Reporting Agency: UNDP

Country: Armenia

MONITORING ACTION AND STANDARD PROGRESS REPORT[[1]](#footnote-2)

No. and title: 00115480/00118827 “Local Empowerment of Actors for Development (LEAD) in Lori and Tavush Regions”

Reporting period: October 2020-December 2020

1. PURPOSE

* *Present project’s goal, objectives, duration, theory of change (if available), implementing partner and responsible parties.*
* **Goal**: Promote local growth and development, leading to improved quality of life, through community engagement in economic and social activities, with particular focus on Lori and Tavush regions of Armenia.
* **Objective 1:** Mobilize, capacitate and incentivize local actors to define community needs-driven strategies in Lori and Tavush regions
* **Objective 2:** Build supporting infrastructure to prioritize, implement and sustain local-grown initiatives in the northern and other target territories.
* **Objective 3**: Improve the capacity of the line ministries and other relevant bodies and develop policy mechanisms at the national level for successful pilot and sustainability of the LEADER approach implementation in Armenia.
* **Duration**: October 1, 2020- September 30, 2024
* **Theory of Change:** The theory of change of the programme hinges on the main assumption that real progress takes place only when the local communities are actively involved in laying out their development agenda and working towards its realization, when the local resources are maximized through uniting the assets, knowledge, talents and leveraging the power on different levels beyond the administrative limitations and for public good, and when the real results for resilient and sustainable growth are achieved through investments towards expanding people’s knowledge, skills and ownership of the process.
* **Implementing Partner/Responsible Parties:** RA Ministry of Territorial Administration and Infrastructure (MTAI)
* **UN Partner Agency:** [Food and Agriculture Organization of the United Nations](http://www.fao.org/home/en/) (FAO)

