were the community consultations interesting and beneficial for you, allowing learning, exchange of knowledge and opinions?	Multiple choice: select all that matches Yes Yes, I leaned a lot Yes, I exchanged knowledge and opinions with other participants
7. Were you receiving information on amendments to the Law on LSG from CoE project before the consultations for your reading, opinion and possible recommendations?	Yes No
8. If you received information on amendments to the Law on LSG from CoE project before the consultations, was that at sufficient time before the consultations to read and to make your opinion?	Yes No
9. After the consultations, did you have a chance to see any further drafts of the Law?	Yes No
10. If you did recommendations, where your recommendations accepted in the later drafts of the Law?	Yes No
11. What would you mention as the good and beneficial things for you during the consultations?	Multiple choice: select all that matches Quality texts of the draft law Discussions and exchange during with participants Opinions and presentations of the experts Opinions and presentation of the CoE experts An opportunity to communicate with the decision-makers Continuous process of joint efforts on the Law
12. Do you find the draft Law is indeed drafted in a participatory way?	Yes No
13. Do you find that women and youth, but also people with disabilities participated in this process satisfactorily?	Multiple choice: select all that matches Yes, women participated satisfactorily No, women did not participate satisfactorily Yes, youth participated satisfactorily No, youth did not participate satisfactorily Yes, people with disabilities participated satisfactorily No, people with disabilities did not participate satisfactorily
14. Would you see a need for continuation of the consultations?	Yes No
15. If your answer is Yes to the previous question on whether you see a need for continuation of consultations, please, select for what?	Multiple choice: select all that matches To develop and finetune the draft Law further To work jointly on the secondary legislation To monitor the process of adoption of the law through the Cabinet and Parliament To monitor the implementation of the Law after it is adopted by the Parliament

	To continue this process and have a chance to exchange with the participants further
16. Would you wish that there is an online platform moderated by somebody for the continuation of consultations online?	Select what matches better: Yes No We would prefer in person consultations

FGD: participants of communities receiving general training (performance management, 12 principles of good governance, ReBuS)

1. What has been your main benefit from the training?	
2. Did you apply the knowledge you received and how? If not, what could you say about applicability of the knowledge to your current mandate and limitations?	
3. Do you find you may still need further training: on what specifically?	
4. Would you like to use an online platform by MTAI for an interactive learning?	
5. What barriers (cultural, institutional, logistical, financial, or physical) did women, youth, or disadvantaged groups face in accessing grant project activities or in benefiting from the grant schemes? How effectively were these barriers addressed? Any examples?	
6. Have you observed any changes in how inclusive and equitable local services (e.g., waste management, transport, cultural/tourism services, or economic development projects supported by grants) are delivered since the start of the grant projects?	
7. What are the preconditions that the improvements in gender equality and human rights mainstreaming through the grant projects and consultation processes will be sustained after the project ends? What more could be done to strengthen this? Any recommendations for future projects?	

FGD: participants of communities receiving training on FS, IMC, CBC but not applying for grants

1. Do you think the knowledge you received through CoE trainings is useful and applicable? If not, why, and how to improve it from your point of view?	
2. Why did not you apply for FS grants?	
3. Do you find you may still need further training: on what specifically?	
4. Would you like to use an online platform by MTAI for an interactive learning?	
5. What barriers (cultural, institutional, logistical, financial, or physical) did women, youth, or disadvantaged groups face in accessing project activities or in benefiting from the grant schemes? How effectively were these barriers addressed? Any examples?	

6. What barriers (cultural, institutional, logistical, financial, or physical) did women, youth, or disadvantaged groups face in accessing grant project activities or in benefiting from the grant schemes? How effectively were these barriers addressed? Any examples?	
7. Have you observed any changes in how inclusive and equitable local services (e.g., waste management, transport, cultural/tourism services, or economic development projects supported by grants) are delivered since the start of the grant projects?	
8. What are the preconditions that the improvements in gender equality and human rights mainstreaming through the grant projects and consultation processes will be sustained after the project ends? What more could be done to strengthen this? Any recommendations for future projects?	

FGD: participants of communities receiving training on FS, IMC, CBC who applied for FS grants but were denied

1. Do you think the knowledge you received through CoE trainings is useful and applicable? If not, why, and how to improve it from your point of view?	
2. What was the reason your application was denied? Will you be applying to future such grants?	
3. Do you find you may still need further training: on what specifically?	
4. Would you like to use an online platform by MTAI for an interactive learning?	
5. What barriers (cultural, institutional, logistical, financial, or physical) did women, youth, or disadvantaged groups face in accessing grant project activities or in benefiting from the grant schemes? How effectively were these barriers addressed? Any examples?	
6. Did training and grant-writing support enhance the skills and confidence of women, youth, or displaced persons to develop proposals and take part in local governance? If yes, how?	

FGD: participants of communities receiving grants for and performing FS, but not receiving IMC grants

1. Do you think the knowledge you received through CoE trainings is useful and applicable? If not, why, and how to improve it from your point of view?	
2. What was the reason your application for IMC grant was denied? Will you be applying to future such grants?	
3. Do you find you may still need further training: on what specifically?	
4. Would you like to use an online platform by MTAI for an interactive learning?	
5. How well did the grant selection and evaluation process integrate gender equality and inclusion criteria? Were these criteria clear and applied fairly?	
6. Did training and grant-writing support enhance the skills and confidence of women, youth, or displaced persons to develop proposals and take part in local governance? If yes, how?	

FGD and horizontal questions for Gender mainstreaming, Youth and vulnerable groups' inclusion

<b><i>Priority questions for FGDs with grantee communities on gender, youth aspects:</i></b>	
1. To what extent did the FGD participants (women, youth, persons with disabilities, and displaced persons) have opportunities to participate in project activities such as community consultation meetings, trainings, or grant proposal processes? Any examples?	
2. When communities developed feasibility studies or applied for grants, were women and vulnerable groups actively consulted and involved? How? How did their views influence the final proposals? Any examples?	
3. From your perspective, how effectively did the funded grant projects integrate human rights standards (e.g., non-discrimination, accessibility, participation rights)?	
4. Did the project, through grants or consultation meetings, contribute to improving representation of women and disadvantaged groups in leadership or decision-making positions within municipalities or local councils? Any examples?	
5. Do you think local authorities became more responsive to the needs of disadvantaged groups (women, poor households, displaced persons, or youth) as a result of the grant projects? Why or why not?	

<b>General questions incorporated into the survey, KIIs, other FGD questionnaires:</b>	
What barriers (cultural, institutional, logistical, financial, or physical) did women, youth, or disadvantaged groups face in accessing project activities or in benefiting from the grant schemes? How effectively were these barriers addressed? Any examples?	
How well did the grant selection and evaluation process integrate gender equality and inclusion criteria? Were these criteria clear and applied fairly?	
Did training and grant-writing support enhance the skills and confidence of women, youth, or displaced persons to develop proposals and take part in local governance? If yes, how?	
Have you observed any changes in how inclusive and equitable local services (e.g., waste management, transport, cultural/tourism services, or economic development projects supported by grants) are delivered since the start of the grant projects?	
What are the preconditions that the improvements in gender equality and human rights mainstreaming through the grant projects and consultation processes will be sustained after the project ends? What more could be done to strengthen this? Any recommendations for future projects?	

## **Annex VI: List of documents**

### Contractual documents:

Contract between ADA and Council of Europe on the project (CoE number VC 3140), with Appendices:

Appendix I – Project Document

Appendix II – Logframe Matrix

Appendix III – Time Schedule

Appendix IV – Budget

Appendix V – Environmental, Gender and Social Standards (EGSS) Checklist

Appendix VI – Map of Armenian Communities and Travel Restrictions

Appendix VII – Theory of Change

### Progress reports of the project:

Inception Report (2023)

Interim Narrative Report 2022–2023

Interim Narrative Report 2024

Steering Committee meetings' minutes

### Legal advice component:

The draft Law on LSG, as prepared by the project's consultants and published on the official website of the Ministry of Justice for public discussions (including preceding analytic work of the project in the phases 1 and 2)

The records of the round tables and expert discussions on the draft Law on LSG

Community Consultation Initiative Meetings' post-meeting reports

Package of draft Constitutional amendments prepared during the phase 1 of the project

CDDEM Rapid Response Mechanism's replies to the request of MTAI on controversial regulatory issues related to the election of community heads and funding thresholds for voluntary functions

The comprehensive study on and conceptual provisions for the Law on local fees and duties

CoE expert opinion on the first draft of the draft Law on LSG of 2024

The Peer Review by CoE group of experts on the application of Inter-Municipal and Cross-border co-operation mechanisms for economic development in Armenia

The records of Round Table on the draft Law on LSG of October 2025

The draft Strategy on decentralisation prepared with the support of GIZ and submitted to the government

### Capacity development component:

Agenda, training materials and reports on the conducted workshops for Leadership Academy for Cross-Border Co-operation (CBC), Inter-Municipal co-operation (IMC), Resilience Building Strategies (ReBuS)

Tables of attendance of the communities in capacity development activities, workshops

Packages of documents for Calls for Proposals for Feasibility Study, IMC and CBC grants

CoE requirements for grants: a presentation for the communities by the project team and the template of declaration on Conflicts of Interests

Applications by the communities, projects' descriptions, reports, feasibility studies and products developed for FS, IMC and CBC grant projects

Grants' Recap Table with details of the FS, IMC and CBC grant projects

Reports of the consultant carrying out consultancy to grantees during the projects

CoE Toolkits on: Best Practice Programme for Local Governments, Performance Management, Peer Review of Member States, IMC, CBC and Resilience Building

Package of analytic and training documents for CBC:

- Arm–Geo CBC Legal Frameworks (PPT)
- CBC Legal Frameworks (PDF)
- CBC Frameworks, presentation by ISIG
- LAP CBC Stage 3, presentation by ISIG
- Integrated CBC Project Proposal – Annex 1
- Toolkit for CBC Practitioners – Armenian Version
- Toolkit for CBC Practitioners – Georgian Version
- Integrated Strategies for the Development of the Cross-Border Area

Resilience building (ReBuS) tools accomplished for the 10 participating communities, action plans and resilience building strategies

The documents of Refugee Support component with grant scheme funded from CoE budget

Government documents:

The Government of Armenia Action Programme and Action Plan 2021-2026

The Concept on Decentralisation (Prime-Minister's decision no 111-A, November 2023)

The order of the Minister of Territorial Administration and Infrastructure on the establishment of Working Group for the draft Law on LSG, list of WG members and minutes of 17 WG meetings

The current Law on Local Self-Government of Armenia, 2002

MTAI online learning platform with 12 principles of good governance interactive course prepared by DDDGGA

Council of Europe documents:

European Charter of Local Self-Government

Monitoring of the application of the European Charter of Local Self-Government in Armenia, February 2020

Council of Europe Action Plan 2023-2026 for Armenia

Council of Europe's comprehensive response package to the refugee influx in Armenia in the framework of the Council of Europe Action Plan 2023-2026 for Armenia

Annual progress reports on the implementation of Action Plans having received Ordinary Budget funding in 2024 - Council of Europe Action Plan for Armenia 2023-2026 - Annual progress report (1 January 2024 to 31 December 2024)

Austrian Development Agency:

Framework Strategy of the Austrian Development Co-operation with the EU Eastern Partner Countries 2022-2024

Monitoring and evaluation documents:

Analytic table on activities and outputs prepared by the project

Final evaluation report on the GGDGA phase 1, May 2022

**Annex VII: Results matrix of ADA**

See separate Excel File

**Democratic Development, Decentralisation, and Good Governance in Armenia – Phase II  
(VC 3140)  
Project Review**

**TERMS OF REFERENCE**

**CONTEXT AND BACKGROUND**

This document sets out the terms of reference (ToR) for an evaluation of the project *Democratic Development, Decentralisation and Good Governance in Armenia – Phase II* (ADA project number: 8359-00/2022). The project has sought to support the adoption of revised legislative framework for local self-government in line with European standards to reflect the new territorial-administrative map of Armenia and develop the capacities of local authorities of newly enlarged communities to ensure they can assume new responsibilities and competences. It has also aimed to raise awareness of principles of good democratic governance; promote inter-municipal co-operation (IMC) and economic development at local level and explore opportunities for cross-border co-operation (CBC).

The evaluation is an end-of-project evaluation, which should identify lessons learnt from project implementation, while also indicating potential future strands of activity.

The ToR provides background information about the project and intervention environment, while also describing the evaluation purpose, objectives and scope, evaluation criteria and questions, evaluation methodology, expected qualifications of the evaluator, and an indicative timeline for the evaluation.

The “Democratic Development, Decentralisation and Good Governance in Armenia – Phase II” (DDGGA – Phase II) project was developed and is being implemented in the context of the [Council of Europe \(CoE\) Action Plan for Armenia 2023-2026](#).

The Action Plan for Armenia seek, supps among others to assist the Government of Armenia in promoting further legislative reforms in the field of local democracy in line with established European norms and standards, and by developing the capacities of local self-government bodies based on principles of good governance.

The agreement between the Council of Europe and Austrian Development Agency (ADA) was signed in December 2022 for the period of December 2022 – December 2025.

The cost of the project is 1 100 000 EUR.

In the context of the on-going decentralisation and territorial administrative reforms, the Council of Europe’s assistance towards consolidating local democracy in Armenia has gained particular importance. In light of those developments, the Council of Europe is ever more committed to support integrity, inclusiveness, and increased transparency of the reform processes in Armenia and has been providing important legislative assistance in revising current and preparing new legislation, while supporting the development of capacities of local governments to operate in an increasingly transparent and inclusive manner.

Support to decentralisation and consolidation of local government have been key priorities of recent reforms undertaken by the Government of Armenia. A broad territorial-administrative reform (TARA) to promote amalgamation of municipalities was launched in 2015, when the municipal landscape of Armenia was highly fragmented. Most municipalities were too small to fulfil their functions effectively, that is to raise sufficient revenues, maintain and further develop public infrastructure, ensure provision of basic public services that could meet the needs of the population and support sustainable social and economic development. The reform entailed a renewed policy approach to municipal planning and governance, management, and resource allocation within the governance system. As of the last quarter of 2022, TARA has resulted in a completely new territorial-administrative division, featuring 71 communities (64 of which are consolidated, and 7 single municipalities).

The DDDGGA – Phase II project was designed to support democratic consolidation by developing effective, accountable and transparent local government bodies, promoting principles of good governance, and fostering inclusive participation and equal opportunities for women in political decision-making across mutually reinforcing lines of action. The specific objectives of the Project have been to strengthen the legal framework for local democracy in Armenia based on European standards; to develop the capacities of local institutions and officials; to promote local ownership and sustainable outcomes; and to further respect for principles of good democratic governance and public administration.

The strategy chosen for the Project implementation has been based on supporting local ownership of outputs, while channelling good European practice and promoting peer to peer learning among local actors, as well as between peers from other Council of Europe member states and Armenia.

Project activities have been designed to support the common needs of all stakeholders: supporting central authorities in development of legislation and policies in line with the European norms and standards; developing the institutional capacity of amalgamated communities to carry out their responsibilities; promoting effective and balanced civil participation in political decision-making, including identifying and supporting actions to facilitate the empowerment of women; and raising awareness of principles of good governance.

