Reporting Agency: UNDP
Country: Armenia

MONITORING ACTION AND STANDARD PROGRESS REPORT[1]

No. and title: 00110253-00109280: Future Today: Empowering Women, Youth and Children
Reporting period: 01.01.2021 – 31.12. 2021

I. PURPOSE

- *Present project's goal, objectives, duration, theory of change (if available), implementing partner and responsible parties.*

<u>**Goals and Objectives:**</u> The project contributes to the key factors and conditions necessary for effective deepening of democracy and citizen engagement, including of adolescents and youth. It contributes primarily to the progressive achievement of SDG 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" (Specific SDG targets: Develop effective, accountable and transparent institutions at all levels; Ensure responsive, inclusive, participatory and representative decision-making at all levels; broaden and strengthen the participation of developing countries in the institutions of global governance; but it also promotes progress towards SDG 4 "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all". Overall, project aims to deepen Democracy in Armenia. To reach its objectives, the following outcomes are outlined:

Output 1. Young people are empowered and trained in civic participation and demonstrate it by making policy suggestions and actively monitoring and providing feedback on public policies via different platforms.

Output 2. Mechanisms and opportunities are created for empowerment of women, youth, adolescents, and people with disabilities for participation in democratic processes.

Duration:

The overall duration of the project is 29 months. Project started on August 2020 and will last till December 2022.

Intervention Strategy:

The project contributes to UNDP Country Programme theory of change that human development is possible when people participate in decision-making and are empowered to contribute and share the benefits of economic growth in a sustainable environment. The project contributes to the key factors and conditions necessary for effective deepening of democracy and citizen engagement, including of adolescents and youth.

Implementing partner and responsible parties

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[1] GUIDELINES: The report shall be **evidence-based, short, and informative.** Please do not delete descriptions. The report is cumulative. This means that information is added through the monitoring cycles, and by the end of the project the final report will contain key information for all years of the project. Please use the **results language i.e., changes vis-à-vis the baselines and targets highlighting value added by the project.** Financial data is indicated based on Combined Delivery Report i.e., *actual* expenditure). <u>***Monitoring action timeline: Planning – by 20 January; Q1 report – 30 March; Q2 – 30 June; Q3 – 30 September; Q4 with provisional results – 30 November; final copy – by 20 December.***</u> Cleared by Portfolio reports shall be maintained in project filed and uploaded in Atlas. **Project Board shall receive and endorse the project reporting and Work plan in line with the schedule indicated in ProDoc, but not less than annually.**

UNDP Armenia believes in platform approach, which is also reflected in its strategy. Platform approach expands the userbase and empowers each stakeholder and end-user to become a co-implementer of the project. Throughout the implementation of the project, UNDP closely works with the consortium of UN partner agencies under overall supervision of UNICEF Armenia.

UNICEF will be the agency responsible for coordination and oversight of joint UN project co-funded by EU and UN agencies via other sources. UNICEF will coordinate the EU Agreement and enter into agreements with UNDP and UNFPA. Management of different components will be done by each agency, however synergies will be built in activities related to work on youth and adolescents, as well as all activities directed at improving women's engagement.

Project fund management will be conducted using pass-through mechanism, for which UNICEF will act as Administrative Agent (AA). As AA UNICEF will be accountable for effective and impartial fiduciary management and consolidating financial and narrative report(s). Each participating UN agency is accountable for their own programmatic and financial results; organizations are jointly responsible for achieving the Joint Project Goals.

Close collaboration with relevant state authorities and local governments is key to successful implementation of the project. They are be involved in each stage of project implementation through consultations and feedback mechanisms. The main partners to the Project are the Office of the Prime Minister, as well as the Ministry of Education, Science, Culture and Sport; the Ministry of Territorial Administration and Infrastructure;; Ministry of Labour and Social Affairs; Regional (Marz) administrations; Local authorities; Donor community; CSOs.

II. RESOURCES AND FINANCIAL PERFORMANCE

- *Matrix showing project's total, annual and delivered resources and percentage by donor funds.*
- *Indicate amount of leveraged resources, even if as a parallel funding.*

	Total Project Budget	Current Year (2021)			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 (%)		
EU	**742,838.00**	463,127	454,268.25	98.09 %	**458,819.69**	61.75 %
UNDP	**48,229.00**	35,448	4,574.17	12.9 %	**4,574.17**	8.8 %
Total	**791,067.00**	498,575	458,842.42	92.03%	**490,937.07**	61.8 %

III. RESULTS, PROGRESS, INNOVATIVE AND TRANSFORMATIVE ASPECTS

- *Programme results: (1) Indicate the project's progress vis-à-vis **UNDAF/CPD outcomes, outputs, baselines, and targets**, as well as (2) **UNDP Strategic Plan** (SP) and (3) **Sustainable Development Goals** (SDG).*
- *Project results: (1) Present the **narrative of the project's progress vis-à-vis the planned deliverables of the Results and Resources Framework of Prodoc,** disaggregated by years. Present additional results with a separate subtitle. (2) Update RRF of Prodoc (see in annex a sample of UNDP standard RRF).*
- *Innovative and transformative aspects: Highlight innovative practices and any transformative changes so far.*

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

CPD Outcome 2 (11). By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance. Output 2.4. Frameworks and dialogue processes engaged for effective, transparent engagement of civil society and citizens in national and local development.

SDGs: SDG 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" (Specific SDG targets: Develop effective, accountable and transparent institutions at all levels; Ensure responsive, inclusive, participatory and representative decision-making at all levels; broaden and strengthen the participation of developing countries in the institutions of global governance; but it also promotes progress towards SDG 4 "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all"

Snapshot of Project activities: Reporting Year 2021

Output 1.1.1. Dedicated, trusted and effective dialogue channels for women and men, including people with disabilities, to ask questions, provide suggestions and feedback on governance issues and service provision at national and local level are established

UNDP contracted a consulting company to conduct nationwide survey on usage of public electronic services in Armenia. The goal of the survey was to identify the main causes preventing usage of online public services among different groups of Armenian population. The survey will serve as a background for evidence-based and targeted decisions, policies, and strategies in the scope of Public Administration Reform.

During the first wave of the study a nationwide survey was conducted, the main objective of which was:
- Reveal awareness level on existing e-services
- Identify main obstacles hindering usage of e-services.

