

Closure Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Satisfactory
Decision:	
Portfolio/Project Number:	00117117
Portfolio/Project Title:	Gender Equality in Public Administration of Armenia
Portfolio/Project Date:	2019-01-20 / 2021-12-31

Strategic

Quality Rating: Satisfactory

1. Did the project pro-actively identified changes to the external environment and incorporated them into the project strategy?

- 3: The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives, assumptions were tested to determine if the project's strategy was valid. There is some evidence that the project board considered the implications, and documented the changes needed to the project in response. (all must be true)
- 2: *The project team identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives. There is some evidence that the project board discussed this, but relevant changes did not fully integrate in the project. (both must be true)*
- 1: The project team considered relevant changes in the external environment since implementation began, but there is no evidence that the project team considered these changes to the project as a result.

Evidence:

In the course of project implementation, project identified changes in the external environment to be used as opportunities. In particular,

- a) Even though the agreement to start Gender Seal initiative at the Prime Minister's Office has been secured in 2019 (see the letter respectfully attached), the office itself was not reformed completely and hosting Seal process could be challenging. Instead of repurposing funds, the project team piloted the Seal Assessment at the Civil Service Office (one of the structures of the Prime Minister's Office), which was fully restructured and staffed at that time. The Board was informed and had no objections (please see inquiry 10, Minutes of the Board 2020). The exercise helped to pilot of the Gender Equality Seal Methodology and later on replicate it at the Ministry of Justice;
- b) Flexible nature of GEPAA project (also due to fact that it is funded by UNDP resources - Funding Window), allowed for a quicker interventions to the areas where a rapid response was needed. One of these activities was the support to Ejmiatsin Municipality (first community to face massive COVID19 spread) in procurement of the protective equipment for the staff of municipality and substructures, which was promptly organized by the project. The Board was informed and had no objections (please see inquiry 15, SPR, p.4).

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	LetterfromDPMAvinyan_SealatthePrimeMinistersOffice_10602_301 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/LetterfromDPMAvinyan_SealatthePrimeMinistersOffice_10602_301.pdf)	anna.nersesyants@undp.org	11/22/2021 4:24:00 PM

2. Was the project aligned with the thematic focus of the Strategic Plan?

- 3: *The project responded to at least one of the development settings as specified in the Strategic Plan (SP) and adopted at least one Signature Solution .The project's RRF included all the relevant SP output indicators. (all must be true)*
- 2: The project responded to at least one of the developments settings¹ as specified in the Strategic Plan. The project's RRF included at least one SP output indicator, if relevant. (both must be true)
- 1: While the project may have responded to a partner's identified need, this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

The project contributed to SDG 5 and SDC 16. The project partnered with other projects within the UNDP WEGE portfolio for data exchange, research and evidence collection, as well as the organization of project activities (trainings, seminars, discussions etc.) Project contributed to the UNDP Strategic Plan 2018-2021, through its signature solution on strengthening gender equality and the empowerment of women and girls, with focus on promoting equal political and economic participation enabled by supportive policies towards transformative livelihoods and strengthen women's resilience. See page 5 of the ProDoc.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	1.FW_Armenia_GEPAA_ProDoc_10602_302 (https://intranet.undp.org/apps/ProjectQA/QA/FormDocuments/1.FW_Armenia_GEPAA_ProDoc_10602_302.pdf)	anna.nersesyants@undp.org	11/22/2021 1:14:00 PM

Relevant**Quality Rating: Satisfactory**

3. Were the project's targeted groups systematically identified and engaged, with a priority focus on the discriminated and marginalized, to ensure the project remained relevant for them?

- 3: Systematic and structured feedback was collected over the project duration from a representative sample of beneficiaries, with a priority focus on the discriminated and marginalized, as part of the project's monitoring system. Representatives from the targeted groups were active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. (all must be true)
- 2: *Targeted groups were engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making. (all must be true to select this option)*
- 1: Some beneficiary feedback may have been collected, but this information did not inform project decision making. This option should also be selected if no beneficiary feedback was collected
- Not Applicable

Evidence:

In the inception phase, particular beneficiary groups were outlined; however during the implementation phase it became evident that some institutions due to the specific nature of their focus area benefitted in the first place. For instance, Civil Service Office, as the principal responsible body for the Human Resources management within the Public Administration, has been incapacitated through the elaboration of the new competency framework for the civil servants; the staff has been trained on new techniques and approaches on gender and HR management in public administration, as well as the Gender Seal assessment basics; Gender Seal assessment, as the part of the global pilot, has been piloted with the CSO; a comprehensive report to trace and monitor turnover within the public sector has been drafted to be used as a practical guide.