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| II. RESOURCES AND FINANCIAL PERFORMANCE   * *Matrix showing project’s total, annual and delivered resources and percentage by donor funds.*  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Total Project Budget | Current Year (2020) | | | 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 (%) | | European Union | **5,988,931** | **304,716** | **130,779.20** | **42.92%** | **130,779.20** | **2.18%** |  * *Indicate amount of leveraged resources, even if as a parallel funding.*   *N/A*   |  | | --- | | **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).*  1. The Project contributes to **UNDAF/CPD Outcome 1 (2016-2020 programme period)**: By 2020, Armenia’s competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities. 2. **UNDP Strategic Plan: Output 1.2.1:**Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services, including HIV and related services. 3. **SDG 1** – No Poverty, **SDG 8** – Decent Work and Economic Growth.   ***Project’s contribution towards outcome level results:*** *The project started in October 2020. No outcome level results are available*   * ***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).* * The Project kickstarted in early October and is still in the phase of rolling out the inception and COVID-19 emergency response activities. As a first step to setting the ground for the actual implementation of the Project, procurement of consulting services to conduct a legal study was announced. The study will assess the existing legal framework in Armenia for institutionalizing the Local Action Groups (LAG) and based on the findings will offer options on LAGs’ legal status in Lori and Tavush regions. The LAGs will be established throughout 2021-2022. * Responding to the complex socio-economic challenges, that the second wave of the COVID-19 has created in Armenia in tandem with the humanitarian crisis following the conflict escalation, the Project is starting a set of on-the-ground interventions. By the end of the reporting period, the Project will have provided equipment to the beneficiaries of the State Programme on Construction and Technological Support of the Small and Medium Smart Barns in Lori and Tavush. Another batch of farmers will receive technological support by the Project to sustain their livelihoods. The component can cover also the Spontaneous Arrivals (SAs). The details of the scope of the support to SAs is currently being discussed with the donor. All the interventions are based on the findings, assessments and information collected through regular updates and working meetings with the regional and local administrations, as well as the relevant line Ministries. * ***Innovative and transformative aspects:*** *Highlight innovative practices and any transformative changes so far.*   Promoting development of new solutions for organizing/reorganizing local/rural communities. This innovation lies in LEADER approach of (re)discovering local resources by the community and revisiting them with new knowledge and technologies. It involves fostering change-making to reinvent local prosperity. The method aims to bring new local development opportunities to light and build new partnerships.  N/A for the current period.   * *Present in the below table a performance snapshot of the current year planned deliverables.*  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  |  |  | Current Year (2020) | | | | | | |  |  |  | Planned | | | | Actual | | | Activity/Output | Expected Annual Targets/Indicators | Amount ($) | Q1 | Q2 | Q3 | Q4 | Status | Comments | | 1.0 Economic impacts of COVID-19 are mitigated in Tavush and Lori regions through economic inclusion of individuals and businesses affected by the pandemic. | 1.0 a) Number of businesses reporting restored economic activity  -Out of which women-owned/led businesses  b) Number of new employment opportunities created, including self-employment  -Out of which for women | $77,040 | - | - | - | a) 10 | Completed |  | | 3. Capacity of the line ministries and other relevant bodies improved and policy mechanisms at national level developed for successful pilot and sustainability of LEADER approach implementation in Armenia | 3.National policy framework for sustainability of LEADER developed. (YES/NO)  3.1 Policy recommendation developed on territorial development of Armenia | 150,000$ | - | - | - | 1 | Expected to reach by the end December |  |   **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*](https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/undp-gender-equality-strategy-2018-2021.html)*).* * *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 mainstreaming framework in ProDoc is design to meet UNDP marker GEN2. In the ProDoc it is designed in line with the gender equality dimensions of UNDP Armenia Country Programme Document, UNDP Strategic Plan, and UNDP Gender Equality Strategy, including at the local level. The Project aims at tackling structural inequalities that keep women in poverty as per gender mainstreaming niche of UNDP Strategic Plan Outcome 1b, *“Supporting national and local partners to expand women’s access to and control of resources and basic services, including financial and non-financial assets, with a particular focus on the most marginalized and left behind, including poor women and women with disabilities”.*   **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.*   At present, the Project is affected by the ongoing COVID-19 emergency and the humanitarian crisis because of war in Nagorno-Karabagh.  Please give snapshot of how many risks you monitor. How many currently affect the project. Please review and if necessary update impact and probability level in Log  The project monitors the following risks:   * Armed Conflict and instability- Escalation of Nagorno Karabakh conflict.(high implication) * Environmental- Second wave of COVID19 pandemic in Armenia. (high implication) * Political- Change of the security situation along the Tavush border. (high implication) * Financial- Floating exchange rate of the Armenian Dram and the high frequency of rate fluctuations. (moderate implication) * Political- The change of internal political situation in the country. (moderate implication) * Other- Higher expectations of the community which cannot be met within the scope of the Project, its budget and strategy. (low implication)   All risks currently affect the project.  **P 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.* * *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].*   Possible changes to the project design are being discussed among the stakeholders to address emerging needs at local level in relation to post-conflict and COVID-19 situation in the country. Specific adjustments to the ProDoc will be suggested at a later stage once the details are clarified and agreed between the EU Delegation in Armenia and UNDP.  **VVII. 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. The implementation of the Project is carried out through UNDP-FAO interagency partnership, where both agencies contribute their know-how, sectoral expertise, human resource towards delivering joint outputs.*   N/A for this period.  **VVIII. EVALUATIONS**   * *(1) Inform about planned and implemented project evaluations. (2) Attach the updated Management Response table if applicable.*   The Project’s mid-term and final evaluations are planned for September 2022 and September 2024 respectively.  **V IX. DONOR REPORTS**   * *Present the schedule of donor reports and requests for installments with the completion status.*  |  |  | | --- | --- | | **Reporting period** | **Donor Reporting date** | | October 1,2020-December 31,2020 | March 15, 2021 | | January 1, 2021- December 31,2021 | February 15, 2022 | | January 1, 2022- December 31,2022 | February 15, 2023 | | January 1, 2023- December 31,2023 | February 15, 2024 | | January 1, 2024- September 30,2024 | December 30, 2024 (final report) |   **VX. 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 submitted and approved in the Corporate Planning System annually (Q4) 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.* * *Validation of results (field visit) for the inception stage (Q4 2020) is presented in attachments.*   *PLEASE PROCESS SIGNATURE VIA DOCUSIGN.*  **XI. FUTURE ACTIONS, WORK PLAN**   * *Indicate key actions ahead and attach the multiyear AWP from Prodoc (UNDP template is attached ).* * Continuation of support related to COVID-19 and post-war humanitarian crisis * Completion of the legal study * Non-cash technological support to the local farmers in Lori and Tavush region * Finalization of the stakeholder map * Preparation of the implementation guideline for Armenia * Preparation of the inception report * Public launch of the project * Coaching of local citizens to form local action groups |

