MONITORING ACTION AND STANDARD PROGRESS REPORT¹

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

Reporting period: *(1 Dec 2017- 30 June 2019)*

I. PURPOSE

The United Nations Development Programme in Armenia (UNDP Armenia) is striving to introduce good democratic and economic governance system to achieve an improved business environment, allowing for civil society, local businesses and other stakeholders to influence policy making and to contribute to economic diversification in Armenia.

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

The project started on 1st Dec 2017 and finishes 31 August 2019. Project board agreed to extend the project (no cost extension) till **31st Dec 2019.** A no cost extension application is with the donor organization ADA for consideration.

The anticipated **project results** are the following:
- At least 18 procedures related to investment are publicly accessible online in Armenian, Russian and English (such as land lease or acquisition - purchase of, or investment in, existing companies - construction permits - business licenses - work permits, Environmental Impact Assessment, etc.)
- Local counterparts publish new procedures and administer the system autonomously.
- Local experts able to map procedures and present it on the portal.
- Simplification proposals are made for 4 priority procedures.
- Local experts able to analyze procedures to identify redundancies and bottlenecks.
- One or various local counterparts are able to simplify procedures using the eRegulations system and applying UNCTAD's "10 principles to simplify administrative procedures".

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

- Implementing partner is **Business Armenia** (former Development Foundation Armenia DFA).
- The project is implemented in partnership with Ministry of Economy.

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

II. RESOURCES AND FINANCIAL PERFORMANCE

- *Matrix showing project's total, annual and delivered resources and percentage by donor funds.*

	Total Project Budget	Current Year (2019)			All Years Delivery as of SPR date (USD)	All Years Delivery rate as of SPR date (%)
		Annual Budget	Delivery as of SPR date (USD)	Delivery rate as of SPR date (%)		
ADA	355.068	138,237	14,698	10.6	240,947	67.8
Total	**355.068**	**138,237**	**14,698**	**10.6**	**240,947**	**67.8**

- *Indicate amount of leveraged resources, even if as a parallel funding.*

III. RESULTS, PROGRESS, INNOVATIVE AND TRANSFORMATIVE ASPECTS

- *Programme results:*

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

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

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

Indicator 1.1: Number and quality of policies to ensure decent work and an improved business environment in line with sustainable development principles. Baseline: Insufficient adequate policies Target: Policies improved

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

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

Indicator 1.4: Unemployment and employment rates disaggregated by sex, age and regions, improved. Baseline: unemployment rate: 16.2 unemployed-by sex- Male: 14.4unemployed-by sex-Female: 18.1 unemployed-by urban/rural-Urban: 23.4 unemployed-by urban/ rural-Rural: 6 Youth (15-24) unemployment rate-33.1 (2013) Target: unemployment Rate:13 Unemployed- Female: 15 Unemployed- Male: 12 Unemployed-by urban/ rural-Urban: 19 Unemployed-by urban/ rural-Rural: 5 Youth- 30 (2020)

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

* Please see appendix for project's progress vis-à-vis UNDAF/CPD outcomes, outputs, baselines, and targets, as well as UNDP Strategic Plan.

Sustainable Development Goals (SDG).
Official stats on the 3 SDGs have been requested and awaiting information from SDG lab.

The project contributes to **SDG 8**: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; **SDG 9**: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; and **SDG 16**: Promote just, peaceful and inclusive societies:

Within the framework of SDG 8 the project contributes to the achievement of the following targets: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises.

Contribution to SDG 9 is through the following targets:

Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment.

Significantly increase access to information and communications technology.
Whilst contribution to SDG 16 is through the provision of access to justice for all, and building effective, accountable institutions at all levels.

Project results:

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Project Progress in 2018

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

Creation of the local team

The project staff was recruited in February 2018. The project staff and office costs are partly covered by UNDP ENPARD project by its end in November 2018. The costs are shared because both: the Project Coordinator and Project Assistant are responsible for ENPARD project implementation too until mid-November 2018. This allowed UNDP to save on project implementation and operational costs.

Contractual arrangements are finalized with Business Armenia (BA, former DFA) and UNCTAD's Business Facilitation programme.

With Business Armenia it was agreed that part of the local expertise and PR activities budgets will be provided to BA as a Micro-credit grant and will be implemented by them directly. Part of the local expertise was commissioned by UNDP Armenia directly as Individual Consultants.