Project interventions have been based on the [European Charter of Local Self-Government](#); the 12 Principles of Good Democratic Governance; the standards developed by the Steering Committee on Democracy (CDDem), including Guidelines for civil participation in political decision-making; and the respective toolkits of the Centre of Expertise for Multilevel Governance at the Congress of Local and Regional Authorities. Dissemination of these standards has thus reinforced ADA priorities in respect of subsidiarity, capacity-development, civil-society development, and recourse to more inclusive and accountable local decision-making leading to improved public services and sustainable economic development.

The **expected Outcomes** of the DDDGGA – Phase II project are:

Outcome 1: The Armenian government has adopted a new legislative framework for local government reflecting interests of stakeholders and facilitating local economic development.

Outcome 2: Consolidated communities have enhanced their capacities to promote inclusive socio-economic development.

Project design has sought to deliver the expected outcomes across two principal strands of activity – Legal and Policy Advice at central level, and Capacity development at local level. It is to be attained by activities designed to deliver seven intended outputs as follows:

- Output 1:** *Active and meaningful participation of communities and civil society in policy development and local governance processes.*
- Output 2:** *Inclusive socio-economic development policy adopted to support financial decentralisation and deliver increased fiscal autonomy at local level.*
- Output 3:** *Revised Law on Local Self-Government and relevant constitutional amendments adopted in light of stakeholder contribution and in line with European standards.*
- Output 4:** *Improved accessibility to and provision of public service at local level that supports equal access to resources for women, youth, and vulnerable people.*
- Output 5:** *Start-up grants support the completion of feasibility studies into inter-community co-operation and the establishment of inter-community arrangements to support shared service delivery.*
- Output 6:** *CBC start-up grants support the establishment of cross-border economic development initiatives.*
- Output 7:** *Platform for exchange of experience and best practice in IMC, CBC and economic development established to facilitate peer learning among communities.*

The above lines of action are designed to be complementary and mutually reinforcing and contribute to the large-scale local self-government and territorial administrative reforms underway in Armenia. The support to legislative reforms is reinforced by capacity-development activities for municipal staff.

## **PURPOSE AND OBJECTIVES**

As agreed in the DDDGGA – Phase II Project Document, the Council of Europe is to commission an external evaluation of the project prior to its scheduled end.

The project has been running for 3 years, during which significant changes and reforms have taken place in the local government sphere in Armenia. The main beneficiary of the Project, the Ministry of Territorial Administration and Infrastructure of the Republic of Armenia, has indicated that it would be keen to receive further Council of Europe support and assistance in furthering and consolidating local self-government reforms. Representatives of local governments and civil society acknowledge the need for further consolidation based on Council of Europe standards and tools.

The objective of the evaluation is to offer an independent assessment of the level of achievement of results through the project, including the following:

- assess the extent to which the project has attained its objectives based on indicators as defined in the Project Document;
- evaluate the efficiency of the project management set-up, including monitoring and reporting systems;
- assess the sustainability of project deliverables and the follow-up given by Armenian authorities to relevant recommendations contained in Council of Europe Legal and Policy advice delivered under this project;
- estimate the degree to which the project's outputs will continue to have an impact in the future;
- assess the degree to which gender mainstreaming and a human rights-based approach have been incorporated in the project design and implementation; and
- recommend possible lines of action and improved sustainability.

## **SCOPE**

This end-of-project evaluation will serve to measure outcomes against the objectives and indicators of achievement established in the project logframe; assess the project's overall impact; identify lessons learnt; and indicate potential for follow-up.

The scope of the evaluation will cover the full timeline of project implementation from project inception until the final activities planned for late 2025.

The independent evaluator team will be selected on the basis of Council of Europe procurement rules. The Council of Europe evaluation guidelines will apply <https://rm.coe.int/dio-evaluation-guidelines-revised-version-2020/1680a147d1>.

The Donor has been consulted in the preparation of the Terms of Reference for this evaluation. This evaluation is to be commissioned by the Council of Europe and paid for through the earmarked funds in the project budget.

## **EVALUATION QUESTIONS**

This evaluation complies with [Evaluation Guidelines](#) of the Directorate of Internal Oversight of the Council of Europe (version: October 2020).

The evaluation will assess the project against the criteria of **relevance, added value, effectiveness, efficiency, and sustainability**. It will provide answers to the following evaluation questions:

### **1. To what extent was the intervention relevant?**

- 1 To what extent have the interventions been aligned and supportive of the overall reform and policy processes of Armenia related to territorial-administrative reform and the decentralisation process?
- 2 To what extent do the intervention objectives address identified needs of the beneficiaries?
- 3 To what extent is the intervention design relevant to the mandate of the CoE and priority areas of the Donor?
- 4 To what extent have the interventions been designed to align and contribute to gender mainstreaming and a human rights-based approach?

## **2. What was the added value of the intervention?**

5. To what extent does the Council of Europe have a clear comparative advantage vis-à-vis other international actors in the implementation of the intervention, including from gender mainstreaming and a human rights approach perspective?
6. What are the disadvantages of the Council of Europe in the implementation of the intervention in comparison to other international actors?

## **3. To what extent was the intervention effective?**

7. What progress has been made towards the achievement of the expected outcomes and outputs?
8. What are the reasons for the achievement or non-achievement?
9. To what extent gender mainstreaming and a human rights approach been incorporated in the implementation of the intervention?

## **4. To what extent was the intervention efficient?**

10. Have the resources/inputs in terms of funds, expertise, time etc. been adequate?
11. Could more have been done with the resources and inputs?
12. How well have gender mainstreaming and a human rights approach been operationalised within the intervention?

## **5. To what extent are the outcomes of the intervention sustainable?**

13. What is the likelihood that the benefits from the intervention will be maintained when the project ends?
14. What are the most important factors?
15. To what extent have the interventions contributed to the long-term realisation of gender mainstreaming and a human rights approach?

### **DESIGN AND APPROACH**

A gender-responsive and a human rights approach methodology should be applied throughout the various stages of the evaluation.

#### **Initial briefing with Project Team in Strasbourg and Yerevan.**

#### **Analysis of core project documents including:**

- 1 Project Document (Logical framework and documents published in the Council of Europe PMM Database);
- 2 Contract and Annexes to the Contract: Budget for the Project, Special Conditions, General Conditions;
- 3 Work-plan;
- 4 Inception report;
- 5 Annual progress reports;
- 6 Steering Committee meeting minutes;
- 7 News items published; and
- 8 Technical Papers and publications.

#### **Structured and semi-structured interviews (face to face; focus group meetings; by phone or Teams) with the following stakeholders:**

- 1 Representatives of the Office for Technical Co-operation of the Austrian Embassy in Yerevan;
- 2 Representatives of local and regional authorities, relevant government ministries, local associations, civil society actors;
- 3 Long and/or short-term international and local consultants that have been involved and engaged in delivering activities, interventions, and providing legal and technical expertise;
- 4 Other donors and international organisations involved in local government development;

- 5 Representatives of the major administrative entities of the CoE involved in the implementation of the project.
- 6 Scoping and wrap-up meeting with Head / Deputy Head of the Council of Europe Office in Yerevan.

Evaluators will decide on the format of interviews based on the template in Appendix 5 of the Council of Europe [Evaluation Guidelines](#) – October 2020.

In addition to the above-mentioned documentation, additional project information and any other relevant documentation related to the chronology of interventions will be provided to the evaluators as they deem relevant.

The Council of Europe Project Team is at the evaluators' disposal throughout the assessment to assist with information requests and any relevant questions they might have.

A debriefing with the Council of Europe Office and the Office for Technical Co-operation of the Austrian Embassy in Yerevan is requested on the last day of the mission to Armenia.

The assignment will result in a report, which should not exceed 20 pages (not including any possible appendices).

The Report should be logically structured in a clear and coherent manner (e.g. background and objectives are presented leading to the findings, and findings are presented before conclusions and recommendations are drawn from what precedes). The report follows the proposed structure:

- Executive Summary (maximum two pages);
- Introduction;
- Purpose and scope of the evaluation (what is the intended use of the evaluation?); Description of the intervention; Evaluation methodology incl. limitations; Difficulties encountered during the evaluation;
- Findings;
- Findings related to each evaluation question including such questions that may come up while carrying out the evaluation;
- Lessons learnt;
- Recommendations;
- Conclusions; and
- Appendices (including the terms of reference for the evaluation; the Results Assessment Form to be downloaded from the following link: [Results Assessment Form \(RAF\) Template 15 KB | XLSX](#); list of interviews and of documents reviewed, questionnaires, formats for structured and semi-structured interviews, etc.).

The final version of the report shall be addressed to the Council of Europe and the Office for Technical Co-operation of the Austrian Embassy in Yerevan, in two original copies signed and dated by the consultant.

### **WORKPLAN**

The estimated duration of the contract is from 25 August 2025 until 24 November 2025. The proposed timeline of the evaluation phases is as follows:

<b>TASK</b>	<b>DEADLINE</b>
Desk review plus initial briefing discussions via video conference with the project team and representatives from the Office for Technical Co-operation of the Austrian Embassy in Yerevan	8 September 2025
Presentation of draft Inception Report to project team	19 September 2025
Finalised Inception Report	24 September 2025
Data collection – possible on-site mission to Yerevan, Armenia. Agenda to be developed with support of the project team.	3 October 2025

Data analysis – possible follow-up questions	24 October 2025
Presentation of preliminary findings to project team	27 October 2025
Report writing – draft report	31 October 2025
Presentation of the draft report to project team	7 November 2025
Finalisation and submission of the final version of the report	24 November 2025

### **EVALUATION MANAGEMENT ARRANGEMENTS**

The evaluation will be managed and facilitated by the Project Team and the Secretariat of the Centre of Expertise for Multilevel Governance. The Project Team will provide the evaluator with all documentation related to the project, including a list of stakeholders and beneficiaries, and will assist in preparing an agenda for the on-site mission (or a series of video-conference meetings) with beneficiaries, stakeholders and partners.

The ethical standards and guiding principles for evaluation, including impartiality and independence, shall be followed at all stages of the evaluation (Appendix 1. Council of Europe Code of Conduct for Evaluation).

### **REQUIREMENTS FOR THE EVALUATOR**

#### Qualifications:

- 1 Higher education degree in a relevant domain (equivalent to the first cycle of the Bologna process framework of qualifications for the European Higher Education Area).

#### Experience:

- 2 Designing, managing and leading evaluations in the context of international co-operation;
- 3 Knowledge of, and experience in applying standard evaluation principles, qualitative and quantitative evaluation methods;
- 4 Technical competence in local self-government reforms;
- 5 In-country experience;
- 6 Knowledge of the role of the Council of Europe and its programming tools is desirable;
- 7 Analysing gender mainstreaming and human rights approach in project management.

#### Language requirements:

- 8 Very good knowledge of English, knowledge of Armenian is an advantage.

#### Additional requirements:

- 9 The evaluation team should be gender-balanced and make use of national/regional evaluation expertise.

The evaluator must not have been involved in the design or implementation of the “Democratic Development, Decentralisation and Good Governance in Armenia – Phase II” project.

### **SPECIFICATIONS FOR THE SUBMISSION OF OFFER**

Following an international public call for tenders organised by the Directorate of Internal Oversight (DIO) of the Council of Europe, an organisation-wide pool of evaluation experts has been established through Framework Contract No. 2024/AO/33 which is valid until 31 December 2028. The DDDGGA – Phase II project team, in consultation with the donor, requires an offer including:

- A technical description of the approach, including the methodology and work plan for the evaluation;
- A financial offer, which should include a detailed budget with a breakdown of the costs (not exceeding €25 000), including travel costs, interpretation, etc.;
- Prices must be in EUR and VAT exempt;
- The evaluators will travel under Council of Europe travel and insurance rules and procedures, as referred in the contract to be signed with the Secretary General of the Council of Europe.

The Terms of Reference with Annexes will constitute one of the parts of the contract between the Secretary General of the Council of Europe and the independent consultants.

## CURRICULUM VITAE

Role proposed in the project: Lead Evaluator

1. Family name: **MELKUMYAN**
2. First names: **Armen**
3. Date of birth: 19 June 1974
4. Nationality: Armenian
5. Residence: Republic of Armenia, Yerevan
6. Education: Post-graduate

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
Economic Research Institute of the Ministry of Finance and Economy of Armenia (1996-1999 – post-graduate study and research programme for a candidate to a doctoral degree)	Doctor of Economics: Thesis – Analysis of Fast Growth Policies in Western Europe and ASEAN: Approaches for policies of Industrial Development in Armenia and CIS countries.
Yerevan State University, Department of Economics (1991 – 1996: full 5-years higher education programme)	Diploma of Economist-Mathematician - Thesis: Econometric analysis of real sector economy

7. Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Armenian (MT)	1	1	1
English	1	1	1
Russian	1	1	1
French	3	3	3

8. Other skills: fully computer literate (MS Win/Office, Statistics / Econometrics / SPSS, Accounting)
9. Present position: Expert in Evaluation and Results-Oriented Monitoring, EU/EC programming and quality checking for programming documents; M&E and consultancy for Public Administration Reforms, Macroeconomic and PFM reforms, improvement of investment and entrepreneurship environment
10. Years within the firm: **over 16 cumulative years (23 years - timewise) in EU Results-Oriented Monitoring (ROM) and Evaluations (funded by EU, EU Member States, Switzerland, UN system), programming / design, QC of EU decision-level Action Documents, public admin and capacity building**
11. Key qualifications:
- **Over 16 years of cumulative experience in M&E** of development co-operation programmes and projects, public policies and reforms, performance measurement and statistics (203 projects assessed).
  - **Extensive experience in assessing and evaluating 203 projects using OECD/DAC evaluation methodology: over 140 ROM missions and 9 large-scale evaluations (country portfolio's, multi-country portfolios) and 6 project-based evaluation missions. Quality Checking of 20 ROM reports** as a Mission Leader (2011-2013) and QC expert (2019-2021) at ROM ENI.
  - Comprehensive experience of programming, design and assessment of Budget Support and Blending (European Fund for Sustainable Development).
  - Six-years of intensive experience with EC DG INTPA D04 (during 2014-2019 DG DEVCO 06, 05, 04) for **Quality Checking of Action Documents and Results Reports: quality checking of 201 Action Documents (for financing decisions) and of 163 Annual Results Reports** from the EU Delegations and INTPA and ENEST Thematic Units.
  - **Sound experience of EUD's, governments' and CSO's capacity building** for co-operation, programming, action design, logical framework approach, M&E and reporting
  - Excellent knowledge of EU external co-operation policy framework, and experience with all modalities (technical co-operation / assistance, budget support, blending, grants, Twinning and scientific co-operation).
  - Over 10 years of cumulative experience in **public administration reforms as an official, external consultant and evaluator, including PAR, good governance, PFM, economic development.**
  - Comprehensive experience of work with **Civil Society**. Led a 2-year project for monitoring of Armenia's obligations towards 27 core Human Rights, Labour, Environmental and Good Governance Conventions jointly with the lead CSOs (under the EU's GSP+ scheme; the results were used by DG Trade for annual reporting).
  - Overall, over 6 years of experiences as a manager of projects (work records ## 32, 40), 3 years of leading businesses (1996-1999), and experience as a Team Leader of multiple projects' teams (2005-2006 for DFID (work records # 33), 2015-2016, 2024, 2025 for the EU (work records ## 1, 5, 19)).

