

Reporting Agency: UNDP  
Country: Armenia

## MONITORING ACTION AND STANDARD PROGRESS REPORT<sup>1</sup>

No. and title: **00107774/00107958 E-governance as a Tool for Facilitating the Government to Attract Foreign Investments**

Reporting period: (1 Dec 2017- 30 Sep 2019 )

### I. PURPOSE

#### Project's Goal

e-Regulations Armenia project is striving to introduce good democratic and economic governance system to achieve an improved business environment, allowing for civil society, local businesses and other stakeholders to influence policy making and to contribute to economic diversification in Armenia.

#### Objectives

The overall **objective** of the project is to improve the investment and doing business environment in Armenia, leading to strengthening of Armenia's competitiveness.

#### Duration

The project started on 1<sup>st</sup> Dec 2017 and finishes 31 Dec 2019. (extended from 31<sup>st</sup> Aug 2019: no cost extension).

#### Theory of Change

IF doing business environment is improved and business processes are simplified in Armenia, THEN this will lead to a gradual, but sustainable improvement of the investment climate in Armenia, leading to strengthening of the country's competitiveness.

#### Implementing Partner and Responsible Parties

Implementing partner is Business Armenia (former Development Foundation of Armenia DFA). The project is implemented in partnership with The Ministry of Economy (focal point – deputy minister Arman Hovnanyan and head of Investment Unit Karina Sargsyan).

### II. RESOURCES AND FINANCIAL PERFORMANCE

	Total Project Budget	Current Year (2019)			All Years Delivery as of SPR date (USD)	All Years Delivery rate as of SPR date (%)
		Annual Budget	Delivery as of SPR date (USD)	Delivery rate as of SPR date (%)		
ADA	349,783	138,237	81,306	58 %	292,156	83 %
UNDP	37,837	37,837	7,086	19 %	7,086	19 %
Total	387,620	176,074	88,392	50 %	299,242	77 %

<sup>1</sup> The report shall be **evidence-based**, short, and informative. Please add up information through the monitoring cycles, thus the final report will contain key information for all years. Use the results language i.e., change vis-à-vis the baseline and target informing also about a 'so what' aspect. Financial performance to be indicated based on CDR amount (i.e., actual not committed). A second table on commitments-based delivery is optional. **UNDP Armenia timeline for monitoring action:** Q1 planning - 20 January; Q1 reporting - 15 April; Q2 - 15 July; Q3 - 15 October; Q4 provisional results - 15 November; Q4 final - 20 January. Do not delete guidelines from the report. **Distribution and filing:** Atlas/Attachments; UNDP Armenia e-Archive/Project folder; Project Board (Annual SPR; quarterly SPRs - as per Board's request; project files. Report filing names to be kept consistent.

### III. RESULTS, PROGRESS, INNOVATIVE AND TRANSFORMATIVE ASPECTS

#### Programme results:

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

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

**Project contribution:** Installing and running a portal called **e-Regulations Armenia**: providing clear, step by step guide on business and investment procedures, providing transparent information, accessible in three languages (Armenian, English, Russian). National level – **improving the Doing Business index** for Armenia by having clear information on business procedures accessible online.

#### Sustainable Development Goals (SDG).

The project contributes to **SDG 8, SDG 9, SDG 16**.

**Within the framework of SDG 8.2** the project contributes to the achievement of the following targets:

Achieve higher levels of economic productivity through diversification, technological upgrading and innovation. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises.

**Project contribution:** The installation and launch of e-Regulations Armenia portal has provided user friendly and innovative portal, which will help local and foreign businesses and investors be more productive having one window access to all information, documents, forms, costs and legal justification through the portal. By making the business set up and running processes easily accessible online, more jobs will be created in newly opened enterprises. The data mapping has also facilitated dialogue among various government agencies on procedure simplification, which will result in policy change, enabling automation of many government services.

**Contribution to SDG 9.b** is through the following targets:

Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.

**Project contribution:** Creation of e-Regulations Armenia portal is innovative, research driven database on business procedures, with user-friendly interface, which also facilitates policy review by national counterparts.