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

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

To determine the main priority areas, Business Armenia (BA) prepared a survey and sent it to state authorities and private sector representatives. Additionally, they contacted them to inform about the survey and request filling it. Check the survey link by following this link - https://www.surveymonkey.com/r/ZX5QXD7.
Total of 14 answers were received and analyzed – forming the final list of procedures.

Survey was prepared based on the requests receive from foreign investors on a daily bases at BA. The initial list of the procedures changed after analyzing the results and receiving number of comments. Also, during information collection with international experts, it was discovered that additional procedures from the same sphere needed to be documented as well. For instance, initially it was decided only to document how to start a LLC, but while doing the field visits it was concluded that it is also important to document procedures like becoming an individual entrepreneur, starting a joint stock company or starting a branch of foreign company. With the same logic, the rest of the procedures can also be divided into number of different procedures, which are important to document and present on the portal. As a result, BA will be documenting 16 procedures instead of 12. Based on their experience, these 16 procedures are investment-related and the most requested ones from foreign

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investors. As the portal will remain under BA's maintenance, in future they can document and present specific, sector-related investment procedures upon request.

1.2 Definition of the list of procedures to be documented

Business Armenia, in consultation with UNDP and UNCTAD drafted the list of investment related business procedures which will be documented and shared on-line in e-Regulations portal. For the needs assessment purposes, the list was electronically shared with various stakeholders, such as state agencies, business associations and selected foreign investors in order to get their suggestions or comments.

The final list is currently available, which reflects the results of the needs assessment and subsequent presentation to and discussion with the stakeholders during a workshop. The final list of selected 16 procedures for the project is as follows:

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

1.3 Information collection through field visits

In the meantime, to facilitate the process, it was agreed with UNCTAD that the first four procedures, i.e. the company registration (including registration of LLC, JSC, Sole Entrepreneur and Branch of a Foreign Company), out of the final draft list will be documented and presented on-line during their first mission in June 2018.

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

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

The newly launched Armenia e-Governance portal with 5 procedure description can be found using the following links:

http://armenia.eregulations.org/?l=en

This portal has also been added on existing government websites, such as http://investmentprojects.am and on the global website of UNCTAD's Business Facilitation Programme: https://businessfacilitation.org. This will ensure global promotion and access to the Armenian e-Governance portal.

1.5 Quality control of the information registered in eRegulations

The quality control is performed by UNCTAD's Business Facilitation Programme on an on-going basis. All the changes are communicated by the responsible expert of Business Armenia and are reviewed by UNCTAD. The expert also prepares brief weekly reports to UNDP and UNCTAD about the work done during the week, reflecting the following information:

1. The procedure(s) working on and, for each procedure:
   - the total number of steps, out of which
   - the number of steps documented by more than 50%
   - the number of steps documented by less than 50%
   - the number of consistency review tickets still pending
2. If any, the problems faced during the week.
3. The objectives of the following week.

1.6 Information validation by concerned agencies

The company registration procedures were presented to the State Registry of Legal Entities and finalized after being approved by them.
Once the business registration procedures are completed, Arman from Business Armenia will make a presentation to the head of the government body responsible for the procedures.

Output 2: One or various local counterparts are able to publish new procedures, to administer the portal and to simplify procedures using the e-Regulations system (by applying UNCTAD's "10 principles to simplify administrative procedures").

2.1 Training of the local team on data collection and registration

Business Armenia's staff and the Project Coordinator were trained and jointly documented the first four procedures, i.e. registration of various forms of legal business entities and presented them on-line.

2.2 Launching the e-Regulation portal

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

2.3 Implementing communication campaign to promote the use of the portal

Business Armenia has prepared and received approval from UNDP communications team a flier, which will be printed and distributed according to communications campaign strategy (200 fliers).
2 video clips have also been commissioned and produced – one being animation about the portal and its functionalities, and second comprising of interviews with partners, funders and implementing organization. The 2 video clips will be used on the portal and social media.
Total 9 Articles & press releases have been published until now

2.4 Updating and extension of the portal

This action will take place in the next reporting period.

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

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

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

This training will be organized in the second quarter of 2019 when all 12 procedures have been listed on the portal and fully functional. UNCTAD will provide necessary information and organise the training.

Project progress in 2019

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

1.1 In-depth needs assessment to determine the main priority areas
Completed in 2018

1.2 Definition of the list of procedures to be documented
16 procedures were agreed in 2018. Further 2 procedures are awaiting final agreement from Ministry of Economy to be included in the final 18 procedures to be presented on the portal – E-Signature (local and foreign).