Same refers to the Office of the Deputy Prime Minister, which was supported by the expert hired by the project to finalize the PAR strategy, as well as to the Ministry of Justice, which hosted the Gender Seal Assessment. Lately, Yerevan Municipality joined the beneficiaries of the project through the internal screening process of organizations, recruitment, remuneration and promotion schemes.

DPM, CSO and the MoJ as the principal beneficiaries are the part of the project board, and their feedback has been considered in choosing recommendations and adjusting the course of actions.

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No documents available.			

4. Did the project generate knowledge, and lessons learned (i.e., what has worked and what has not) and has this knowledge informed management decisions to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?

- 3: Knowledge and lessons learned from internal or external sources (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring were discussed in project board meetings and reflected in the minutes. There is clear evidence that changes were made to the project to ensure its continued relevance. (both must be true)
- 2: *Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, were considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. (both must be true)*
- 1: There is limited or no evidence that knowledge and lessons learned were collected by the project team. There is little or no evidence that this informed project decision making.

Evidence:

The project underwent some minor changes and adjustments, mostly determined by the COVID-19 pandemics. These changes related mostly to the timelines (initial deadlines) of the tasks to be delivered and not their substance and nature.

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5. Was the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?

- 3: There was credible evidence that the project reached sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.
- 2: *While the project was not considered at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).*
- 1: The project was not at scale, and there are no plans to scale up the project in the future.

Evidence:

GEPA is a baseline-setting pilot project, which was launched with a limited budget through the UNDP Funding Window to "test the ground" for further meaningful intervention. As witnessed by the Project Board members, the project had significant contribution to the generation of data and knowledge on gender equality and new approaches in public sector with special emphasis on human resources management. Thus, it would seem reasonable to focus on the scale up of the project.

A short concept for the project continuation has been drafted (respectfully attached), while a more comprehensive one is being elaborated.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Concept_GenderinPA_10602_305 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Concept_GenderinPA_10602_305.docx)	anna.nersesyants@undp.org	11/22/2021 12:54:00 PM

Principled**Quality Rating: Satisfactory**

6. Were the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produced the intended effect? If not, evidence-based adjustments and changes were made.

- 3: *The project team gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)*
- 2: The project team had some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)
- 1: The project team had limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

Evidence:

The project is GEN3, with Gender Equality being its principal overarching objective, thus all the activities of the project are gender-centric, evolving around streamlining gender into newly redesigned public administration system of Armenia. It was done via various avenues within GEPA: creating solid data; gender mainstreaming into legal and regulatory frameworks; sensitizing and capacitating government on gender aspects of public administration; engenderment of internal processes and practices; integrating social innovation approaches in gender-related work in Armenia (user-centric design).

Overall, GEPA has had a pivotal role in instilling main values and principles on gender equality in the reformed public administration system and providing number of practical solutions to that end. It also expands the group of UNDP stakeholders in its gender-related work and paves way for establishing gender-sensitive practices in several key institutions.

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No documents available.			

7. Were social and environmental impacts and risks successfully managed and monitored?

- 3: Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed for identified risks through consultative process and implemented, resourced, and monitored. Risks effectively managed or mitigated. If there is a substantive change to the project or change in context that affects risk levels, the SESP was updated to reflect these changes. (all must be true)
- 2: *Social and environmental risks were tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented and monitored for identified risks. OR project was categorized as Low risk through the SESP.*
- 1: Social and environmental risks were tracked in the risk log. For projects categorized as High or Moderate Risk, there was no evidence that social and environmental assessments completed and/or management plans or measures development, implemented or monitored. There are substantive changes to the project or changes in the context but SESP was not updated. (any may be true)

Evidence:

Project was categorized as Low risk through the SESP (please see SESP attached).

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Annex2_SESP_10602_307 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Annex2_SESP_10602_307.doc)	anna.nersesyants@undp.org	11/22/2021 1:06:00 PM

8. Were grievance mechanisms available to project-affected people and were grievances (if any) addressed to ensure any perceived harm was effectively mitigated?