According to the research, the following results and findings were developed:
- 40% of the population aged 16-64 in the Republic of Armenia have an identification card, which is dominating in representatives of the age group (25-39). They live in the capital, have a professional qualification, and are employed.
- Most of the respondents have acquired the ID card intentionally to use public services online, for personal or employment purposes.
- About 22% have received the ID card for convenience, as it replaces the blue passport and social security card and is convenient to carry in a pocket.
- Only 17% of cardholders have obtained the ID card to be able to put an electronic signature.
- the majority of the respondents are aware of the usage areas of the ID card, but they have not had the opportunity to use it in practice.
- ID card services are mainly used by the younger age group respondents, who hold the positions of a manager or a specialist in a company.
- In general, the level of online public services usage is low. The main reason for not using public services online is the lack of necessity.
- There is some distrust in using public services online among the population. According to a number of respondents, public services are provided faster when a person visits state institution physically.
- Almost none of the respondents using public services experienced any problem with the online platform.
- 55% of respondents are willing to use public services online.

As an extension to the conducted nationwide survey, based on recommendations from EKENG and Prime Minister's office of Armenia a new survey was conducted with the objective to:
- dive deeper and investigate how trust and perceived risk influence citizens' e-governance adoption.
- Identify main obstacles hindering usage of e-services among various groups of the Armenian citizens,
- Get deeper insights and establishing a better understanding of the factors influencing the E-Governance Adaptation of potential users.

The overall results of those two surveys will be prepared during the first quarter of 2022 and will be provided to EKENG and Prime Minister's office of Armenia.

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UNDP Armenia provided grants to 4 CSOs in scope of the Open grant competitions for monitoring OGP Action Plan implementation. The project had envisaged support for proposals suggesting solutions and innovative models towards collaborative action on national and municipal level, citizen participation schemes, new oversight and monitoring mechanisms and peer-to-peer support actions, responding to the emerging challenges. The grantees received funding of up to USD 30,000 for pilots in Armenia to be implemented over a period of 12 months. All the projects were finalized by December 2021. The implemented projects are as follows:

- **Armavir Development Center:** The project created a prototype of some of the functions of DevCheck, which is a very successful and user-driven solutions-oriented tool towards collaborative action on the national and municipal level, citizen participation schemes, new oversight, and monitoring mechanisms. The new model aimed to respond to the emerging challenges of 2020. It provides a bottom-up assessment in three key areas: access to information, community engagement, and project effectiveness. Through this approach, we will empower communities to act with and demand integrity, actively taking part in a collaborative effort towards common challenges. Within the framework of the program, the monitoring expert conducted a study of the experience of the Republic of Armenia in meeting the challenges of Covid 19, methodology, and tools for overcoming the crisis, to find out the effectiveness of the above-mentioned methodology and tools. As a result, a working document was created, where the research programs were pre-selected and the necessary information about them was described, about which information was sent to the Ministries of Economy and Finance, as well as to the Armavir Marzpetaran. According to the received information, the selected programs and their number were finalized, taking into account the volume and depth of the received information, which was followed by the main research. The result is a questionnaire that was sent to the organizations as a preliminary research tool for information, followed by a more in-depth questionnaire, which then was monitored by the recruited monitors (number 15). Based on the analysis of the conducted research, the anti-corruption tool "Monitor" was created, the pilot phase of which was tested the necessary corrections was made, and the tool was presented to the monitors. Overall, 32-35 businesses were monitored with anti-corruption tools. LINK, LINK 2
- **Freedom of Information Center NGO**: The FOICA Open Government-Open Recovery project is a multi-layered, multi-layered initiative. The initiative was aimed at overcoming the challenges to government and governance due to the complex issues facing the COVID 19 epidemic. This interactive initiative of the government and civil society will enable to quickly and effectively overcome new challenges with innovative rapid response tools and sustainable methodological models that will enable the public to participate directly in the development of strategic ևongoing programs, their implementation ans assess their effectiveness, and on the other hand, the government will be able to clearly assess open and transparent governance processes. The project was implemented through incubation of ideas for citizens, adapted public awareness actions, involvement of the public sector, through joint efforts to restore, re-launch the vision of open, transparent and participatory governance.
- **Nation 2.0 Educational NGO**: Full functioning debating platform. All the community-related decisions before the final approval by local authorities may be discussed between the stakeholders giving them a functionality to agree/disagree/make own suggestion regarding any topic. The discussion topics may be added by both local authorities and individuals. The aim of the platform is to make transparent the work of government while serving to the citizens. In case of success, institutions of all levels will become more effective and accountable, and the gap between imaginary and real-world problems will be fulfilled by the representatives from the both sides.
- **KASA Swiss Humanitarian Foundation**: The project aimed at developing interactive comics and videos, which would give a chance for young people to learn about local government, public bodies operations, their procedures, role and responsibilities in a community, learn more about good governance, participatory tools, representative democracy through a set of stories, choices and decisions, that will open a chance to explore and navigate various possibilities through making different choices. The interactive comics and videos are in a comprehensible format, easy to be grasped by the youth and adolescents. The project was done in a participatory co-creation approach, where the educational

material is created by a youth-adult professional group and disseminated by the youth itself in a peer-to-peer way. LINK

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UNDP Armenia jointly with OGP Armenia Secretary conducted a meeting for civil society representatives with the participation of communities' administration's representatives and civil servants, Civil Society Representatives, and representatives of local educational and health institutions from Armavir, Aragatsotn, Ararat, Kotayk, Tavush, Gegharkunik, Syunik, and Vayots Dzor marzes. The main purpose of which was to generate new ideas for the OGP-Armenia 2022-2023 action plan. LINK

Output 2.1.1. Youth and vulnerable groups are empowered and have the skills to engage meaningfully in governance and development discussions as well as in policymaking at local and national level.

