Strengthening of Disaster Risk Reduction National Platform Capacities

PROJECT EVALUATION

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Contents

1. Executive summary

UNDP Armenia under the programme "Strengthening National Capacities for Disaster Risk Reduction" and funded by European Commission, Department of Civil Protection and Humanitarian Aid in 2017 May has started implementation of *"Strengthening Disaster Risk Reduction National Platform Capacities in Armenia"* project.

In 2016, in order to identify significant gaps and systematize capacity development efforts to ensure the resilience building in the country, in line with Sendai Framework for Disaster Risk Reduction (SFDRR) and Sustainable development goals (SDG), within the frame of DRR National Platform, UNDP in partnership with World Bank and Minister of Emergency situations (MES) conducted capacity assessment for Disaster Risk Management (DRM) system. Based on this capacity assessment, a package of recommendations with Action Plan for 2016-2020 was provided to the Government of Armenia(GoA) for approval. Based on these recommendations the National DRM strategy was developed and approved. Within capacity assessment the role of DRR National Platform (DRRNP) were highlighted as main driving force for implementation.

DRRNP was established in 2010 by the Government Decree N 1694 (annex 1) as an independent foundation with objective to serve as coordination mechanism to enhance multi-stakeholder collaboration and coordination for the sustainability of DRR activities through a consultative and participatory process in line with the implementation of the SFDRR. At the time of Project initiation, despite of efforts of UNDP and Ministry of Emergency Situations (MES), the DRRNP was still at development stage and required further capacity building to become self-sustainable and strengthen its capabilities and functionality.

Nevertheless, the identified lack of information and limited awareness among communities regarding to implementation, monitoring and evaluation of SFDRR and Disaster risk management national strategy (DRMNS), could be addressed by Armenia DRR NP, which is well positioned to promote and coordinate these efforts at all levels according to following priority needs, in line with the overall ECHO analysis and strategy for Armenia:

1. Establishment of SFDRR monitoring and evaluation electronic platform based on the indicators formulated by UNISDR, as a user-friendly tool to establish public-private dialogue and networks for resilience building, focused on equipping people of various age, profession, and social status with knowledge and skills on SFDRR.
2. Improvement of information management mechanisms related to SFDRR and DRM National Strategy implementation, to ensure their integration into community development cycle.

3. Utilization of innovative technologies for real and near real-time remote monitoring and earth observation, establishment of GIS based risk profiling capabilities to ensure Risk informed urban development and human capacity building at local level.
4. Decentralization of DRM innovative solutions and knowledge from national to local level ensuring community-based resilience and SFDRR implementation at local level.

The project focused on institutional, human and science capacity building for the DRRNP which was to contribute to the involvement of subsequent financial capacities, by attracting relevant stakeholders. It was envisaged that the strengthening and sustaining capacities at DRRNP will bring lasting effect to overall DRM potential in the country and ensure trickle-down effect to other DRM stakeholders. It is in line with the promotion of the implementation of Sendai Framework for Disaster Risk Reduction (SFDRR) as DRRNP is founded to serve as a basic structure to support the Government in implementation of SFDRR at national and community level synchronized with the Sustainable development goals. Further within the project scope innovative approaches were to be piloted in 2 urban areas – Kapan and Stepanavan cities.

The project was to be implemented with a special emphasis on gender equality, equal participation from the citizens with disabilities and other stakeholders from vulnerable groups. It also was to enable these groups to be more and better involved in DRM initiatives contributing to accountability, management and decision making processes. The project also had to lead to multi-stakeholder consultations and information exchange to promote public-private partnership for DRM Strategy and SFDRR implementation, interlinked with the SDGs.

The Principal Objective of the implemented project was to strengthen the national capacity in the area of Disaster Risk Management through the capacity building of the Disaster Risk Reduction National Platform in Armenia (DRRNP) through financial support of DG ECHO.

The Specific Objective was to strengthen the functional capacity and sustainability of DRRNP, which incorporates efforts to upgrade human, technical, financial capabilities and promotes innovative approaches and best global practices.

The 4 main indicators predefined for measuring the success of the project are the following:

> **Indicator 1:** An electronic tool is developed enabling effective monitoring and evaluation of the implementation of Disaster Risk Management National Strategy and Sendai framework for DRR.
> **Indicator 2:** Percentage of targeted beneficiaries report on improved capacity of DRR National Platform
> **Indicator 3:** Small scale projects in line with DRM National Strategy implemented to support the line ministries and ensure the functional sustainability of the DRR National Platform.

Indicator 4: The software for monitoring of SFDRR and DRM National Strategy is tested in Stepanavan and Kapan cities, ensuring fully functional urban monitoring and accountability mechanisms.

2. Introduction and Methodology

The <u>overall objective of this assignment</u> is to conduct evaluation of the project activities/outputs and present the findings and recommendations in the Evaluation Report. For those interventions, the impact of which is expected later than the reporting period, the beneficiaries' satisfaction level, their expectations towards achieving the planned outputs and results as well as the expert opinion will be qualitatively measured, and shortcomings will be highlighted. The conclusions and analysis within the scope of this assignment are based on the measured changes in the key indicators, as well as on collected other relevant qualitative information.

Activities conducted within the frames of this assignment are the following:

1. Document review - the project planning documents, intermediate report with the annexes, etc.;
2. Primary data collection - field work;
3. Development of the report to present clear achievements of outcome interventions.

The scope of work as defined in the ToR included analysing and evaluating the following:

- ✓ Progress made by the Project towards the achievement of results at the outcome and output levels;
- ✓ Effectiveness and sustainability of activities conducted in frame of the Project to assist the establishment of Innovative Youth Centers in Stepanavan and Kapan;
- ✓ Effectiveness of established Electronic monitoring toolkit for Disaster Risk Managements National Strategy;
- ✓ Effectiveness and impact of the activities within the frames of conducted efforts to improve First Aid standards and training manual, Psycho-social support manual and guideline, trainings on utilization of DRM Strategy;
- ✓ Established partnership with other institutions, effectiveness and sustainability;
- ✓ Effectiveness of provided support during the organization of CASC Sub-regional platform in Armenia and formulation of Yerevan declaration;
- ✓ Effectiveness and impact of enhanced functional and financial capacities;
- ✓ Effectiveness and impact of public awareness activities undertaken in the frame of the Project.