- 3: Project-affected people actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project was categorized as High or Moderate Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were effectively addressed in accordance with SRM Guidance. (all must be true)
- 2: *Project-affected people informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project was categorized as High Risk through the SESP, a project -level grievance mechanism was in place and project affected people informed. If grievances were received, they were responded to but faced challenges in arriving at a resolution.*
- 1: Project-affected people was not informed of UNDP's Corporate Accountability Mechanism. If grievances were received, they were not responded to. (any may be true)

Evidence:

As referred to in the previous question, the project was categorized as Low risk. No grievances have been received.

List of Uploaded Documents

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No documents available.			

Management & Monitoring**Quality Rating: Satisfactory**

9. Was the project's M&E Plan adequately implemented?

- 3: The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)
- 2: *The project costed M&E Plan, and most baselines and targets were populated. Progress data against indicators in the project's RRF was collected on a regular basis, although there was may be some slippage in following the frequency stated in the Plan and data sources was not always reliable. Any evaluations conducted, if relevant, met most decentralized evaluation standards. Lessons learned were captured but were used to take corrective actions. (all must be true)*
- 1: The project had M&E Plan, but costs were not clearly planned and budgeted for, or were unrealistic. Progress data was not regularly collected against the indicators in the project's RRF. Evaluations did not meet decentralized evaluation standards. Lessons learned were rarely captured and used. Select this option also if the project did not have an M&E plan.

Evidence:

Project's monitoring was conducted in line with CO policies. Specific risks that may threaten achievement of intended results were identified, monitored and regularly updated in the risk log as per the project Monitoring Plan (pp.16-17 of the ProDoc). Relevant lessons were captured by the project team and used to make informed and well-weight decisions. Further course of actions was adjusted accordingly.

List of Uploaded Documents

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No documents available.			

10. Was the project's governance mechanism (i.e., the project board or equivalent) function as intended?

- 3: The project's governance mechanism operated well, and was a model for other projects. It met in the agreed frequency stated in the project document and the minutes of the meetings were all on file. There was regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviewed and used evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)
- 2: *The project's governance mechanism met in the agreed frequency and minutes of the meeting are on file. A project progress report was submitted to the project board or equivalent at least once per year, covering results, risks and opportunities. (both must be true to select this option)*
- 1: The project's governance mechanism did not meet in the frequency stated in the project document over the past year and/or the project board or equivalent was not functioning as a decision-making body for the project as intended.

Evidence:

GEPA's kick-off started with the first Stakeholders' Meeting. All participants from various government entities and experts were presented with the project's main areas of intervention, activities, goals and expected results. See the Board Meeting minutes attached.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	FirstStakeholdersMMGEPA_2019_10602_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FirstStakeholdersMMGEPA_2019_10602_310.pdf)	anna.nersesyants@undp.org	11/22/2021 1:47:00 PM
2	FINALMinutes_2020_OutcomeBoardMeeting_GEPAA_ENG_10602_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FINALMinutes_2020_OutcomeBoardMeeting_GEPAA_ENG_10602_310.docx)	anna.nersesyants@undp.org	11/22/2021 1:49:00 PM
3	FINALMinutes_OutcomeBoard2021Meeting_GEPAA_10602_310 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FINALMinutes_OutcomeBoard2021Meeting_GEPAA_10602_310.docx)	anna.nersesyants@undp.org	11/23/2021 3:14:00 PM

11. Were risks to the project adequately monitored and managed?

- 3: The project monitored risks every quarter and consulted with the key stakeholders, security advisors, to identify continuing and emerging risks to assess if the main assumptions remained valid. There is clear evidence that relevant management plans and mitigating measures were fully implemented to address each key project risk and were updated to reflect the latest risk assessment. (all must be true)
- 2: *The project monitored risks every year, as evidenced by an updated risk log. Some updates were made to management plans and mitigation measures.*
- 1: The risk log was not updated as required. There was may be some evidence that the project monitored risks that may affected the project's achievement of results, but there is no explicit evidence that management actions were taken to mitigate risks.

Evidence:

Risks were first identified and described in 2019, in the corresponding section of the project document (ProDoC, pp. 10-11). Later on, risks were monitored, identified and addressed annually, and the risk log updated accordingly. Last update was conducted in June 2021 (respectfully attached).