UNDP Kolba Lab conducted a procurement to contract video content production and broadcast services with an aim to foster public perception regarding open government principles and priorities during the COVID-19 through media products. The contractor will provide videography and production services, packaged in a series of TV programs, which will feature public awareness, education, and expert discussions. UNDP finalized the procurement process and selected the contractor (Husaber LLC / Yerkir Media TV). The proposed scope of work includes:

- Production of TV Program (10 to 12 episodes) which will be featuring success stories, challenges and priorities of Open Government Partnership initiative in Armenia to educate and inspire people by real cases (twice per week). Separate video from each episode should be produced. Videos should be minimum 20 minutes, and max 30 minutes long. The format of each video should be as follows:
  - o **Animated Video**, aimed at public awareness raising, will highlight products and models created through OGP Armenia program.
  - o **Debate** between representatives of Government, Municipalities, Ministries from one side and CSOs, Businesses, Active groups from the user side. Debates should cover efficiency and effectiveness of Government measures towards open governance, with special focus on tailored measures implemented to address COVID-19 impact. Contractor is responsible for organization of the debates, included outreach to debating parties.
  - o **Media Report** or a story featuring OGP-related news and updates in Armenia. Global perspective or best use cases from elsewhere should be reflected in the stories.
- Production of video including editing and finalizing
- Broadcasting nationally. Replication of the content on regional and/or local TVs is an advantage.
- Streaming of the talks on Main Social media platforms, such as Facebook, LinkedIn and YouTube.

Due to restrictions caused by the COVID-19 pandemic, NK emergency as well as the early parlamenray elections, the production and streaming were not possible to start in early 2021 and were accordingly postponed to Q4 2021. Currently the series are in process of finalization.

UNDP Armenia provided grants for proposals seeking partnership with non-state actors around co-design and incubation of youth-led innovative ideas. The open call for proposals was announced in fall 2020, however, due to the COVID-19 and the escalation of the military conflict in NK, only the selection process was finalized, and the implementation was postponed to 2021. The 6 selected solutions received funding of up to USD 20,000 for pilots in Armenia to be implemented within 12 months. All 6 projects were finalized by December 2021. The projects are as follows:

- H. Petrosyan Scientific Center of Soil Science, Melioration and Agrochemistry: Branch of Armenian National Agrarian University: Within the framework of the implemented program, it was expected to activate the love for geology among the youth. The goal of the project was to create a unique platform for the practical education of schoolchildren, students and young scientists due to the modernization of the only land museum in Armenia. Young people would have the opportunity not only to get acquainted with the land fund of Armenia, but also to be able to conduct research

with their own hands, to understand the biophysical features of different streams in Armenia and, most importantly, to be better prepared future farmers.

- "Armenian Union of Biologists" NGO: The main goal of the "Next Generation of Biologists" project was to stimulate young people's interest in life sciences, to ensure their involvement in excellence research and innovative programs, as well as to promote the development of leadership skills. Within the framework of the project, young people (16-25 years old) presented their ideas about life in the field of science, including molecular biology, genetics, biotechnology, ecology and biomedicine. The project consisted of three phases. During the first stage, the participants of the project accepted applications. The participants selected in the second phase of the program were divided into groups according to their preferences and took part in the one-week "GitaTon" event. During the event, the participants visited excellence research in the above-mentioned fields, research laboratories that have adopted innovative approaches, startups, where they got acquainted with the researches, selected field mentors. At the end of the project, the groups selected during the incubation phase developed the idea together with the mentors, prepared a research project and presented the results to the public. LINK

- Nation 2.0 Educational NGO: WomenPreneurship / Business Case Competition was a unique learner cantered program designed to prepare participants for the workplace of tomorrow while establishing new leadership behaviours that contribute to public and private sector leadership frameworks. The program was targeted for female participants from Armenian Universities, research Centers and professional Communities. To use the change of sharing of experience, capacities and skills the participation of various business experts, trainers and coaches was envisaged. In around 300 direct and 600 indirect individuals benefited from the project. LINK, LINK 2, LINK 3

- Aires Development Foundation: The project aimed to establish experimentation, innovation and learning platform to provide education, entertainment, research and experimentation opportunities for young people of schooling age, students and equally adults who seek to ignite that very dreamer's spark, revive the good old days thrill of scientific discovery, intellectual exploration. The overall theme for the first, immediate action revolves around space science and engineering (astronomy, astrobiology, earth observation from satellites) and aeronautics, aviation and UAVs. The action culminated in solution hacking exercises designed to trigger young minds creativity for finding unorthodox sci-tech solutions to existing societal challenges. LINK

- "INESOLAB" NGO: The project aimed to create a space and a process to reflect on the needs for changes and alternative approaches to education of tomorrow, that consolidates all the educational paradigms and systems both formal and non-formal. That was done by development of alternative narratives and solutions for future educational solutions, through foresighting and scenario development by an intergenerational (youth and adult) expert group, whose recommendations and proposed solutions were analysed and finalised by a group of young people

- SME Cooperation Association NGO: The project team capitalised on the indigenous entrepreneurial talent of the Armenian nation and build an ambitious future model. The proposed project was a combination of training, future planning and research. The project included a series of targeted trainings among youth based on the environment of IRIS Business Incubator, StartUp incubation model. The participants acquired skills in future planning, business modeling, scenarios planning, and resource inventory. LINK

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Considering the success of the first wave of Future Labs: Co-design and incubation of youth-led innovative ideas grants competition, another open call for proposals was announced. The open special call for proposals was announced in summer 2021 seeking partnership with non-state actors around co-design and incubation of youth-led innovative ideas. The call aimed at mobilizing a critical cohort of young innovators in generating and testing future-oriented ideas. The call was open for the non-governmental organizations from Armenia while the prior experience of youth work was considered as an advantage. In the framework of the overall future vision, the CSOs were expected to submit proposals in the following directions:

- **Future of Youth: Educated and R&D-based Armenia**: youth aspirations; new skills and jobs; education; public spaces; open spaces; museums, libraries and alternative educational & scientific frameworks, research and development in new era, life-long education; spaces for ideation and

cooperation, youth-friendly learning; research and development in new era; most requested science domains; space and time; alternative methods in science education; etc.

- **Resilience and civic protection**: addressing shocks and uncertainties; environmental and man-made disasters; peer support in civic protection; etc.
- **Creative Industry: Creative Armenia at scale**: creative industries, new media; visual arts; arts and crafts; history and culture; arts and technologies; etc.
- **Talent hub Armenia; Attraction points; talent creation, attraction, and retention**: What we need to attract talent (co-working & co-living; entertainment; open spaces, public spaces, events, etc.)