**Contribution to SDG 16** is through the provision of access to justice for all, and building effective, accountable institutions at all levels.

**Project contribution:** The portal provides access to transparent information, contact details of all institutions involved in business procedures, hence enhancing the effectiveness of administrative procedures for all counterparts involved.

## Project Progress in 2018

### **Output 1: Business procedures related to investment are publicly accessible online in Armenian, Russian and English**

#### ***Creation of the local team***

The project staff was recruited in February 2018. Contractual arrangements are finalized with Business Armenia (BA, former DFA) and UNCTAD's Business Facilitation programme.

David Mirzoyan completed his duties at UNDP on the 30<sup>th</sup> November 2018 and handed the project over to the new Project Coordinator Artak Poghosyan, starting 5 December 2018.

#### **1.1 In-depth needs assessment to determine the main priority areas**

To determine the main priority areas, Business Armenia (BA) prepared a survey and sent it to state authorities and private sector representatives. Survey was prepared based on the requests received from foreign investors on a daily basis at BA. As a result, BA will be documenting 16 procedures instead of 12. Based on their experience, these 16 procedures are investment-related and the most requested ones from foreign investors.

#### **1.2 Definition of the list of procedures to be documented**

Business Armenia, in consultation with UNDP and UNCTAD drafted the list of investment related business procedures which will be documented and shared on-line in e-Regulations portal. The final list of selected 16 procedures for the project is as follows:

1. Start a Company (LLC) – *published online*
2. Become an Individual Entrepreneur – *published online*
3. Start a Company (Joint Stock) – *published online*
4. Start a Branch of Foreign Company – *published online*
5. Temporary Residency Permit – *published online*
6. Permanent Residence Permit – *published online*
7. Trademark Registration – coming soon
8. Industrial Design Registration – coming soon
9. Acquisition and Lease of Real Estate – coming soon
10. Become a Resident of Free Economic Zone – coming soon
11. A Certificate for European Union – coming soon
12. ST-1 Certificate for The Commonwealth of Independent States (CIS) – coming soon
13. Construction Permit – coming soon
14. Subscription Contracts with Utility Providers - Getting Electricity – coming soon
15. Subscription Contracts with Utility Providers - Getting Gas – coming soon
16. Subscription Contracts with Utility Providers - Getting Water – coming soon

#### **1.3 Information collection through field visits**

It was agreed with UNCTAD that the first four procedures will be documented and presented on-line during their first mission in June 2018.

The experts are now finalizing documentation of the fifth procedure, i.e. Obtaining Residency Status which will be online early December.

#### **1.4 Completing the content management system's configuration and launching the e-Regulations portal**

The newly launched e-Regulations Armenia portal with 5 procedure description can be found using the following links: <http://armenia.eregulations.org/?l=en>

#### **1.5 Quality control of the information registered in eRegulations**

The quality control is performed by UNCTAD's Business Facilitation Programme on an on-going basis. All the changes are communicated by the responsible expert of Business Armenia and are reviewed by UNCTAD.

#### **1.6 Information validation by concerned agencies**

The company registration procedures were presented to the State Registry of Legal Entities and finalized after being approved by them. The same principle will apply to all other procedures listed on the portal.

### **Output 2: One or various local counterparts are able to publish new procedures, to administer the portal and to simplify procedures using the e-Regulations system**

#### **2.1 Training of the local team on data collection and registration**

5 staff at the Business Armenia and the UNDP Project Coordinator were trained and together documented the first four procedures, with the UNCTAD experts guidance.

#### **2.2 Launching the e-Regulation portal**

The portal has now been designed and launched. 5 procedures presented in step-by-step format for users to follow. Business Armenia has received Global Enterprise Registration (GER.co) award for the quality of online information portals that provide detailed, up-to-date information on creating a business, during UNCTAD's World Investment Forum in Geneva, Switzerland. eRegulations Armenia portal has received the highest grade – 10 points out of 10.

#### **2.3 Implementing communication campaign to promote the use of the portal**

Business Armenia printed 200 fliers in Armenian, English and Russian. 2 video clips have also been produced. Total 9 articles & press releases have been published by BA.