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| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **Planned Budget by Year** | | | | | | **RESPONSIBLE PARTY** | | **PLANNED BUDGET** | | | | | |
| 2020 | 2021 | 2022 | | 2023 | 2024 | Funding Source | Budget Description | | | Amount | |
| **Objective 1:** *Mobilized, capacitated and incentivized local actors to define community needs driven strategies in Lori and Tavush regions*  *Gender marker: GEN 2* | Activity: COVID response and local actor mobilization, capacitation and incentivization to define community needs-driven strategies, create LAGs | 77,040 | 472,619 | 676,026 | | 0 | 0 | UNDP | | EU | Local consultants | | | 318,000 | |
| Contractual Services/Individuals | | | 341,200 | |
| Material and Goods | | | 112,900 | |
| Audiovisual & Printing/production | | | 22,900 | |
| Contractual Services/Companies | | | 350,500 | |
| Facilities and Administration | | | 80,185 | |
| 17,000 | 113,742 | 97,177 | | 14,351 | 0 | FAO | | EU | Operating Expenses | | | 242,270 | |
| **Sub-Total for Output 1** | | | | | | | | | | | | | **1,467,955** | |
| **Objective 2:** *Built supporting infrastructure to prioritize, implement and sustain local-grown initiatives in Lori and Tavush regions*  *Gender marker: GEN 2* | Activity: Capacitate LAGs, create supporting infrastructure to prioritize, implement and sustain local-grown initiatives in Lori and Tavush, propose innovative mechanisms for LAG sustainability | 0 | 0 | 551,050 | | 1,800,810 | 836,205 | UNDP | | EU | Local consultants | | | 101,000 | |
| Contractual Services/Individuals | | | 520,000 | |
| Contractual Services/Companies | | | 1,462,500 | |
| Machinery and Equipment | | | 400,000 | |
| Material and Goods | | | 496,000 | |
| Facilities and Administration | | | 208,565 | |
| 0 | 85,835 | 176,620 | | 135,168 | 55,902 | FAO | | EU | Operating Expenses | | | 453,525 | |
| **Sub-Total for Output 2** | | | | | | | | | | | | | **3,641,590** | |
| **Objective 3**: Capacity of the line ministries and other relevant bodies improved and policy mechanisms at national level developed for successful pilot and sustainability of LEADER approach implementation in Armenia | Activity: Capacitate ministry and local governance representatives, support policy mechanisms at national level to pilot and sustainability of LEADER approach in Armenia | 150,000 | 0 | 0 | | 22,952 | 46,577 | UNDP | | EU | Local Consultants | | | 12,000 | |
| Contractual Services/Individuals | | | 27,300 | |
| Contractual Services/Companies | | | 241,700 | |
| Facilities and Administration | | | 19,670 | |
| 0 | 0 | 0 | | 22,952 | 46,577 | FAO | | EU | Operating Expenses | | | 69,529 | |
| **Sub-Total for Output 3** | | | | | | | | | | | | | **370,199** | |
| **Project Implementation: 4 Activity** | | 67,175 | 319,095 | 298,766 | | 304,115 | 285,359.19 | UNDP | | EU | Programme Management Cost | | | 132,480 | |
| Local Consultants | | | 72,000 | |
| Contractual Services/individuals | | | 374,400 | |
| Travel | | | 288,400 | |
| Equipment and Furniture | | | 19,000 | |
| Communication and Audio visual | | | 33,600 | |
| Supplies | | | 19,200 | |
| Rental and Maint.Premises | | | 72,000 | |
| Audit Fee | | | 35,251 | |
| Audiovisual and Printing/Production | | | 72,000 | |
| Training, Workshop and Conferences | | | 20,000 | |
| Vehicles-Budget | | | 52,800 | |
| Facilities and Administration | | | 83,379.19 | |
| 110,000 | 291,230 | 286,950 | | 281,599 | 143,788.81 | FAO | | EU | Operating Expenses | | | 1,113,557.81 | |
|  | **Sub-Total for Output 4** | | | | | | | | | | | | | **2,388,068** | |
| **Outputs Total** |  |  | | | | | | | | | | | | **7,476,012.81** | |
| **GMS Total** |  |  | | | | | | | | | | | | **391,799.19** | |
| **TOTAL** |  |  |  |  |  | |  |  |  | | |  |  | | **7,867,812** |