Overall, 45 applications were received. The selected 3 applications receive funding of up to USD 8,000 for pilots in Armenia to be implemented within 6 **months** with starting date in the Winter 2021. 1 of the projects was finalized in 2021, the other 2 were started in 2021 and will be finalized in 2022. LINK

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Based on the results of the UNDP Small Grants Scheme one idea was selected to be implemented by "LORE" Rescue Squad NGO from Stepanavan. During 31-year of activities the NGO has cooperated with both local and international organizations. During the last two years, in partnership with UNDP in Armenia, they have implemented disaster risk reduction activities in 61 risk and border communities, providing recommendations for the identification, prevention, capacity building and mitigation of identified vulnerabilities that guarantee sustainable community development. The risk assessment of Stepanavan city was also carried out by "LORE" Rescue Squad NGO in 2014. Next year, at the 3rd DRR World Conference in Sendai, Japan, only 45 of the 3,000 cities that joined the Global Campaign were recognized as "Role Model" cities, including Stepanavan. NGO received funding of USD 10,000 for the pilot, which was implemented in January-April 2021. The "New Challenges, New Solutions" project helped to increase the stability of the Stepanavan community (including Katnaghbyur and Urasar), as well as equipped young people of the community with theoretical and practical knowledge and skills to realize their role as active citizens. As a result, 60 young people were given the opportunity to realize their role as active citizens in the life of the community, to use the acquired knowledge and skills in favor of epidemics, disaster resistance, and community capacity building. The knowledge and skills acquired by the beneficiaries are multiplied, as they will share their knowledge with others - indirect beneficiaries of the program/students, teachers, staff of large facilities, various segments of the population of Stepanavan community, etc. As a result, there is a chain of knowledge transfer to the general public, the significance of which is difficult to overestimate. It should be noted that as a result of the project, the enlarged Stepanavan community had an updated DRR (Disaster Risk Reduction) plan, as well as various disaster response scenarios and mechanisms were developed and mapped. A team of 20 knowledgeable operators-volunteers was formed within the framework of DRR և CRT (Local Management Risk Management) methodology and operational case, which later carried out a DRR re-evaluation of Stepanavan community, taking into account the new external threats posed by COVID and war.
SM LINK, WEB LINK

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UNDP Armenia's Kolba Lab opened a special call for proposals seeking partnership with Civil Society Organisations (CSOs) around co-design and incubation of citizen-driven innovative ideas. The call aimed at mobilising a critical cohort of innovators in identifying, developing and testing (1) bottom-up citizens proposals on how to improve participatory governance at local and national levels; (2) and ideas related to alternative connectivity, social networking, peer-to-peer support and mobilization. The call was open to the CSOs from Armenia. The short-listed 8 applicant organizations were be invited to the Rapid prototyping booth camp (3 days); top 4 selected teams received funding of up to USD 8,000 for pilots in Armenia to be implemented within 7 months. The Grants were provided in November of 2021 and projects will be finalized by July 2022. The selected teams are as follows:

- "Fashon for goods" is an alternative platform that will give second life to the clothing by means of reusing, recycling and repurposing. At the same time, it will involve women and girls and ensure employment for them.
- "IDEA Generation Innovation Lab" intends to create a platform that will give an opportunity to solve important issues in Armenia. Such a platform will anable people to raise different issues in a convenient format and in a convenient place.

- "Digital Armenia" suggests to develop a unified electronic platform, which will incorporate all electronic governance tools previously developed in Armenia. In present the usage of electronic governance tools in Armenia is substantially low. According to various calculations only 10-15 % of the population uses electronic governance tools. The idea is to combine information from all developed electronic platforms as well as their possibilities.
- "Brainee" creates a knowledge governance platform, which gives private and public entities access to the human capital

SM LINK, LINK 2

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UNDP Armenia supported in capacity building for mid-level officials in the municipalities and regional governments in user research, co-design of services and scenario planning.

The overall goal was to provide OGP, Digital Management and E-Governance related trainings to local authorities, civil society representatives and other stakeholders (private sector, international partners)). During the trainings, following modules were covered:

- The e-draft.am website for publishing normative legal acts and its opportunities
- The unified e-request.am website for inquiries and its possibilities
- The unified electronic website of e-petitions.am
- OGP-Armenia Executive and Coordination of Local-OGP processes
- Local-OGP toolkit (mapping and stakeholder role)
- Action plan and application of OGP principles
- Monitoring and communication mechanisms at the community level
- Development of an institutional decision-making mechanism at the local level

In total two waves of trainings for around 1000 individuals were conducted. The first wave of 20 workshops were conducted for Vanadzor և Gyumri local authorities, civil society representatives and other stakeholders (private sector, international partners)), while the second wave of 20 workshops were conducted for all the other regions of Armenia. Two trainers were selected based on Desk review and interview sessions of 20 applicants.

- *Present in the below table a performance snapshot of the current year planned deliverables.*

Activity/Output	Expected Annual Targets/Indicators	Amount ($)	Current Year (2021)					
			Planned				Actual	
			Q1	Q2	Q3	Q4	Status	Comments
Output/Activity 1: Government openness and accountability enhanced 1.1 Existence of dedicated channels for collecting and analysing citizen feedback on public services at national and local level. 1.2 Civil Society/citizens oversight of public services at local level;	**Target 1.1.:** At least 1 mechanism is developed and deployed for collection of quantitative and qualitative public feedback and data analysis with consequent policy recommendations. **Target 2**: At least 1 mechanism enabled to carry specific oversight functions by CSOs vis a vis public services through grant support and other schemes offered by UNDP	31,565	X		X			
						X		
Output/Activity 2 Participatory democracy developed	**Target:** 6 regional and local proposals supported	**55,327**						

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2.1 Bottom-up citizens proposals on how to improve participatory governance at local and national level identified, developed and tested; 2.2 Number and quality of dedicated spaces of dialogue and consultation for local/national and sectorial development of plans, strategy policy discussions/laws and sub laws and budgets; 2.3 Existence of foresight mechanisms to collect and analyse data on youth aspirations and dreams	and incubated; (citizens profiles will be disaggregated by age and sex)				X	X			
			X						
Output/Activity 3 Programme Implementation, Monitoring and Evaluation	Evaluation and Audit Project Management Office Support	**54,363**	X	X	X	X			

IV. GENDER MAINSTREAMING, CROSSCUTTING RESULTS, TARGETING

- *Indicate the project's alignment with the corporate Gender Equality Strategy Outcomes and Strategic Entry Outputs (page 16 GES).*
- *Indicate the project's gender marker (GEN0-3) and **gender-responsive and gender-transformative results** vis-à-vis the prodoc framework (N.B. UNDP Country Programme Documents requests that all projects be designed and implemented at GEN2-3 level).*
- *Indicate also the project's **crosscutting results (e.g., youth empowerment, risk-informed development schemes, integrated development schemes),** as well as the project's contribution for **Leaving No One Behind (LNOB)** indicating particular **target groups.***

The project's Gender Marker is 2. Project is focused on enhancing democracy in Armenia through empowerment of women and promoting gender equality, strengthening youth and adolescent participation, ensuring inclusive engagement of all segments of the society and further expanding government accountability and transparency mechanisms. By the time of the reporting project has contracted 14 grantees. 8 out of 11 projects are led by females. Moreover, 55% of the core implementing teams of those projects are also female members. Moreover, in the scope of OGP and E-Governance trainings provided to over 1000 people around 65% of the participants were female.