Additionally, within the scope of this assignment special attention was paid to question related to Gender and inclusion of the most vulnerable groups. During all interviews there will be questions aiming to reveal the following elements of the project content and implementation specifications:

- ✓ What steps were undertaken to ensure the active participation of women within the programme and what steps could be taken in the future to improve this practice?
- ✓ Did the programme meet specific gender indicators and targets outlined within the project document?
- ✓ How were vulnerable groups (including children and youth) involved in the project? What impact has the programme had on reducing vulnerabilities of these age groups?

This assignment will be completed in 2 stages:
1. Data Collection and analysis
2. Report writing

The data will be collected from primary and secondary sources of information. The secondary source will be the project's interim report and its annexes, available materials on-line including international and national frameworks and documents and other relevant reports and documents provided by UNDP.

For data collection from primary sources of information, interviews were conducted with the stakeholders in Stepanavan, Kapan and Yerevan.

Field based data collection included:

- Interviews with national, and local government, Municipality of Kapan and Stepanavan, Youth innovative center, Instigate, Jinishyan foundation, TSD private company, Lore rescue team and Crisis Management State Academy;
- Interviews with other actors (DGECHO partners)
- Focus group discussions with beneficiaries (in MES, DRR National Platform, Stepanavan and Kapan cities);
- Interview with Sendai Focal Point and the representative of the Standing committee of Defense and Security of the Parliament of Armenia.

The majority of conclusions within the scope of this assignment relies on the qualitative information and justified judgments of the Project beneficiaries, stakeholders, and partners. This information was collected via face-to-face qualitative interviews with the key informants, focus group discussions and telephone interviews with the randomly selected informants (beneficiaries, stakeholders, and partners of the implementers for each conducted intervention).

Provided the specific and scientific nature of the project interventions it can be stated that although the number of stakeholders surveyed is statistically not sufficient, the answers they provided to the qualitative questions raised can be a sound basis for conclusions.

The respondents that provided their qualitative answers and opinions in regard of the various interventions of the Project were selected in a way to ensure proper representativeness from each stakeholders' group. The Project implementation team provided the list of key stakeholders, so the respondents were selected from those lists.

Because of the qualitative nature of the collected information, all the interviews were conducted via semi standardized survey tools: semi-standard questionnaires with open questions. All the survey tools were designed to address the main aspects of the task of the current evaluation of the end results of the Project implementation. All the findings have been classified and thoroughly analysed to provide the Project implementation team with objective evaluation of the achievements, identified shortcomings that could possibly hinder the progress and threaten the sustainability. Recommendations for the improved implementation of similar projects and for ensuring the replication of the current achievements.

The key output of this assignment will be the full report in English including key recommendations.

3. Overall Impact

Table # 1 Project Indicators

Intervention Logic		Indicator	Sources and Method of Data collection	Target Value	Status	Actual Value
Specific Objective	The Specific Objective is to strengthen the functional capacity and sustainability of Disaster Risk Reduction National Platform (DRRNP), which incorporates efforts to upgrades human, technical, financial capabilities and promotes innovative approaches and best global practices.	An electronic tool is developed enabling effective monitoring and evaluation of the implementation of Disaster Risk Management National Strategy and Sendai framework for DRR.	Official transfer of the electronic tool to Ministry of Emergency Situations and DRR NP.	*1 electronic tool*	*Complete*	*1 electronic tool is developed and tested for Kapan and Stepanavan Communities (in the process of testing nationwide)*
		Percentage of targeted beneficiaries report on improved capacity of DRR National Platform	Pre and post baseline study by UNDP	*225 beneficiaries*	*125 provided feedback, the study is on-going and will be repeated periodical ly to*	*This analysis was conducted based on the capacity assessment of the DRR national platform. The assessment was conducted based on an initially developed*

					involve more beneficiaries.	*questionnaire in two stages. Inquiry 2017- was conducted in November, 2017- the questionnaire was sent out to 113 partners and answers were received from 102. Inquiry 2019- was conducted in May-June, 2019 – the questionnaire was sent out to 137 partners and answers were received from 125.*
		Small scale projects in line with DRM National Strategy implemented to support the line ministries and ensure the functional sustainability of the DRR National Platform.	DRR National Platform and UNDP reports	*3 projects*	*Complete*	*3 projects in line with the DRM National Strategy implemented by DRRNP Foundation*
		The software for monitoring of SFDRR and DRM National Strategy is tested in Stepanavan and Kapan cities, ensuring fully functional urban monitoring and accountability mechanisms.	DRR National Platform and UNDP reports	*2 reports*	*Complete*	*Feedbacks on testing the toolkit in **Kapan and Stepanavan** communities were considered in updating the City resilience action plans by the relevant Municipalities and DRR NP*
Result 1	High standard electronic tool for Monitoring and evaluation of DRM National Strategy and Sendai Framework for DRR implementation, interlinked with SDGs created.	Electronic tool for Monitoring and evaluation of DRM National Strategy and Sendai Framework for DRR implementation created and presented to the Ministry of Emergency Situations.	Electronic software cleared by UNDP and endorsed by MES.	1	*Complete*	*1 The electronic monitoring toolkit for SFDRR and DRM National Strategy was developed and*