#### **2.4 Updating and extension of the portal**

This action will take place in the next reporting period.

#### **2.5 Devising of a strategy to ensure the portal's financial sustainability**

Work is underway to develop porta's financial sustainability strategy.

#### **2.6 Training of the local team on simplification techniques and applying UNCTAD's 10 principles to simplify administrative procedures.**

This training will be organized in the second quarter of 2019.

## Project progress in 2019

### **Output 1: Business procedures related to investment are publicly accessible online in Armenian, Russian and English**

#### **1.1 In-depth needs assessment to determine the main priority areas**

Completed in 2018

#### **1.2 Definition of the list of procedures to be documented**

16 business and investment procedures were agreed in 2018. Further 2 procedures are added to make the portal more complete. Total of 18 procedures to be presented on the portal – agreed by the Ministry of Economy.

#### **1.3 Information collection through field visits**

Experts have mapped and presented 18 procedures by visiting each organization to document procedures in step by step forma. Information is translated into more user-friendly format and posted on the portal, after verification by local responsible counterpart.

#### **1.4 Completing the content management system's configuration and launching the eRegulations portal**

The portal was launched in 2018. Links to the portal are displayed on the Ministry of Economy website as well as local counterparts' websites.

#### **1.5 Quality control of the information registered in eRegulations**

The quality control is performed by UNCTAD's Business Facilitation Programme on an on-going basis. All the changes are communicated by the responsible expert of Business Armenia and are reviewed by UNCTAD.

#### **1.6 Information validation by concerned agencies**

Project experts work with the heads of responsible bodies of each procedure to verify the information presented on the portal. This work is done as each procedure gets clearance from UNCTAD expert to be published.

### **Output 2: One or various local counterparts are able to publish new procedures, to administer the portal and to simplify procedures using the e-Regulations system**

#### **2.1 Training of the local team on data collection and registration**

Completed in 2018

#### **2.2 Launching the eRegulations portal**

Launched in 2018 – in 2019 over 16,000 page views has been registered on the portal. 2,690 users have visited the portal, mainly from Armenia, USA, India, Russia, Iran and Switzerland.

#### **2.3 Implementing communication campaign to promote the use of the portal**

A comprehensive PR campaign has been taking place in quarter 3 of 2019, including printed article in Red Carpet magazine, 60,000 copies, distributed in Moscow and Armenia. TV programme appearance on ATV morning show, presenting the project, 5 information video clips published on YouTube and shared on social media, 4 street billboards commissioned, airport digital display boards at arrival gate is showing 30 second information clip every 7 minutes. As an international promotion mechanism, a FDI expo participation is booked for 27-28 November 2019, in an event called "Going Global 2019" Foreign Direct Investment Expo, London, UK. During the event a

representatives from Ministry of Economy, together with UNDP project coordinator and experts will network with nearly 70,000 visitors expected on the Expo.

#### **2.4 Updating and extension of the portal**

All 18 procedures have been added to the portal. Experts are working on Russian and Armenian translations to be added to the portal, as agreed during the Board Meeting on 27 Feb 2019. This will ensure usage by wider audiences around the world, enhancing the effectiveness of the project overall.

#### **2.5 Devising of a strategy to ensure the portal's financial sustainability**

The portal will be transferred to the Ministry of Economy's administration after it is completed in December 2019. The portal will need minimal financial resources to be maintained, mainly by IT specialist who will have administrative rights to log in to the portal and change the information. Focal point from Ministry of Economy has been appointed.

Local counterparts will also receive a full training by UNCTAD in October 2019, to be able to log in and update their procedure pages, which will ensure portal up to date information.

#### **2.6 Training of the local team on simplification techniques and applying UNCTAD's "10 principles to simplify administrative procedures"**

The expert from UNCTAD will train local team on the simplification techniques in October during Counterpart Training event. This will enable the local experts and counterparts to simplify procedures, review the steps and find automation and simplification possibilities. It will also facilitate reform agenda of the government, as the database on the procedures is in depth, complete and shows the bottlenecks and redundancies.