Youth empowerment
By the time of reporting project contracted 10 grantees to co-design and incubate youth-led innovative ideas. The call aimed to mobilize a critical cohort of young innovators in generating and testing future-oriented ideas.

Project's contribution for Leaving No One Behind (LNOB)

To ensure "no one will be left behind" project contributes to 3 main levers to examine, empower and enact change. Project team closely works with civil society to institutionalize community feedback mechanisms and collect people-centered data. Particularly open grant competitions were announced for CSOs and active groups to address the revealed challenges. The project has envisaged support for proposals suggesting solutions and innovative models towards collaborative action on the national and municipal level, citizen participation schemes, new oversight and monitoring mechanisms and peer-to-peer support actions, responding to the

emerging challenges of 2020. To empower those who are left behind project implements activities for Strengthening the capacities of civil society actors through Future Labs initiative, which is implemented with the active participation of youth (targeting at 14 to 30 year-olds) and has at least the following components: a) youth mobilization; b) ideas generated through scenario-building; c) co-design of specific innovative solutions that contribute towards the desired future; d) incubation of ideas into viable products, processes and projects. By the end of the 2020 project received 19 applications and top 6 were selected.

V. RISKS AND CHALLENGES
- *Present the project's issues, challenges and bottlenecks along with the suggested solutions.*
- *(1) Update the Project Risk Log in this report (2) and in Atlas (see a sample of UNDP standard risk log attached). N.B. Risks that are no further relevant shall not be deleted from the Log but a respective statement to be made in Risk treatment/management. SESP risks to be monitored in Risk Log.*

The Updated Projects risk log is enclosed to this report.

Covid-19 pandemics and the State of Emergency. On December 31, 2019, a new type of coronavirus infection (COVID-19) was registered in China. In Armenia over 150.000 cases have been registered so far, out of which over 2000 cases ended with death. COVID-19 has provoked a collapse, both in public and in private sectors. Considering the potential negative impact of the COVID-19, RA Government has implemented over 22 support actions to address the economic and social impact of the disease and applied various restrictions within to prevent of the spread of coronavirus. However, COVID-19 continues to threaten lives and livelihoods throughout Armenia.

Mitigating measure: The Project Contingency plan was developed; regularly updated and Adaptive Management Measures were applied. The Project switched to remote format and about 60 online meetings with stakeholders were held. Special Addendum was agreed with EU Delegation on adjustment of project activities to the new context.

Escalation of conflict in the region. Escalation of the military conflict in NK has significantly affected the project (priorities and availability of the national counterparts and other stakeholders, high risk of efficiency of classic marketing campaigns). **Mitigating measure**: All the project activities were adapted to situation. Special attention was paid to the agile management of the program to be able to quickly adjust and introduce changes rapidly. The project also benefited from more active use of informal connections and implementation of non-traditional marketing campaigns (special mailing lists of potential stakeholders and beneficiaries were developed, which helped to reach out them easily and more effectively).

VI. PRODOC CHANGES, HORIZON SCANNING
- *Present the analysis in your project's field (horizon scanning) regarding new opportunities, emerged stakeholders/donors, etc and hence the necessary changes recommended to the project document.*

Horizon Scanning

The project team has been engaged in all major coordination groups on open governance and accountability, which allowed for early tracking of policy changes and global collaborations. Specifically, the project team has been in regular consultations with the OGP regional Support Unit, the Multistakeholder forum in Armenia, the counterparts and CSO stakeholders from Open Parliament and Subnational OGP movements. As a result during the first and second quarter of 2021 project supported to the implementation of Open Government Partnership Action Plan providing series of OGP and e-governance related trainings to the staff of Gyumri and Vanadzor Municipalities.

- *State changes to the project document (both proposed and approved by Project Board). For substantive revision, a documented LPAC endorsement is to be presented to the Project Board. [N.B. Necessary actions regarding revised prodoc will follow].*

No Changes or revisions are planned for the 2021.

VII. PARTNERSHIPS, COMMUNICATION, KNOWLEDGE MATERIALS

- *Present planned and already conducted international, cross-sectorial and inter-agency cooperation instances. Differentiate by categories e.g., "South-South Cooperation", "Inter-agency cooperation", etc.*
- *Present a summary of communication and visibility activities with evidences (in line with Communication plan). It is recommended to include a table presenting events and links. Present the project's analytical and knowledge products in a similar table as in the above bullet point.*

Governmental Partners: The main partners to the **Project are the Office of the Prime Minister,** as well as the Ministry of Education, Science, Culture and Sport; the Ministry of Territorial Administration and Infrastructure; Ministry of Labour and Social Affairs; Regional (Marz) administrations; Local authorities; Donor community; CSOs. The project has established close collaboration and cooperation mechanisms with relevant state authorities and local governments are the key to successful implementation of the project. They are involved in each stage of project implementation through consultations and feedback mechanisms.

***South-South and Triangular Cooperation (SSC/TrC)*:** The project requires methodological support from knowledge centers in several directions: design of user feedback mechanisms, conceptualization of open governance approaches, future making and space design. All these directions partnerships are implemented with academic and private sector partners. UNDP has already partnered with Academic institutions in Russia and US in testing foresight methodology on community development and skill mapping. in 2019, participatory foresight sessions have been carried out in 4 target regions - Lori, Shirak, Tavush and Gegharkunik, aiming to identify future trends in the labour market and to outline necessary skills and professions to match the desired future. The long list of trends and plausible development scenarios was further aligned with the Government development strategy and coordinated with major stakeholders. The following areas have been identified by the foresight research, carried out under the overall methodological guidance of Skolkovo School of Management and the technical support from Moscow Higher School of Economics: Agriculture and Food Processing; Creative Industry; and Tourism.