						endorsed by MES.
		System of custom indicators is formulated for DRM National Strategy and Sendai implementation monitoring and evaluation electronic toolkit, interlinked with the SDGs.	Standard Operating Procedures (SOP) are cleared by UNDP and endorsed by the Ministry of Emergency Situation.	1	*Complete*	*1 SoP was developed for the electronic monitoring toolkit*
		* Number of people reached through Information, Education and Communication on DRR	Participant's lists for the planned 12 trainings are signed, pre-post training testing are carried out under the UNDP supervision.	200	*Complete*	*94 organizations 203 representatives*
Result 2	Technical and professional capacities of the DRR National platform are enhanced for effective utilization of innovative technologies, including drones, in risk profiling, monitoring and other emergency response related activities.	Software for GIS based risk profiling is acquired and applied.	UNDP expert evaluation report for the software, based on which a transfer of asset (software) from UNDP to DRR NP.	1	Complete	*1 software for GIS based risk profiling was acquired and provided to DRRNP and State Academy of Crisis Management*
		* Number of people reached through Information, Education and Communication on DRR	Participant's lists for one ToT and planned 6 trainings are signed, pre-post training testing are carried out under the UNDP supervision.	105	Complete	*24 organizations 106 representatives*
Result 3	Project management capacities and functional sustainability of DRRNP is enhanced by the introduction of small scale project modality for development and implementation of small projects in first aid, emergency physiological support, GIS related education, urban resilience and other activities, supporting the DRM National Strategy.	UNDP has endorsed at least 3 project applications addressing DRM related issues in Armenia selected by the line ministries, which include clear outputs and outcomes for delivering by DRR NP.	Three selected small scale projects are officially endorsed by UNDP.	3	Complete	3 project ideas supporting the implementation of DRM National Strategy were selected, endorsed by UNDP and carried out by DRRNP
		* Number of people reached through Information, Education and Communication on DRR	Final reports endorsed by UNDP and uploaded into SFDRR monitoring and evaluation system. Participant's lists for the meetings, workshops and study tour are signed and carried	145	Complete	96 organizations 364 representatives

Activities	Status
out under the UNDP supervision.	

Activities	Status
Activity 1 Electronic software for monitoring and evaluation of the implementation of Disaster Risk Management National Strategy and Sendai Framework for Disaster Risk Reduction will be developed jointly with DRM main stakeholders and presented to the Ministry of Emergency Situations.	Software development – **Complete** Testing of the software in Kapan and Stepanavan – **Complete** Testing of the software in 38 communities from all provinces of the country – **In progress** Presentation of the tool to the MES and other line ministries for approval - **In progress**
Activity 2. Trainings of Trainers are organized by UNDP in partnership with the Disaster Risk Reduction National Platform for key stakeholders to ensure effective exploration of the introduced electronic software and technologies.	**Complete**
Activity 3. Drones and supporting innovative technologies are acquired for real and near real-time remote monitoring and earth observation.	**Complete** Within the DRRNP thematic working group, a concept on state regulation of remotely piloted aerial systems (RPAS) was drafted, reflecting to relevant spheres lacking state regulation, including current existing problematics, scope and types of aerial operations, RPAS classifications, rules and use of airspace, required training and authorization, certification, design and declaration issues, general provisions for data reporting, investigating, security and insurance mechanisms, as well as RPAS operating organization and maintenance.
Activity 4. Capacity building trainings and workshops are carried out to ensure the appropriate understanding, integration and utilization of drones in risk profiling and humanitarian response.	For Stepanavan - **Complete** For Kapan and Vayots Dzor- **In progress**
Activity 5. The Disaster risk reduction national platform communicated with the Ministries of Emergency Situations, Territorial Administration, Health, Education and Sciences and their DRR national strategy implementation issues identified and addressed through the implementation of small-scale projects.	**Complete** - 3 project ideas supporting the implementation of DRM National Strategy suggested by the DRRNP partner organizations and line ministries were selected, endorsed by UNDP and relevant projects were implemented.

	Additionally, New Law on Civil Protection and Disaster Risk Management was developed and endorsed by MES. The Law covers the responsibilities of all the stakeholders from the Government to citizens in DRR, emergency response, early recovery and post disaster recovery.
Activity 6. Small scale projects implementation, outputs, outcomes and lessons learned are documented by DRR National Platform and reported to the line Ministries and UNDP	**Complete**

*As stated in the previous section of this paper **the principal objective** of the project is to strengthen the national capacity in the area of Disaster Risk Management through the capacity building of the Disaster Risk Reduction National Platform in Armenia. **The Specific Objective** is to strengthen the functional capacity and sustainability of Disaster Risk Reduction National Platform (DRRNP), which incorporates efforts to upgrades human, technical, financial capabilities and promotes innovative approaches and best global practices.

Indicator 1: ***An electronic tool is developed enabling effective monitoring and evaluation of the implementation of Disaster Risk Management National Strategy and Sendai Framework for DRR.*** Within the scope of the project, 1 electronic tool was developed to serve as unified model and mechanism supporting the SFDRR and DRM National Strategy implementation, monitoring and evaluation at country level. The toolkit is a multi-stakeholder platform, designed to measure the achievements from national to local level, allowing timely decision making on adjustments of action plans if needed. Thus by utilization of this toolkit, the project developed a comprehensive mechanism to support Sendai and National Strategy implementation at all levels, measure the achievements and provide recommendations for considering natural and industrial risks into the community sustainable development cycle.

On the other hand, as the monitoring of the DRM national strategy is within the DRRNP's mandate, the toolkit contributes to enhancement of DRRNP institutional capacity to ensure effective cooperation and partnership between DRM stakeholders.

The impact of this intervention is early to measure as the tool is not yet fully ready to be installed and implemented in the communities. The developed toolkit is in the process of testing. Within the scope of the project, however, several activities have been carried out in order to ensure the effectiveness and sustainability of the intervention. In particular:

1. Trainings were carried out to introduce the toolkit to the stakeholders from the communities, MES, as well as for relevant NGOs and involved private sector representatives. The participants from the communities were officials responsible for DRR National Strategy implementation at local level and were assigned by the provincial government. Each of the participants from communities have taken the responsibility to test the toolkit in at least 2 communities of their province and report on shortcomings.
2. A SoP and training guideline on the use of electronic monitoring toolkit was developed by DRRNP, which will make the process of implementing the system nationwide much easier and the knowledge management more organized and efficient. The manual will be available on-line for all stakeholders. *Note:* Since the toolkit is still in the testing and adjustment phase, the manual also is not yet finalized and uploaded.