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	UpdateRiskLog-June2021_10602_311 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UpdateRiskLog-June2021_10602_311.docx)	anna.nersesyants@undp.org	11/22/2021 2:16:00 PM

Efficient**Quality Rating: Highly Satisfactory**

12. Adequate resources were mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.

- Yes
 No

Evidence:

Adequate resources (human, in-kind and financial) were properly allocated for the project implementation. Initially funded by the UNDP Funding Window, the project proved its relevance and potential for scale-up and was able to attract additional USD 35,000 from the UNDP TRAC resources.

Thus, the overall budget as of last revision is USD 335,000 (respectfully attached).

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	UNDPFW_TRAC_GEPAA_00114015_RevisionE_11.11.2021_10602_312 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDPFW_TRAC_GEPAA_00114015_RevisionE_11.11.2021_10602_312.xlsx)	anna.nersesyants@undp.org	11/22/2021 2:35:00 PM

13. Were project inputs procured and delivered on time to efficiently contribute to results?

- 3: The project had a procurement plan and kept it updated. The project quarterly reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)
- 2: *The project had updated procurement plan. The project annually reviewed operational bottlenecks to procuring inputs in a timely manner and addressed them through appropriate management actions. (all must be true)*
- 1: The project did not have an updated procurement plan. The project team may or may not have reviewed operational bottlenecks to procuring inputs regularly, however management actions were not taken to address them.

Evidence:

The project logic and nature do not require a procurement-intensive implementation. Nevertheless, necessary planning was done in a timely manner in accordance with the UNDP procurement policy.

List of Uploaded Documents

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No documents available.			

14. Was there regular monitoring and recording of cost efficiencies, taking into account the expected quality of results?

- 3: *There is evidence that the project regularly reviewed costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximized results delivered with given resources. The project actively coordinated with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and sought efficiencies wherever possible (e.g. joint activities.) (both must be true)*
- 2: The project monitored its own costs and gave anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there was no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinated activities with other projects to achieve cost efficiency gains.
- 1: There is little or no evidence that the project monitored its own costs and considered ways to save money beyond following standard procurement rules.

Evidence:

Since the project is being implemented in synergy with other three projects within the WEGE portfolio, the data collected and lessons learned within those projects have been actively used by GEPAA project as well. This related also to the venues of project events, services procured, mode and format of the events, etc. The project tried to maximize the impact by, among other, reducing costs, where possible. Example: instead of three separate trainings, a joint training for the CSO staff on gender, human resources management and public administration strategy was conducted. The Agenda of the training is respectfully attached (in Armenian). On two instances, the experts completed the required assignments at lower cost (due to limited budget) than usual (and what market suggests) due to high level of collaboration and trust with the UNDP programme/project staff.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	AgendaCSOtraining_10602_314 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/AgendaCSOtraining_10602_314.doc)	anna.nersesyants@undp.org	11/22/2021 2:49:00 PM

Effective**Quality Rating: Exemplary**

15. Was the project on track and delivered its expected outputs?

- Yes
- No

Evidence:

The project is well on track and most of the project activities have been delivered as planned. However, the implementation of one Recommendation (from research), namely, the "Development of Action Plan on Women Empowerment and Engagement with the Public Sector" has been postponed due to delays in adoption of the new Public Administration Strategy. The Plan is still one of the priorities, and is envisaged in the comprehensive project concept, which is currently being drafted.

The latest Monitoring and Standard Progress Report for Jan-June 2021 is respectfully attached.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	SPRReportGEPAA_2021-Jan-Jun_10602_315 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/SPRReportGEPAA_2021-Jan-Jun_10602_315.docx)	anna.nersesyants@undp.org	11/22/2021 2:56:00 PM

16. Were there regular reviews of the work plan to ensure that the project was on track to achieve the desired results, and to inform course corrections if needed?

- 3: *Quarterly progress data informed regular reviews of the project work plan to ensure that the activities implemented were most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations /or After-Action Reviews) were used to inform course corrections, as needed. Any necessary budget revisions were made. (both must be true)*
- 2: There was at least one review of the work plan per year with a view to assessing if project activities were on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned were used to inform the review(s). Any necessary budget revisions have been made.
- 1: While the project team may have reviewed the work plan at least once over the past year to ensure outputs were delivered on time, no link was made to the delivery of desired development results. Select this option also if no review of the work plan by management took place.

Evidence:

As mentioned, all project activities were carried out in accordance with the ProDoc. Regular consultations with stakeholders and UNDP management were held to ensure that project interventions are both timely and relevant, which was particularly important given the limited budget of the project.