12. Specific experience in the region:

Country	Date from – Date to
Armenia with all regions	1995 – present
France	2010-2012
Belgium	2009, 2010, 2012, 2014-2019
Georgia (Central and all regions of the country)	2003-2013, 2015, 2023
Romania, Ukraine, Moldova, incl. Transnistria	2012-2013
Moldova	2024
Bulgaria, Lebanon, Egypt, Tajikistan	2012
Finland (Lapland, Ostrobothnia, Karelia), Greece	2013
Kazakhstan	2014
Kyrgyzstan, Tajikistan	2014, 2023
Switzerland, Poland	2015
Jordan	2024
Denmark, Albania, Kosovo	2016
Russia (Central/Capital, North-East - Murmansk, Archangelsk Regions, Karelia)	2011-2012
Over 20 other countries with online work experience in Europe, Middle East, Africa, Asia	2011-2023

13. Professional experience:

Date	Location	Company	Position	Description
#1 11/2024 – 05/2025  40 man-days	Armenia	European Commission ECORYS Netherlands Silvia Pessot, Project Manager silvia.pessot@ecorys.com	<b>Team Leader</b>	<b>Evaluation of EU-funded project “Accountable Institutions and Human Rights Protection in Armenia” encompassing reforms at Human Rights Protection (Defender Office and Representative at ECtHR; Police, and Constitutional Reforms; implemented by UNDP, UNICEF, UNFPA and OSCE.</b> Leading, co-ordination of the team; methodology and inception planning, accomplishing and quality checking the evaluation phases, preliminary and final deliverables. Presentations of intermediate and final results of evaluation.
#2 06/2024 – 12/2024  30 man-days	Armenia	ADE Belgium Amanda Azzolin amanda.azzolin@ade.eu	<b>Senior Evaluator</b>	<b>Evaluation of two Budget Support Programmes (Policy-based unearmarked loans to the Government, EUR 240 million)</b> launched by AFD and ADB for improving Public Finance Management, Revenue Mobilisation, Public Investment management, expanding and diversifying financial and money markets. Contributing to the Inception analysis; evaluation matrix; field mission; data collection; analysis; formulated the main findings, conclusions and recommendations. Presenting of the field phase findings and final evaluation report.
#3 10/2023 – present  14 man-days	Home based	European Commission Particip GmbH Paula Garcia-Guerra paula.garcia-guerra@meldea.eu	<b>Expert for Action Documents</b>	<b>EU MELDEA: QC expert for EC Decision level Action Documents (for Annual Action Programmes).</b> <b>Checking the quality and commenting on Intervention Logic and Logical Framework Matrices of the programming level (EC financing decision level) Action Documents, including 5 Budget Support Action Documents for various countries.</b>
#4 04/2023 – 03/2025  50 man-days	Home-based, Moldova	European Commission Particip GmbH Carmine Carissimi, Project Manager carmine.carissimi@particip.eu Giuliano Rossiglione, Team Leader giuliano.rossiglione@particip.com	STE for Thematic Study	<b>Monitoring of EU Civil Society Assistance to Eastern Partnership Europe (TAMIS-EU funded): A thematic study on the co-operation between CSOs and Local Authorities (LAs) in Ukraine, Moldova and Armenia</b> The study aimed at “identifying good practices and practical recommendations on the co-operation between Civil Society Organisations and Local Authorities within the framework of ongoing and recently implemented EU-funded Civil Society initiatives in Armenia, Moldova and Ukraine. It is based on the selection of 42 relevant interventions for which the collaboration between Civil Society and Local Authorities was categorised under the following specific 6 areas: i) Building Local Authorities’ capacities for local governance, ii) Local socio-economic development; iii) Advocacy for and support to vulnerable groups of the population, iv) Inclusive local governance and civic spaces, v) Watchdog functions of Civil Society Organisations, vi) Special support for Ukraine. The study resulted on: <ul style="list-style-type: none"> <li>• Findings on CSO-LAs co-operation between, detailed for each of the 42 subgrant projects</li> <li>• Conclusions on the key drivers of good co-operation in each of the above areas</li> </ul> Suggested criteria and baseline conditions for improved co-operation with LAs

#5 09/2023 – 12/2023 30 man-days	Kyrgyzstan, Home based	KOMIS SRL Elena Christogiorgiaki, Evaluation Manager ec@komis.be	<b>Lead Expert</b>	<b>Evaluation of “Accelerate Prosperity” programme co-funded by the EU and implemented by UK Aga Khan Foundation in Kyrgyzstan, Tajikistan, Afghanistan and Pakistan:</b> <a href="https://accelerateprosperity.org/">https://accelerateprosperity.org/</a>
#6 02/2023 – 09/2023) 29 man-days	Home-based	European Commission Particip GmbH Dominikos K. Chrysidis, Project Manager dominikos.chrysidis@particip.eu Team Leader Colm McClements colm.mcclements@meldea.eu	<b>Senior Non-Key Expert</b>	<b>Project “Capacity development on monitoring and evaluation for enlargement and neighbourhood regions” (PROMEL)</b> Design and delivery of workshops: the first workshop for EU Delegation to Armenia in March 2023. Coaching for the design for programming documents. Working on performance assessment frameworks for Calls for Proposals, Team Europe Initiative programmes. Contributing to the Results Framework of Team Europe Initiative “Resilient Syunik”: testing the identified indicators for TEI by collecting indicators of 30 projects under the TEI, selecting core indicators, checking data and coaching the projects’ teams and the Secretariat of the TEI on the upcoming results data collection exercise. Delivery of a workshop in the results framework and indicators of the TEI to the funding partners and projects of the TEI.
#7 02/2023 – present 15 man-days	Home-based	European Commission Landel-Mills  Harriet Bull, Manager of the framework contracts division harriet_bull@landell-mills.com +44 7747 468981,  Perrine Maillot, project manager perrine_maillot@landell-mills.com	<b>Key Expert</b>	<b>Project “Technical assistance to the EU Delegation to Armenia for the identification and formulation of future actions in the field of green development and climate change”, SIEA-2018-15226</b>  In January-February 2023, contributions to the Action Document for green development as an expert for regional development, and for the coherence of the intervention logic, logical framework matrix and indicators. In January – February 2024, working in a team on a new programme for Air Quality Monitoring system development: M&E framework, Intervention Logic and Logical Framework Matrix. Further assignments to be identified by the EU Delegation to Armenia.
#8 10/2022 – 04/2023) 30 man-days	Home based	European Commission Expertise Advisers SAS (with COWI) Stevan Petchich +381 65 655 11 61 stevan@expertise-advisors.com Antonis Tsamoulis, EU Del. to Armenia, Co-operation Officer antonios.tsamoulis@eeas.europa.eu	<b>Key Expert</b>	<b>MID-TERM EVALUATION of Financing Decisions 041-608 and 041-609 in Armenia. FWC 2018 Lot 2 Infrastructure, sustainable growth and jobs; Request No. 2018-13231</b>  Key Expert II in charge of co-evaluation of EU4Armenia programme, 2 out of 5 interventions, the “EU4Business Integrated Tourism and Technologies Development in Armenia” and “Financial Agreement: Financial Support to the Republic of Armenia for participation in Horizon 2020 Programme”. Contribution to the methodology, inception report and evaluation matrix, desk and field phases, analysis and synthesis / reporting.
#9 01/2021 – 09/2023	Israel – Home based	European Commission SOFRECO / STANTEC Louise Reverchon louise.reverchon@sofereco.com	<b>Expert</b>	<b>Project “Methodological Support to EU funded interventions in Israel: Request for Services/2019/413096/1”: LOT n°2: Infrastructure, sustainable growth and jobs</b> <ul style="list-style-type: none"> <li>Quality checking and support for editing / accomplishment of TWINNING fiches and logframes</li> </ul> Based on ad-hoc requests by the EU Delegation: working with and, as necessary

19 man-days		<b>EU Delegation to Israel</b> Estelle Kadouch Estelle.KADOUCH@eeas.europa.eu		methodological capacity building of the public administrations requesting support for TWINNING fiches' intervention logic, M&E arrangements and other sections as requested, as well as logframes. Assisted Israeli Ministry of Economy for two Twinning Fiches in migrant labour rights, and market surveillance, and the Ministry of Energy for low-voltage electrical appliances
#10 05/2021-06/2021 3 man-days	Moscow – Home-based	EU Delegation to Russian Federation Ripsime Unanyan, Project Officer ripsime.unanyan@eeas.europa.eu  Tatiana Bokareva, Project Officer tatiana.bokareva@eeas.europa.eu  Natalia Zabrodotskaya, ROM Focal Point Natalia.ZABRODOTSKAYA@eeas.europa.eu  Contracted by LDK Consultants Global EEIG	Expert for training of CSOs on logical framework approach and project planning	A specific training on the Logical Framework Approach for CSOs and EU Delegation. Preparation of a comprehensive training material and a guide on how to apply the LF Approach and how to plan projects, including problems and goals analysis, identification of the Intervention logic, Results chain, Horizontal logic (indicators, values and sources of data), Assumptions and Risks, Monitoring of Assumptions and Risks, as well as planning.  The work included a general session for the CSOs – grant recipients of the spring 2021, and then a thorough – half a day training with case studies and a comprehensive Q&A session.
#11 11/2019 – 05/2020 25 man-days	Yerevan, Armenia	<b>United Nations</b> Country Team Ms. Mane Tadevosyan Data and Results Management Adviser, ResRep Office +37460 530 000 ext.210 mane.tadevosyan@one.un.org	<b>Evaluator</b>	<b>Evaluation of UNDAF 2016-2020 for Armenia:</b> <ul style="list-style-type: none"> <li>Strategic outcome and impact evaluation of all UN agencies contribution under the UNDAF;</li> <li>Assessment of the contribution to the relevant Sustainable Development Goals;</li> <li>Recommendations for the next UNDAF development and additional relevant SDGs</li> <li>Recommendations for co-ordination and synergies among the UNCT members / agencies.</li> </ul>
#12 26 man-days	Home-based	<b>European Commission</b> <b>ICCS / KOMIS / ECORYS / Landell Mills / AETS</b> Konstantinos Missirlis kmissirlis@romglobal.eu		<b>EU Results-Oriented Monitoring programme for Asia and Pacific, Latin America, Caribbean, and Centrally Managed Thematic Interventions</b> Quality Checking and support for Project Documents (design, contracting stage - Intervention Logic, Logframes, M&E systems) in new ROM service for Support to Design of Logframes and Monitoring Systems; QC for EC Decision-level Action Documents.
#13 11/2019 – present 397 man-days, of which 123 on ROM missions;	Belgium, Brussels, Home-based	<b>European Commission</b> <b>Particip GmbH (since 2015)</b> Maria Navarro, Acting Director Particip Brussels maria.navarro@particip.eu +32 2 550 11 64  Paula Garcia Guearra Monitoring and Results Expert	ROM and QC Senior Expert	<b>EU Results-Oriented Monitoring programme for ENI and Africa:</b> <ul style="list-style-type: none"> <li>Quality checking of Results Reports from EU Delegations and EC Units on annual results for the EU's annual global results reporting.</li> <li>Quality Checking and support for Project Documents (design, contracting stage - Intervention Logic, Logframes, M&amp;E systems) in new ROM service for Support to Design of Logframes and Monitoring Systems, <b>including 9 Budget Support operations for various countries (review of BS Action Documents and performance criteria).</b></li> <li>Methodological work for quality systems and internal capacity building.</li> <li><b>ROM review missions and assessments of EU-funded and co-funded interventions</b></li> </ul>

<p>274 on SDLs, QC of Results Reporting / RDC, and QC of Action Documents</p>		<p>(previously Missions' Coordinator) paula.garcia-guerra@meldea.eu +32 2 550 11 64</p> <p>Véronique LENA Team Leader ROM Africa +32 476 90 54 09 veronique.lena@particip.com</p> <p><b>IBM Belgium (ROM contractor before 2014)</b> Mr. Marian Murawa Team Leader marian.murawa@be.ibm.com/ marmur13@yahoo.com</p>		<p>(in all sectors and for all instruments, e.g. Budget Support / Policy Support programmes, OECD-EU SIGMA, Twinning instrument, grants, TA/TC, EU Blending instrument / EFSD+ for external co-operation co-funding for structural loans through (EIB, EBRD, KfW, AFD) contribution agreements (GIZ, UN Family, other pillar-assessed organisations) and other development partners).</p> <ul style="list-style-type: none"> <li>• <b>In the framework of EU-OECD SIGMA review mission, discussions on efficiency of co-operation, public policies, institutional mechanisms and SIGMA support with the responsible focal points of governments and parliaments of Armenia, Moldova, Ukraine, Morocco (in 2021), Egypt, Lebanon, Armenia, Ukraine (in 2012 – see the last contact in the left column – Marian Murawa), and two more ROM missions to SIGMA in 2010 and 2009.</b></li> <li>• ROM review of the EU-funded project “Development of Citizen-Centric Digital Services” (2021) aimed at inventory, analysis, programming and digitalisation of over 400 public services in Armenia</li> <li>• ROM Missions to two EU TWINNING projects with Georgian Competition Authority and Armenian Competition Commission</li> <li>• ROM mission to four EU Blending operations: in Armenia – North-Soth Road Corridor, High Voltage Transmission Network development, Southern border (Meghri) crossing point; in Jordan – Water network development in Northern Governorate</li> <li>• ROM mission to “Innovative Tourism and Technology Development in Armenia”, aimed at developing economic structures and engines for IT, technological, science and tourism start-ups, as well as supporting Armenian scientific organisation reaching out to Horizon Europe.</li> <li>• <i>(See all other ROM contracts in the below work records ## 26, 27, 28 and selected projects reviewed in the Annex to the CV)</i></li> </ul>
<p>#14 11/2019 – 02/2021 25 man-days</p>	<p>Home-based, IPA II countries</p>	<p><b>European Commission</b> ECORYS International Development Manager, Framework Contracts Unit Kim Labeij – Groenewegen kim.groenewegen@ecorys.com</p>	<p><b>Evaluator</b></p>	<p><b>Evaluation of Cross-Border Co-operation IPA II:</b></p> <ul style="list-style-type: none"> <li>• Strategic evaluation of all 9 CBC programmes for IPA II;</li> <li>• Methodological support for assessment tools for the CBC projects in IPA II;</li> <li>• QA of the ROM assessment of the CBC projects in the 9 CBC programmes and compilation of Evaluation Questions responses from 52 ROM review reports.</li> </ul>
<p>#15 04/2019 – 12/2019 20 man-days</p>	<p>Armenia with regions  20 man-days</p>	<p><b>UNDP / SDC</b> Natalya Harutyunyan, UNDP Project Manager natalya.harutyunyan@undp.org</p>	<p>Consultant</p>	<p><b>SDC-funded project “Women economic empowerment in South Caucasus” implemented by UNDP.</b> <b>Study on the developmental needs of women in the regions of Armenia and delivery of Gender-responsive budgeting training to the local authorities and CSOs.</b></p> <ul style="list-style-type: none"> <li>- Study on the needs, the gender imbalance in and shortage of economic opportunities for women in 11 municipalities of two Armenian regions, with recommendations on the ways and means for improvement.</li> <li>- Delivering a gender responsive budgeting training to the municipalities of the two regions, followed by a practical exercise on gender-responsive development planning, gender-responsive budgeting.</li> </ul>