### **Output 3: Redundancies, bottlenecks and formality simplification options are identified and recommendations are made for at least 4 priority procedures.**

#### **3.1 Conducting analysis of selected 4 priority procedures**

A local expert has been recruited to carry out legal consultation functions together with the 2 experts working on this project. The 3 experts will together analyze 18 procedures and select 4 to be simplified.

#### **3.2 Preparation of simplification recommendations for 4 priority procedures**

The 4 procedure simplification will be done based on the recommendations and verification from UNCTAD experts and 3 local experts. This action is scheduled to be completed by November 2019.

Activity/Output	Expected Annual Targets/Indicators	Amount (\$)	Current Year (2019)						Status	Comments
			Planned				Actual			
			Q1	Q2	Q3	Q4				
<b>Output 1:</b> Business procedures related to investment are publicly accessible online in Armenian, Russian and English.	<b>1.1:</b> number of procedures mapped and presented online - 12	\$10,510	\$115	\$240	\$5,740	\$4,415			Delayed in Q3	IC experts payment will be made in Q4 due to delayed in delivery.
<b>Output 2:</b> One or various local counterparts are able to publish new procedures, to administer the portal and to simplify procedures using the e-Regulations system.	<b>2.1:</b> Number of experts trained in procedure mapping - 2 <b>2.2:</b> Number of experts trained in portal administration - 2 <b>2.3:</b> Number of experts trained in procedure simplification - 4	\$57,884	\$3,962	\$14,100	\$22,262	\$17,560			Completed for Q3	
<b>Output 3:</b> Redundancies, bottlenecks and formality simplification options are identified and recommendations are made for at least 4 priority procedures.	<b>3.1:</b> Analysis to identify redundancies and bottlenecks is made - 18 <b>3.2:</b> Number of simplification recommendations - 4	\$41,687	\$561	\$17,152	\$11,561	\$12,413			Delayed in Q3	Project delivery is delayed due to added number of procedures. PR campaign has been launched and will start to deliver in Q4.

#### IV. GENDER MAINSTREAMING, CROSSCUTTING RESULTS, TARGETING

To the extent possible, gender balance was kept during the expert team formation. Three men and two women were trained. Besides, the staff was trained to pay special attention to varying gender needs and issues while going through the selected business processes during the information gathering stage. Currently there are various projects (mainly EU funded) in Armenia targeting women entrepreneurs, such as subsidizing their business loans, provision of advisor services, etc. Also, there are various women business and other associations. These projects and organizations will also be reached to communicate information on the portal and encourage their beneficiaries/members to use it during the information campaign in Quarter 4.

Project Gender Marker is GEN-1.

### Crosscutting results

This project doesn't deliver any crosscutting results yet. In Q4 we will report on any results if they become available.

## V. RISKS AND CHALLENGES

#	Description	Date identified	Type	Impact and probability	Countermeasures / Management response
1	Low interest of the Armenian Government and the state bodies/agencies in project activities	November 2017	Operational	I = 4 high P = 2 low	<p>The project activities are implemented in close collaboration with the Armenian Government. Prior to designing the project activities, consultations were held with the main Government stakeholders to identify the real needs of the country and reflect those in the project and its outcomes.</p> <p>On 29 January 2019 the project coordinator met with Vahagn Lalayan, head of Investment Policy Department at the Minister of Economic Development and Investments, who expressed a strong support to the project and possibilities for cooperation within the project were discussed.</p> <p>Also, a meeting took place with the deputy minister Avag Avanesyan, presenting the progress of the project and reiterating the value of the portal for the ministry and the government.</p>
2	Insufficiency of funds due to: fluctuations of currency exchange rates, increase of prices for services and equipment.	February 2018	Financial	I = 3 medium P = 3 medium	<p>No major fluctuations have happened since the beginning of the project.</p> <p>Scaling-up the project to attract additional funds from other donors and government, including in-kind contribution. Leveraging funds with other organizations / projects operating in the same area.</p> <p>Budget for 2019 was revised to adjust funds in accordance with the factual expenses of 2018, reallocate the residual amount of 87,842.94 USD from 2018 into the Year 2019 budget and decrease overall budget by 5,982.09 based on USD-Euro exchange rate applied to the actual contributions from ADA.</p>