For instance, the research recommendations for further solutions development were chosen together with the office of the Deputy Prime Minister and the Civil Service Office in compliance with the sector's priorities (draft PAR strategy). Online correspondence is available.

List of Uploaded Documents

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No documents available.			

17. Were the targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected?

- 3: The project targeted specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups were reached as intended. The project engaged regularly with targeted groups over the past year to assess whether they benefited as expected and adjustments were made if necessary, to refine targeting. (all must be true)
- 2: The project targeted specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There was some engagement with beneficiaries in the past year to assess whether they were benefiting as expected. (all must be true)
- 1: The project did not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are populations have capacity needs or are deprived and/or excluded from development opportunities relevant to the project area of work. There is some engagement with beneficiaries to assess whether they benefited as expected, but it was limited or did not occur in the past year.
- Not Applicable*

Evidence:

The project targets public sector and public institutions. It does not deal with marginalized and excluded social groups, however, the mentioned social groups may benefit from new policies, strategies and approaches developed with support of the project. .

List of Uploaded Documents

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No documents available.			

Sustainability & National Ownership**Quality Rating: Satisfactory**

18. Were stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project?

- 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) were used to fully implement and monitor the project. All relevant stakeholders and partners were fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true)
- 2: National systems (i.e., procurement, monitoring, evaluation, etc.) were used to implement and monitor the project (such as country office support or project systems) were also used, if necessary. All relevant stakeholders and partners were actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)
- 1: There was relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.
- Not Applicable*

Evidence:

The project was DIM. National partners shared their views and recommendations throughout the project implementation e.g., during the meetings, trainings, co-design events as well as the Project Board meeting. Procurement was carried out in accordance with UNDP corporate policies and procedures.

List of Uploaded Documents

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No documents available.			

19. Were there regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed, and were the implementation [arrangements](#)⁸ adjusted according to changes in partner capacities?

- 3: Changes in capacities and performance of national institutions and systems were assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements were formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (all must be true)
- 2: Aspects of changes in capacities and performance of relevant national institutions and systems were monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment was made to implementation arrangements if needed to reflect changes in partner capacities. (all must be true)
- 1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project.
- Not Applicable*

Evidence:

Project was DIM hence HACT was not applicable. However, the scanning of the capacities and functionality of the partners was conducted regularly throughout the project implementation. One of the project activities on Gender Seal Assessment was focused on scanning of the selected public institution, based on which a set of recommendations was developed to tackle respective gaps and shortcomings. This exercise was conducted within the Office of the Prime Minister (namely in Civil Service Organization), Ministry of Justice and partially also in Yerevan Municipality.

List of Uploaded Documents

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No documents available.			

20. Were the transition and phase-out arrangements were reviewed and adjusted according to progress (including financial commitment and capacity).

- 3: The project's governance mechanism regularly reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. The plan was implemented as planned by the end of the project, taking into account any adjustments made during implementation. (both must be true)
- 2: *There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan.*
- 1: The project may have had a sustainability plan but there was no review of this strategy after it was developed. Also select this option if the project did not have a sustainability strategy.

Evidence:

The initial project was intended to be completed in June 2019. However, the interest of the national counterparts at the highest state level, as well as relevance of the project in light of the on-going public administration reform contributed to the extension of the project, subsequent revision of the project sustainability arrangements and allocation of additional TRAC funding. While TRAC resources enabled the project to operate till the year-end, the activities of the project investigated interest of potential donors (e.g. UK GGF), which may result in the continuation of the project intervention beyond 2021. New project concept is currently being developed for subsequent resource mobilization to build on the results achieved and scale the work on gender dimension of PA. UNDP currently holds a unique niche in this area and intends to expand the area of engagement.

List of Uploaded Documents

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No documents available.			

QA Summary/Final Project Board Comments

The last Project Board Meeting was held on July 13, 2021. It emphasized once again the commitment of the RA Government for the establishment of the gender-responsive and gender-sensitive public administration system. The role of the GEPAA Project was underlined as crucial. The representative of the DPM office specifically highlighted the role of GEPAA in the implementation of the soon-to-be-adopted PAR strategy, as well as in continuing support of the project in expanding Gender Seal Assessment to other public institutions and in addressing corresponding recommendations. Partners from the Civil Service Organization and the Ministry of Justice highly appreciated the support provided by the project and expressed willingness for further co-operation within the framework of the new PAR. All government partners highlight the need for project's scale-up.