Knowledge: The project is built on the extensive past programming and lessons learned, and focuses on identified gaps in democratization, governance, gender equality and human rights sectors with a view to deepen democracy and participation, improve protection and respect for fundamental human rights during the transition period while also delivering tangible services for women and men, youth as well as, children in marginalized areas of Armenia.

The project also supports capacity development of counterparts. In order to do that, **OGP and E-Governance trainings are provided to project beneficiaries**. Mainly from February 2021 till March 2021 and From May 2021 till June 2021 two set of workshops were conducted for Vanadzor and Gyumri local authorities, civil society representatives and other stakeholders (private sector, international partners). In total 41 training sessions for around 1000 people were held. Trainings covered the following topics:

- Action plan and application of OGP principles
- Local-OGP toolkit (mapping and stakeholder role)
- OGP-Armenia Executive and Coordination of Local-OGP processes
- Monitoring and communication mechanisms at the community level

- Development of an institutional decision-making mechanism at the local level

- The unified electronic website of e-petitions.am

- The unified e-request.am website for inquiries and its possibilities

- The e-draft.am website for publishing normative legal acts and its opportunities

Moreover, project provide technical support to national government on collection and analyses of citizen feedback on digital public services. To do that **Nation-wide survey on usage of public electronic services was conducted**. A survey questionnaire was developed in collaboration with e-Governance infrastructure implementation agency and over 1000 phone interviews were conducted. The survey was representative, conducted on a random sampling basis (95% confidence interval, 4% margin of error), including respondents from the capital, regions, urban and rural areas. The main purpose of the study was to find out why online public services are not widely used by the population in Armenia, and whether its main obstacle is the inconvenience of using the identification card. Based on the results of the survey, following actions were suggested

- Conduct mapping of public services available online in Armenia.

- Identify potential beneficiaries/potential users of each service by areas of activity: public, private or civic.

- Classify public services by their usage frequency and from the aspect of each group recurrence.

Communication and visibility activities: The project utilized various channels of communication used to share information, such as social media pages (Facebook, Twitter and Instagram), Kolba Lab website, as well as mailing list of Kolba lab's community.

Title	Year	Link
Announcement: Grant competition: civil society resilience and partnership during COVID-19	December, 2020	Link 1, Link 2
Announcement: Future Labs Grant Competition	November, 2020	Link 1, Link 2
RFP 152/20 Open Governance Record: TV Production and Broadcast	December, 2020	Link 1, Link 2
Reminder on Grant Competitions	December 2020	Link
OGP Expert and Trainer job announcement	January 2021	Link 1
OGP Trainer job announcement	January 2021	Link
OGP Trainer job announcement	January 2021	Link
Announcement: Future Labs Grant Competition	June 2021	Link 1

VIII. EVALUATIONS

- *(1) Inform about planned and implemented project evaluations. (2) Attach the updated Management Response table if applicable.*

No project evaluation is planned in design of project document. Final evaluation of the project will be conducted by UNICEF after the completion of the project, no later than June 30, 2023.

IX. DONOR REPORTS

- *Present the schedule of donor reports and requests for installments with the completion status.*

Report	Date	Status
1st narrative & financial interim reports	May 31, 2021	*Submitted*
2nd narrative & financial interim reports	May 31, 2022	*In progress*
Final narrative and financial reports	June 30, 2023	

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

- *Validation of results (filed visit) document is to be prepared during Q2 and Q4 (i.e., Annual) reports. Include in the report the last field visit document.*
- *Formulate **lessons learned** in highly strategic way.*
- *Update **quality assurance report** in the system for ongoing projects quarterly (to be cleared by programme manager and endorsed by portfolio manager (Assurer role). It is <u>submitted</u> and approved in the Corporate Planning System <u>annually (Q4)</u> for the approval of UNDP Programme Manager (RR/Approver role), with prior clearance by Assurer/Portfolio manager. For closing projects, **Project Closure quality assurance reports** to be prepared and approved in the system and presented to the last Project's Board Meeting along with the Final Report of the Project.*

Please find Field Visit in attachments
Lessons learned:

- ***Agility:*** *One of the main lessons learned in the context of COVID-19 is the importance of the mechanisms and tools for the project agile management to adapt and respond quickly to rapid changes. Team started using ASANA (ultimate cloud-based project and task management tool for planning, organizing, and tracking the progress of the tasks). Implementation of the tool helped to set smaller, but faster tasks. Moreover, teams did not have to wait until the delivery phase and could track stage of the development of specific tasks regularly. Based on the implementation of such an approach.*
- ***Adoption of new types of Communication plans and visibility activities:*** *The escalation of the conflict in the region showed, that traditional communication plans and visibility activities are not always the best way to interact with stakeholders. Hence, to ensure full engagement of the target audience, potential partners the project has already applied and will consider additional communication channels and tools. Mainly, the project collected mailing lists of the stakeholders and implemented direct mailing as a supplement to the Social Media Campaigns. Such an approach was implemented for the spreading of the information about two Grant calls, 2 Requests for proposals. Over 50% of the applicants were generated from the mailing lists.*

XI. FUTURE ACTIONS, WORK PLAN

- *Indicate key actions ahead and attach the multiyear AWP from Prodoc (UNDP template is attached).*

- Development and application of mechanisms for collection of quantitative and qualitative public feedback and data analysis with consequent policy recommendations
- Development of mechanisms enabling CSOs to carry specific oversight functions vis a vis public services through grant support
- Incubation of national, regional and local proposals; (citizens profiles will be disaggregated by age and sex)
- Development of a public space contributing to transformative citizens behavior at local level.
- Youth-driven future scenarios created through Dream Labs are materialized into street art exhibitions and creative installations. (disaggregated by those submitted by a woman or a group of women)

Results Framework[2]

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

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

CPD Outcome 2 (11). By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance.