3	Potential Investors might not be interested in the Armenian market	February 2018	Operational	I = 3 medium  P = 3 medium	<p>The project activities are implemented in close collaboration with the state agencies and other stakeholders to secure proper utilization and targeted distribution of materials on promotion of investment.</p> <p>The Minister of Economy has proposed organizing a platform consisting existing and potential investors to discuss issues related to investment and doing business environments. This proposal is fully in-line with the project objectives and can be easily implemented within the project.</p>
4	The project will duplicate similar activities and results implemented by other international or local organization and/ or state agency	February 2018	Operational	I = 3 medium  P = 2 low	<p>Prior to designing the project activities, consultations were held with the main stakeholders to identify the real needs of the country and reflect those in the project and its outcomes as well as to avoid any duplication and complement other projects/ programs implemented.</p> <p>One of the Project's main counterparts, the Ministry of International Economic Integration and Reforms is the main coordination body for all donor funded activities. Jointly with the UN Resident Representative the Ministry is convening regular donor co-ordination meetings and maintains a database of all donor funded projects, which reduces the risk of duplications.</p>
5	Undermined long-term ownership and sustainability of the developments implemented by the project due to lack of adequate management and	February 2018	Operational	I = 3 Medium  P = 3 medium	<p>UNCTAD has already granted a license of use unlimited in time for a fee in the amount of USD 50,000. The information registered in the system belongs to Business Armenia. In terms of the human resources, Business Armenia has assigned the requested number of paid employees to maintain and update the portals.</p> <p>Business Armenia is capable to maintain the system after project completion. A strategy will be devised jointly with Business Armenia during the project implementation to ensure the portal's financial sustainability.</p>

	financial resources, after the project completion				
6	The Government formed in May 2018 may close Business Armenia and significantly restructure it.	August 2018	Operational	I = 4 Medium P = 3 medium	The Government has arranged significant restructuring at Business Armenia in October-November 2018. The former CEO has resigned. However, the Aftercare Department of BA, which is responsible for the project cooperation has remained unchanged. The meeting with the Minister of Economic Development and Investments on 22 November was also helpful to learn the BA will continue as a “going concern”.

The project has hired 2 experts on IC terms who are responsible for collecting the information, mapping and presenting it on the e-regulations portal. The process is very time consuming and has demanded more time than originally allocated. Also there are now 18 procedures to be presented instead of 12, as some procedures require splitting up, for example utilities for businesses has 3 procedures, gas, water and electricity.

The project board held a Board Meeting on the 27th of Feb 2019 with representatives from implementing partner Business Armenia, the donor and the UNDP. The board agreed to submit a no cost extension request to ADA, donor, requesting extension till 31 Dec 2019. This application was successful.

Micro Capital Grant to Business Armenia was only partly spent in 2018, giving \$7000 residual resources. During the Board Meeting on the 27th Feb 19, it was also agreed that the second tranche scheduled for 2019 will no longer be required and the residual amount will be spent for PR activities planned for 2019. It has been formally agreed with Business Armenia.

The project budget has been adjusted to account for the underspent from 2018 budget and reallocated to be spent until 31st Dec 2019. ADA has approved budget allocation.

## VI. PRODOC CHANGES, HORIZON SCANNING

A small change has taken place in the name of the implementing partner: in the ProDoc they are listed as Development Foundation Armenia. In summer of 2018 DFA changed its name to Business Armenia.

No-cost extension has also been approved from donor ADA: original project end was 31 August 2019, the new date has been agreed as 31 Dec 2019.

## VII. PARTNERSHIPS, COMMUNICATION, KNOWLEDGE MATERIALS

The project coordinator has held meetings with other UNDP projects to introduce the portal and agree areas of cooperation and integration where possible. Meeting with UN economist Babken DerGrigoryan to present the project and gather feedback on future developments.