# Results Framework[[2]](#footnote-3)

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| **Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework**: (2015-2020) By 2020, Armenia’s competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities. NB (2021-2025 in approval stage) People, communities and regions benefit from equitable economic opportunities, decent work and sustainable livelihoods, enabled through competitiveness and inclusive green growth | | | | | | | | | | | | | | | | | |
| **Applicable Output(s) from the UNDP Strategic Plan:** **Output 1.2.1***.* Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services, including HIV and related services. | | | | | | | | | | | | | | | | | |
| **Project title and Atlas Project Number**: Local Empowerment of Actors for Development (LEAD) Programme; 00115480 -00118827 | | | | | | | | | | | | | | | | | |
| **EXPECTED OUTPUTS/**  **PROJECT OBJECTIVES**  **COVID-19 emergency response – corresponds to Objective 1:**  Economic impacts of COVID-19 are mitigated in Tavush and Lori regions through economic inclusion of individuals and businesses affected by the pandemic.  **Objective 1 -** Mobilized, capacitated and incentivized local actors to define community needs driven strategies in Lori and Tavush regions  **Objective 2 -** Built supporting infrastructure to prioritize, implement and sustain local-grown initiatives in Lori and Tavush regions  **Objective 3 -** Capacity of the line ministries and other relevant bodies improved and policy mechanisms at national level developed for successful pilot and sustainability of LEADER approach implementation in Armenia | **INDICATORS[[3]](#footnote-4)** | **DATA SOURCE** | **BASELINE** | | **TARGETS (by frequency of data collection)** | | | | | | | | | | | | **DATA COLLECTION METHODS & RISKS, COMMENTS** |
| **Value** | **Year** | **Year 1**  **2020** | | **Year 2**  **2021** | | **Year 3**  **2022** | | **Year 4**  **2023** | | **Year 5**  **2024** | | **FIN.** | |
| **Planned** | **Actual** | **Planned** | **Actual** | **Planned** | **Actual** | **Planned** | **Actual** | **Planned** | **Actual** | **Planned** |  |
| 1.0 a) Number of businesses reporting restored economic activity  -Out of which women-owned/led businesses  b) Number of new employment opportunities created, including self-employment  -Out of which for women | Monitoring reports; Beneficiary lists  Reports of the recipients on their projects  Surveys | 0 | 2020 | a) 10  -5w  -5m | a)10-5w  -5m | a)50  -25w  -25m  b)100  -50w |  | a)40  -20w  -20m  b)100  -50w |  | - |  | - |  | a)100  -50w  -50m  b)200  -100w |  | Project monitoring  Beneficiary surveys  Project evaluation |
| *1.0.1 a) Number of businesses accessing Project support*  *-women-owned/led businesses*  *-Out of which technical support, w*  *b) Number of individuals accessing Project support*  *-Out of which women*  *-Out of which technical support m, w*  *c)Number of businesses accessing state support facilitated by the Project*  *-Out of which women-owned/led businesses* | *Monitoring reports beneficiary lists* | *0* | *2020* |  |  | *a) 30*  *-15w*  *-15tech*  *b) 150*  *-75w*  *-75tech*  *c) 10*  *-5w* |  | *a)30*  *-15w*  *-15tech*  *b) 150*  *-75w*  *-75tech*  *c)10*  *-5w* |  | *-* |  | *-* |  | *a)60*  *-30w*  *-30tech*  *b)300*  *-150w*  *-150tech*  *c)20*  *-10w* |  | *Project monitoring Survey* |
| *1.0.2 a) Number of supply centres established by the Project*  *b) Number of local populations with access to safe supply services.*  *-women*  *2.0 a) Number of businesses reporting restored economic activity*  *-Out of which women-owned/led businesses*  *b) Number of households/vulnerable families benefiting of non-cash grants*  *-Out of which women*    *c) Number of the assessments on the impact of the COVID* | *Project reports*  *Supporting/evidence documentation*  *Beneficiary reports*  *Monitoring reports; Beneficiary lists* | *0* | *2020* |  |  | *a) 2*  *b) 1500*  *-750w*  *a) 30*  *-15w*  *b) 60*  *-20w*  *c) 1* |  | *a)1*  *b)1500*  *-750w* |  |  |  |  |  | *a)3*  *b) 3000*  *-1500w*  *a) 30*  *-15w*  *b) 60*  *-20w*  *c) 1* |  | *Project monitoring*  *Reporting*  *Survey*  *Project monitoring Survey*  *Report on the assessment* |
| |  | | --- | | 1.a) Number of community members who attended coaching meetings | | Participant lists; Monitoring reports; Partner maps | 0 | 2020 |  |  | 1500  -800w  -700m |  | 1500  -800w  -700m |  | - |  | - |  | 3000  -1600w  -1400m |  | Project reports, overall project monitoring  Beneficiary surveys |