1.3 Information collection through field visits
This is ongoing, as experts gather data and visit each organization to document procedure steps in all details.

1.4 Completing the content management system's configuration and launching the eRegulations portal
The portal was launched in 2018. Links to the portal will be displayed on Ministries and government agencies when the portal is completed with all 18 procedures.

1.5 Quality control of the information registered in eRegulations
The quality control is performed by UNCTAD's Business Facilitation Programme on an on-going basis. All the changes are communicated by the responsible expert of Business Armenia and are reviewed by UNCTAD. The expert also prepares brief weekly reports to UNDP and UNCTAD about the work done during the week, reflecting the following information:

1. The procedure(s) working on and, for each procedure:
- the total number of steps, out of which
- the number of steps documented by more than 50%
- the number of steps documented by less than 50%
- the number of consistency review tickets still pending
2. If any, the problems faced during the week.
3. The objectives of the following week.

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

Output 2: One or various local counterparts are able to publish new procedures, to administer the portal and to simplify procedures using the e-Regulations system
(by applying UNCTAD's "10 principles to simplify administrative procedures").

2.1 Training of the local team on data collection and registration
Completed in 2018

2.2 Launching the eRegulations portal
Launched in 2018

2.3 Implementing communication campaign to promote the use of the portal
A comprehensive PR campaign has been planned for 2019, including printed media, TV programmes, video clips, street billboards, airport digital display boards and social media information campaigns. As an international promotion mechanism, a FDI expo participation is booked for November 2019, in an event called "Going Global 2019" Foreign Direct Investment Expo, London, UK.

2.4 Updating and extension of the portal
This work is ongoing and performed by the 2 experts as data is collected and inputted I into the system.

2.5 Devising of a strategy to ensure the portal's financial sustainability
The portal will be transferred to Ministry of Economy's administration after it is completed in December 2019. The portal will need minimal financial resources to be maintained, mainly by IT specialist who will have administrative rights to log in to the portal and change the information.
Local counterparts will also receive a full training by UNCTAD in September 2019, to be able to log in and update their procedure pages, which will ensure portal up to date information.

2.6 Training of the local team on simplification techniques and applying UNCTAD's "10 principles to simplify administrative procedures"
The expert from UNCTAD will train local team on the simplification techniques after all 18 procedures have been completed, data is collected and presented online. Only after that stop is complete, this technique can be applied. This action is planned to take place in late Sep, early October 2019.

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

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

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

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

| | | | Current Year (2019) | | | | | |
| | | | Planned | | | | Actual | |
Activity/Output	Expected Annual Targets/Indicators	Amount ($)	Q1	Q2	Q3	Q4	Status	Comments
Output 1: Business procedures related to investment are publicly accessible online in Armenian, Russian and English.	**1.1:** number of procedures mapped and presented online - 12	6,210	115	240	5,740	115	Completed for Q2	
Output 2: One or various local counterparts are able to publish new procedures, to administer the portal and to simplify procedures using the e-Regulations system.	**2.1:** Number of experts trained in procedure mapping - 2 **2.2:** Number of experts trained in portal administration - 2 **2.3:** Number of experts trained in procedure simplification - 4	47,898	3,962	14,100	22,262	7,575	Not completed for Q2	Pending invoice from UNCTAD, transferred to Q3
Output 3: Redundancies, bottlenecks and formality simplification options are identified and recommendations are made for at least 4 priority procedures.	**3.1:** Analysis to identify redundancies and bottlenecks is made - 18 **3.2:** Number of simplification recommendations - 4	30,337	561	17,152	11,561	1,062	Not completed for Q2	Project delivery is delayed due to added number of procedures. PR campaign has been launched and will start to deliver in Q3.

IV. GENDER MAINSTREAMING, CROSSCUTTING RESULTS, TARGETING

- *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).*

To the extent possible, gender balance was kept during the expert team formation. Three men and three women were trained. Besides, the staff was trained to pay special attention to varying gender needs and issues while going through the selected business processes during the information gathering stage. Currently there are various projects (mainly EU funded) in Armenia targeting women entrepreneurs, such as subsidizing their business loans, provision of advisor services, etc. Also, there are various women business and other associations. These projects and organizations

will also be reached to communicate information on the portal and encourage their beneficiaries/members to use it during the information campaign in Quarter 2.

Crosscutting results
This project doesn't deliver any crosscutting results yet. In Q3 and Q4 we will report on any results as they become available.