Meetings with World Bank's FCI Armenia Investment Climate Reform Project Manager Arsen Nazaryan took place, where details of the portal were presented. Arsen proposed creating a focus group who will become a contribution to World Bank's Doing Business index survey, taking place in Jan - March 2020.

Meeting with Gevorg Poghosyan - EBRD, Business Support Office, partnership meeting to present the portal and communicate the benefits for their members, users. Agreement reached to collaborate in areas of business registration procedures, intellectual property and construction permit processes. This will drive more traffic to e-Regulations portal also.

The first attempt to open communication channels with outside Armenia was tested, a small interview with Georgian online newsletter, which published the interview on their site. A local media workshop took place in Q2, where economic journalists were presented with the project and the portal. Following budget reallocation approval, a detailed PR and Communications strategy/plan has also been compiled, with local and international communication and partnership details.

A Russian language magazine galled Red Carpet published an interview with Artak Poghosyan, Project Coordinator, with 60,000 copies delivered in Moscow and Yerevan.



The link is here:

Video report on Media Workshop was prepared by published on social media:  
<https://youtu.be/Ww5yzeN7L1c>

3 information video clips are produced –

- 1 – Obtaining Residency Permit - <https://youtu.be/vJXhmzftOyk>
- 2 – Starting a Business - [https://youtu.be/1191\\_3vWt2g](https://youtu.be/1191_3vWt2g)
- 3 – Registering Intellectual Property - <https://youtu.be/MQLgttT7QjM>

## VIII. EVALUATIONS

Project Final Evaluation is scheduled to take place from 15 October to 25 November 2019. An international expert has been recruited to carry out the evaluation as per ADA and UNDP evaluation guidelines, used to develop the ToR document for evaluation purposes.

## IX. DONOR REPORTS

### Donor Reports

- Dec 2017 – Completed
- May 2018 – interim report – Completed
- Dec 2018 – annual report – Completed
- May 2018 – interim report – Completed
- Dec 2019 – end of project evaluation report – in progress

#### Installments

- 150,000 EURO – 29 Dec 2017 – completed
- 100,000 EURO – 31 Oct 2018 – completed
- 49,677 EURO – 26 July 2019 – completed

No further installments are due for this project.

### **X. VALIDATION OF RESULTS (FIELD VISITS) AND QUALITY ASSURANCE**

- Regular field visits are being done with implementing partner Business Armenia (weekly). In **Q4** we will report in more details and present the findings.
- **Lessons Learnt**
  - a. Budget reallocation was requested from ADA, donor, to adjust the public relations portion in order to deliver multichannel PR activities, informing the potential users about the portal, the benefits, user instructions and guidance. It was approved which allowed us to actively promote the portal among local and international audiences.
  - b. Working with counterparts was not effective due to using formal channels of communication between intergovernmental agencies – project experts from Business Armenia used Mulberry system to request visits for data collection. Different approach was adopted half way through the project – direct approach and presentation in person, engaging the head of department in the process, presenting the portal and benefits to their customers. It resulted in better understanding and facilitation of the data mapping process.
- The project is closing and Closing quality assurance report will be prepared on the system for clearance and presentation to the board.

### **XI. FUTURE ACTIONS, WORK PLAN**

The planned activities till 31 Dec 2019 will include but not limited to the following:

- To input in Russian and Armenian versions of all 18 procedures on e-Regulations portal;
- Conduct training to enable local counterparts to autonomously update and edit the information on the portal related to their respective procedures. Scheduled for 29 Oct 2019.
- Simplify 4 procedures using UNCTAD's 10 principles of simplification.
- Implementing communication campaign to promote the use of the portal (production of promotional materials and videos once the procedures are ready for publication.) Consider asking institutions involved in procedures, embassies of Armenia overseas to put links in their websites pointing to eRegulations.;
- End of project Final Evaluation – taking place in Oct and Nov. International expert has been appointed to carry out the evaluation.