Factors that will ensure success of the implementation:
- The toolkit is very easy to implement regardless of the user's education level and background.
- The implementation of the toolkit does not assume huge costs.
- The toolkit is key for ensuring efficient implementation of SFDRR and DRM National Strategy and is highly demanded by the main actors of DRR at national level for effective decision making processes.
- All the main stakeholders that will be involved in using the toolkit either as a contributor or as a validator are involved in the process of development and adjustment of the toolkit.
- The monitoring toolkit was tested/implemented in 2 communities: Kapan and Stepanavan, as was planned, and based on the results of the feedback from implementation the DRR Action Plans of the cities were updated. Additionally, the toolkit was adjusted. Further the toolkit was tested for 38 communities and 12 administrative regions of the capital Yerevan. The adjustment process of the toolkit currently continues based on the feedback from the mentioned 39 communities.

Main risks related to the intervention:
- The toolkit is still in the phase of testing and adjustments and is not yet approved neither by the relevant Ministries nor by the government. The main concern by the key stakeholders is that the Ministry of Territorial Administration, the MES or the Government of Armenia will not approve of the toolkit. This risk however is assessed to be minimal, as the MES was involved from the beginning in its development; the monitoring should be carried out by MES and DRRNP but the ultimate responsible institution for that is the Ministry of Territorial Administration. Therefore, both Ministries are highly interested in upgrading the monitoring system.
- The toolkit assumes data collection from all the communities in the country, therefore a number of contributors should be trained. Even though most of the stakeholders during the interview have mentioned that they will be happy to contribute to the capacity building of local stakeholders with their knowledge and time, the trainings will assume some costs, the funding

source of which is still unclear. This risk however also is not big. Some stakeholders believe that if the government will approve of the tool, then appropriate funding will be assigned for capacity building from the State budget. Additionally, the SoP developed within the scope of the project is an essential tool for learning for all the users and validators involved in the monitoring data collection and validation processes.

Indicator 2 *Percentage of targeted beneficiaries report on improved capacity of DRR National Platform*

In parallel with enhancing the DRR NP's functional, financial and technical capacities, as well as increasing the scope of its services provided, a need to measure the beneficiary satisfaction level aroused. It was envisaged that the beneficiary satisfaction level will be measured by "survey monkey" online platform during the baseline and end-line study of the project. For the baseline study a survey questionnaire was developed and circulated among partners and beneficiaries for feedback. The same questionnaire was circulated among partners by the end of the project and the results will be clear by the end of May.

More importantly, to ensure stable high level of services, the DRRNP is planning to install a reporting modality that will serve as unified model and mechanism to identify the level of improved capacity of DRRNP that measures the achievements from the points of view of the main beneficiaries. It will include multi-stakeholder platform, set of monitoring indicators through using the "Survey monkey" online platform. This toll not only will measure the beneficiary satisfaction level, but also will provide recommendations to contribute to enhancement of DRRNP institutional capacity to ensure effective cooperation and partnership between DRM stakeholders. The survey tool will be available on-line on the DRR NPs website, and the feedback on the DRM NPs services will be collected on an ongoing basis.

Indicator 3 *Small scale projects in line with DRM National Strategy implemented to support the line ministries and ensure the functional sustainability of the DRR National Platform.* Within the scope of the project DRRNP team have consulted with the key partners to get ideas for mini projects that could contribute to the implementation of the DRR National Strategy. 3 project ideas have been selected/prioritized, based on which projects were developed and implemented by DRRNP. In order to address the issue related to the lack of project management capacities of DRRNP, not only the implementation of these mini projects were trusted to DRRNP but also 2 new staff members were hired by UNDP to pass an "on-the job" training in project management and to contribute to the DRRNP operations, with an assumption that these 2 staff members will later be employed by DRRNP or will become its freelance specialists. The contents of the projects also were to directly or indirectly build the financial, functional and technical capacities of the DRRNP as follows:

1. *Development of FirstAid standards and training manual, in cooperation with the Ministry of Health.* – The training manual was developed for First Aid, which will be used by

DRRNP Foundation to carry out fee-based training, thus ensuring additional income for the foundation and enhancing the quality of its services.

2. *Development of Psycho-social support manual and guidelines* –Within the scope of this project the manual and guidelines were developed for psycho-social support during the emergency situations. Also, a pool of psychologists was created to be available on the MES database and UNDP roster, with a clear guideline when and how they can be conducted. This pool is very important also for DRRNP Foundation as a human capital to be used during emergencies.

3. *Establishment of Youth Innovative Centers in Stepanavan and Kapan cities*. – The centers can serve for DRRNP Foundation as a capacity for conducting trainings in innovative technologies and as a good foundation for establishing new partnership with private and public organizations to enter new fields of operations providing fee based services.

*Indicator 4: **The software for monitoring of SFDRR and DRM National Strategy is tested in Stepanavan and Kapan cities, ensuring fully functional urban monitoring and accountability mechanisms***. The newly developed software was to be piloted in two target cities, Kapan and Stepanavan, as a unified model and mechanism to support the SFDRR implementation, monitoring and evaluation system at urban environment that measures the achievements at local level. Given that the system will be implemented nationwide, and the needs towards the software differ a lot from one province to another, it was decided to organize its testing in at least 2 communities from each province of the country. Therefore, a training was organized, were 38 representatives from all provinces of the country and representatives from all 12 administrative areas of the capital city were present. During the training, the shortcomings of the electronic toolkit was identified and based on the suggestions of the participants, currently the programmers are working on adjusting the monitoring system. Only after the adjustment it is planned to start nationwide testing of the system in at least 2 communities of each province. It is envisaged to present the system to the representatives from the Government, MES and Ministry of Territorial Administration for final approvals.

Success factors: The project team have given more considerate solution to the testing of the system. The nationwide testing will guarantee the success of the system, while the testing in just 2 communities could only inform about some of the needed obvious adjustments. There are a number of committed stakeholders (e.g. DRR NP, Sendai Focal Point in the MES, UNDP team members, etc.) that are following up the project initiative to ensure final installation and implementation of the system.

RESULTS

Result 1 - High standard electronic tool for Monitoring and evaluation of DRM National Strategy and Sendai Framework for DRR implementation, interlinked with SDGs created.

The achievement of this result is measured by the following three indicators:

Indicator 1- Electronic tool for Monitoring and evaluation of DRM National Strategy and Sendai Framework for DRR implementation created and presented to the Ministry of Emergency Situations.