V. RISKS AND CHALLENGES

#	Description	Date identified	Type	Impact and probability	Countermeasures / Management response
1	Low interest of the Armenian Government and the state bodies/agencies in project activities	November 2017	Operational	I = 4 high P = 2 low	The project activities are implemented in close collaboration with the Armenian Government. Prior to designing the project activities, consultations were held with the main Government stakeholders to identify the real needs of the country and reflect those in the project and its outcomes. On 29 January 2019 the project coordinator met with Vahagn Lalayan, head of Investment Policy Department at the Minister of Economic Development and Investments, who expressed a strong support to the project and possibilities for cooperation within the project were discussed. Also, a meeting took place with the deputy minister Avag Avanesyan, presenting the progress of the project and reiterating the value of the portal for the ministry and the government.
2	Insufficiency of funds due to: fluctuations of currency exchange rates, increase of prices for services and equipment.	February 2018	Financial	I = 3 medium P = 3 medium	No major fluctuations have happened since the beginning of the project. Scaling-up the project to attract additional funds from other donors and government, including in-kind contribution. Leveraging funds with other

					organizations / projects operating in the same area.
					Budget for 2019 was revised to adjust funds in accordance with the factual expenses of 2018, reallocate the residual amount of 87,842.94 USD from 2018 into the Year 2019 budget and decrease overall budget by 5,982.09 based on USD-Euro exchange rate applied to the actual contributions from ADA.
3	Potential Investors might not be interested in the Armenian market	February 2018	Operational	I = 3 medium P = 3 medium	The project activities are implemented in close collaboration with the state agencies and other stakeholders to secure proper utilization and targeted distribution of materials on promotion of investment. The Minister of Economic Development and Investments has proposed organizing a platform consisting existing and potential investors to discuss issues related to investment and doing business environments. This proposal is fully in-line with the project objectives and can be easily implemented within the project.
4	The project will duplicate similar activities and results implemented by other international or local organization and/ or state agency	February 2018	Operational	I = 3 medium P = 2 low	Prior to designing the project activities, consultations were held with the main stakeholders to identify the real needs of the country and reflect those in the project and its outcomes as well as to avoid any duplication and complement other projects/ programs implemented. One of the Project's main counterparts, the Ministry of International Economic Integration and Reforms is the main co-ordination body for all donor funded activities. Jointly with the UN Resident

					Representative the Ministry is convening regular donor co-ordination meetings and maintains a database of all donor funded projects, which reduces the risk of duplications.
5	Undermined long-term ownership and sustainability of the developments implemented by the project due to lack of adequate management and financial resources, after the project completion.	February 2018	Operational	I = 3 Medium P = 3 medium	UNCTAD has already granted a license of use unlimited in time for a fee in the amount of USD 50,000. The information registered in the system belongs to Business Armenia. In terms of the human resources, Business Armenia has assigned the requested number of paid employees to maintain and update the portals. Business Armenia is capable to maintain the system after project completion. A strategy will be devised jointly with Business Armenia during the project implementation to ensure the portal's financial sustainability.
6	The Government formed in May 2018 may close Business Armenia and significantly restructure it.	August 2018	Operational	I = 4 Medium P = 3 medium	The Government has arranged significant restructuring at Business Armenia in October-November 2018. The former CEO has resigned. However, the Aftercare Department of BA, which is responsible for the project cooperation has remained unchanged. The meeting with the Minister of Economic Development and Investments on 22 November was also helpful to learn the BA will continue as a "going concern".

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

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

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

The project budget has been adjusted to account for the underspent from 2018 budget and reallocated to be spent until 31st Dec 2019. The formal process has begun to ask ADA for no cost extension and budget reallocation. Awaiting ADA's decision.

VI. PRODOC CHANGES, HORIZON SCANNING

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

No-cost extension has also been requested from ADA: original project end was 31 August 2019, the new date has been requested to be 31 Dec 2019.

VII. PARTNERSHIPS, COMMUNICATION, KNOWLEDGE MATERIALS

The project coordinator has held meetings with other UNDP projects to introduce the portal and agree areas of cooperation and integration where possible.
The first attempt to open communication channels with outside Armenia was tested, a small interview with Georgian online newsletter, which published the interview on their site.
A local media workshop took place in Q2, where economic journalists were presented with the project and the portal. Following budget reallocation approval, a detailed PR and Communications strategy/plan has also been compiled, with local and international communication and partnership details – to be delivered in Q3 and Q4.