| 1.1 Replicable mechanism for community mobilisation established (YES/NO) | Participation lists; Media campaign report; Field visit reports; Mobilization workshop reports; Partner and project idea maps | 0 | 2020 |  |  | YES |  |  |  |  |  |  |  | YES |  | Field monitoring visits and reports, overall project monitoring |
| *1.1.1 Number of opening conference participants* | *0* | *2020* |  |  | *100* |  | *-* |  | *-* |  | *-* |  | *100* |  |
| *1.1.2 Number of media posts featuring the opening conference (including digital and social media channels)* | *0* | *2020* |  |  | *40* |  | *-* |  | *-* |  | *-* |  | *40* |  |
| *1.1.3 Number of mobilisation workshops, field visits, interviews, expert/coach fact finding missions* | *0* | *2020* |  |  | *75* |  | *75* |  | *-* |  | *-* |  | *150* |  |
| *1.1.4 Number of LAG working group members mobilised and capacitated.* | *0* | *2020* |  |  | *300* |  | *300* |  | *-* |  | *-* |  | *600* |  |
| * 1. (a) Number of LAG members capacitated in strategy development   -women | Participant lists; LAG working group and workshop reports; Prepared partnership agreements; Reports on capacity development, training activities | 0 | 2020 |  |  | a)60  -30w |  | a)140  -70w |  | - |  | - |  | a)200  -100w |  | Field monitoring visits and reports, project report, project monitoring |
| *1.2.1 Number of formalised LAGs* | *Signed LAG Partnership Agreements* | *0* | *2020* |  |  | *-* |  | *5* |  | *-* |  | *-* |  | *5* |  | *Project monitoring*  *Project reporting\Beneficiary reporting* |
| *1.2.2 (a) Number of LAG representatives who participated in study trip*  *-women* | *Visit agendas;*  *lists of participants* | *0* | *2020* |  |  | *-* |  | *a)30*  *-15w* |  | *-* |  | *-* |  | *a)30*  *-15w* |  | *Project monitoring*  *Project reporting* |
| *1.2.3 a) Number of established LAG strategic planning groups*  *b) Number of strategic planning group members*  *-women* | *Reports of experts/coaches*  *Lists of group members* | *0* | *2020* |  |  | *-* |  | *a)5*  *b)30*  *-15w* |  | *-* |  | *-* |  | *a)5*  *b)30*  *-15w* |  | *Project monitoring*  *Expert reporting* |
| *1.2.4 a) Number of LAG Working Group members capacitated in strategic planning methods*  *-women* | *Participant lists; Expert reports* | *0* | *2020* |  |  | *-* |  | *120*  *-60w* |  | *-* |  | *-* |  | *120*  *-60w* |  | *Expert reporting*  *Project monitoring* |
| 1.3 LAG strategies developed (Yes/No) | Prepared LAG strategy drafts; workshop reports | 0 | 2020 |  |  | - |  | YES |  | - |  | - |  | YES |  | Independent experts’ evaluation report of the strategy drafts |
| *1.3.1 Number of LAG members who participated in strategy development*  *-women* | *Participant lists; meeting agendas* | *0* | *2020* |  |  | *-* |  | *100*  *-50w* |  | *-* |  | *-* |  | *100*  *-50w* |  | *Meeting reports*  *Project monitoring* |
| *1.3.2 a) Number of developed Territorial Development Strategies*  *b) Number of identified projects in each Folder* | *Territorial Development Strategies*  *LAG reports*  *Experts’ reports* | *0* | *2020* |  |  | *-* |  | *a)5*  *b)350* |  | *-* |  | *-* |  | *a)5*  *b)350* |  | *LAG reporting scheme*  *Expert reporting scheme*  *Project monitoring scheme* |
| *1.3.3 Number of approved Strategies by LAGs* | *Meeting minutes; LAG reports* | *0* | *2020* |  |  | *-* |  | *5* |  | *-* |  | *-* |  | *5* |  | *LAG reporting scheme*  *Project monitoring scheme* |
| *FAO sub-output 1.3*  *Number of agricultural sections per LAG developed and feeding in the community needs-driven strategies* | *Prepared sectoral analysis of agriculture in the LAG territories; reports of working meetings and community events* | *0* | *2020* |  |  | *-* |  | *-* |  | *1* |  | *-* |  | *1* |  | *Field assessments; working group meetings, interviews, focus group discussions with the communities* |
| 2.(a) Number of locally operating CSOs engaged in LAG partnership  (b) Number of locally operating business engaged in LAG partnership  (c) Number of individual actors engaged in LAG Partnership | Territorial Partnership Agreement  LAG reports  Monitoring reports  LAG meeting records  Grant reports  Survey reports | 0 | 2020 |  |  | - |  | a) TBC  b)TBC  c)TBC |  |  |  |  |  | a) TBC  b)TBC  c)TBC |  | LAG reporting scheme  Project monitoring scheme  Grant reporting  Survey |
