Reporting Agency: **UNDP**
Country: **Armenia**

MONITORING ACTION AND STANDARD PROGRESS REPORT[1]

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

Reporting period: *(1 Dec 2017- 31 Dec 2019)*

I. PURPOSE

Project's Goal

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

Objectives

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

Duration

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

Theory of Change

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

Implementing Partner and Responsible Parties

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

II. RESOURCES AND FINANCIAL PERFORMANCE

	Total Project Budget	Current Year (2019)			All Years Delivery as of SPR date (USD)	All Years Delivery rate as of SPR date (%)
		Annual Budget	Delivery as of SPR date (USD)	Delivery rate as of SPR date (%)		
ADA	349,783	138,933	138,886	99.9 %	349,736	99.9 %
UNDP	37,837	37,837	36,867	97.4 %	36,867	97.4 %
Total	387,620	176,770	175,734	99.4 %	386,603	99.7%

III. RESULTS, PROGRESS, INNOVATIVE AND TRANSFORMATIVE ASPECTS

Programme results:

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:
OUTCOME 1. By 2020, Armenia's competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities

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

Sustainable Development Goals (SDG).

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

Within the framework of SDG 8.2 the project contributes to the achievement of the following targets:
Achieve higher levels of economic productivity through diversification, technological upgrading and innovation. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises.
Project contribution: The installation and launch of e-Regulations Armenia portal has provided user friendly and innovative portal, which will help local and foreign businesses and investors be more productive having one window access to all information, documents, forms, costs and legal justification through the portal. By making the business set up and running processes easily accessible online, more jobs will be created in newly opened enterprises. The data mapping has also facilitated dialogue among various government agencies on procedure simplification, which will result in policy change, enabling automation of many government services.

Contribution to SDG 9.b is through the following targets:
Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.
Project contribution: Creation of e-Regulations Armenia portal is innovative, research driven database on business procedures, with user-friendly interface, which also facilitates policy review by national counterparts.

Contribution to SDG 16 is through the provision of access to justice for all, and building effective, accountable institutions at all levels.
Project contribution: The portal provides access to transparent information, contact details of all institutions involved in business procedures, hence enhancing the effectiveness of administrative procedures for all counterparts involved.

Project results

Project Progress in 2018

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

Creation of the local team

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

David Mirzoyan completed his duties at UNDP on the 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. Survey was prepared based on the requests receive from foreign investors on a daily basis at BA. As a result, BA will be documenting 16 procedures instead of 12. Based on their experience, these 16 procedures are investment-related and the most requested ones from foreign investors.

1.2 Definition of the list of procedures to be documented

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

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

1.3 Information collection through field visits

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

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

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

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

1.5 Quality control of the information registered in eRegulations

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

1.6 Information validation by concerned agencies

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

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

2.1 Training of the local team on data collection and registration

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

2.2 Launching the e-Regulation portal

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

2.3 Implementing communication campaign to promote the use of the portal

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

2.4 Updating and extension of the portal

This action will take place in the next reporting period.

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

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

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

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

Project progress in 2019

All planned activities were carried out and all planned outputs were achieved within the project period. The detailed information related to the actually implemented activities and achieved results as per 31 December 2019 (the project end date) are shown below.

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
To determine the main priority areas, Business Armenia (BA) prepared a survey and sent it to state authorities and private sector representatives. Survey was prepared based on the requests receive from foreign investors on a daily basis at BA. As a result, BA will be documenting 18 procedures instead of 12. At the project inception stage, the target number was 12 procedures. Later, in February 2019 the Project Board agreed to increase the target to 18 procedures in order to provide a complete list of procedures which were impossible to separate (for example the business utility subscription required 3 separate list of procedures – getting water, gas and electric connections).

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

1. Becoming an Individual Entrepreneur
2. Starting a Limited Liability Company (LLC)
3. Starting a Joint Stock Company (JSC)
4. Starting a Branch of Foreign Company
5. Obtaining One Year Residency Permit
6. Obtaining Five Year Residence Permit
7. Registering a Trademark
8. Registering an Industrial Design
9. Registering Ownership (property rights)
10. Becoming a Resident of Free Economic Zone
11. Obtaining Form ST-1 for Exporting to CIS Countries
12. Becoming a Registered Exported (REX)
13. Getting a Construction Permit
14. Getting Electricity Connection
15. Getting Gas Connection
16. Getting Water Connection
17. Obtaining an e-Signature: Citizens of RA
18. Obtaining an e-Signature: Foreign Citizens

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

1.4 Completing the content management system's configuration and launching the eRegulations portal
The portal was launched in 2018. Links to the portal are displayed on the Ministry of Economy website as well as local counterparts' websites.