VIII. EVALUATIONS

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

IX. DONOR REPORTS

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

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

- *Regular field visits are being done with implementing partner Business Armenia (weekly). In Q4 we will report in more details and present the findings.*
- *We will update **quality assurance report** in Q4. .*

XI. FUTURE ACTIONS, WORK PLAN

The planned activities till 31 Dec 2019 will include but not limited to the following:
- To document and input in e-regulations portal 10 new procedures (8 out of 18 are available);
- Conduct training of Business Armenia's team on simplification techniques and applying UNCTAD's "10 principles to simplify administrative procedures";
- Implementing communication campaign to promote the use of the portal (production of promotional materials and videos once the procedures are ready for publication.) Consider asking institutions involved in procedures, embassies of Armenia overseas to put links in their websites pointing to eRegulations.;
- Simplification of 4 priority procedures are done by identifying unnecessary steps which are possible to eliminate from each procedure, ensuring relevant legislation allows such changes.

Annual Multiyear Work Plan

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

Project Duration: 2018 - 2019
Project ID: 00107774/00107958

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	Resp Party		Fund	Donor ID	Funding Source	Budget Description	Account	2018 USD	2019 USD	TOTAL USD
OUTPUT 1.1. Investment and doing business environments in Armenia are improved	**Activity 1. Business procedures related to investment are publicly accessible online in Armenian, English and Russian**										
Output Indicator 1: Number of procedures mapped and presented online;	1.1 In-depth needs assessment to determine the main priority areas	UNCTAD	001975	30000	11266	ADA	International consultants	71200	2,544.09	0.00	2,544.09
Output Indicator 2: Number of experts trained in procedure mapping;		UNDP	001981	30000	11266	ADA	Local consultants	71300	2,500.00	5,500.00	8,000.00
Output Indicator 3: Number of experts trained in portal administration;	1.2 Definition of the list of procedures to be documented	UNDP	001981	30000	11266	ADA	Travel	71600	376.00	0.00	376.00
Output Indicator 4: Number of experts trained in procedure simplification;	1.3 Information collection through field visits	UNDP	001981	30000	11266	ADA	Information Technology Equipment	72800	0.00	0.00	0.00
Output Indicator 5: Analysis to identify redundancies and bottlenecks is made;		UNCTAD	001975	30000	11266	ADA	Information Technology Equipment	72800	6,500.00	0.00	6,500.00
Output Indicator 6: Number of simplification recommendations.	1.4 Completing the content management system's configuration	UNCTAD	001975	30000	11266	ADA	Miscellaneous Expenses	74500	0.00	0.00	0.00
	1.5 Quality control of the information registered in eRegulations	UNDP	001981	30000	11266	ADA	Miscellaneous Expenses	74500	1,284.64	250.00	1,534.64
Baseline: Output Indicator 1: 0	1.6 Information validation by concerned agencies	UNDP	001981	30000	11266	ADA	F&A	75100	1,056.38	460.00	1,516.38
Output Indicator 2: 0	**Total Activity 1**								**14,261.11**	**6,210.00**	**20,471.11**
Output Indicator 3: 0											
Output Indicator 4: 0	**Activity 2: One or various local counterparts are able to publish new procedures, to administer the portal and to simplify procedures using the e-Regulations system**										
Output Indicator 5: 0	2.1 Training of the local team on data collection and registration	UNDP	001981	30000	11266	ADA	International consultants	71200	152,209.41	0.00	152,209.41
Output Indicator 6: 0	2.2 Launching the e-Regulations portal						Local consultants	71300	3,840.92	6,000.00	9,840.92
Targets 2018: Output Indicator 1: 6	2.3 Implementing communication campaign to promote the use of the portal	UNDP	001981	30000	11266	ADA	Visual&Print Prod Costs/Translation	74200	4.17	4,050.00	4,054.17
Output Indicator 2: 6	2.4 Updating and extension of the portal	UNDP	001981	30000	11266	ADA	Audio Visual&Print Prod Costs	74200	4,000.00	4,550.00	8,550.00
Output Indicator 3: 2	2.5 Devising of a strategy to ensure the portal's financial sustainability	UNDP	001981	30000	11266	ADA	Miscellaneous Expenses	74500	1,663.84	250.00	1,913.84
Output Indicator 4: 4	2.5 Devising of a strategy to ensure the portal's financial sustainability	UNDP	001981	30000	11266	ADA	Training, Workshops	75700	-0.04	29,500.00	29,499.96
Output Indicator 5: 6	2.6 Training of the local team on simplification techniques and applying UNCTAD's "10 principles to simplify administrative procedures"	UNDP	001981	30000	11266	ADA	F&A	75100	12,937.46	3,548.00	16,485.46
Output Indicator 6: 2	**Total Activity 2**								**174,655.76**	**47,898.00**	**222,553.76**
Targets 2019: Output Indicator 1: 6											
Output Indicator 2: 0	**Activity 3: Redundancies, bottlenecks and formality simplification options are identified and recommendations are made for at least 4 priority procedures**										
Output Indicator 3: 0	3.1 Conducting analysis of selected 4 priority procedures	UNDP	001981	30000	11266	ADA	Int. consultants	71200	0.00	12,840.00	12,840.00
Output Indicator 4: 0	3.2 Preparation of simplification recommendations for 4 priority procedures	UNDP	001981	30000	11266	ADA	Local consultants	71300	0.00	9,000.00	9,000.00
Output Indicator 5: 6	3.3 ICT Equipment	UNDP	001981	30000	11266	ADA	Travel	71600	820.00	3,500.00	4,320.00
Output Indicator 6: 2	3.4 Travel	UNDP	001981	30000	11266	ADA	IT Equipmt	72800	0.00	2,500.00	2,500.00
		UNDP	001981	30000	11266	ADA	Miscellaneous Expenses	74500	133.78	250.00	383.78
		UNDP	001981	30000	11266	ADA	F&A	75100	76.30	2,247.20	2,323.50
	Total Activity 3								**1,030.08**	**30,337.20**	**31,367.28**
	Activity 4: Project implementation										
	1. Staff (NPC and Assistant, both SC holders)	UNDP	001981	30000	11266	ADA	DPC	64300	0.00	1,000.00	1,000.00
	2. Information and communication services	UNDP	001981	30000	11266	ADA	Contractual services/individuals	71400	17,930.73	38,400.00	56,330.73
	3. Office supplies	UNDP	001981	30000	11266	ADA	Communic & Audio Visual Equip	72400	231.38	850.00	1,081.38
		UNDP	001981	30000	11266	ADA	Supplies	72500	2,740.36	2,057.08	4,797.44
		UNDP	001981	30000	11266	ADA	Prof Services - Evaluation	74100	0.00	7,000.00	7,000.00
		UNDP	001981	30000	11266	ADA	Miscellaneous Expenses	74500	0.00	500.00	500.00
		UNDP	001981	30000	11266	ADA	F&A	75100	0.00	3,984.57	3,984.57
	Total Activity 4								**20,902.47**	**53,791.65**	**74,694.12**
	Total Output 1								**210,849.42**	**138,236.85**	**349,086.27**