Indicator 2 - System of custom indicators is formulated for DRM National Strategy and Sendai implementation monitoring and evaluation electronic toolkit, interlinked with the SDGs.

Indicator 3- Number of people reached through Information, Education and Communication on DRR.

The electronic toolkit for monitoring and evaluation of DRM National Strategy and Sendai Framework for DRR implementation, interlinked with SDGs through formulated custom indicators, was created within the scope of the project. The set of monitoring indicators were developed by the multi-stakeholder advisory group established by UNDP in partnership with the MES, National Statistic Service, UNISDR, DRRNP within the scope of the project. The SFDRR indicators were localized and interlinked with the SDG indicators which enables to formulate accountability mechanisms for effective synergized implementation.

The toolkit is not yet officially endorsed by the MES and the Ministry of Territorial Administration as it is in the process of adjustments as reported by the key interviewed stakeholders of the project, but, as described above, the MES was involved largely in the process of developing the toolkit, as well as in the discussions of its needed improvements. Therefore, the risk that the toolkit will not be endorsed officially by the MES, is practically none.

The *Standard Operating Procedure (SoP) and the Training Guideline* on the use of monitoring and evaluation electronic toolkit is developed by DRR NP and "Lacator" LLC (organizations that have developed the electronic toolkit), but will be adjusted to the finalized toolkit based on the received feedback and recommendations during the trainings organized for the key partners and stakeholders.

After its approval, the electronic monitoring toolkit and the adjusted SoP will be provided to the DRRNP as an independent coordinating actor, and will be reflected in the data of National Statistic Service. The monitoring and evaluation results will enable to enhance and adjust the ongoing activities in all relevant aspects of DRM.

6 training of trainers were organized in partnership with the DRRNP for the MES and line ministries, Province and community administrations and other key stakeholders to ensure effective exploration of the introduced electronic software and technologies. As mentioned earlier, during the trainings the shortcomings of the toolkit was discussed and based on the recommendations and suggestions from the key stakeholders, currently the team of programmers from "Lakator" LLC are working on improvements of the system. It is envisaged that the newly certified trainers will carry out training in their respective fields and provinces, which will be closely monitored on-line by DRRNP. In general, these trainings were both for preparation of "contributors" and "validators" of the system.

The trainings provided and the developed SoP are to ensure proper installation and implementation of the electronic monitoring toolkit nationwide after its approval and adoption.

As was planned the electronic toolkit was presented to other countries during the CASC sub-regional platform organized in Armenia, where representatives from Central Asia and South Caucasus were present; Global Platform held in Geneva, where all UN member countries were present; and European Forum on DRR held in Rome, where all countries from the sub-region were present. The electronic toolkit was recognized to be key in ensuring proper implementation of SFDRR indicators, by the participating countries during the events. Further many countries recognized the need of developing similar toolkit for improving the SFDRR implementation processes.

The direct beneficiaries for the result 1 were 94 organizations, with their 203 representatives, out of which 136 men and 67 women.

Result 2 - Technical and professional capacities of the DRR National platform are enhanced for effective utilization of innovative technologies, including drones, in risk profiling, monitoring and other emergency response related activities.

The achievement of this result is measured by the following 2 indicators:

> *Indicator 1*- Software for GIS based risk profiling is acquired and applied.
> *Indicator 2* - Number of people reached through Information, Education and Communication on DRR

In order to develop the technical capacities of DRRNP for DRM, UNDP have supported the integration of innovative technologies into risk identification and management services that DRRNP provides to interested stakeholders, with that making the innovations an integral component for disaster risk profiling. This support was provided through mini-projects suggested and carried out by DRRNP and its partners. In particular, Mini-labs were acquired and provided to the Youth Innovative Centers established in Stepanavan, Vayk and Kapan cities, software for GIS based risk profiling was acquired and applied. The administrative permission for the software is provided to DRR NP (commercial and education service provision) and State Academy of Crisis Management (education purposes jointly with Youth Innovative Centers). The soft allows to develop maps based on the Drone photos and videos, which in its turn contributes to the monitoring of potential risks and hazards in the areas. Considering the lack of human capital in risk mapping and remote sensing, this toolkit was provided as a semi-professional and user-friendly tool which provides easy implementation approach and ensures high profile mapping results. As stated by the users, this software is great for education purposes.

Currently Stepanavan and Kapan have GIS Risk Modeling, but due to the lack of Human Capital they are unable to update the data. With the support of UNDP, DRRNP currently has enough technical and

human capacities to provide fee-based services for GIS updating. The Copper-Molybdenum Factory of Kajaran already have ordered this service to DRRNP, as he has worked on eliminating the hazards that were identified during the GIS based risk modeling carried out in previous years. As a first step, DRRNP already carried out training for the factory's relevant staff members on GIS based risk modeling and updating. In general, it is important to note that currently 2 organization carry out fee-based training on GIS based risk modeling: American University of Armenia and DRRNP. The first one offers trainings in English, and language barriers are serious issue for the stakeholders in the communities. Therefore, we can state with confidence that DRRNP has all the capacity to lead the market.

The Drones also were provided to the Youth Innovative Centers in Stepanavan and Vayk mainly for education purposes, but the equipment remains on the balance of State Academy of Crises Management to ensure their purposeful use. Based on the MoU signed between the DRRNP, Innovative Youth Centers, LG, Lore Rescue Team, UAV Lab, other private sector representatives and other relevant stakeholders, the use of drones is aimed at educational purposes, as well as for risk profiling of communities, humanitarian response and monitoring. The MoU also defines the terms of use of the drones by each partners and their responsibilities and outlines possible cooperation scopes. The application of the innovative technologies enhances technical capacities of DRRNP and ensures its functional sustainability.

To ensure the appropriate understanding, integration and utilization of drones in risk profiling and humanitarian response; capacity building trainings and workshops were conducted in partnership with UNDP and DRRNP for the municipality staff, rescue service, interested NGOs and other DRR stakeholders.