1.5 Quality control of the information registered in eRegulations

The quality control was performed by UNCTAD's Business Facilitation Programme on an on-going basis. All the changes were communicated by the responsible expert of Business Armenia and were reviewed by UNCTAD expert to ensure methodology and structural accuracy.

1.6 Information validation by concerned agencies

The information presented on the portal was first validated by the local counterparts and responsible agencies for each procedure. For example: the company registration procedures were presented to the State Registry of Legal Entities and published online only after being approved by them. The same principle was applied to all other procedures listed on the portal.

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

2.1 Training of the local team on data collection and registration

5 staff at the Business Armenia and the UNDP Project Coordinator were trained and together documented the first four procedures, with the UNCTAD expert's guidance. Later only the 2 experts hired on project as ICs carried out mapping and coding of remaining procedures.

2.2 Launching the eRegulations portal

The portal was launched in 2018. During 2019 all procedures were populated on the portal. A web statistical analysis tool was installed to monitor portal usage: in this reporting period a total of 3670 users have visited the website, over 28,920 page views has been registered on the portal. The top ten most active users have been from Armenia, USA, Switzerland, India, Russia, Iran, Lebanon and United Kingdom.

In October 2018, Business Armenia 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 received the highest grade – 10 points out of 10..

2.3 Implementing communication campaign to promote the use of the portal

A comprehensive PR campaign was developed and rolled out in second half of 2019. The following activities took place:

"Media Workshop" organized for the Armenia Media Club representatives – presenting the project to the media for the first time and answering questions.
Video clip is available here:https://youtu.be/Ww5yzeN7L1c

"Red Carpet", distributed in Moscow and Yerevan, 60,000 copies, featuring an interview with Artak Poghosyan UNDP, in Russian language.

"AmCham" quarterly magazine – published by the American Chamber of Commerce in Armenia , distributed to 170 registered businesses in Armenia.

TV programme appearance on ATV "First Programme" morning show, presenting the project to local and international viewers, with 3 information video clips broadcasted during the 15 minutes interview.

Filming of 5 information video clips, in Armenian and English translation soundtracks, covering procedures such as Starting a business, Registering Intellectual Property, Getting Residency

Permit, Getting a Construction Permit and Business Utilities: published on YouTube and shared on UNDP and partners' social media sites.

1 – Obtaining Residency Permit - https://youtu.be/vJXhmzftOyk
2 – Starting a Business - https://youtu.be/1191_3vWt2g
3 – Registering Intellectual Property - https://youtu.be/MQLgttT7QjM
4 – Getting Construction Permit - https://youtu.be/C2C9M9pW0eI
5 – Subscription to Utilities - https://youtu.be/38HHwVKtF_0

4 street billboards commissioned and placed in strategic locations – on the way to city from the airport, main highway coming to Yerevan from Georgia, and two busy streets in Yerevan city.

Zvartnots International Airport digital display boards at arrival gate showing 30 second information clip every 7 minutes.

As an international promotion mechanism, a FDI expo

participation was booked for 27-28 November 2019, for the event called "Going Global 2019" Foreign Direct Investment Expo, London, UK. During the two day event the Armenian delegation made of representative from Ministry of Economy, UNDP and Business Armenia presented the eRegulations Armenia portal to nearly 30,000 visitors. The stand attracted almost 100 new business enquiries to be followed up by Ministry of Economy and Business Armenia experts.

A news programme video report was filmed and presented to local news channels for broadcast.

The news monitoring produced the following list of publications:

- Armenia TV - https://armeniatv.am/hy/77800-77800
- H1 – click here
- SHANT News – online - https://www.shantnews.am/news/view/548530.html
- ArmenPress - https://armenpress.am/arm/news/997640/
- Tert.am - https://www.tert.am/am/news/2019/12/04/Economy/3156424
- AraratNews – click here
- News.am – online https://news.am/arm/news/548062.html
- Operative.am - https://operativ.am/?p=350314&l=am
- FinPort – in Russian - https://finport.am/full_news.php?id=40276&lang=2

2.4 Updating and extension of the portal

All 18 procedures have been added to the portal. The administration of the site will be transferred to the Ministry of Economy(MOE) - agreement reached with focal point. The link to the portal has been added to the MOE website. During the counterpart training, MOE representatives were also present and were given the access details to log on as administrators and update the information on the procedures. It was also agreed that MOE will investigate and add more procedures, on top of existing 18, as they see fit.