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

2.1. Transparency International Corruption Perception Index (TI/CPI) improved

Baseline: TI/CPI ranks Armenia 77th out of 180 countries (42 score) (2019)

Target: TI/CPI ranks Armenia in the 60-70 group of countries (43-48 score) (2022)

CPD Output 2.4. Frameworks and dialogue processes engaged for effective, transparent engagement of civil society and citizens in national and local development

Applicable Output(s) from the UNDP Strategic Plan:

2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions

Number of countries using frameworks17 that leverage digital technologies and big data for:

a) Delivery and monitoring of services

b) Public engagement

c) Access to and protection of information

Project title and Atlas Project Number: Future Today: Empowering women, youth, and children for deepening democracy in Armenia 00110253-00109280

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
			Value	Year	2020		2021		2022		FINAL	
					Planned	Actual	Planned	Actual	Planned	Actual	To be also Planned Actual In Actual indicate reasons in all cases when actual is below the planned	

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[2] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Project Output	Indicator	Source	Baseline	Year							Target	Means of verification
Project Output 1 *Government openness and accountability enhanced.*	*1.1* Existence of dedicated channels for collecting and analyzing citizen feedback on public services at national and local level;	E-gov.am. EKENG report. EU4Digital reports	Limited number of electronic public services accumulate immediate quantitative public feedback.	2019	*1*	*0* *Due to the COVID-19 and military escalation the planned activity was postponed*	*1*		0		At least 2 mechanism is developed and deployed for collection of quantitative and qualitative public feedback and data analysis with consequent policy recommendations.	Feedback based on data collected through dashboards or other citizen feedback mechanisms segregated by sex and age Feedback by PwD initiatives/representatives Open Government Initiative reports
	1.2 Civil Society/citizens oversight of public services at local level;	*Ministry of Territorial Administration and Infrastructure (MTAI)*	MMIS system currently collects citizen feedback at local level. The project will support unified feedback collection mechanism for national and locally outsourced services with systematized analysis for policy makers	*2019*	*1*	*0* *Due to the COVID-19 and military escalation the planned activity was postponed*	*2*		*2*		At least 5 mechanisms enabled to carry specific oversight functions by CSOs vis a vis public services through grant support and other schemes offered by UNDP	

Output 2	Indicator	Source	Baseline	Year							Target	Means of verification
Output 2 *Participatory democracy developed*	**2.1** Bottom-up citizens proposals on how to improve participatory governance at local and national level identified, developed and tested;	*OGP IRM reports;*	0	2019	*3*	5	10		11		9 national proposals, 15 regional and local proposals supported and incubated; (citizens profiles will be disaggregated by age and sex)	Programme and project monitoring and mid-term review reports. Foresight reports and analysis of dream lab insights. Start-up projects and citizen-driven initiatives in the targeted regions through crowdsourced thematic challenges;
	2.2 Number and quality of dedicated spaces of dialogue and consultation for local/national and sectorial development of plans, strategy policy discussions/laws and sub laws and budgets;	*GIZ/MTAI*	*22 (GIZ supported citizen offices)*	*2019*	-	-	*1*		*1*		At least 2 public spaces contribute to transformative citizens behavior at local level.	
	2.3 Existence of foresight mechanisms to collect and analyse data on youth aspirations and dreams	*Donor consultations, media reports*	*0*	*2019*	-	-	*3*		*3*		At least 6 youth-driven future scenarios created through Dream Labs are materialized into street art exhibitions and creative installations. (disaggregated by those submitted by a woman or a group of women)	

OFFLINE RISK LOG

#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Changes in Government priorities undermine OGP and other strategic initiatives towards open governance	Political	I = 4 high P = 3 medium	While it's likely that the Government may have emerging priorities and will compromise some OGP initiative both budget wise and programmatically, there is little likelihood that open governance initiatives will be removed from the agenda. This is due to the international nature of the initiative and Armenia's obligations against OGP global network. UNDP team will closely work with the OGP Armenia Point of Contact to check whether the obligations are done.	Office of the Prime Minister
2	Reluctance of citizenry to proactively demand for better services and larger government accountability	Social Political	I = 3 medium P = 2 low	UNDP has envisaged an active awareness campaign throughout the project to mobilize youth and other critical groups around the initiative. Close partnership with other donor agencies in Armenia will help coordinate efforts on regional level.	UNDP, project team
3	The country is prone to natural disasters and environmental hazards. Earthquake, droughts, heat waves, solar storms, wildfires can occur during the project implementation	Social and Environmental	P =3 medium I = 4 high	The project will work with youth and active groups in the communities. This segment is easy to mobilize in case of emergency and to orient towards peer-to-peer support and volunteerism.	UNDP, Government partners, local government partners
4	Violation of the ceasefire with Azerbaijan, as well as new conflict hotspots across the borderline.	Political Safety and Security	P =3 medium I = 5 extreme	UNDP has a strong portfolio and inhouse expertise in disaster risk management. The knowledge can be immediately translated into directives for the target group and be disseminated through the networks of the project to inform wider public. Project flexibility, in case major changes in implementation are needed, will be agreed with the donor.	UNDP, EU, in consultation with the Government of Armenia
5	Possibility of epidemic/pandemic outburst and biological threats, including Nuclear plant accident.	Social and Environmental Organizational Safety and Security	P =3 medium I = 5 extreme	The project will support local governments in designing and deploying digital solutions to facilitate and activate their interaction with the citizenry. This will also make government services and communication more flexible in the times of emergency situations, providing a direct immediate channel of messaging to the population.	UNDP in close consultation with the Government

ANNUAL/MULTIYEAR WORK PLAN AND BUDGET FROM PRODOC [34]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	Funding Source	TOTAL PLANNED BUDGET		
		2020	2021	2022			Budget Description		Amount USD
Output/Activity 1: Government openness and accountability enhanced	1.1 Dedicated channels for collecting and analysing citizen feedback on public services at national and local level established. 1.1.1. Design and deployment of feedback mechanisms for collecting and analysing citizen feedback on public services at municipal level. 1.1.2 Provide technical support to national government on collection and analyses of citizen feedback on digital public services. 1.2 Civil Society/citizens oversight of public services at local level established 1.2.1 Open grant competitions for CSOs and active groups for monitoring OGP Action Plan implementation. 1.2.2 Grant support for empowerment of trade unions and civic groups on labor rights.	112,885.00	31,565.00	72,100.00	UNDP	EU	71300	Local Consultants	10,000
							71600	Travel	20,000
							72100	Contractual Services Comp.	47,883
							72600	Grants	93,000
							74200	Audio Visual Printing Production	9,000
							74500	Miscellaneous Expenses	1,500
							75700	Trainings, Workshops & Conferences	21,000
							75100	Facilities and Administration	14,167
	Sub-Total for Output 1:								216,550
	EU:								216,550
	UNDP:								0
Output/Activity 2		124,323.00	55,327.00	81,130.00	UNDP	EU	71600	Travel	20,000.00

