

## Template for Management Response and Action Plan

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| <b>Name of Evaluation Report:</b> | <b>End-of-project Evaluation of the Project “Democratic Development, Decentralisation and Good Governance in Armenia - Phase II” – VC 3140 ADC-Project No. 8359-00/2022</b> |                             |                     |
| <b>Date of Evaluation Report:</b> | <b>26 November 2025</b>                                                                                                                                                     | <b>Date of Action Plan:</b> | <b>5 March 2026</b> |

### Overall management response to the evaluation:

The project was implemented by the Centre of Expertise for Multilevel Governance at the Congress of Local and Regional Authorities of the Council of Europe. The Congress will be responsible for the follow-up actions described in the Council of Europe Action Plan for Armenia 2023-2026.

The Congress is an institution of the Council of Europe responsible for strengthening local and regional democracy in the 46 member states and assessing the application of the European Charter of Local Self-Government. As part of its mandate, the Congress implements co-operation activities in member states in the framework of Council of Europe action plans and in line with the Congress priorities and recommendations.

The Congress Secretariat recognise the utility of recommendations issued as a result of the present evaluation, with a view to ensuring and enhancing the relevance, effectiveness, added value, and sustainability of the project intervention. All the recommendations have been accepted by the management, with one of them being partially accepted. The actions for their implementation are set out in the Action Plan below.

### Dissemination plan for the evaluation:

The evaluation report was shared via email with the donor. The key findings of the evaluation report were presented by the senior project officer to the final Steering Committee meeting of the project in December 2025.

It will be uploaded into the PMM tool. The team in charge of the project is responsible for the dissemination of the report and the final report will be shared with the Steering Committee of the follow up project at the next meeting.

Together with the Management Response and the Action Plan, the report will be published on the website of the Directorate for Internal Oversight.

| Management Decision <sup>1</sup>                                                                                                                       | Entity in Charge                           | Planned Actions <sup>2</sup><br>(determined by Entity)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Justification <sup>3</sup><br>for Non-Acceptance | Target Date for Action | Person Responsible for Action                                |
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| <b>Recommendation 1: Maintain and Strengthen the Ministerial Working Group of the Ministry of Territorial Administration and Infrastructure (MTAI)</b> |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                  |                        |                                                              |
| <input checked="" type="checkbox"/> Accepted<br><input type="checkbox"/> Partially accepted<br><input type="checkbox"/> Rejected                       | Congress of Local and Regional Authorities | The follow-up projects will continue engaging the MTAI Working Group to finalise the draft RA Law on Local Self-Government, helping guide it through governmental and parliamentary procedures, and developing secondary legislation to operationalise the Law. The Ministry will be invited to expand the group to include a representative from the relevant Deputy Prime Minister's Office.                                                                                                                                                                                                                                                |                                                  | 31/12/2027             | Deputy Head of Centre of Expertise for Multilevel Governance |
| <b>Recommendation 2: Provide Additional Legal Expertise for the RA Law on Local Duties and Fees</b>                                                    |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                  |                        |                                                              |
| <input checked="" type="checkbox"/> Accepted<br><input type="checkbox"/> Partially accepted<br><input type="checkbox"/> Rejected                       | Congress of Local and Regional Authorities | <p>The Local Governance in Armenia (ARGO) project will facilitate a multi-donor working group to review the findings of the Comprehensive study of the problems of the implementation of the RA Law "On Local Duties and Fees" – this review will be discussed at a Community Consultation Initiative meeting (CCIM).</p> <p>The potential follow-up Advancing Decentralisation and Local Economic Development in Armenia (ADALED) project will provide legal expertise to the MTAI to draft new harmonised framework on Local Duties and Fees with respect to CoE Standards including Art. 9 ECLSG and CM/Recs(2004)1 and CM/Rec(2005)1.</p> |                                                  | 31/12/2027             | Deputy Head of Centre of Expertise for Multilevel Governance |
| <b>Recommendation 3: Improve CCIM Format and Accessibility</b>                                                                                         |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                  |                        |                                                              |
| <input checked="" type="checkbox"/> Accepted<br><input type="checkbox"/> Partially accepted<br><input type="checkbox"/> Rejected                       | Congress of Local and Regional Authorities | During the follow up projects, the duration of all the upcoming Community Consultation Initiative meetings will be extended. The sessions will be recorded and made publicly accessible through an open-source platform hosted by Salar International (decentralisation.am), including presentations delivered by project                                                                                                                                                                                                                                                                                                                     |                                                  | 31/12/2026             | Deputy Head of Centre of Expertise for Multilevel Governance |

<sup>1</sup> The management decision is in relation to the Recommendation (Accepted, Partially accepted, Rejected).

<sup>2</sup> For implementing accepted recommendations.