| 2.1. (a) Number of established LAG Accountable Bodies | LAG formalisation documents  Monitoring reports; | 0 | 2020 |  |  | - |  | - |  | a)5 |  | - |  | a)5 |  | Field monitoring visits  LAG reporting  Selection Committee reporting  Grant reporting |
| *2.1.1 Suggested models for establishing LAG Accountable Body based on EU and non-EU experience.* | *Study report* | *0* | *2020* |  |  | *-* |  | *-* |  | *3* |  | *-* |  | *3* |  | *Study* |
| *2.1.2 Number of implemented models for establishing LAG Accountable Body* | *With Registration documentations*  *Project progress reports*  *Project monitoring reports* | *0* | *2020* |  |  | *-* |  | *2* |  | *3* |  | *-* |  | *5* |  | *Project reporting*  *LAG reporting*  *Office space refurbishment and furnishing reports* |
| *2.1.3 Number of capacitated accountable body members*  *-women* | *Participant lists, capacity development reports* | *0* | *2020* |  |  | *-* |  | *10*  *-5w* |  | *15*  *-8w* |  | *-* |  | *25*  *-13w* |  | *Surveys and monitoring reports* |
| *2.1.4 Number of Accountable body representatives who participated in the study tour.*  *-women* | *Visit agendas; lists of participants* | *0* | *2020* |  |  | *-* |  | *-* |  | *30*  *-15w* |  | *-* |  | *30*  *-15w* |  | *Surveys and monitoring reports.* |
| 2.2 Number of initiatives funded | Selection Committee records  Grant management report  Local project reports | 0 | 2020 |  |  | - |  | - |  | 150 |  | - |  | 150 |  | Expert evaluation reports; |
| *2.2.1 Number of selection committees formed.* | *Approved lists of committee members and selection criteria* | *0* | *2020* |  |  | *-* |  | *-* |  | *5* |  | *-* |  | *5* |  | *Surveys and monitoring reports.* |
| *2.2.2 (a) Number of local calls for proposals announced by LAGs.*  *b) Number of projects awarded with grants*  *-out of which women-led* | *Announcement texts*  *LAG Selecting committee decisions* | *0* | *2020* |  |  | *-* |  | *-* |  | *a)5*  *b) 150*  *-75w* |  | *-* |  | *a)5*  *b) 150*  *-75w* |  | *Monitoring reports* |
| *2.2.3 Number of independent expertise reports.* | *Reports/expert’s opinion on selected proposals* | *0* | *2020* |  |  | *-* |  | *-* |  | *15* |  | *-* |  | *15* |  | *Independent expert’s evaluation report on selected proposals.* |
| *2.2.4 (a) Number of applicants who received technical support* | *Participant lists*  *Expert reports*  *Monitoring report*  *Survey* | *0* | *2020* |  |  | *-* |  | *-* |  | *a)50* |  | *-* |  | *a)50* |  | *Survey*  *Monitoring*  *Project reporting* |
| 2.3 a) Number of results-based initiatives that received financing  b) Share of financed results-based initiatives led by women (%) | Selection Committee records  Official documentations  Grant agreements | 0 | 2020 |  |  | - |  | - |  | a)50  b)50% |  | a)10  b)50% |  | a)60  b)50% |  | Monitoring  LAG reporting  Grant reporting |
| *2.3.1 (a) Number of calls for evidence-based financing announced.*  *(b) Number of applications received*  *-out of which women-led initiatives* | *Minutes of selection committees; recommended list of the grantees* | *0* | *2020* |  |  | *-* |  | *-* |  | *a)5*  *b)50%* |  | *-* |  | *a)5*  *b)50%* |  | *Reports* |
| *2.3.2 a) Number of grantees who received training*  *b) Share of grantees who report the trainings as useful (%)* | *Participant lists, consulting summaries*  *Survey results* | *0* | *2020* |  |  | *-* |  | *-* |  | *a)50*  *b)50%* |  | *-* |  | *a)50*  *b)50%* |  | *Expert reporting*  *Monitoring*  *Survey* |
| *2.3.3 a) Number of sustainability mechanisms piloted*  *(b) Number of innovative financing mechanisms piloted* | *Project reports*  *Official documentation*  *LAG reports* | *0* | *2020* |  |  | *-* |  | *-* |  | *a)5*  *b)1* |  | *a)0*  *b)1* |  | *a)5*  *b)2* |  | *Project reporting, monitoring, innovative financing evaluations* |
| *2.3.4 a) Number of grantees who participated in study tour.*  *b) Share of grantees who report it as effective (%)* | *Visit agendas*  *lists of participants* | *0* | *2020* |  |  | *-* |  | *-* |  | *-* |  | *a)30*  *b)50%* |  | *a)30*  *b)50%* |  | *Surveys*  *monitoring*  *Project reporting*  *Beneficiary reporting* |
| *FAO sub-output 2.3*  *Number of stakeholders, men and women, trained at gender sensitive tailor-made trainings organized on local development processes and agriculture (disaggregated by sex, at least 35% are women)* | *Trainings materials and reports, list of participants* | *0* | *2020* |  |  | *-* |  | *200* |  | *100* |  | *100* |  | *400* |  | *Training needs assessments; reports of community events and other meetings* |