GMS ADA		8%	24309.91

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Results Framework

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

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

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

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

Baseline: Insufficient adequate policies *Target:* Policies improved

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

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

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

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

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

Applicable Output(s) from the UNDP Strategic Plan:

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

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

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018		Year 2019		FINAL	
					Planned	Actual	Planned	Actual		
Output 1: Business procedures related to investment are publicly accessible online in Armenian, Russian and English	*1.1 number of procedures mapped and presented online*	• Respective portals; • Project implementation reports	0	2017	6	6	12		18	• Project annual report • Low interest of the Armenian Government in project activities; Insufficient funds for implementation of the project

Output	Indicators	Means of verification	Baseline value	Baseline year						Sources and risks
Output 2: One or various local counterparts are able to publish new procedures, to administer the portal and to simplify procedures using the e-Regulations system	*2.1: Number of experts trained in procedure mapping* *2.2: Number of experts trained in portal administration* *2.3: Number of experts trained in procedure simplification*	• Project implementation progress and final reports.	0	2017	6 2 0	4 2 0	2 2 4		6 4 4	• Project annual report • Low interest of the Armenian Government in project activities; Insufficient funds for implementation of the project
Output 3: Redundancies, bottlenecks and formality simplification options are identified and recommendations are made for at least 4 priority procedures	*3.1 Analysis to identify redundancies and bottlenecks is made* *3.2 Number of simplification recommendations*	• Project implementation progress and final reports. • Simplification recommendations report	0 0	N/A	2 2	0 0	10 4		10 4	• Project annual report • Low interest of the Armenian Government in project activities; Insufficient funds for implementation of the project