<sup>3</sup> For recommendations that are partially accepted or rejected.

| Management Decision <sup>1</sup>                                                                                                 | Entity in Charge                           | Planned Actions <sup>2</sup><br>(determined by Entity)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Justification <sup>3</sup><br>for Non-Acceptance | Target Date for Action | Person Responsible for Action                                |
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|                                                                                                                                  |                                            | consultants. Discussion points will be shared with stakeholders a minimum of one week before the CCIM, facilitating preparation and active engagement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                  |                        |                                                              |
| <b>Recommendation 4: Support MTAI in Prioritising Requests</b>                                                                   |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                  |                        |                                                              |
| <input checked="" type="checkbox"/> Accepted<br><input type="checkbox"/> Partially accepted<br><input type="checkbox"/> Rejected | Congress of Local and Regional Authorities | In the potential ADALED follow-up project, technical assistance will be provided to the MTAI, namely, the Department of Local Self-Government Policy, through training interventions and hands-on coaching sessions to support them in prioritising, scaling, and specifying their objectives and expected outcomes, according to their actual capacity.                                                                                                                                                                                                                                                                                                                                                           |                                                  | 31/12/2027             | Deputy Head of Centre of Expertise for Multilevel Governance |
| <b>Recommendation 5: Enhance Knowledge Sharing and Accessibility</b>                                                             |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                  |                        |                                                              |
| <input checked="" type="checkbox"/> Accepted<br><input type="checkbox"/> Partially accepted<br><input type="checkbox"/> Rejected | Congress of Local and Regional Authorities | <p>The key project learning products developed based on the toolkits of the Centre of Expertise for Multilevel Governance at the Congress of Local and Regional Authorities will be uploaded onto the e-learning platform of the MTAI (<a href="https://elearning.mta.gov.am/course/view.php?id=11">https://elearning.mta.gov.am/course/view.php?id=11</a>).</p> <p>In the potential ADALED follow-up project, the training materials will be simplified and made more interactive and accessible, compliant with Web Content Accessibility Guidelines (WCAG) 2.1 or 2.2.</p> <p>Good practice from Resilience Building Strategies will be compiled and disseminated in context of (potential) ADALED project.</p> |                                                  | 31/12/2027             | Deputy Head of Centre of Expertise for Multilevel Governance |
| <b>Recommendation 6: Ensure Sustainability of FSs and Grant Projects' Results</b>                                                |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                  |                        |                                                              |
| <input checked="" type="checkbox"/> Accepted<br><input type="checkbox"/> Partially accepted<br><input type="checkbox"/> Rejected | Congress of Local and Regional Authorities | In the potential ADALED follow-up project, after the implementation of all grant projects, tailored online consultancy sessions with all grantees will be organised to support the sustainable use of feasibility studies' results (including for potentially applying to further granting opportunities) and ensure continuity of results from inter-municipal co-operation and cross-border co-operation grant projects.                                                                                                                                                                                                                                                                                         |                                                  | 31/12/2028             | Deputy Head of Centre of Expertise for Multilevel Governance |

| Management Decision <sup>1</sup>                                                                                                 | Entity in Charge                           | Planned Actions <sup>2</sup><br>(determined by Entity)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Justification <sup>3</sup><br>for Non-Acceptance | Target Date for Action | Person Responsible for Action                                |
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| <b>Recommendation 7: Deploy Additional Long-Term Local Consultants</b>                                                           |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                  |                        |                                                              |
| <input type="checkbox"/> Accepted<br><input checked="" type="checkbox"/> Partially accepted<br><input type="checkbox"/> Rejected | Congress of Local and Regional Authorities | If budgets of the follow-up projects allow, greater emphasis will be put on mobilisation and engagement of local consultants to support development of legal and policy advice, deliver capacity development activities, assist implementation of grant projects, and reinforce monitoring and reporting systems. However, in compliance with the Council of Europe financial unit recommendations, consultants may not be engaged for periods longer than one year.                                                                                                                                                                                   | Council of Europe procurement guidelines         | 31/12/2028             | Deputy Head of Centre of Expertise for Multilevel Governance |
| <b>Recommendation 8: Mainstream Gender Equality and Social Inclusion (GESI)</b>                                                  |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                  |                        |                                                              |
| <input checked="" type="checkbox"/> Accepted<br><input type="checkbox"/> Partially accepted<br><input type="checkbox"/> Rejected | Congress of Local and Regional Authorities | In the potential ADALED follow-up project: <ul style="list-style-type: none"> <li>• A dedicated GESI Action Plan will be developed during inception;</li> <li>• A standardised GESI screening tool will be introduced for all community grant proposals and feasibility studies to ensure systematic gender, youth, and vulnerability analysis during design and evaluation, with results disaggregated by gender, age, and socio-economic group;</li> <li>• Internal monitoring, evaluation, and learning (MEL) tools will combine quantitative logframe data with qualitative participatory feedback tools for strengthening inclusivity.</li> </ul> |                                                  | 31/12/2029             | Deputy Head of Centre of Expertise for Multilevel Governance |