<p>#16</p> <p>09/2015-09/2022</p> <p>145 man-days</p>	<p>Belgium, Home based</p>	<p><b>European Commission</b> GFA Consulting Group / EC DG INTPA Unit D04</p> <p><b>Supervisors:</b> Cecile Delhez, Senior Monitoring &amp; Quality Assessment Specialist cecile.delhez@ec.europa.eu</p> <p>Julia Kroemer, julia.kroemer@ec.europa.eu</p>	<p>QA Expert</p>	<p><b>Quality Assurance for the European Commission external co-operation actions' formulation phase Action Documents (Quality Review Groups – former Quality Support Groups for DG INTPA D04:</b> for preparation of respective Annual Action Programmes / Financing Decisions)</p> <p>The QA process is performed between the Quality Review Groups reviews stages I and II;</p> <ul style="list-style-type: none"> <li>• Screening the structure and coherence of the draft Action Documents, <b>including 12 Budget Support operations (Sector Reform Contracts)</b></li> <li>• Analysis on the Problem identification, Description of Action, Intervention Logic and logframes in the draft Action Documents for logic and coherence;</li> <li>• Commenting on the Intervention Logic and Logical Framework Matrices for coherence and correct usage of EU Results Framework (see the links below) and the Sector Indicator Guidance developed by the Unit 04 (<a href="https://europa.eu/capacity4dev/results-and-indicators">https://europa.eu/capacity4dev/results-and-indicators</a>).</li> <li>• Recommendations on the Action Documents for the drafters' follow-up in the EU Delegations and EC DEVCO, NEAR and EEAS Units and other services (Audio-visual, Environment, etc).</li> </ul>
<p>#17</p> <p>04/2015-03/2022</p> <p>256 man-days</p>	<p>Belgium, Home based</p>	<p><b>European Commission</b> GFA Consulting Group / EC DEVCO Unit 4 'Evaluations and Results'</p> <p><b>Supervisors:</b> Cecile Delhez, Senior Monitoring &amp; Quality Assessment Specialist cecile.delhez@ec.europa.eu Julia Kroemer, julia.kroemer@ec.europa.eu</p>	<p>QC Expert</p>	<p><b>Quality Checking for the external co-operation/projects annual 'Results' Reports' by the EU Delegations and EC DEVCO, NEAR and other services Units and EEAS (annual Results' Reports are compiled with the support of the EU Results-Oriented Monitoring Programme);</b> implemented by GFA Consultants and supervised by DEVCO Unit 4 'Results, Evaluations and Business Processes' (<b>currently – DG INTPA D04</b>).</p> <ul style="list-style-type: none"> <li>• Checking the quality of reporting and verifying the Results Reports and the information therein;</li> <li>• Checking the compliance of reporting against EU Results Framework and the Methodological Notes of the EU Results Framework Indicators; structured per and corresponding to the SDGs and the targets set by the new European Consensus for Development.</li> <li>• Screening the purposefulness and completeness of reporting for later aggregation and reporting at the global level and monitoring EU's contribution to the SDGs and the targets set by the Consensus for Development</li> </ul>
<p>#18</p> <p>11/2015 – 05/2018</p> <p>(252 man-days)</p>	<p>Armenia</p>	<p><b>European Commission</b></p> <p>Particip GmbH / Maja Katic, Project Manager maja.katic@particip.eu Aleksandar Maximovich, Director aleksandar.maksimovic@particip.eu</p> <p>Ameriagroup CJSC (partner) Hovhannes Toroyan, Project Manager</p>	<p><b>Key Expert for Institution Building, Co-ordination and programming</b></p>	<p><b>EU-funded project 'Support to the Coordinator of EU assistance':</b></p> <ul style="list-style-type: none"> <li>• Capacity building in EU development co-operation and assistance co-ordination, programming and planning for the National Coordinator, 15 administrations, the Parliament and CSOs;</li> <li>• Methodological support for programming, action documents formulation and quality checking, EU funding instruments selection and co-ordination, monitoring and evaluation; capacity building in Budget Support operations review and self-assessments.</li> <li>• Review and assessment of <b>EU Budget Support programmes in Public Finance Management, Human Rights, Vocational Education and Labour Market, Public Service, Cross-border Trade Facilitation, Anti-Corruption, as well as Budget Support programme for Public Administration Reform, including analysis and</b></li> </ul>

		<p>H.Toroyan@ameriagroup.am</p> <p>EU Delegation to Armenia: Paulius Strelciunas Paulius.STRELCIUNAS@eeas.europa.eu</p>		<p><b>recommendations for improvement of the relevant public policies and institutions.</b> Compiling the self-assessment reports of the Government for tranche release requests.</p> <ul style="list-style-type: none"> <li>• Policy, legal and institutional preparedness analysis of administrations involved in the <b>PAR Budget Support Programme (PAR BS), including Ministry of Justice with its subordinate structures for digitalisation of public services (Office of electronic governance infrastructures – EKENG, Anticorruption department, Data Protection Agency).</b></li> <li>• <b>Preparing a complete assessment of these institutions for further Twinning fiches, as a complementary assistance to the PAR BS</b></li> </ul>
<p>#19</p> <p>12/2015-12/2017</p> <p>50 man-days)</p>	Armenia	<p><b>European Commission</b></p> <p>CEU Consulting GmbH Branislav Rusnak, General Manager <a href="mailto:b.rusnak@ceuconsulting.com">b.rusnak@ceuconsulting.com</a></p> <p>Altair Asesores Zuzana Galaunerova, Senior Project Manager z.galaunerova@altairasesores.es</p> <p>EU Delegation to Armenia: Ms Line Urban line.urban@eeas.europa.eu</p>	<b>Team Leader</b>	<p>Monitoring of Armenia's obligations in the framework of EU GSP+ conventions, covenants and protocols:</p> <ul style="list-style-type: none"> <li>• Monitoring and monthly reporting on 27 UN Human Rights (8), Environmental (8), Good Governance (3) and ILO Labour Rights (8) conventions, covenants and protocols with the team of Human Rights, Justice and Labour Rights Experts and with monthly consultations with over 30 lead CSOs; a Final bi-annual report with each domain (550 pages with annexes).</li> <li>• Thorough analysis of the current public reforms related to the above areas, including 2015 Constitutional reform, Electoral Code and Parliamentary Elections of 2016, reforms of the Criminal procedural legislation, Child Rights legislation and institutional framework, Gender-Based violence, core Labour rights and environmental regulations and gaps.</li> <li>• Recommendations to the EU Delegation for the related policy dialogue with the government and for co-operation with the CSOs. Contribution to the other Initiatives / projects for monitoring of Armenia's obligations and reforms under the said conventions. Recommendations to the EU Delegation, EC DG Trade for the periodic reports on Armenia's obligations under the GSP+ (see: <a href="http://trade.ec.europa.eu/doclib/docs/2018/january/tradoc_156537.pdf">http://trade.ec.europa.eu/doclib/docs/2018/january/tradoc_156537.pdf</a>)</li> </ul>
<p>#20</p> <p>04-10/2016</p> <p>(34 man-days)</p>	Denmark, Albania, Kosovo	<p><b>DANIDA/ PEM Consult</b> Eric Buhl-Nielsen / PEM Project Manager, Team Leader ebn@pem.dk +4532952626</p> <p>DANIDA / Ministry of Foreign Affairs of Denmark Sus Ulbaek / Head of Evaluation Marie Pedersen Haug, Senior Adviser for EUN, marhau@um.dk</p>	<b>Evaluator</b>	<p><b>Evaluation of DANIDA 'European Neighbourhood Programme' (horizontal co-operation programme for EU Accession and Neighbourhood Countries): the portfolio of projects in Albania and Kosovo, and selected projects in Georgia and Bosnia Herzegovina of the DANIDA ENP 2008-2012 and 2013-2017 Strategies.</b> The projects focussed on agricultural value chains, college education and agricultural VET, rural credit funding, Human Rights Defender (Ombudsman Institution) and good governance.</p> <ul style="list-style-type: none"> <li>• Horizontal evaluation of the DANIDA programmes in Albania, Kosovo (with field studies) and Bosnia-Herzegovina and Georgia (desk study); assessment of relevance, quality of design, theory of change, effectiveness, impacts, cross-cutting issues and DANIDA value-added;</li> <li>• Country-level assessment reports for Albania and Kosovo and project level assessment of 10 programmes; Case studies, contribution to the reconstruction of the Theory of Change;</li> <li>• Methodological support and assistance in proposal writing, inception methodology, analysis and synthesis. Contribution to the Evaluation report: the chapters in part of Sustainable Economic Growth and Good Governance portfolio and the recommendations</li> </ul>

<p>#21</p> <p>04/2015-11/2015</p> <p>(37 man-days)</p>	<p>Georgia</p>	<p><b>European Commission</b></p> <p>B&amp;S Europe / GOPA Group Diana Pamias-Munoz, Project Manager <a href="mailto:Diana.Pamias-Munoz@bseurope.com">Diana.Pamias-Munoz@bseurope.com</a> (<i>currently employed at the European Commission</i>)</p> <p>Segolene Joiris, Senior Project Manager <a href="mailto:segolene.joiris@bseurope.com">segolene.joiris@bseurope.com</a> <a href="tel:+3222821819">+32 2 282 18 19</a></p>	<p><b>Evaluator – Institution Building (Twinning and TAIEX instruments)</b></p>	<p>for the next phase of assistance.</p> <p><b>Country Evaluation of Twinning Instrument Georgia 2007 – 2014.</b></p> <ul style="list-style-type: none"> <li>• Evaluation of EU Twinning instrument in Georgia, <b>overall 20 Twinning projects</b> (23.3 million EUR budget – most of the projects – complementary support to EU Budget Support actions), for <b>Public policies and Public administration</b> in the following sectors: VET and Labour Market, Quality Infrastructures, Public Finance, Audit and Procurement, Tax policy, Environmental policy making and management of protected areas, Energy tariff regulation and investments, Civil Aviation and Tourism;</li> <li>• Analysis of EU-Georgia co-operation and integration frameworks, including the Association Agreement / DCFTA for each of the 14 sectors of Twinning projects: <ul style="list-style-type: none"> <li>- comparing the relevance of the Twinning projects’ portfolio with the priorities set-forward in the AA/DCFTA annual reform plans of the Government;</li> <li>- presenting the results and impacts of the Twinning projects;</li> <li>- upgraded cycle management for Twinning projects with prior sector and institutional readiness analysis;</li> <li>- analysis of the newly applied type of Budget Support Sector Reform Contracts with Twinning projects as a complementary support;</li> </ul> </li> <li>• Elaborating an approach for the Monitoring and Evaluation Framework for Twinning and Institutional Co-operation at large.</li> </ul>
<p>#22</p> <p>04/2015-02/2016</p> <p>(37 man-days)</p>	<p>Switzerland, Poland, Home based, selected new EU Member States</p>	<p><b>European Commission</b> GOPA Consultants Christina Hembrock, Consultant – Monitoring and Evaluation / Quality <a href="mailto:christina.hembrock@gopa.de">christina.hembrock@gopa.de</a></p> <p>State Secretariat for Economic Affairs SECO, Federal Department of Economic Affairs Jovanka Ruoss, Programme Manager <a href="mailto:jovanka.ruoss@seco.admin.ch">jovanka.ruoss@seco.admin.ch</a></p>	<p><b>Evaluator</b></p>	<p><b>Evaluation of Swiss Contribution to the EU enlargement 2007-2015 (Switzerland support to the new EU Member States managed by Swiss Agency for Development and Co-operation, State Secretariat for Economic Affairs).</b></p> <ul style="list-style-type: none"> <li>• Study on the EU-Switzerland co-operation framework, Swiss Contribution projects in the new EU Member States, improvement of bi-lateral co-operation with the countries in the target areas of Economic and Social Development, Environmental Protection, Public Safety and Security;</li> <li>• Study of the sampled <b>10 projects in Poland</b>: in Customs / Broder Management, SME development, Biodiversity, Waste management, Renewable Energy, Food Safety and Value chains; Scientific Development and Innovation in selected new EU Member States;</li> <li>• Assessment of relevance, efficiency of co-operation mechanisms, effectiveness – mutual economic benefits and impact on trade, longer-term partnerships in education, science, high-tech, impact on the development of and involvement of the civil society, public services and human right’s protection.</li> <li>• Contribution to the Proposal for Evaluation, the Methodology and Inception Report, as well as the final Evaluation report.</li> </ul>
<p>#23</p> <p>06-09/2014</p> <p>(50 man-</p>	<p>Belgium, Kazakhstan, Tajikistan, Kyrgyzstan, Armenia</p>	<p><b>European Commission</b> GFA Consulting Group / DEVCO Unit 04 ‘Quality and Results’</p> <p>Julia Kroemer, DEVCO Unit 6 coordinator of Results Reporting</p>	<p>Consultant, <b>Senior M&amp;E Expert</b></p>	<p>Piloting of <b>EU new Results Framework</b>: DEVCO Unit 6 ‘Results and Business Processes’ (<b>currently – DG INTPA D04</b>): through the contract for ‘<b>Support to Quality Management and Monitoring Systems</b>’.</p> <ul style="list-style-type: none"> <li>• Piloting the new EU Results Framework draft (Commission Staff Working Document 530, Dec. 2013) in 4 countries for 18 Decisions (over 80 contracts - projects) covering 12 sectors;</li> </ul>