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

The portal will need minimal financial resources to be maintained, mainly by IT specialist who will have administrative rights to log in to the portal and change the information. Focal point from Ministry of Economy has been appointed. Local counterparts also received a 2 day full training by UNCTAD in October 2019 and BA in December 2019, enabling them to log in and update their procedure pages. This will ensure portal up to date information.
Local expert will continue to support the MOE for 12 months starting from 1 January 2020, to provide technical support while updating and maintaining the portal.

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

The expert from UNCTAD delivered a full day training for local counterparts on the site administration and procedure simplification techniques, which took place in October 2019 with 13 participants. During the training the local counterparts were given the tools on how to simplify procedures, review the steps and find automation and simplification possibilities. They were also given access to the portal to update the relevant information in their procedure steps.
The second day of full training was organized by Business Armenia, which took place in December 2019, with 15 counterparts present.
During the event, 4 procedures were proposed for simplification, discussed with relevant agencies, and agreement was reached to simplify the 4 procedures. The updated and simplified procedure has been added to the portal. Ministry of Economy also proposed a policy review based on the detailed construction permit procedure, which will trigger changes in legislation, hence contributing to the 5th procedure simplification through amendments in the law.

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 was recruited to carry out legal consultation functions together with the 2 experts working on this project. During the team meetings with the focal point from MOE, project staff and local experts, all 18 procedures were analyzed and 4 identified to be simplified.

3.2 Preparation of simplification recommendations for 4 priority procedures

2 workshop-seminars have been organized for local counterparts. During the second workshop we have presented online 4 procedures in a simplified way and introduced them to the local counterparts.
The following 4 procedures have been simplified:
 1) Starting a Limited Liability Company
2) Obtaining an e-Signature: Citizens of the Republic of Armenia
3) Registering Ownership
4) Registering a Trademark Online
As per UNCTAD guidelines, the simplified procedures do not require any change of a legal act regulating the procedure.

| | | | 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	$10,510	$115	$240	$5,740	$4,415	Completed for Q4	All activities delivered in Q4.
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	$57,884	$3,962	$14,100	$22,262	$17,560	Completed for Q3	All activities delivered in 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	$41,687	$561	$17,152	$11,561	$12,413	Completed in Q4	All activities delivered in Q4.

IV. GENDER MAINSTREAMING, CROSSCUTTING RESULTS, TARGETING

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

were reached via introduction letter and publicity material, including the information brochure, to be distributed among their beneficiaries.

The gender mainstreaming efforts focused on awareness-raising about core project outputs (eRegulations portal and simplified procedures) among women entrepreneurs. The latest were defined as the main target groups (direct project beneficiaries) alongside foreign investors and local SMEs. However, the project monitoring framework did not track and measure the success of outreach activities in general, and outreach activities targeting women entrepreneurs in particular. Project Gender Marker is GEN-1.

Crosscutting results

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

Social Standards Appraisal

Simplification and awareness-raising about complex administrative procedures creates a variety of conditions for the growth of marginalized or vulnerable groups and businesses in remote and disadvantaged areas. The referenced conditions make the project highly relevant for the referenced groups of beneficiaries. First, eRegulations portals allow those groups of beneficiaries to obtain information about government services through electronic means. Second, procedural simplification is directly linked with wider utilization of eGovernance tools, which further facilitates access to government services for marginalized populations. And third, simplified procedures and elimination of information asymmetries are lowering expenses for Government services, which is critically important for most cost-sensitive groups of the society, including marginalized or vulnerable groups and businesses in remote and disadvantaged areas.

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 Economy has proposed organizing a platform consisting existing and potential investors to discuss issues related to investment and doing business environments. This proposal is fully in-line with the project objectives and can be easily implemented within the project.
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 hired 2 experts on IC terms who are responsible for collecting the information, mapping and presenting it on the e-regulations portal. The process is very time consuming and has demanded more time than originally allocated. Also there are now 18 procedures to be presented instead of 12, as some procedures require splitting up, for example utilities for businesses has 3 procedures, gas, water and electricity.

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

The project's final Board Meeting took place on the 4 December 2019. The board was presented with the achievements for 2019, reporting on achievements and final arrangements for transferring the portal to the Ministry of Economy. Minutes of the meeting reflect the positive feedback from all board members and acceptance of successful delivery and major achievements.