It was envisaged that the youth active in Stepanavan and Kapan will receive training in drone management basics and aerial image acquisition, as well as basic aircraft modeling for aerial observations with the purpose of creating long-term availability of local human capacity in the sphere and in urban environment. This initiative, however, was carried out with slight deviations from the initial plan. The training for Stepanavan young activists was carried out by an independent expert, in drone production and operation, Mr. Hovhaness Yeghiazaryan. Because of the changes in Kapan LG after the "Velvet" revolution, however, the new Major of the city, was not as supportive to the idea of Drone utilization as the previous one. Therefor only simulators were provided to Kapan Youth Innovative Centers for education purposes. Active young students from Kapan were trained on drone utilization in Stepanavan in a format of experience exchange.

In cooperation with the individual expert Mr. Yeghiazaryan, and with the support of the Vayots Dzor LG, the DRRNP and UNDP have started establishment of Youth Innovative Center in Vayots Dzor. The renovation of the space provided by Vayots Dzor LG is in progress. In Mr. Yeghiazaryan's words, the center will provide educational services on Drone utilization to the interested youth of Vayots Dzor

and Kapan areas. The drones will as well serve for risk profiling, monitoring and humanitarian response purposes for Lori, Vayots Dzor and Syunik Provinces.

Suggestion: It was suggested by the stakeholders that the Drones purchased within the scope of the project are high quality ones and are great to be utilized in risk profiling, monitoring purposes and for humanitarian response, but for educational purposes using less expensive devices would be more reasonable.

The direct beneficiaries for the result 2 were 24 organizations, with their 106 representatives, out of whom 70 men and 36 women.

Result 3 **- Project management capacities and functional sustainability of DRRNP is enhanced by the introduction of small scale project modality for development and implementation of small projects in first aid, emergency physiological support, GIS related education, urban resilience and other activities, supporting the DRM National Strategy.**

The achievement of this result is measured by the following 2 indicators:

> *Indicator 1:* UNDP has endorsed at least 3 project applications addressing DRM related issues in Armenia selected by the line ministries, which include clear outputs and outcomes for delivering by DRR NP.
>
> *Indicator 2:* Number of people reached through Information, Education and Communication on DRR – definition - Information, Education and Communication: community-led awareness campaigns, development and distribution of awareness materials, media campaigns; peer-to-peer awareness, workshops, exhibitions, training of teachers and pupils.

As Mentioned in the previous sections of this evaluation paper, within the scope of the project, DRR NP team in cooperation with its key partners suggested 3 project ideas supporting the DRM National Strategy implementation. These ideas were endorsed by UNDP for further implementation by DRR NP. 2 new staff members were hired by UNDP to pass an "on-the job" training in project management and to contribute to the DRR NP operations, with an assumption that these 2 staff members will later be employed by DRR NP or will become its freelance specialists. The three projects officially endorsed by UNDP are listed below:

> 1. *Development of FirstAid standards and training manual, in cooperation with the Ministry of Health.*
> 2. *Development of Psycho-social support manual and guidelines.*
> 3. *Establishment of Youth Innovative Centers in Stepanavan and Kapan cities.*

The implementation of these three projects not only contributed to the development of DRRNP managerial, technical and professional capacities, but also have largely supported the DRM National

Strategy and its implementation, thus deepening partnership and synergy with the line ministries and, as mentioned before in this paper, enhancing the financial and functional sustainability of the DRRNP.

- The development of FistAid standards and training manual was carried out in close cooperation with the Ministry of Health and other involved public and private sector stakeholders who carry out similar trainings for public. The manual serves as an approved guideline by the Ministry of Health for knowledge and certificate provision on FirstAid, and an additional income generation opportunity for DRRNP and other public and private sector representatives in the field.

  To legalize and control the sector and the actions of the involved parties *Law on Civil Protection and Disaster Risk Management* was developed within the scope of the project. The Law defines the roles and responsibilities of all the involved parties, before, during and after the disasters and with that is essential for quality and well regulated service provision of all the stakeholders involved in the field.

- The development of *Psycho-social support manual and guidelines*, by experts as well as the formed pool of psychologist became a good human capital for DRR NP, to which the organization can apply when in need for consultancy and actual support before during and after the disasters.

- *The Established Youth Innovative Centers in Stepanavan, Vayk and Kapan cities* and provision of drones with related capacity building ensures availability of human capital for DRR risk modeling in the communities. The utilization of innovative technologies in various aspects in fact is centralized in the capital city of the country. The project created good opportunity for DRRNP to utilized innovative technologies in the involved communities and with that enhance the quality of their services related to risk profiling of the communities.

  Within the scope of the project a *Concept Note on State Regulation of Remotely Piloted Aerial Systems* was developed to ensure that this field also is well regulated and that the relevant stakeholders including the DRRNP will not lack clarity on legal utilization of the Drones. According to MES and other public and private sector stakeholders, which use Drones in their operations, consider this initiative to be essential, as so far this sector was not regulated in the country and therefore very high risks were associated with their use starting from possible accidents, ending with possible conflicts with neighboring countries.

CASC Regional Platform

For the first time the CASC Regional Platform was organized in Armenia during which the Yerevan Declaration was formulated. The event was first of all good capacity building for DRRNP which for the first time was involved in hosting such a big international event. It also allowed participation of representatives from MES, DRRNP and all partners involved in the DRR to the event with minimal costs. During the event the implementation processes of Sendai Framework for DRR were discussed and the countries shared experiences and good practices. Armenian Party presented the newly developed Electronic Monitoring Toolkit, which impressed the representatives from other countries of Central Asia and South Caucasus by being innovative and effective solution ensuring proper implementation of SFDRR. During the event it was revealed that Armenia is one of the leading countries in SFDRR implementation, to which greatly contributed a number of projects implemented by UNDP in cooperation with MES and DRRNP, including this one.

Note: The mini-project implementation by DRRNP proved to be good capacity building for the organization. Aside from that, with the selected 3 projects, the DRRNP have largely contributed to the DRM National Strategy Implementation and strengthened its links with the line ministries and other key stakeholders in the sector. Other than this envisaged results, this format of project implementation obviously has contributed to enhancing/improving DRR NP team members' creativity, team work and ownership of the implemented initiatives within DRM National Strategy.