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[3] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[4] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Participatory democracy developed	2.1. Youth and vulnerable groups are empowered and have the skills to engage more meaningfully in governance and development and policymaking at local and national level. 2.1.1 Organize open challenges to collect citizen-driven innovative ideas in the regions of Armenia. 2.1.2 Co-design and incubation of selected citizen-driven innovations. 2.2 Number and quality of dedicated spaces of dialogue and consultation for local/national and sectorial development of plans, strategy policy discussions/laws and sub laws and community budgets. 2.2.1 Support to co-creation of community public spaces to mobilize youth around public challenges in the regions of Armenia 2.3 Existence of foresight mechanisms to collect and analyse data on youth aspirations and dreams 2.3.1 Organization of regional Dream Labs to collect youth-driven scenarios of positives futures. 2.3.2 Support to implementation of future-positive scenarios designed through Dream Labs through small grant support.					72100	Contractual Services Comp.	59,898.00
							72600	Grants	97,000.00
							74200	Audio-visual Print. Prod.	8,000.00
							74500	Miscellaneous Expenses	1,500.00
							75700	Trainings, Workshops & Conferences	24,707.00
							75100	Facilities and Administration	14,778.00
						UNDP	72100	Contractual service companies	34,230.00
							74500	Miscellaneous Expenses	667.00
	Sub-Total for Output 2:								**260,780**
	EU:								**225,883**
	UNDP:								**34,897**
Output/Activity 3 Programme Implementation, Monitoring and Evaluation		**152,206.00**	**54,363.00**	**107,168.00**	**UNDP**	EU	64300	Staff management cost	15,000.00
							71400	Contractual services (individuals)	243,750.00
							71600	Travel	2,000.00
							72200	Equipment and Furniture	6,000.00
							72300	Materials and goods	5,000.00
							72800	IT equipment	6,000.00
							74500	Miscellaneous	3,001.00
							75100	Facilities and Administration	19,654.00
						UNDP	72200	Equipment and Furniture	6,000
							72800	IT equipment	6,000
							73100	Rental & Maint-Premises	600

							73400	Rental & Maint of Other Equip	732
	Sub-total for Activity 3:								294,083
	EU:								280, 751
	UNDP:								13,332
TOTAL									**791,067**

Output Verification

Field Visit Report Format

The content of the field visit report varies depending on the purpose of the visit. At a minimum, any field visit report must contain an analysis of the progress towards results, the production of outputs, partnerships, key challenges and proposed actions. **This format may be slightly adjusted.**

Date of visit: 25/12/2021

Subject and venue of visit: 00110253-00109280: Future Today: Empowering Women, Youth and Children, Project Office,
[Project number(s) and title(s), venue visited]

Purpose of the field visit: Review of project results

Outcomes	Update on outcomes	Outputs	Update on outputs	Reasons if progress below target	Update on partnership strategies	Recommendations and proposed action
By 2020, people's expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance.	The project kick-off number of activities that are in progress. Development of four different mechanisms for collecting and analyzing citizen feedback on public services are in process. The implementation is carried out by CSOs and Active groups.	**Output 1.** Young people are empowered and trained in civic participation and demonstrate it by making policy suggestions and actively monitoring and providing feedback on public policies via different platforms. **Output 2.** Mechanisms and opportunities are created for empowerment of women, youth, adolescents and people with disabilities for participation in democratic processes.	- Targeted grant competitions for development of different platforms for monitoring and providing feedback on public policies were announced for CSOs and active groups. By the time of reporting 4 projects are in process - To foster public perception regarding open government principles and priorities through media products Open Governance Record: TV Production and Broadcast RFP was designed and announced. - To support capacity development of counterparts OGP and E-Governance trainings to local authorities, civil society representatives and other stakeholders (media, private sector, international partners) were provided. - to identify the main causes preventing usage of online public services among different groups of population in Armenia a nation-wide survey was conducted	The project has seen delays in implementation of the actions, conditioned by the amendment and crisis-adjustment processes and acquisition of donor endorsement during COVID-19 outbreak. Most of the planned activities have started in the fourth quarter of 2020, which affected progress of project implementation. However, most of the planned activities are already in progress or finalized.	The project established strategic partnership with OGP country support unit, becoming a key partner in provision of consultancy and technical support to the national counterpart. The project has also expanded partnership with civic society, engaging 18 new organizations.	For the remaining timeline of the project agile management systems will be applied more rigorously; and "out of the box" visibility and communication approaches will be considered.

PROJECT PERFORMANCE—IMPLEMENTATION ISSUES

[If the person conducting the field visit observes problems that are generic and not related to any specific output, or that apply to all of them, he or she should address the 'top three' such challenges.] List the main challenges experienced during implementation and propose a way forward.

Main challenge experienced by the project was imposed by the consequences of COVID-19 and escalation of military conflict. For the remaining timeline of the project agile management systems will be applied more rigorously; and "out of the box" visibility and communication approaches will be considered.

LESSONS LEARNED

Describe briefly key lessons learned during the project:

- *Agility*

One of the main lessons learned in the context of COVID-19 is the importance of the mechanisms and tools for the project agile management to adapt and respond quickly to rapid changes with due level of comfort.

- *The added value of modern technology options*

The virus also emphasized the importance of technology in the times of lockdown and remote working. While the pandemic accelerated adoption of cloud-based communications and collaboration tools, it also reviled that in some cases stakeholders, partners, and beneficiaries face challenges to fully transform and adapt to the new reality. Hence, in the future such an issue must be within the top priorities.

- *The essential nature of social interaction*

While digital collaboration tools have become critical to remote work and will remain post-pandemic, the new way of work also unveiled the need and importance of face-to-face and social interaction.

- *Adoption of new types of Communication plans and visibility activities*

The escalation of the conflict in the region showed, that traditional communication plans and visibility activities are not always the best way to interact with stakeholders. Hence, to ensure full engagement of the target audience, potential partners the project has already applied and will consider additional communication channels and tools (e.g. individual mailing, professional networks etc.)
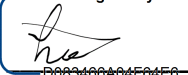
Participants in the field visit:

Alla Bakunts, Portfolio Manager,
Head of Governance and IBM Unit

Alla Bakunts
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Signature

Hovhannes Yeritsyan, Lab Lead
Future Today, Kolba lab

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