# Annual Multiyear Work Plan

## ANNUAL WORK PLAN

### E-Governance as a Tool for Facilitating the Government to Attract Foreign Investments

Project Duration: 2018 - 2019

Project ID: 0010774/00107958

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	Resp Party		Fund	Donor ID	Funding Source	Budget Description	Account	2018 USD	2019 USD	TOTAL USD	
OUTPUT 1.1. Investment and doing business environments in Armenia are improved	<b>Activity 1: Business procedures related to investment are publicly accessible online in Armenian, English and Russian</b>											
Output Indicator 1: Number of procedures mapped and presented online	1.1 In-depth needs assessment to determine the main priority areas 1.2 Definition of the list of procedures to be documented 1.3 Information collection through field visits 1.4 Completing the content management system's configuration 1.5 Quality control of the information registered in eRegulations 1.6 Information validation by concerned agencies	UNCTAD	001975	30000	11266	ADA	International consultants	71200	2,544.09	0.00	2,544.09	
Output Indicator 2: Number of experts trained in procedure mapping		UNDP	001981	30000	11266	ADA	Local consultants	71300	2,500.00	5,500.00	8,000.00	
Output Indicator 3: Number of experts trained in portal administration		UNDP	001981	30000	11266	ADA	Travel	71600	376.00	0.00	376.00	
Output Indicator 4: Number of experts trained in procedure simplification		UNDP	001981	30000	11266	ADA	Information Technology Equipment	72800	0.00	0.00	0.00	
Output Indicator 5: Analysis to identify redundancies and bottlenecks is made		UNCTAD	001975	30000	11266	ADA	Information Technology Equipment	72800	6,500.00	0.00	6,500.00	
Output Indicator 6: Number of simplification recommendations		UNCTAD	001975	30000	11266	ADA	Miscellaneous Expenses	74500	0.00	0.00	0.00	
Baseline:		UNDP	001981	30000	11266	ADA	Miscellaneous Expenses	74500	1,284.64	250.00	1,534.64	
Output Indicator 1.0		UNDP	001981	30000	11266	ADA	F&A	75100	1,056.38	460.00	1,516.38	
Output Indicator 2.0												
Output Indicator 3.0												
Output Indicator 4.0												
Output Indicator 5.0												
Output Indicator 6.0												
			UNDP	001981	04000	00012	UNDP	Travel	71600	0.00	4,300.00	4,300.00
									0.00	4,300.00	4,300.00	
									14,261.11	6,210.00	20,471.11	
									0.00	4,300.00	4,300.00	
									14,261.11	10,510.00	24,771.11	
Targets 2018:	<b>Activity 2: One or various local counterparts are able to publish new procedures, to administer the portal and to simplify procedures using the e-Regulations system</b>											
Output Indicator 1.6	2.1 Training of the local team on data collection and registration 2.2 Launching the e-Regulations portal 2.3 Implementing communication campaign to promote the use of the portal 2.5 Devising of a strategy to ensure the portal's financial sustainability 2.5 Devising of a strategy to ensure the portal's financial sustainability 2.6 Training of the local team on simplification techniques and applying UNCTAD's "10 principles to simplify administrative procedures"	UNDP	001981	30000	11266	ADA	International consultants	71200	152,209.41	0.00	152,209.41	
Output Indicator 2.6							Local consultants	71300	3,840.92	6,000.00	9,840.92	
Output Indicator 3.2		UNDP	001981	30000	11266	ADA	Audio Visual&Print Prod Costs/Translation Costs	74200	4,004.17	11,450.00	15,454.17	
Output Indicator 4.4		UNDP	001981	30000	11266	ADA	Miscellaneous Expenses	74500	1,663.84	250.00	1,913.84	
Output Indicator 5.6		UNDP	001981	30000	11266	ADA	Training, Workshops	75700	-0.04	16,750.00	16,749.96	
Output Indicator 6.2		UNDP	001981	30000	11266	ADA	F&A	75100	12,937.46	2,756.00	15,693.46	
Targets 2019:												
Output Indicator 1.6										174,655.76	37,206.00	211,861.76
Output Indicator 2.0										0.00	20,678.00	20,678.00
Output Indicator 3.0										0.00	20,678.00	20,678.00
Output Indicator 4.0									0.00	20,678.00	20,678.00	
Output Indicator 5.6									174,655.76	57,884.00	232,539.76	
Output Indicator 6.2									0.00	20,678.00	20,678.00	
		UNDP	001981	04000	00012	UNDP	Audio Visual&Print Prod Costs/Translation Costs	74200	0.00	20,678.00	20,678.00	
									0.00	20,678.00	20,678.00	
									174,655.76	57,884.00	232,539.76	
									0.00	20,678.00	20,678.00	
									174,655.76	57,884.00	232,539.76	
									0.00	20,678.00	20,678.00	
									174,655.76	57,884.00	232,539.76	
									0.00	20,678.00	20,678.00	
									174,655.76	57,884.00	232,539.76	
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## Results Framework

**Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:**

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

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

*Indicator 1.1:* Number and quality of policies to ensure decent work and an improved business environment in line with sustainable development principles.

*Baseline:* Insufficient adequate policies *Target:* Policies improved

*Indicator 1.2:* Global Competitiveness Index improved *Baseline:* 85 (2014) *Target:* 80 (2020)

*Indicator 1.3:* Poverty rate decreased *Baseline:* 32 (2013) *Target:* 18 (2020)

*Indicator 1.4:* Unemployment and employment rates disaggregated by sex, age and regions, improved. *Baseline:* unemployment rate: 16.2 unemployed-by sex- Male: 14.4 unemployed-by sex-Female: 18.1

unemployed-by urban/rural-Urban: 23.4 unemployed-by urban/ rural-Rural: 6 Youth (15-24) unemployment rate-33.1 (2013) *Target:* unemployment Rate:13 Unemployed- Female: 15 Unemployed- Male: 12 Unemployed-by urban/ rural-Urban: 19 Unemployed-by urban/ rural-Rural: 5 Youth- 30 (2020)

*Indicator 1.5:* Income level of rural population increased *Baseline:* Average monthly income per capita: AMD 41,514 (2013) *Target:* AMD 51,500 (2020)

**Applicable Output(s) from the UNDP Strategic Plan:**

**OUTPUT 1.2 National capacities strengthened to develop and implement policies and practices harmonized with international standards to generate employment and enhance livelihoods**

**Project title and Atlas Project Number:** E-governance as a Tool for Facilitating the Government to Attract Foreign Investments 00107774/00107958

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 (2018)		Year 2 (2019)		FINAL		
					Planned	Actual	Planned	Actual	Planned	Actual	
<b>Output 1:</b> Business procedures related to investment are publicly accessible online in Armenian, Russian and English	<i>1.1 number of procedures mapped and presented online</i>	<ul style="list-style-type: none"> <li>Respective portals;</li> <li>Project implementation reports</li> </ul>	0	2017	6	6	12	12	12	18	<ul style="list-style-type: none"> <li>Project annual report</li> <li>Low interest of the Armenian Government in project activities;</li> <li>Insufficient funds for implementation of the project</li> </ul>

<p><b>Output 2:</b> One or various local counterparts are able to publish new procedures, to administer the portal and to simplify procedures using the e-Regulations system</p>	<p>2.1: Number of experts trained in procedure mapping 2.2: Number of experts trained in portal administration 2.3: Number of experts trained in procedure simplification</p>	<ul style="list-style-type: none"> <li>Project implementation progress and final reports.</li> </ul>	0	2017	6	4	2	2	6	6		<ul style="list-style-type: none"> <li>Project annual report</li> <li>Low interest of the Armenian Government in project activities; Insufficient funds for implementation of the project</li> </ul>
<p><b>Output 3:</b> Redundancies, bottlenecks and formality simplification options are identified and recommendations are made for at least 4 priority procedures</p>	<p>3.1 Analysis to identify redundancies and bottlenecks is made 3.2 Number of simplification recommendations</p>	<ul style="list-style-type: none"> <li>Project implementation progress and final reports.</li> <li>Simplification recommendations report</li> </ul>	0	2017	2	0	10	10	10	10		<ul style="list-style-type: none"> <li>Project annual report</li> <li>Low interest of the Armenian Government in project activities; Insufficient funds for implementation of the project</li> </ul>
			0		2	0	4	4	4	4		