days)		process Julia.KROEMER@ec.europa.eu		<ul style="list-style-type: none"> <li>Capacity building on the new EU Results Framework results reporting for EU Delegations;</li> <li>Specific analysis and proposals for the EU Results Framework indicators; related methodological notes using country-based statistical systems; organization of the results-reporting through external expertise.</li> </ul>
#24 03-10/2014  (30 man-days)	Armenia	<p><b>European Commission</b> Eurotrends / HTSPE / FWC COM11</p> <p>Ariane MATALON ariane@euro-trends.net Telephone: + 33-1-42 22 93 30 Mobile:+33-6-22 19 69 81</p> <p>EU Delegation to Armenia Hoah-Binh Adjemian, former Head of Operations Hoa-Binh.ADJEMIAN@eeas.europa.eu</p> <p>Former deputy HOP, Jose Medina-Navarro Jose-Maria.MEDINA-NAVARRO@eeas.europa.eu</p>	<b>Evaluator - Institution Building (Twinning and TAIEX instruments )</b>	<p><b>Country Evaluation of the Twinning Instrument – Armenia 2010-2013.</b> Evaluation of EU Twinning instrument in Armenia, including the relevance, effectiveness and efficiency of co-operation between EU MS and Armenian public administrations, including overall <b>12 Twinning projects</b> and 12.3 million EUR budget projects <b>in Public policies and public administration of the following sectors:</b> Statistics, Regulatory Impact Assessment, VET, Quality Infrastructures, Sanitary and Phytosanitary control, Market Surveillance, State Competition and Aid, Customs regulation, Civil Aviation, Food Safety regulations and Environmental regulation of industrial pollution (EU IPPC Directive and BREFs).</p> <ul style="list-style-type: none"> <li>Data collection and analysis of the Twinning Instrument and 12 Twinning projects;</li> <li>Analysis of the ENPI strategy, programming coherence, usage of Institution Building Instruments, including Twinning;</li> <li>Analysis of the institutional, procedural and methodological gaps of the current Twinning cycle in the country, as well as the capacities of the Programme Administration Office and other beneficiary administrations for Twinning;</li> <li>Findings, conclusions and recommendations for improved usage of Twinning instrument (cycle, other instruments and tools synergy, results-oriented management).</li> <li>Full and comprehensive Evaluation report with horizontal and projects – level assessment and library, and with delivery of a workshop for the EU Delegation and Beneficiary Administrations.</li> </ul>
#25 02-03/ 2014 (26 man-days)	Armenia, Uzbekistan	<p><b>SOS Kinderdorf</b> Uzbekistan Mrs. Nigora Sanginova nigora.sanginova@sos-kd.uz</p>	<b>Evaluation Expert/ Team Leader</b>	<p><b>Final Evaluation of the project ‘Strengthening children and families in need’.</b></p> <ul style="list-style-type: none"> <li>Planning and managing the evaluation, organising the team of the Contractor;</li> <li>Coaching and training the team on information organising, reporting and job assessment;</li> <li>Performing data analysis and report writing;</li> <li>Supporting the SOS KD team in benchmarking the strategies for further interventions.</li> </ul>
#26 06/2011-12/ 2013  (418 man-days)	ENP East: Armenia Georgia Moldova/ Transnistria Russia Ukraine ENP South: Egypt, Lebanon EU MS : France Belgium	<p><b>European Commission</b> IBM Belgium Mr. Marian Murawa marian.murawa@be.ibm.com/ marmur13@yahoo.com +32 499 249 199 (2011-2013)</p> <p>For the Special Mission to Ukraine Migration projects – 2013: Karoly Soos, Project Manager Karoly.SOOS@eeas.europa.eu</p>	<b>ROM and M&amp;E Expert, Mission Leader</b>	<p><b>EU Results-Oriented Monitoring Programme for ENP Countries funded by the EU.</b> (see Annex with the main projects assessed during the ROM missions below) Assessment and detailed ROM reports on <b>52 projects</b> in the following sectors: Good governance, Public Administration, Public Finance Management, Human Rights; Education / VET; Economic policies: including business regulatory reforms and business environment improvement; Performance measurement and statistics, including reforms and statistical co-operation; Migration, Asylum and Readmission; Air Transport; Energy; Environment. Monitoring/Assessment of EU-funded and co-funded development actions according to OECD DAC, EU ROM and EU Evaluation methodologies;</p> <ul style="list-style-type: none"> <li>Special Missions to EU-OECD SIGMA programme and EU CBC Black Sea Basin Programme for Horizontal Assessment, and to Ukraine for Assessment of EU support in Migration area.</li> <li>Special mission to Ukraine, READMI project (implemented by OVE ARUP) for migrants’</li> </ul>

	Finland Romania Bulgaria Greece	For the mission to OECD/SIGMA - 2012: Lucia Santuccioni, Programme Manager Lucia.SANTUCCIONE@ec.europa.eu  For the Mission to CBC Black Sea Basin - 2012 Alejandro Eggenschwiler, Programme Manager alejandro.eggenschwiler@ec.europa.eu		facilities, and all EU funded and co-funded actions for migration, asylum and readmission. - <b>Overview of EU Assistance</b> to migration and asylum to Ukraine: general situation in the country and evaluability of the sector. - <b>Analysis over the reports</b> of UNHCR, IOM, ICMPD, Human Rights' Watch, Bingham Foundation, Swiss Institute of Graduate Studies and other International Organizations, Academic Centres and Monitors. - <b>Findings on the report</b> availed by the FWC experts (2013/314675) for the EU's planned assistance to migration and asylum through the Annex II of the Annual Action Programme 2012 for Ukraine envisaging EUR 28 million support for migration, asylum and readmission • Mission Leader duties: Oversight of a team of monitors in a mission, including; leading briefings and debriefings, organizational and methodological support, quality checking of the monitoring reports produced by the team members; • Drafting and presentation of monitoring and assessment reports structured according to OECD DAC criteria, including horizontal issues at the EU Delegations and EC HQs; • Presentation and discussion of horizontal ROM missions' results: at EC Brussels, country Delegations, Joint Managing Authorities (Cross-Border Co-operation Programme), Programme Administration Offices and Development Partners.
#27 12/2004 – 12/2010  (1335 man-days)	Armenia, Georgia, Belgium, France	<b>European Commission</b> INTEGRATION International Management Consultants GmbH/ ECORYS B.V. Acting Team Leader: Mr. Harald Keuchel hkeuchel@integration.org harald.keuchel@web.de +49 179 6745968	<b>ROM M&amp;E expert</b>	<b>ROM missions in Armenia, Georgia and EU-OECD SIGMA (Paris, Brussels, and selected Neighbourhood countries) conducting missions; assessment reports, country/sector/sub-sector analysis and recommendations on co-ordination.</b> • Monitored <b>84 projects</b> in different sectors (Good Governance, PFM, Human Rights, Education, etc.). Quarterly follow-ups, consultations and reporting on the most important projects, such as Armenian-European Policy and Legal Advice Centre (phases II - IV), Vocational Education portfolio, Energy/Renewable Energy and Nuclear Safety portfolio, etc. • Establishment and maintenance of relations with the Government and Beneficiary Administrations. Discussion of outcome of missions with respective Partners. Liaison with EU Evaluation and Audit missions, Evaluation and Programming missions of other international and donor organizations; • Skill Development: Proposals on trainings for professional development. Participation in regional trainings and seminars. Screening and study of methodological and analytical material related to the work.
#28 05/2003-12/2004  (340 man-days)	Armenia	<b>European Commission</b> IBM Belgium, Mr. Marian Murawa <a href="mailto:marian.murawa@be.ibm.com">marian.murawa@be.ibm.com/</a> marmur13@yahoo.com +32 499 249 199	<b>ROM National M&amp;E Expert</b>	<b>EU Results-Oriented Monitoring Programme for ENP Countries.</b> Monitored projects in different sectors (Good Governance, Public Administration, PFM, Human Rights, Education, etc.). Project analysis, planning and conducting field work, ROM reports with recommendations, workshops and presentations for the EUD, Implementing Partners and beneficiaries. Trainings delivered for the EU Delegation and the National Coordinator and other administrations on project management cycle, M&E, public policy monitoring and impact analysis.

				Thematic analysis on the implementation of Partnership and Co-operation Agreement. Legal-financial analysis in the cases of disputes between the EUD and Contractors.
#29 07-10/2012  (27 man-days)	Tajikistan	<b>European Commission</b> Child Rights' Centre NGO Mr. Tojidin Jalolov <a href="mailto:t.jalolov.crc@gmail.com">t.jalolov.crc@gmail.com</a>	<b>Evaluator</b>	<b>Project "Preventing exploitation, abuse, violence and trafficking of vulnerable girls through the development of effective and accessible state referral and support networks and services"</b> co-funded by EU, UN Trust Fund to end Violence Against Women. <ul style="list-style-type: none"> <li>• Planning and organisation of the mission with the Client;</li> <li>• Field mission, analysis and reporting; the Final Evaluation Report (71 p.);</li> <li>• Assistance to the project's discussions and formulating an exit strategy, including: <ul style="list-style-type: none"> <li>- Full feasibility analysis on the established care centre for girls in difficult situation and the applied referral system;</li> <li>- Recommendations on further administration and sourcing for the centre;</li> <li>- Recommendations on further improvement of the referral system and civil society support</li> </ul> </li> </ul>
#30 01-04/2012  (26 man-days)	Moldova, Transnistria	<b>UN Women and European Commission</b> Centre for Civic Initiatives Resonance Mrs. Juliana Abramova +373 77 767801 <a href="mailto:civicinitiatives@gmail.com">civicinitiatives@gmail.com</a>	<b>Evaluator</b>	<b>Project 'New Horizons for Women'</b> funded by the UN Trust Fund to end Violence Against Women. <ul style="list-style-type: none"> <li>• Planning and organisation of the mission with the Centre Resonance;</li> <li>• Field mission, analysis and reporting; the Final Evaluation Report (81 p.);</li> <li>• Assistance to the project's discussions and exit strategy, including: <ul style="list-style-type: none"> <li>- Evaluation of results and possible impacts;</li> <li>- Analysis and recommendations on the sustainable strategy through empowering women entrepreneurs and their associations;</li> <li>- Recommendations on the establishing a lead group of women engaged in rights promotion and protection.</li> </ul> </li> </ul>
#31 07-08/2011  (25 man-days)	Armenia	<b>European Commission</b> DVV International Mr. Nazaret Nazaretyan + 374 93 971144/ <a href="mailto:nazaretyan@dvv-international.am">nazaretyan@dvv-international.am</a> (moved to another organisation)  info@dvv-nternational.am (Ref is issued by Lusine Kharatyan – director at the time of issue 2014)	<b>Evaluator</b>	<b>EU-funded project 'Poverty Reduction through Active Adult Learning (PROACTIVE) Tavush Region (Armenia)',</b> <ul style="list-style-type: none"> <li>• Planning and organisation of the mission; Field mission, briefing with the EU Delegation, analysis and drafting the: Evaluation Report (61p.);</li> <li>• Assistance to the project's discussions and exit strategy: <ul style="list-style-type: none"> <li>- Full feasibility analysis on the established adult school on crafts and construction;</li> <li>- The strategy and plan for sustainability and further development;</li> <li>- Particular aspects on local labour demand and its possible further development.</li> </ul> </li> <li>• Lessons learned on the opportunities and models for Adult Education – TVET and discussed with the Union of Employers, Chambers of Commerce and Adult Education Association.</li> </ul>
#32 07/2008 – present  1,291 days or 65 man-	Armenia	<b>Ameria Group of Companies</b> Mr. Tigran Jrbashyan, Member of the Board and Director for Development <a href="mailto:t.jrbashyan@ameriagroup.am">t.jrbashyan@ameriagroup.am</a>	Project Manager, PM Expert	<ul style="list-style-type: none"> <li>• Supporting the team of Development Co-operation Section in Development Projects acquisition, design and management cycle;</li> <li>• Supporting in Business Development through consortium building, talent acquisition and business assets development;</li> <li>• Project Manager for public administration and institutional support projects, adviser, quality assurance for projects in governance and PAR</li> </ul>

months				
#33 03/2005 – 03/2006  (75 man-days)	Armenia	<b>UK DFID</b> Economic Research Institute of the Ministry of Finance and Economy Former Director of the Institute: Dr. Armenak Darbinyan: armenak.darbinyan@cba.am Currently – Member of the Board of the Central Bank of Armenia	<b>Team Leader</b>	<b>Project ‘Support to the Government for Donor Co-ordination’</b> funded by UK Department for International Development (DFID). <ul style="list-style-type: none"> <li>• Project management; liaison with donor organizations and beneficiary administrations;</li> <li>• Elaboration of the co-ordination concept, based on multiple-donors’ step-wise programming approach, methodology for joint programming and management cycle;</li> <li>• Training and capacity building on policy planning and</li> <li>• Building the capacity of the coordinating team of the Ministry of Finance and Economy.</li> </ul>
#34 09/2004 – present (355 days: monthly consultations)	Armenia	Ministry of Finance of Armenia, Deputy Minister for Macroeconomic and Fiscal policy Mr. Armen Hayrapetyan ( <i>currently – advisor to the Deputy Prime-Minister Khachatryan</i> ) armen.hayrapetyan@minfin.am armen.hayrapetyan@gov.am	Expert Council Member	Member of a permanent group of Experts and the Policy Council at the MoF: <ul style="list-style-type: none"> <li>• Participation in macroeconomic policy and fiscal-budgetary policies’ review and reformulation;</li> <li>• Contribution to the design and monitoring of macroeconomic stability reforms and programmes;</li> <li>• Contribution to fiscal and public finance management reforms;</li> <li>• Participation in discussions for specific external co-operation programmes;</li> <li>• Reviews and discussions over assessments of international partners: PEFA, PIMS, WB CPAR, SIGMA PAR and others.</li> </ul>
#35 06/2003-present  (278 days: monthly consultations)	Armenia	National Statistical Service of Armenia, Member of the Council Mrs. Anahit Safyan safyan@armstat.am	External Expert Adviser	Member of the Advisory Council at the NSS: <ul style="list-style-type: none"> <li>• Contribution to the Statistical area development strategies, institutional reforms;</li> <li>• Contribution to the development projects and programmes including the EU regional projects for Statistics (Statistics 6, 8 and 10<sup>th</sup> programmes), Twinning projects, Budget Support statistics components (EU General BS – Agricultural Census);</li> <li>• Contribution to the review of statistical analytic reports.</li> </ul>
#36 06/2002-05/2003  (Full-time – 110 man-days)	Armenia	<b>Ministry of Justice</b> of Armenia, Expertise Centre, Head of Financial Expertise Unit Mr. Vasili Arustamyan +37491415554	<b>Expert</b>	<ul style="list-style-type: none"> <li>• Auditing and Financial expertise: based on requests from the courts; official expertise reports for courts; expertise on the actions and reports of the State Revenue Committee, the Financial Control Department of the Ministry of Finance; external audit reports by other mandated state bodies and inspections on the matter of their justification, accuracy, compliance with the legislation and accounting standards.</li> <li>• Ad-hoc consultancy in accounting and audit standards, related legislation, financial risks management to the MoF and public administration bodies.</li> </ul>
#37 08/2001 – 06/2002	Armenia	Ministry of Finance and Economy, General Department of Insurance Mr. Armen Shahnazaryan: tel: +37410595305	Head of the General Department of Insurance	<ul style="list-style-type: none"> <li>• Restructuring of the General Department, setting-up of basic performance management process; hiring new staff and training.</li> <li>• Organization of the Insurance Market Analysis Section and the Supervision Section;</li> <li>• Organization and participation in drafting the new Insurance legislative framework effective since 2007, including the main Law and secondary legislation on regulations and licensing.</li> </ul>

(Full-time – 194 man-days)				<ul style="list-style-type: none"> <li>Contributing to the insurance sector policy, as a part of the monetary and fiscal policies.</li> </ul>
#38 09/2000 – 09/2021 (44 man-days)	Armenia	Freelance business consultant/ Partner: Mr. Nerses Kyurinyan: <a href="mailto:k_nerses@yahoo.com">k_nerses@yahoo.com</a> +37491 216347	Business consultant	<ul style="list-style-type: none"> <li>Analysis and consultations on new businesses: operational and feasibility studies, business plans, organization and management, legal framework, accountancy set-up and tax issues;</li> <li>Consultations on improvement of performance of operating companies: upgrading management and organisation, improvement of marketing and sales approach, financial management, growth strategies;</li> <li>Conducting and participating in various projects analysing and improving the business climate and the environment in diverse sectors of economy (energy, communications, FMCG, banking, agro-industry) in Armenia.</li> </ul>
#39 09/2010 – 01/2024 (48 man-days)	Armenia	International Accountancy Training Centre Director: Mrs. Hasmik Sahakyan; <a href="mailto:iatc@iatc.am">iatc@iatc.am</a> +37491 401536	Training director, PM and PM consultant	<p>Training Director:</p> <ul style="list-style-type: none"> <li>Planning and monitoring the training programmes</li> <li>Planning, content development and training student groups on Financial Management;</li> <li>Providing general advisory for the companies and professionals on Financial Management.</li> </ul> <p><b>Project Manager and advisor for development and donor-funded projects' management:</b></p> <ul style="list-style-type: none"> <li>Advisory on the development of educational products, marketing and strategic co-operation;</li> <li>Advisory on programming, bidding, implementing and reporting for different donor-funded projects;</li> <li>Support in formulation of projects, proposals, M&amp;E frameworks, training of teams for Project Cycle Management;</li> <li>Project Management, backstopping, peer review and quality assurance in the projects for TVET development and promoting the employability of vulnerable groups of population.</li> </ul> <p><b>TACIS FINAR 9601 Project 'International Accountancy Training Centre Foundation'</b></p> <ul style="list-style-type: none"> <li>Consultations for business set-up, management, personnel, legal issues;</li> <li>Consultations for optimal mix of educational products both at TVET and Master programmes levels for long-term competitive positioning; course content review</li> <li>Business development and management planning</li> </ul>
#40 09/2000 – 01/2024 (244 man-days)			Advisor for projects and development	
#41 04-09/2000 (5 months, 90 days)			Expert for Marketing, Business Develop.	
#42 11/1996 – 04/2000 (Full-time: 453)	Armenia	Yerevan Technological Equipment Factory, ALCON Co., Avia-Service LLC President: Mr. Vagharshak Mnatsakanyan tel: +37491408948	Deputy Director Finance and Marketing	<ul style="list-style-type: none"> <li>Management, organization and restructuring of three companies;</li> <li>Strategic negotiations with partners and customers;</li> <li>Investment and development projects preparation, implementation, control;</li> <li>Financial management, support to accountancy set-up, policy and staffing;</li> <li>Establishment of performance management system and staff development strategy;</li> <li>Promotion of strategic collaboration &amp; negotiations with foreign (US, CA, RU, CZ, FR, UK)</li> </ul>

workdays)				companies / carriers newly entering aviation business in Armenia.
#43 04-12/1996 (160 workdays)	Armenia	Central Bank of Armenia	Economist	<ul style="list-style-type: none"> <li>• Analysis &amp; reporting on monetary policy and macroeconomic regulation.</li> <li>• Analysis on the capital market and innovation-investment policies and their ex-ante impact assessment.</li> </ul>
#44 09-12/1995	Armenia	<b>European Commission</b> Tacis (Technical Assistance to CIS) National Co-ordination Unit, Ministry of Economy	Practitioner	Analysis and reporting on EU funded (Tacis) projects' recommendations for legal-regulatory reforms.