The direct beneficiaries for the result 3 were 96 organizations, with their 364 representatives, out of which 157 men and 207 women.

Total number of direct beneficiary organizations for all results is 214, number of people representing those organizations are 673 out of which 363 men and 310 women.
Total number of indirect beneficiary organizations for all results is 62, number of people representing these organizations is 215, out of whom 140 men and 75 women.

4. Gender

It has often been observed that due to higher vulnerability and marginalization, women are more affected by larger or smaller disasters than men. Even though no systematic gender sensitive statistics are available, there are well-known facts that those living in poverty are more vulnerable to disaster impact and that the majority of the world's poor are women. Therefore, it is very obvious that Gender is an important indicator in DRR projects.

Disasters affect women, men, girls and boys differently. Gender equality (when women and men have equal rights, opportunities and roles in civil and political life) is essential for increased resilience to disasters. The evidence shows that addressing gender inequalities has positive outcomes and when the capacities of women and men are equally built in DRR topics, they share leadership roles and their

differential knowledge on the impacts of hazards is integrated into disaster risk reduction, with that enhancing resilience of the communities. Thus, interventions that promote more equitable gender relations through transforming gender roles, improving women's position and challenging power imbalances between men and women are key to building resilience.

Since the careful consideration of gender equality issues in DRR related projects is fundamental for the best outcomes, the Project was implemented with special emphasis on gender equality and equal participation from the community members, youth and stakeholders. Women's involvement in any organized training or event was being highly promoted and welcomed by the UNDP and DRR NP team. For example, a woman and a man staff members were hired by UNDP for on the job training in project management in DRR for later becoming experts or staff members in DRR NP. Though in most of the cases during the implementation of the project interventions, priority criteria for selection of participants was the occupation of the candidate and the organization or the certain community group that he or she represented, in some cases, women were even much more active and benefiting than men, such as during the training/pilot of "DRM Plan" draft application in 3 kindergartens of Kapan community out of participating 99 members only 5 were men, while 94 were women. This is of course conditioned with the fact that in general in the kindergartens more women are employed than men. With the same reason the situation is quite different in case of FirstAid Thematic Group Composition out of 27 members assigned by member organizations17 are men. In general, the carful study of participants' lists to various events and trainings showed that during a randomly selected 10 events 55% of participants were women. In general, from 673 direct beneficiaries for all results 363 were men and 310 were women.

Within the scope of this assignment special attention was paid not only to the equal participation of women and men to the project interventions, but also to *the gender equality issues in terms of impact.* The general finding was rather explicit: all the benefits provided/ensured by the interventions and activities of the Project went to all the community members and households of participating communities - equally to men and women as follows:
- ✓ The training opportunities in the established Youth Innovation Centers are provided both to young boys and girls from the higher classes of the involved communities' schools.
- ✓ The developed manuals and guideline on FirtsAid and Psycho-Social Support are available for use for all the stakeholder who will carry out trainings on FirstAid for public or are in need of psycho-social support during and post disasters.
- ✓ And in general, the enhanced financial, managerial and functional capacities of the DRR NP ensure higher quality of its services equally available and benefiting boys and girls, men and women in all the communities of the country.
- ✓ The electronic toolkit for monitoring of DRM National Strategy ensures efficient execution of the DRM National Strategy, which, if implemented properly, assumes equal benefits for all the groups of population including women of the country.

Most importantly, equal access of young men and women to formal disaster management mechanisms or to any kind of information and resources related to disaster preparedness and prevention was ensured through the appropriate approaches adopted for the implementation of all project interventions.

5. Sustainability of partners' interventions

The project was built around the experience of partnership and civil society dialogue established within the DRM efforts, the on-going initiatives between UNDP and the Government of Armenia, relevant Ministries and the efforts of the UNISDR as well as of the local-level civil society organizations, educational institutions and scientific organizations.

The MES on behalf of the Government of Armenia has fully supported the project interventions, committing itself to further scale up and replication of the results achieved within the project on national level. Below are listed some of the concrete examples of MES and other Government Institutions' contribution to the project:

- ✓ The MES has participated in core funding of the project by financing the remuneration of a staff member at MES to follow up on implementation of electronic monitoring toolkit.
- ✓ The MES has participated in the development of the electronic monitoring toolkit and currently is contributing to its improvements/adjustments;
- ✓ The MES has committed to put efforts in further adoption of the monitoring toolkit by the government and in its nationwide application.
- ✓ The MES has participated in the development of the Psycho-social support manual and guidelines and is currently promoting its adoption and use.
- ✓ The MES has participated in the development of Law on Civil Protection and Disaster Risk Management and currently is following up on its adoption processes.
- ✓ The Ministry of Health contributed to the development of the FirstAid National Standards and training manual, as well as to the following up on these documents' adoption and further use by all relevant partners and stakeholders.
- ✓ The LGs of Stepanavan and Kapan cities as well as other LGs from all provinces of the country, have joined their efforts for testing the newly developed risk profiling, monitoring and evaluation methods for effective DRM local implementation, for establishment of functional public and private platform towards community-based resilience building and using innovative technologies for community sustainable, risk informed development.
- ✓ The LGs of Stepanavan, Kapan and Vayots Dsor have contributed to the establishment of Youth Innovative Centers, through provision of venue and staff.