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

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

VI. PRODOC CHANGES, HORIZON SCANNING

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

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

VII. PARTNERSHIPS, COMMUNICATION, KNOWLEDGE MATERIALS

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

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

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

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

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

RED CARPET 5
low-.pdf

The link is here:

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

5 information video clips are produced –

1 – Obtaining Residency Permit - https://youtu.be/vJXhmzftOyk
2 – Starting a Business - https://youtu.be/1191_3vWt2g
3 – Registering Intellectual Property - https://youtu.be/MQLgttT7QjM
4 – Getting Construction Permit - https://youtu.be/C2C9M9pW0eI
5 – Subscription to Utilities - https://youtu.be/38HHwVKtF_0

The Armenian PR Association nominated the e-Regulations Armenia portal in the category for best Digital PR project of the year. e-Regulations Armenia project has been selected as the top 3 project in that category. A certificate was handed out during the official ceremony, acknowledging the award.

VIII. EVALUATIONS

Project Final Evaluation took place in November -December 2019, conducted by international evaluator Gevorg Torosyan based in Washington DC. The final report reflected on achievements, reported that all project activities delivered successfully and listed lessons learnt. The Final Evaluation Report is available.

IX. DONOR REPORTS

Donor Reports
- Dec 2017 – Completed
- May 2018 – interim report – Completed
- Dec 2018 – annual report – Completed
- May 2018 – interim report – Completed
- Dec 2019 – end of project evaluation report – Completed

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

No further installments are due for this project.

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

Regular field visits were done with implementing partner Business Armenia (weekly).

Lessons Learnt

The project mapped and published 18 procedures in Armenian, Russian, and English, whereas initially, it was envisaged that the project would map and publish 16 procedures in English only. This shows that the project was able to surpass the efficiency ratio envisaged at the project inception stage. Remarkably, this has been done despite turbulent changes in the project's stakeholder base.

The request to make the eRegulations portal available in Russian and Armenian along with the English, was approved by the Project Board in February 2019. The justification for this request was that most of the foreign direct investment to Armenia is from the Russian Federation.

In 2018, after the so-called "velvet revolution," significant structural changes were made in the Government. The Government suspended funding of the main Implementing Partner of the project - Business Armenia - and the agency lost the designation of the State Investment and Export Promotion Authority. Three out of four main Government and quasi-governmental counterparts - the MIEIR, CSI and DFI - were dissolved, while the fourth counterpart - the Ministry of Economic Development and Investments - went through major restructuring and was renamed to the Ministry of Economy. The project adapted successfully to the described unpredictable changes in the external environment. This became possible because the project operated under a streamlined organizational structure: effective project coordination by the UNDP Armenia Socio-Economic team; strong technical guidance from UNCTAD; a small but vibrant project implementation team adjunct to UNDP; and technical experts at BA. In addition, the project implementation methodology and strategic planning frameworks proposed by UNCTAD and embedded into the project architecture at the project inception stage were of high quality, which allowed the project to achieve commendable success in terms of accomplishment of output targets under the discussed challenging circumstances.

The project mapped published at least 6 procedures, which are "consumed" both by business and ordinary citizens . Improving the public service delivery model, streamlining respective regulations and procedures, and developing eGovernance platforms are some of the top priorities of the Armenian Government. Mapping regulations and procedures is the first step towards the creation of eGovernance platforms, which should be digitized. Second, regulatory streamlining is only possible when trained experts within the Government are available to carry out simplification tasks following international best practice-compliant mythologies. As the Government of Armenia prioritized improvement in public service delivery, the project generated another positive impact by laying doing foundations for future success in this area.

Budget reallocation was requested from ADA, donor, to adjust the public relations portion in order to deliver multichannel PR activities, informing the potential users about the portal, the benefits, user instructions and guidance. It was approved which allowed us to actively promote the portal among local and international audiences.

XI. FUTURE ACTIONS, WORK PLAN

The project has delivered all planned actions and successfully completed the work plan. No further actions are planned.

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 1 (2018)		Year 2 (2019)		FINAL		
					Planned	Actual	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	12	18	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							Risks and assumptions
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 4	7 3 3	0 0 3	0 13 5	6 2 7	7 16 8	• 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	2017	2 0	1 0	4 4	10 4	6 4	11 4	• Project annual report • Low interest of the Armenian Government in project activities; Insufficient funds for implementation of the project