## CURRICULUM VITAE

**Proposed role in the project:** Senior M&E and Gender Expert

1. Family name: **Devrikyan**
2. First names: **Rubina**
3. Date of birth: **7 May 1977**
4. Nationality: **German**
5. Place of residence: **Germany**
6. Education:

Institution (Date from- Date to)	Degree(s) or Diploma(s) obtained:
Technical University Dortmund, Germany, (2014-2019) Department of Development Planning and Management	Ph.D. in International Development Studies Dr. rerum politicarum
Ruhr-University Bochum, Germany, (2012-2014)	M.sc. in International Development Policy and Research
American University of Armenia, Armenia, (1999 – 2001)	MA in Gender and Development
Yerevan State University, Armenia, (1994-1999)	B.sc. in Economics
Other trainings / Courses	
University of Western Cape, South Africa (01/2013 – 05/2013)	Statistics and Performance Measurement Course

7. **Language skills:** Indicate competence on a scale of A1 to C2<sup>10</sup>

Language	Reading	Speaking	Writing
Armenian	C2	C2	C2
English	C2	C2	C2
Russian	C2	C2	C2
German	C2	C2	C2

8. **Membership of professional bodies:** International Evaluators Network; European Evaluation Society; European Research Institute.

9. **Other skills:** Significant experience of IT and computer data management applications, including statistics: SPSS and STATA

10. **Present position:** Independent Consultant

11. **Years within the firm:** n/a

12. **Key qualifications** (relevant to the project):

- **Over 20 years professional experience** providing technical assistance related to **Monitoring and Evaluation of development programmes, budget support, blending and strategic interventions, developing M&E systems for line Ministries, learning materials, conducting capacity building on MEL, LFM development, OPSYS support to EUDs, PFM, formulation of public policy and strategy**, conducting intervention-level and strategic evaluations related to **Good Governance and Local Self Governance Reforms**, quantitative and qualitative methods of data collection and analysis, private development, participatory approach, gender sensitive assessment, crosscutting issues, namely environmental and private sector.
- **Over 5 years of professional experience providing technical assistance related to gender mainstreaming, gender budgeting, Gender Equality and Social Inclusion (GESI), Gender and PFM. Certified Gender Auditor (ILO Certification)**, also certified on Gender and Economics, GESI, Women's Economic Empowerment (UN Women). Significant experience of IT and computer data management applications, including SPSS and STATA.

13. **Specific experience in the regions:**

Countries
<b>IPA region:</b> Albania, North Macedonia, Serbia, Turkey
<b>Central Asia:</b> Kazakhstan, Uzbekistan, Tajikistan, Kirgizstan
<b>Eastern Europe:</b> Armenia, Georgia, Azerbaijan, Russia, Ukraine, Moldova, Belarus, Russia
<b>Middle East:</b> Egypt, Lebanon, Jordan.

<sup>10</sup> at least C1 level for understanding, speaking and writing skills according to the Common European Framework of Reference for Languages available at <https://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>.

**14. Professional experience**

Date from - Date to	Location	Company & reference person	Position	Description
<b>Experience selection on monitoring and evaluation, developing M&amp;E systems, TA on LFM; Theory of Change, Programming and Reporting</b>				
02.2025-onwards	Brussels/ Armenia	ADE	<b>Evaluation Expert</b>	<b>Intermediate evaluation of the implementation of the EU Gender Action Plan III (2021-2027) - strategic evaluation</b>
03.2024-onwards	Brussels/ Luxemburg / Central Asia and ENI	EIB/COWATER INTERNATIONAL	Senior Expert for European Neighborhood Region	<b>Gender Equality and Social Inclusion (GESI) EIB Helpdesk</b>  <b>Conducting Gender Equality and Social Inclusion Assessments, gender mainstreaming on GESI, conflict sensitivity analysis, supporting EIB and the partners</b> in (i) enhanced access to, use and benefit from, services and products that contribute to their social inclusion and help to narrow existing gender and social gaps; (ii) increased quality employment and leadership opportunities, and (iii) economic empowerment, by increasing financing available for women, youth, refugee or other identified target group entrepreneurs and business leaders.
09/2024-03/2025	Georgia	ADE/ECORYS Consortium Amanda Azzolin amanda.azzolin@ade.eu	Key Expert II	<b>European Neighbourhood Programme for Agriculture and Rural Development (ENPARD) Final evaluation</b> of ENPARD III and mid-term evaluation of ENPARD IV (both Budget and Complementary Support) FWC SEA 2023 - LOT 16 Evaluation at Intervention level Developing recommendations for the next funding cycle
07/2024-onwards	Uzbekistan	ADE/ECORYS Consortium Monica Gambaro monica.gambaro@ade.eu	Team Leader	<b>Evaluations of primary interventions of the budget support programmes to the agri-food sector in Uzbekistan</b> FWC SEA-2023-27012: LOT 16 – Evaluation at intervention level Developing recommendations for the next funding cycle
06/2024-09/2024	Georgia	FAO Georgia Agostinucci, Guido Head of Operation Guido.Agostinucci@fao.org	Senior Evaluation Expert	<b>Evaluation of FAO “Support to the food safety and Sanitary and Phytosanitary sector” - ENPARD Georgia IV</b>
02/2024/06/2024	Armenia	Asian Development Bank  Kirthi Ramesh <a href="mailto:kramesh@adb.org">kramesh@adb.org</a>	<b>Monitoring and Evaluation Expert</b>	<b>TA-9456 ARM: Social Sectors Reform Programme</b> (i) Supporting the Government in Armenia in the health reform, providing <b>technical support related to the reform and developing e-health tools. Updating initial M&amp;E system assessment on monitoring, reporting and evaluation, including patients e-portal. Developing digital monitoring and evaluation systems (both hard- and software as well as capacity building).</b> Supporting design the results monitoring and evaluation framework of the results-based loan based on assessment and supporting the results and expenditure framework.
04.2024-10.2024	Brussels/ Ukraine, Moldova, Georgia, Armenia	Particip GmbH / EU  Jean van Kerchove <a href="mailto:Jean.vankerchove@particip.com">Jean.vankerchove@particip.com</a>	KE II	<b>Evaluation of the European Peace Facility (EPF) implementation in Ukraine, Moldova, Georgia, and Armenia.</b>
08/2023-12/2024	Uzbekistan	Asian Development Bank	International PFM and	<b>Economic Management Improvement Programme</b>

Date from - Date to	Location	Company & reference person	Position	Description
		cakin@adb.org	Gender Sensitivity Analysis Specialist	Supported the Government of Uzbekistan to develop Programme-Based Budgeting (PBB) and Gender-Responsive Budgeting. Supported Ministry of Finance, Ministry of Employment and Labour Relations and Ministry of Higher and Secondary Special Education in developing PBB and enhancing the use of gender-disaggregated social and economic statistics for PBB. Developed a Gender-Responsive Budgeting Guideline for the Government of Uzbekistan and gender-sensitive indicators, approaches, including those related to women's employability, based on the conducted gender assessment. <b>Mainstreamed Gender in the respective local laws and strategies.</b>
06/2023 12/2023	Kazakhstan	Asian Development Bank jfarinha@adb.org	International Gender Responsive Budgeting Expert	<b>Fiscal Governance and Financial Sector Reforms Programme - Gender-sensitive Budgeting</b> Developed legal amendments to Budget code to establish the concept of gender-sensitive budgeting. Developed a draft methodology on gender budgeting based on best international practices. Conducted <b>gender analysis</b> for the selection of a pilot region to launch gender budgeting exercise in context of preparation of 2024 budget, including criteria for the region and sectors to be selected, including agricultural and water sectors.
11/2024- 02/2025	Armenia, Georgia, Azerbaijan, Belarus, Moldova, Ukraine, Belgium	Particip GmbH / EU Valeria Nicolini <a href="mailto:valeria.nicolini@particip.com">valeria.nicolini@particip.com</a> Paula Garcia Guerra <a href="mailto:paula.garcia-guerra@particip.com">paula.garcia-guerra@particip.com</a>	Senior Evaluation Expert	<b>Evaluation of "EU4Youth phase III - Youth employment and Entrepreneurship"</b>
06/2023- 08/2023	Armenia, Georgia, Azerbaijan, Belarus, Moldova, Ukraine, Belgium	Guillermo Ramos Perez <a href="mailto:guillermo.ramos-perez@particip.com">guillermo.ramos-perez@particip.com</a>		<b>Evaluation of "Support to the Eastern Partnership Civil Society Forum: Strengthening Policy Dialogue and Civic Actors"</b>
10.2023/ 12.2023	Egypt	Abir Guenoun <a href="mailto:abir.guenoun@particip.com">abir.guenoun@particip.com</a>		<b>Evaluation of Kafr El Shekh Wastewater Expansion (KESWE) – 164 million Euros, funded by EU, EIB and EBRD</b>
09/2022 - 10/2022	Egypt	Elena Caballero Fisac <a href="mailto:elena.caballero@particip.com">elena.caballero@particip.com</a>		<b>Evaluation of "Developing Youth &amp; Women Employment Partnership in rural and remote areas of Fayoum, Minya and New Valley" Intervention level</b>
06/2022 – 08/2022	Armenia	Elisabet Carlsson		<b>Evaluation of 'Accountable Institutions and Human Rights Protection in Armenia' Programme, funded by the EU and implemented by UNDP, UNICEF, UNFPA, and OSCE. It supports human rights protection, police/security sector governance, and constitutional reform in Armenia.</b>
02/2022- 04/2022	Georgia			<b>Evaluation of EU for Security, Accountability and Fight against Crime (SAFE) programme – a 2018–2024 EU initiative (€28 million) aiming to boost governance in the security sector by tackling corruption, crime, hybrid threats, border management, civil protection, and oversight.</b>

Date from - Date to	Location	Company & reference person	Position	Description
05/2022-08/2022	Albania	<a href="mailto:elisabet.carlsson@particip.com">elisabet.carlsson@particip.com</a>		<b>Evaluation of “Integrated Urban and Tourism Development (PIUTD)” Programme funded by the World Bank</b>
01/2022-02/2022	Israel	Jean van Kerchove <a href="mailto:Jean.vankerchove@particip.com">Jean.vankerchove@particip.com</a>		<b>Evaluation of ‘Enhancing Israeli-Palestinian Cross-border Co-operation’ Programme – Intervention Level</b> <ul style="list-style-type: none"> <li>Analyzing the project design, planning and resourcing, planning of data, information collection and sampling; identifying the statistical resources and key performance indicators; Conducting interviews and information collection; analysis over the results and KPIs (logframes and plans); qualitative analysis over the results, effects and impacts; assessment of risks and review of project management processes and practices; qualitative analysis and review of the deliverables of the projects and their value for the stakeholders;</li> <li>Drafting and presentation of evaluation report structured according to OECD DAC criteria, including horizontal issues and providing recommendations on the improvement of the project’s deliverables and impacts.</li> </ul>
01/2022 – 03/2022	Armenia, Georgia, Azerbaijan, Belarus, Moldova, Ukraine, Belgium			<b>Evaluation of “Support to the Eastern Partnership Civil Society Forum: Strengthening Policy Dialogue and Civic Actors”</b>
05/2021 – 07/2021	Egypt			<b>Evaluation of Transforming the Egyptian Museum of Cairo – Intervention level</b>
07/2021 - 09/2021	Georgia			<b>Evaluation of “Promoting participatory rural development in Tskhaltubo Municipality, ENPARD III”</b>
05/2020 – 06/2020	Lebanon			<b>Evaluation of the “Local Development Programme for Deprived Urban Areas in North Lebanon,”</b> , implemented by GIZ, addressing the needs of the Syrian Refugees in North Lebanon.
02/2020 – 03/2020	Ukraine			<b>Evaluation of the EU BUDGET SUPPORT “EU for stronger public finance systems of local governments” Intervention</b>
03/2018-06/2018	Georgia			<b>Evaluation of the “Promoting Citizen Engagement for Economic Development ENPARD” Project, implemented by HEKS EPER.</b>
01/2018-04/2018	Armenia			<b>Evaluation of the European Neighbourhood Programme for Agriculture and Rural Development (ENPARD) Producer Group and Value Chain Development“</b> Project, implemented by UNIDO, UNDP and FAO-complementary technical support.
08/2017-11/2017	Ukraine			<b>Evaluation of “Reform of the electoral practice in Ukraine 2015–2017,”</b> implemented by Council of Europe
06/2017 - 07/2017	Moldova			<b>Evaluation of “ENPARD Moldova: Support to the National Food Safety Agency of the Republic of Moldova”</b>
07/2017 – 08/2017	Georgia			<b>Evaluation of the Project “Support to Agricultural and Food Policy Implementation”</b>

Date from - Date to	Location	Company & reference person	Position	Description
05/2017-07/2017	Armenia			<b>Evaluation of Organic Agriculture Support Initiative (OASI) Project</b>
03/2017-06/2017	Moldova			<b>Evaluation of the ENPARD Moldova Budget Support “Sector Reform Contract”.</b>
12/2016-02/2017	Ukraine			<b>Evaluation of the Project “Delegation Agreement of Support to Agricultural SMEs</b>
06/2016-08/2016	Armenia			<b>Evaluation of “The European Neighbourhood Programme for Agriculture and Rural Development (ENPARD), both budget support and Technical Assistance: Producer Group and Value Chain Development“ Project, accomplished by UNIDO, UNDP and FAO.</b>
08/2015 - 10/2015	Armenia			<b>Evaluation of “The European Neighbourhood Programme for Agriculture and Rural Development (ENPARD)- Technical Assistance to the Ministry of Agriculture of the Republic of Armenia“ Programme.</b>
06/2015-07/2015	Ukraine			<b>Evaluation of “Support to Ukraine’s Regional Development Policy”</b>
09/2023-11/2023	Indonesia	European Commission	Senior Expert	Review of Integrated Programme in Enhancing the Capacity of AHA Centre and ASEAN Emergency Response Mechanisms (EU Support to AHA Centre) Project
08/2023-09/2023	Indonesia	Global Results-Oriented Monitoring of Asia and the Pacific,		ROM Review of Integrated Rural Development Project (IRDP)/ Towards Rural Inclusive Growth and Economic Resilience (TRIGGER), implemented by a consortium led by GIZ in co-operation with Ministries and state agencies. Budget – 20 mio. EUR.
06.2023-07.2023	Tajikistan	Latin America and the Caribbean, and Centrally Managed Thematic Interventions  mkyriakouli@romglobal.eu		Analysing the project design, planning and resourcing, planning of data, <b>information collection and sampling</b> ; identifying the statistical resources and key performance indicators; Conducting <b>interviews and information collection</b> ; analysis over the results and KPIs (logframes and plans); <b>qualitative analysis</b> over the results, effects and impacts; assessment of risks and review of project management processes and practices; <b>qualitative analysis and review</b> of the deliverables of the projects and their value for the stakeholders. Drafting and presentation of <b>evaluation report</b> structured according to <b>OECD DAC criteria</b> , including horizontal issues and providing recommendations on the improvement of the project’s deliverables and impacts.
12/2021 – 11/2022	Remote	Particip GmbH / EU Paula Garcia Guerra <a href="mailto:paula.garcia-querra@particip.com">paula.garcia-querra@particip.com</a>	Medium Expert	<b>Results Reporting Missions: Armenia, Belarus, Georgia and Uzbekistan</b> Supporting Internal Monitoring. Reporting on Corporate Results (EU Results Framework). Improving monitoring practices - measuring change regularly in a structured manner in online system (OPSYS).