| 2.4 (a) Functional regional networking scheme established  (b) Functional international networking scheme established | Project records  LAG documentation  Stakeholder reports  Formal documents |  |  |  |  |  |  |  |  |  |  | a) 1  b)1 |  | a)1  b)1 |  | Project reporting  LAG reporting |
| *2.4.1 (a) Number of local stakeholders involved in networking scheme* | *Participant lists; Event and working meeting agendas and reports; Documentation on formalized cooperation* | *0* | *2020* |  |  | *-* |  | *-* |  |  |  | *500* |  | *500* |  | *Project reporting, beneficiary reporting*  *Survey* |
| *2.4.2 (a) Number of local product fairs organized*  *(b) Number of participants to the local fairs*  *-women* | *Public announcements*  *Registration lists* | *0* | *2020* |  |  | *-* |  | *-* |  | *-* |  | *a)5*  *b)250*  *-130w* |  | *a)5*  *b)250*  *-130w* |  | *Monitoring*  *Project reporting*  *Beneficiary reporting* |
| *2.4.3 Number of participants of closing conference*  *-women* | *Conference agenda, participant lists* | *0* | *2020* |  |  | *-* |  | *-* |  | *-* |  | *200* |  | *200* |  | *Project reporting* |
| *FAO sub-output 2.4*  *(a)Number of established and / or supported AAs per LAG (1);*  *(b)Number of methodologies for cooperating with “external businesses”* | *List of participants at networking and training events; Trainings reports;* | *(a)0*  *(b)0* | *(a)2020*  *(b)2020* |  |  | *-*  *-* |  | *-*  *-* |  | *(a)5*  *(b)1* |  | *-*  *-* |  | *(a)5*  *(b)1* |  | *Training needs assessments; mapping of stakeholders* |
| 3.National policy framework for sustainability of LEADER developed. (YES/NO) | Normative acts accepted  Project reports  Experts reports |  |  |  |  |  |  |  |  |  |  | YES |  | YES |  | Project reporting  Expert reporting  Government records |
| 3.1 Policy recommendation developed on territorial development of Armenia | Policy analysis  Expert report  Project report |  |  |  |  |  |  |  |  |  |  | 1 |  | 1 |  | Project reporting  Expert reporting  Government records |
| *3.1.1 (a) Number of meetings and consultations held for overall adaptation of the LEADER approach to the territorial development strategy of Armenia*  *(b) Relevant expert analysis is conducted to prepare the policy recommendation package* | *Meeting minutes; submitted recommendations*  *Expert reports* | *0* | *2020* |  |  | *-* |  | *-* |  | *a)5*  *b)0* |  | *a)10*  *b)1* |  | *a)15*  *b)1* |  | *Project reporting, expert reporting* |
| *3.1.2 (a) Number of participants capacitated from the MTAI*  *-women*  *(b) Number of participants capacitated from regional and local administrations*  *-women* | *BTORS*  *participant lists* | *0* | *2020* |  |  | *0* |  | *0* |  | *a)15*  *-8w*  *b)10*  *--5w* |  | *a)30*  *-15w*  *b) 15*  *-8w* |  | *a)45*  *--12w*  *b)25*  *-13w* |  | *Beneficiary reporting*  *Project reporting* |
| *3.1.3 (a) Number of MTAI representatives who learned from EU experience through study trips, conferences and workshops.*  *-w* | *Visit agendas;*  *lists of participants*  *BTORs* | *0* | *2020* |  |  | *-* |  | *-* |  | *-* |  | *30*  *-15w* |  | *30*  *-15w* |  | *Project reporting*  *Beneficiary reporting* |
| *3.1.4 Concept note prepared* | *Finalized concept note* | *0* | *2020* |  |  | *-* |  | *-* |  | *-* |  | *1* |  | *1* |  | *Expert reporting*  *Project reporting* |
| *3.1.5 a) DAD established by the Project*  *b) Improved coordination efficiency as reported by the Government (%)* | *Supporting/evidence documentation*  *Beneficiary reports* |  |  | *a)1*  *b)20%* | *a)1* |  |  |  |  |  |  |  |  | *a)1*  *(b) 20%* |  | *Project monitoring*  *Reporting*  *Survey* |
| *FAO output 3.2*  *(a)Number of stakeholders participated at workshops, study tours and capacity development trainings on the agricultural component of the LEADER approach*  *(b); Number of policy packages prepared in light of Armenia’s agricultural policy (2)* | *List of participants of workshops, conferences, policy dialogues, study tours; Training materials; Technical reports; Reports on agriculture related LEADER/CLLD activities* | *0*  *0* | *(a)2020*  *(b)2020* |  |  | *-*  *-* |  | *-*  *-* |  | *(a)100*  *(b)-* |  | *(a)100*  *(b)-* |  | *(a)200*  *(b)1* |  | *Desk research; policy dialogues; technical workshops* |

**OFFLINE RISK LOG**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Description** | **Risk Category** | **Impact &**  **Probability** | **Risk Treatment / Management Measures** | **Risk Owner** |
|  | Enter a brief description of the risk. Risk description should include future **event and cause**.  Risks identified through HACT, SES, Private Sector Due Diligence, and other assessments should be added to risk log | Social and Environmental  Financial  Operational  Organizational  Political  Regulatory  Strategic  Other  Subcategories for each risk type should be consulted to understand each risk type (see Enterprise Risk Management Policy) | Describe the potential **effect** on the project if the future event were to occur.  Enter **probability** based on 1-5 scale (1 = Not likely; 5 = Expected)  Enter **impact** based on 1-5 scale (1 = Low; 5 = Critical) | What actions have been taken/will be taken to manage this risk. | The person or entity with the responsibility to manage the risk. |
| 1 | Escalation of Nagorno Karabakh conflict | Armed Conflict and instability | Slowdown and contingency operations. Possible temporary non-availability of national counterparts and beneficiaries. Worsened socio-economic situation in Armenia.  P=5  I=5 | Monitoring of the situation and implementation of project in line with UN/UNDP contingency and security policies. In agreement with partners, certain project components may be redesigned to meet emerging socio-economic needs and shifted priorities | CO Management |
| 2 | Second wave of COVID-19 pandemic in Armenia | Environmental | The staff and beneficiaries’ health issues and travel restrictions may slow down project implementation.  P = 5  I = 5 | Project will follow UNDSS/UNDP instructions for contingency operations and use PPEs to avoid the risk of transferring the disease. Project will apply telecommuting tools as much as possible, including for interactions with the beneficiaries. | Project Manager |
| 3 | Change of the security situation along the Tavush border | Political | Security restrictions for operating in certain communities may slow down project implementation and impose risk for sustainability of actions.  P = 3  I = 5 | Project will follow UNDSS/UNDP security and trip instructions to Tavush communities. In agreement with partners, certain project components may be redesigned to meet emerging socio-economic needs | Project Manager |
| 4 | Floating exchange rate of the Armenian Dram and the high frequency of rate fluctuations | Financial | The costs may rise causing budget insufficiency.  P =3  I = 3 | Attracting additional funds from the communities and beneficiaries, establishing public private partnerships, leveraging funds with other organizations / projects operating in the region. | Project Manager |
| 5 | The change of internal political situation in the country | Political | This will cause instability and cancel the current policy frameworks and the administrative setup needed for the project implementation.  P =2  I = 2 | The Project will revisit its implementation strategy and while the principles will remain intact, the mechanisms may change. | Project Manager |
| 6 | Higher expectations of the community which cannot be met within the scope of the Project, its budget and strategy | Other | Unmanaged expectations may cause reputational risks for the Project and reduce motivation on the ground to cooperate.  P =3  I = 3 | The regular and open communication from day one will set a clear scope on what should be expected within the Project and what are the limitations of the Project. | Project Manager |

**Output Verification Template**

**The project is still in the inception phase and no field visits have been conducted.**

**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: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Subject and venue of visit: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

[Project number(s) and title(s), venue visited]

**Purpose of the field visit:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Outcomes** | **Update on**  **outcomes** | **Outputs** | **Update on**  **outputs** | **Reasons if**  **progress**  **below**  **target** | **Update on**  **partnership**  **strategies** | **Recommendations**  **and**  **proposed action** |
|  | A brief analysis  on any relevant  changes pertaining  to the  outcome as  stated in results  matrix. | State  output  from  project  document  or work  plan. | Achievements  of the project  in outputs  (marking if  strategic) and  soft assistance  (if any). | If applicable. |  | Actions on any matter related to  outcome, progress of outputs, and/or partnerships. Corrective measures.  Responsibilities/time. |

**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.

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**LESSONS LEARNED**

Describe briefly key lessons learned during the project:

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**Participants in the field visit:**

**Project // Portfolio**

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). ***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*. 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**. [↑](#footnote-ref-2)
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. [↑](#footnote-ref-3)
3. It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant. [↑](#footnote-ref-4)