Date from - Date to	Location	Company & reference person	Position	Description
02/2022 - 10/2022	Russia (remote)	EUD to Russia Tatiana Soumskaya <a href="mailto:tatiana.soumskaya@eas.europa.eu">tatiana.soumskaya@eas.europa.eu</a>	Senior Expert	Conducting trainings for the Implementing Partners/CSOs of the EUD in Russia related to EU programming, <b>Logframes, results-based management and reporting, developing and using gender-sensitive M&amp;E Systems</b> , related to improving quality of the logframe, in line with EC methodology; facilitating monitoring, evaluation and reporting (OPSYS). Ensuring coherence with Action Document logframe
11/2021 – 06/2022	Albania, Serbia, North Macedonia	Particip GmbH/EU Paula Garcia Guerra <a href="mailto:paula.garcia-guerra@particip.com">paula.garcia-guerra@particip.com</a>	Senior Expert	Technical Support to the EU Delegations to Albania, Serbia and North Macedonia  Supporting EUDs in various countries in <b>Designing Logframes and Monitoring Missions: (SDL)</b> including <b>designing monitoring and reporting systems</b> . Providing advice on <b>Monitoring and Evaluation system and reporting</b> . Analysing the current M&E system and reporting, identify the weaknesses. Recommendations on tools and methods to measure the logframe indicators, management arrangements, and reporting requirements
12/2021 – 03/2024	Georgia	LINPICO Sars/EU Julie Duluc <a href="mailto:jduluc@linpico.com">jduluc@linpico.com</a>	Team Leader	<b>Final Evaluation of the implementation of Integrated Territorial Development Budget Support.</b> Timely submission of the Aide Memories (first preliminary review and final review) for the disbursement years: 2022 and 2023.
06/2021 – 01/2022	Armenia	The German Agency for International Co-operation (GIZ) Dr. Marie-Carin von Gumpfenberg <a href="mailto:mvcvg@gmx.de">mvcvg@gmx.de</a>	Co-Evaluator	<b>Central Project Evaluation of the Project “Economic and social participation of vulnerable displaced persons and local populations in the South Caucasus”- Intervention Level Strategic Evaluation</b> Analysing the project design, planning and resourcing, planning of data, information collection and sampling; identifying the statistical resources and key performance indicators; Conducting <b>interviews and information collection</b> ; analysis over the results and KPIs (logframes and plans); qualitative analysis over the results, effects and impacts; assessment of risks and review of project management processes and practices; qualitative analysis and review of the deliverables of the projects and their value for the stakeholders. Drafting and presentation of evaluation report structured according to <b>OECD-DAC criteria</b> , including horizontal issues and providing recommendations on the improvement of the project's deliverables and impacts.
09/2021 – 10/2021	Tajikistan	National Technical University / EU  Mariangela Kyriakouli <a href="mailto:mkyriakouli@romglob.al.eu">mkyriakouli@romglob.al.eu</a>	Senior Evaluation Expert	<b>Evaluation of “Zarafshon Irrigation Rehabilitation and River Basin Management Project (ZIRRB)”</b> , implemented by World Bank in the framework of the Rural Development Programme I. Analysing the project design, planning and resourcing, planning of data, <b>information collection and sampling</b> ; identifying the statistical resources and key performance indicators; Conducting <b>interviews and information collection</b> ; analysis over the results and KPIs (logframes and plans); <b>qualitative analysis</b> over the results, effects and impacts; assessment of risks and review of project management processes and practices; <b>qualitative analysis and review</b> of the deliverables of the projects and their value for the stakeholders. Drafting and presentation of <b>evaluation report</b> structured according to <b>OECD DAC criteria</b> , including horizontal issues and providing recommendations on the improvement of the project's deliverables and impacts.
04/2021 – 07/2021	Georgia	Food and Agriculture Organization of the United Nations (FAO)  Javier SanzAlvarez <a href="mailto:javier.sanzalvarez@fao.org">javier.sanzalvarez@fao.org</a>	Team Leader	<b>Mid-term evaluation of “FAO support to Georgian Agricultural Sector under ENPARD III” – Intervention Level</b> Developing to the Evaluation methodology and the finalization of the evaluation tools, such as evaluation matrix, evaluation questions, checklists, survey and other data collection tools. Conducting data collection in co-ordination with team members, EUD and stakeholders. Data Analysis and consolidation of evidences, developing draft final report according to OECD DAC criteria. Presenting findings of the evaluation to EUD, key stakeholders during all planned debriefing sessions as required.
05/2021 – 08/2021	Egypt	Landell Mills / EU Camille Thomasset <a href="mailto:camille_thomasset@andell-mills.com">camille_thomasset@andell-mills.com</a>	Team Leader	<b>Final Evaluation of the EU Joint Rural Development Programme (both Budget Support and Complementary Support) – Intervention Level Strategic Evaluation</b> <b>Developing to the Evaluation methodology</b> and the finalization of the <b>evaluation tools, such as evaluation matrix, evaluation questions, checklists, survey and other data collection tools</b> . Conducting <b>data collection</b> in co-ordination with team members, EUD and stakeholders. <b>Data Analysis</b> and consolidation of evidences, developing draft <b>final report</b> according

Date from - Date to	Location	Company & reference person	Position	Description
				to <b>OECD DAC criteria</b> . Presenting findings of the evaluation to EUD, key stakeholders during all planned debriefing sessions as required.
04/2021 – 08/2021	Tajikistan	Aga Khan Foundation  Javlon Hamdamov <a href="mailto:javon.hamdamov@akdn.org">javon.hamdamov@akdn.org</a>	Team Leader	<b>Final Evaluation of the EU-funded “Improving livelihoods and food security through sustainable Natural Resource Management” project</b> Developing to the <b>Evaluation methodology</b> and the finalization of the <b>evaluation tools, such as evaluation matrix, evaluation questions, checklists, survey and other data collection tools</b> . Conducting <b>data collection</b> in co-ordination with team members, EUD and stakeholders. Data Analysis and consolidation of evidences, developing draft final report according to <b>OECD DAC criteria</b> . Presenting findings to EUD, key stakeholders during all planned debriefing sessions.
01/2021 – 12/2021	Ukraine Lebanon Georgia	Particip GmbH / EU  Sarah Bellot Le Hellidu <a href="mailto:sarah.bellot-lehellidu@particip.de">sarah.bellot-lehellidu@particip.de</a>	<b>Senior Evaluation Expert</b> (Core Team)	<b>Evaluation of the EU's support to Gender-Sensitive Climate Change And Environment in Enlargement and Neighbourhood regions- Strategic Evaluations of a series of interventions</b> Analyses of the project design, planning and resourcing, planning of data, information collection and sampling; identifying the statistical resources and key performance indicators; Conducting interviews and information collection; analysis over the results and KPIs (logframes and plans); qualitative analysis over the results, effects and impacts; assessment of risks and review of project management processes and practices; qualitative analysis and review of the deliverables of the projects and their value for the stakeholders. Drafting and presentation of evaluation report structured according to OECD DAC criteria, including horizontal issues. Providing recommendations on the improvement of the project's deliverables and impacts. Completing case studies of the following countries: Ukraine, Georgia, Lebanon, and the regional programme EU4Climate and SwitchMed.
10/2021 – 01/2022	Ukraine	NIRAS / EU Eliza Domagalska <a href="mailto:edo@niras-ic.pl">edo@niras-ic.pl</a>	<b>Senior Gender Expert</b>	<b>Gender Analysis for an inclusive, growth-oriented Agri-sector and Food Systems</b> Developed a baseline about the similarities and differences between female and smallholder farmers (main target group). Conducted a <b>gender analysis</b> and developed a report, including baseline data/findings, conclusions and recommendations.  Developed a manual on <b>Gender Mainstreaming</b>
05/2020 - 07/2020	Armenia (remote)	UNDP Armenia  Yelena Minasyan <a href="mailto:yelena.minasyan@undp.org">yelena.minasyan@undp.org</a>	Team Leader	<b>Participatory Gender Audit of the Ministry of Labour and Social Affairs</b> Overall co-ordination of the assignment with Gender Audit team members. Elaboration and submission of the work plan and specific methodology on <b>Participatory Gender Audit (PGA)</b> of the agencies including key activities and timeframe of the assignment to be implemented in close co-operation with the UNDP team. Conducting participatory <b>gender audit</b> of the Ministry of Labour and Social Affairs in line with the finalised and agreed methodology according to the revised ILO manual and procedures on Participatory Gender Audit (2012). <b>Elaborating PGA report, including process, findings of the study and final recommendations. Organization of presentations of the findings of the PGA to the engaged stakeholders with the related recommendations for the key staff of the Ministry.</b>
06/2020 - 09/2020	Armenia (remote)	UNDP Armenia  Ruzanna Hayrapetyan <a href="mailto:ruzannna.hayrapetyan@undp.org">ruzannna.hayrapetyan@undp.org</a>	Team Leader	<b>Participatory Gender Audit of the National Assembly of Armenia</b> Overall co-ordination of the assignment with Gender Audit team members. Elaboration and submission of the work plan and specific methodology on <b>Participatory Gender Audit (PGA)</b> of the agencies including key activities and timeframe of the assignment to be implemented in close co-operation with the UNDP team. Conducting participatory <b>gender audit</b> of the National Assembly in line with the finalised and agreed methodology according to the revised ILO manual and procedures on Participatory Gender Audit (2012). <b>Elaborating PGA report, including process, findings of the study and final recommendations. Organization of presentations of the findings of the PGA to the engaged stakeholders with the related recommendations for the key staff of the National Assembly.</b>
09/2020 - 01/2021	Belgium	Particip GmbH/EU  Abir Guenoun	Medium Expert	Provision of technical assistance services that are requested by DEVCO 04 and NEAR A4 to their respective Contractors to reconstruct the results statement (and chains) and develop methodology for the selected programmes of ENI countries, in

Date from - Date to	Location	Company & reference person	Position	Description
		<a href="mailto:abir.guenoun@particip.com">abir.guenoun@particip.com</a>		consultations with EU and the respective Banks in the sectors of regional, economic development and decentralization, <b>develop M&amp;E Systems and results-based reporting systems.</b>
01/2020 - 12/2020	All ENI countries	Particip GmbH/EU Abir Guenoun <a href="mailto:abir.guenoun@particip.com">abir.guenoun@particip.com</a>	Medium Expert	End of Results Reporting of EU programmes and projects in ENI countries, including both budget support programmes, blending and complementary assistance projects in the sectors of rural, regional and economic development. Supporting Internal Monitoring. Reporting on Corporate Results (EU Results Framework). Improving monitoring practices - measuring change regularly in a structured manner in online system (OPSYS)
01/2020 – 06/2020	Georgia	“Policy and Management Consulting Group” LLC/B&S Europe Tamar Japaridze <a href="mailto:t.medulashvili@pmcginternational.com">t.medulashvili@pmcginternational.com</a>	Team Leader	<b>Final Evaluation of Budget Support Programme “Support to Regional Development in Georgia, Phase II”</b> Conducting an overall independent assessment of the past performance of the Regional Development Budget Support Programme in Georgia, ENP ‘Country Strategy Paper’ (and implementation through the AP) informs the priority and sub-priority areas for support, leading to logic for intervention - identification of the 4 areas for SBSP: energy, regional development, agriculture and rural development. Assessment of efficiency & effectiveness of implementation, the results/outcomes, impact and potential sustainability paying particular attention to its results measured against its expected objectives; and the reasons underpinning such results; Developing key lessons, conclusions and related recommendations in order to improve future Budget Support programmes. Analysing how budget program has contributed to strengthening of PFM systems. Leading and coordinating a team of 3 experts
01/2020 – 03/2020	Palestine	Particip GmbH/EU Paula Garcia Guerra <a href="mailto:paula.garcia-guerra@particip.com">paula.garcia-guerra@particip.com</a>	Medium Expert	<b>ROM Results Reporting Mission</b> End of Results Reporting of 26 EU programmes and projects in Palestine, including complementary assistance projects: Greening the Palestinian Economy; Support to Development of Cultural Tourism; Promote wastewater treatment and reuse in the water scarce areas of the Middle East and North Africa through development and demonstration of innovative financial instruments and inclusive management plans; Reform and Development of Markets, Value Chains and Producers’ Organizations; Creating a business enabling environment for a green economy in Palestine; Fostering Socio-Economic Empowerment and Protection of Vulnerable Palestinian Communities in East Jerusalem; Promoting East Jerusalem innovation and sustainable economic development through TVET.
01/2020 – 03/2020	Armenia	Particip GmbH/EU Paula Garcia Guerra <a href="mailto:paula.garcia-guerra@particip.com">paula.garcia-guerra@particip.com</a>	Medium Expert	<b>ROM Results Reporting Mission</b> End of Results Reporting of 19 EU programmes and projects in Armenia, including: Organic Agriculture Support Initiative E5P Armenia Dilijan and Adjacent Communities Development Initiative; Integrated Support for Sustainable Economic Development in Rural Mountainous Areas of Armenia; Turning Environmental Challenges into Opportunities: Introducing Construction Materials & Plastic Waste; Enhancing SME competitiveness through promotion and wider use of sustainable innovative technologies; Tavush Region Integrated and Balanced Economic Development; Irrigated Agriculture Development.
01/2019 – 02/2019	Armenia	GOPA GmbH Tanja Goerz <a href="mailto:tanja.goerz@gopa.de">tanja.goerz@gopa.de</a>	Senior Evaluator	<b>Final Evaluation of the First Phase of “Eco-corridors Programme in the Southern Caucasus” Intervention</b> , implemented by GOPA/WWF Assessing the impact of the measures implemented and/or contracted. Elaborating recommendations for the long-term perspective of the ECF to be presented in the final project report. Elaboration of the Final Report for Armenia
05/2018 - 06/2018	Armenia	‘Women for Development’ NGO Dr. Gohar Markosyan <a href="mailto:goharmark@gmail.com">goharmark@gmail.com</a>	Evaluation Expert	<b>Mid-term Evaluation of “Helping Poor Rural Communities Help Themselves”</b> , BfdW-funded The goal of the project was to promote women-run businesses to increase income generation and improve their living conditions in rural areas in Armenia. The respective evaluation methodology was applied, based on DAC criteria.
09/2017 - 04/2018	Georgia	TRANSTEC	Key Expert	<b>Final Evaluation of ENPARD I Intervention (both Budget Support and Complementary Support) -Strategic Evaluation</b> Evaluated Budget Support Programme and four Pilot Rural Development Projects. Evaluated the results achieved by the consortia’s programming and implementing modalities. Evaluated projects outputs against indicators and targets set in the Logical Framework. Evaluated support to

Date from - Date to	Location	Company & reference person	Position	Description
		Juliette ETIENNE <a href="mailto:JEtienne@transtec.be">JEtienne@transtec.be</a>		agricultural development, including the private sector development of agricultural co-operatives. Conducted field visits in the various project regions. Developed the final evaluation report and presented the findings and recommendations at the stakeholders meeting. Supported EUD in Georgia in developing ENPARD III based on the findings.
10/2016 - 05/2017	Albania	Landell Mills Ltd/EU Imogen Mullet <a href="mailto:imogenm@landell-mills.com">imogenm@landell-mills.com</a>	Senior Evaluation Expert	<b>Evaluation Lot 3: Review of implementation of projects and programmes financed by the European Union.</b> Involving review and assessments of EU project intervention logics, efficiency, effectiveness and sustainability; informing improvements in logical frameworks, baseline data assessment, <b>SMART indicators, intervention design, and gender sensitivity mainstreaming.</b> Evaluation of tourism and infrastructure development projects.
03/2017 - 11/2019	Armenia	USAID/Urban Foundation  Armen Varosyan <a href="mailto:avarosyan@urbanfoundation.am">avarosyan@urbanfoundation.am</a>	Team Leader	<b>Provision of technical support on Monitoring and Evaluation Systems</b> Analysed quality evidence and data through monitoring, assessments, and evaluations. Developed and managed monitoring systems. Leading mixed methods measurements. Conducted the overall quality control of the monitoring and evaluation reports of the project consortium members and implementing partners. Provided input to senior management for program adaptation based on key learning. Provided technical guidance and supervision of sub-grantees and/or sub-contractors on Monitoring and Evaluation related issues. Conducted training sessions on MEL.
11/2016-01/2017  07/2015-09/2015  11/2017 - 12/2017	Kazakhstan, Tajikistan	Landell Mills Ltd.  Cecile Delhez <a href="mailto:ceciled@landell-mills.com">ceciled@landell-mills.com</a>	Senior Evaluation Expert	<b>Evaluation of the Project “Supporting Kazakhstan’s transition to a Green Economy Model”</b>  <b>Evaluation of project “Promoting local decision making among Non-State Actors for sustainable decentralised pasture management in Murghab”, EU-funded</b>  <b>Evaluation of the Project “Zarafshon Irrigation Rehabilitation and River Basin Management” (ZIRRB)</b>  The project addresses several aspects of the Rio Conventions on desertification and on climate change and focuses on provision of policy advice to the Ministry of Environment and Water Resources. Analyses of the project design, planning and resourcing, planning of data, information collection and sampling; identifying the statistical resources and key performance indicators. Conducting interviews and information collection; analysis over the results and KPIs (logframes and plans); <b>qualitative analysis</b> over the results, effects and impacts; assessment of risks and review of project management processes and practices; <b>qualitative analysis and review of the deliverables</b> of the projects and their value for the stakeholders; Drafting and presentation of <b>evaluation report</b> structured according to <b>OECD DAC criteria</b> , including horizontal issues; Providing recommendations on the improvement of the project’s deliverables and impacts.
04/2015 - 11/2015	Georgia	“Policy and Management Consulting Group” LLC/B&S Europe/EU  Tamar Japaridze <a href="mailto:t.medulashvili@pmcginternational.com">t.medulashvili@pmcginternational.com</a>	Evaluator	<b>Country Evaluation of Twinning Instrument Georgia 2007 – 2014. – Strategic Evaluation</b> Evaluation of EU Twinning instrument in Georgia, including the relevance, effectiveness and efficiency of co-operation between EU MS and Georgian public administrations with overall 20 projects, including projects in Agriculture, Rural Development, Environmental policy making and management of protected areas, and Tourism. Analysis of EU-Georgia co-operation and integration frameworks, including the Association Agreement / DCFTA for each of the above-mentioned sectors of Twinning projects: comparing the relevance of the Twinning projects’ portfolio with the priorities set-forward in the AA/DCFTA annual reform plans of the Government. Presenting the results and impacts of the Twinning. Upgraded cycle management for Twinning projects with prior sector and institutional readiness analysis. Creating a new type of Budget Support Sector Reform Contracts with Twinning projects as a complementary support. Elaborating the Monitoring and Evaluation Framework for Twinning and Institutional Co-operation at large.
03/2015 - 04/2015	Moldova	TRANSTEC/EU  Juliette ETIENNE <a href="mailto:JEtienne@transtec.be">JEtienne@transtec.be</a>	Senior Expert	<b>Final Evaluation of “Technical assistance to support the Government of Moldova in building the capacity for application of Twinning, TAIEX and SIGMA instruments, and to provide support in preparation and implementation of the Comprehensive Institution Building Programme”</b>

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01/2015 - 02/2015	Armenia			<b>Final Evaluation of “Building sustainable rural livelihoods in Tavush region, Armenia (including ex-post evaluation)”</b> Analyses of the project design, planning and resourcing, planning of data, information collection and sampling; identifying the statistical resources and key performance indicators; Conducting interviews and information collection; analysis over the results and KPIs (logframes and plans); <b>qualitative analysis</b> over the results, effects and impacts; assessment of risks and review of project management processes and practices; <b>qualitative analysis and review of the deliverables</b> of the projects and their value for the stakeholders; Drafting and presentation of <b>evaluation report</b> structured according to <b>OECD DAC criteria</b> , including horizontal issues. Providing recommendations on the improvement of the project’s deliverables and impacts.
10/2014 - 12/2014	Albania	IBM Belgium/EU Juan Jose Coll <a href="mailto:juanjocoll@gmail.com">juanjocoll@gmail.com</a>	<b>Senior Evaluator</b>	<b>Data collection and analysis</b> of the Twinning Instrument and 12 Twinning projects; Analysis of the institutional, procedural and methodological gaps of the current Twinning cycle in the country, as well as the capacities of the Programme Administration Office and other beneficiary administrations for Twinning; Findings, conclusions and recommendations for improved usage of Twinning instrument (cycle, other instruments and tools synergy, results-oriented management). Full and comprehensive <b>Evaluation report</b> with horizontal and projects – level assessment and library, and with delivery of a <b>workshop for the EU Delegation</b> and Beneficiary Administrations
05/2013 - 07/2013	Thailand, Indonesia	IBM Belgium/EU Juan Jose Coll <a href="mailto:juanjocoll@gmail.com">juanjocoll@gmail.com</a>	<b>Senior Evaluator</b>	<b>Evaluation of the “Budget Support Programme: Support to the Civil Service Development in Thailand”</b> Evaluation of EU Budget Support in Thailand and Indonesia, including the relevance, effectiveness and efficiency of co-operation between EU and country public administrations, including overall 7 Twinning projects and 14.2 million EUR budget projects in Public policies and public administration-
11/2014 - 12/2014	Spain, Lebanon, Palestine,	IBM Belgium/EU Juan Jose Coll <a href="mailto:juanjocoll@gmail.com">juanjocoll@gmail.com</a>	<b>Evaluation Expert</b>	<b>Evaluation missions of Cross-Boarder Co-operation Multi-Country Programmes in the Mediterranean Sea Basin, Russia and Georgia. Mid-Term Evaluation of Project “Supporting and connecting rural women’s traditional know how within the Mediterranean Sea Basin through the promotion of fair products to enhance their economic and social future and to participate towards the achievement of a harmonious development for a good neighbourhood in the region”.</b>
05/2014 - 09/2014	Indonesia, Laos, Malaysia			<b>Evaluation missions of Cross Border Co-operation (CBC): Capacity for Good Governance</b>
01/2014- 05/2014	Egypt, Jordan, Lebanon, Italy			<b>Evaluation missions of the EU-funded Rural Agricultural Institutional Strengthening and Sector Development Programme ‘Enhancing Individual Incomes and Improving Living Standards in Thailand.</b>
10/2013 – 11/2013	OPT, Lebanon Jordan			<b>Mid- Evaluation of “Arabic network for the valorisation and fruition of Inscriptions preserved in museums” Project.</b>
01/2013- 04/2013	Ukraine			<b>Evaluation of Cross-Border Co-operation Multi-Country Programmes in the Mediterranean Sea Basin.</b>  Consultancy to set up Custody Centres and Temporary Holding Facilities for Irregular Migrants in Ukraine. Supporting the Government of Ukraine in establishing 2 Migrants’ Facilities and 12 Border Migrants’ Facilities with transfer of knowledge on Facilities operation and respective rights of migrants. C-215622: EUR 4,864,050.00 (TA); OVE ARUP (UK) Works Contracts: EUR 26,000,000 Analyses of the project design, planning and resourcing, planning of data, information collection and sampling; identifying the statistical resources and key performance indicators; Conducting <b>interviews and information collection</b> ; analysis over the

Date from - Date to	Location	Company & reference person	Position	Description
10/2013				results and KPIs (logframes and plans); <b>qualitative analysis over the results</b> , effects and impacts; assessment of risks and review of project management processes and practices; <b>qualitative analysis and review of the deliverables</b> of the projects and their value for the stakeholders; Drafting and presentation of <b>evaluation report</b> structured according to <b>OECD-DAC criteria</b> , including horizontal issues. Providing recommendations on the improvement of the project's deliverables and impacts. Oversight of a team of monitors/evaluators in a mission, <b>quality assurance of the monitoring/evaluation reports</b> .
02/ 2020 – 05/2020	Tajikistan , Kyrgyzstan, Uzbekistan	Integration Consortium/EU Astrid Wuseni <a href="mailto:AWuseni@integration.org">AWuseni@integration.org</a>	Senior Expert	CSO-LA/rural development. Evaluation of the project ' <b>Rural development and cross border co-operation in Fergana valley</b> '. Desk review of the EU and national policy documents in the field of rural development and promotion of regional co-operation in Fergana Valley; mapping of and in-depth interview with the stakeholders at national and regional levels; Application of qualitative and quantitative methods for collection and analysis of data to measure performance. Discussion of evaluation results at the debriefing meeting in EUD in Tajikistan and Kyrgyzstan.
09/2018 - 01/2021	Rome/ home-based	FAO Mr. Thomas Hofer <a href="mailto:Thomas.Hofer@fao.org">Thomas.Hofer@fao.org</a>	Senior Expert	Supported the Government of Armenia to develop Sustainable Agriculture Strategy and Work Plan and the Strategy on Sustainable Development of Rural and Mountain Areas. Developing training materials and conducted seminars for the Government of Armenia.
05/2015-09/2015	Albania	Landell Mills/EU Anthony Nedley, Team Leader AnthonyN@landell-mills.com	Senior Monitoring Expert	Support to the EU Delegations in Kazakhstan, Kyrgyzstan in <b>End-Of-Project Results Reporting (EPRR)</b> as part of the EU Results Framework. In close co-operation with the Operational Managers results are extracted and reported on 11 Decisions and 10 contracts.
02/2014 – 11/2018	Germany	Technical University Dortmund, Germany Dr. Einhard Schmidt-Kallert <a href="mailto:einhard.schmidt-kallert@tu-dortmund.de">einhard.schmidt-kallert@tu-dortmund.de</a>	PhD/ Doctoral Researcher	<b>Research/Performance Measurement/Statistics</b> Conducting research on <b>Economic Development</b> with the application of both quantitative, qualitative and mixed gender sensitive research methods, applying Software Programmes, e.g. SPSS and STATA. <b>Developing Gender-Inclusive Strategies for the Energy Transition</b> , contributing to programming on Inclusive Energy Transition, with a <b>focus on Women and Solar Energy</b> in co-operation with International Renewable Energy Agency, developing respective training materials and conducting trainings and seminars.
06-12/2014	Albania, Serbia, North Macedonia	European Commission, Consulting Group / DEVCO Unit 04 'Quality and Results' Maria Hernandez, Coordinator maria.hernandez@s q2m.eu	<b>Senior M&amp;E Expert</b>	<b>Piloting of EU new Results Framework:</b> DEVCO Unit 6 'Results and Business Processes': through the contract for ' <b>Support to Quality Management and Monitoring Systems</b> '. <ul style="list-style-type: none"> <li>• Piloting the new EU Results Framework draft (Commission Staff Working Document 530, Dec. 2013) in 3 countries for 18 Decisions (over 80 contracts - projects) covering 12 sectors;</li> <li>• Capacity building on the new EU Results Framework results reporting for EU Delegations;</li> <li>• Specific analysis and proposals for the EU Results Framework indicators; related methodological notes using country-based statistical systems; organization of the results-reporting through external expertise.</li> </ul>
01-03/ 2012	Georgia	IBM Belgium Juan Jose Coll <a href="mailto:juanjocoll@gmail.com">juanjocoll@gmail.com</a>	<b>Evaluation Expert</b>	C-166754- " <b>The South Caucasus Mediation and Dialogue Initiative for Reignited Peace Processes</b> ". <b>Standing International Forum on Ethnic Conflict Genocide and Human Rights</b> - International Alert/ EUR 1,490,000.

Date from - Date to	Location	Company & reference person	Position	Description
02/2005 – 11/2006	West Virginia, USA	Small Business Administration & SME Business Incubator, Sudhakar R. Jamkhandi, <a href="mailto:ciubsc@yahoo.com">ciubsc@yahoo.com</a>	Junior Business Development Specialist	Providing business consulting services to the start-up companies, including Market research and analysis; Writing Business Plans; supporting with calculation of the start-up costs; and funding their business.

### 15. Other relevant information (e.g. publications)

- Diagnostic Assessment of Public Financial Management - Gender-Sensitive Budgeting - [GRB Final ReportEngl.docx \(live.com\)](#)
- Assessment of Effectiveness of Participatory Approaches in Rural Development, 2019 – PhD Study published at <https://eldorado.tu-dortmund.de/handle/2003/38156>. A series of policies, strategies, programmes and projects were assessed to develop the thesis, all are mentioned in the published thesis.
- Sustainable Development of Mountain Areas of Republic of Armenia Strategy, Armenia, 2016
- Assessment of rural development Policy in the framework Agro-Environmental Programme, Armenia 2015
- Gardens of Biodiversity: Assessment of conservation policies in the Southern Caucasus, FAO, 2013.
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