Operational cooperation and coordination with INGOs, Diplomatic Missions and other humanitarian partners as well as with educational institutions was ensured through regular updates, exchange of plans and joint interventions. The relevant partnership within DRRNP was established to avoid duplications and ensuring the exchange of information on demonstrations on best practices. Some of the examples of contribution from the mentioned organizations are listed below:

- ✓ Jinishian Foundation committed funding of 1 full time position for Stepanavan Youth Center for 1 year, after which it is agreed that Stepanavan Municipality will fund this position (MoU signed). According to the Jinishyan Foundation director Mr. Armen Hakobyan, the foundation will continue support to the Stepanavan Youth Center until their full independence from external funding and will contribute to the further enhancement of the Center's education service quality.
- ✓ Crises Management State Academy has committed to establish a scientific center for promoting innovative technologies in DRR (including use of Drones). The scientific center will cooperate with the Youth Innovative Centers of Kapan, Stepanavan and Vayots Dzor opening wider networking and new service provision opportunities to them.
- ✓ DRRNP, in partnership with local private and public sector stakeholders involved in FirstAid Capacity Building for population, have developed the FirstAid standards and training manual, to be approved by the relevant government bodies and used by all parties. The partner organizations have expressed commitment to be part of the thematic group which will be responsible for ongoing necessary updates of the documents and their nationwide use.
- ✓ A number of psychologists were willingly involved in the pool of experts of the MES, to provide ongoing support to the DRR stakeholders and to be involved in the response operations during the disasters in a timely manner.
- ✓ Etc.

The partners' interventions related and contributing to the projects activities are key for ensuring the sustainability of the project's achievements, since most of the Projects interventions were designed for nationwide impact. Tools like the monitoring toolkit, Manuals, Standards and Guidelines for FirstAid and Psycho-Social Support developed within the scope of the Project, needs serious commitment and follow up by partners beyond the project's lifespan to guarantee the envisaged long term impact. The interviews with the partners revealed that the project interventions actually contribute to their mandates, therefore the cooperation actually ensures sustainability of initiatives for all parties. It is also important to note that most of the cooperation connections are clearly regulated by the signed MoUs between parties.

6. Coordination with the government and amongst the other actors

The interventions within the scope of the Project was designed and implemented in a coordinated manner with the government and other stakeholders, ensuring multiplied impact. In some cases, this coordination was done in a form of oral agreements and updating each other on progress of their own initiatives.

For some of this coordinated interventions, however, MoUs were signed to guarantee clarity of roles and responsibilities among actors that work towards the same goals. This signed MoUs are unique cases of Public Private Partnerships, as for the first time they unify the efforts of not only public and private sector organizations, but also of academic institutions for human capacity building and strategy implementation.

The Line Ministries and the LGs

A number of interventions within the scope of the project were carried out in cooperation and strong coordination with the line Ministries and the LGs. To name a few:
1. The Law on Population Medical Service was updated and for the first time the term "FirstAid" was defined.
2. Law on Civil Protection and Disaster Risk Management was developed.
3. Guideline and Manual on Psycho Social Support was developed and a pool of expert-psychologists was formed as human capital to be used in case of disasters.
4. Electronic toolkit was developed for SFDRR and DRM National Strategy monitoring to be used nationwide after approval by the government.
5. Youth Innovative Centers were established in the communities in close cooperation with the LGs of Stepanavan, Kapan and Vayk, where the LGs actually have provided the venue and committed paying salary for 1employee for the centers.
6. Etc.

The DRRNP

The project implementing main partner as well as the main beneficiary was the DRRNP. Since the very first day of its inception in 2010, DRRNP was the main vehicle for organizing a stakeholder dialog and coordination for key issues related to the DRR capacity building in Armenia.

Within the scope of The Project the DRRNP was responsible for carrying out the three main interventions/mini-projects contributing to implementation of DRM National Strategy and at the same time building its own technical, functional and financial capacities. Additionally, DRRNP have organized the trainings, workshops and other events, hosted the CASC regional platform.

As the main implementing partner and beneficiary, the DRRNP ensured proper involvement and participation from all main DRM parties during project implementation on both national and local levels.

Partnership with Public Sector Representatives

The main project partners were UNISEF, OXIGEN and Save the Children which contributed largely to the testing of DRM plans of kindergartens developed by MES. These plans were tested in the kindergartens from Tavush, Shirak and Ararat Provinces with the support of Save the Children and OXIGEN, as well as in 4 kindergartens in Stepanavan city of Lori province and 4 kindergartens in Kapan city of Syunik Province. According to the MES the pilots carried out in cooperation with UNDP and DRRNP was more informative and effective one as during those pilot exercises experts were involved and therefore the pilots not only were carried out as a simulation exercise for stakeholders, but also became a good basis for improving the initially made DRM plans.

Another important partnership was created with Jinishian Foundation. The Youth Innovative Center of Stepanavan actually was created on the bases of an education center created by Jinishian Foundation in partnership with Stepanavan Municipality. Jinishian Foundation have committed a one-year salary fund for the employee in the Youth Center. According to Mr. Armen Hakobyan, the Director of Jinishian Foundation, they are committed to carry out follow up projects with the Youth Innovative Center that will further enhance its educational potential and capacities.

Partnership with Scientific and Education Sectors

A unique partnership was created with State Academy of Crises Management, which in the scope of the MoU signed between DRRNP and State Academy of Crises Management, committed to establishment of Scientific Laboratory for Drone production and utilization. The center will closely cooperate with the established Youth innovative centers in Vayk, Stepanavan and Kapan for education purposes and with DRRNP for DRR risk profiling, humanitarian response and other related purposes.

Partnership with Private Sector Representatives

A good example of valuable partnership created with private sector was the cooperation between the DRR NP and UAV LAB. This partnership contributes to the enhanced educational and functional opportunities for first of all the DRRNP, then also for the Youth Innovation Centers and State Academy of Crises Management. UAV LAB is involved in Drone production, renovation and capacity building on Drone utilization and is open for cooperation. The organization is one of the party of MoU signed among more than 10 parties within the scope of the project for promoting the use of innovative technologies in DRR.

Another example of partnership with private sector is the cooperation of DRRNP with Copper-Molybdenum Factory of Kajaran, within the scope of which a training on GIS was organized by DRRNP for the stakeholders from the factory upon their request.

7. Resilience and integration of programmes

A number of interventions planned and carried out within the scope of the Project directly were aiming at enhancing the resilience of the communities towards disaster risks. One of the major intervention was the development of electronic monitoring and evaluation toolkit for SFDRR and DRR National Strategy. For this purpose, the project supported the Sendai focal point's participation on Sendai implementation training, where the UNISDR's toolkit for monitoring was presented. Armenia became one of the few countries which localized the toolkit and submitted the first report on Sendai implementation in December 2017. Later in cooperation with UNDP, DRRNP and MES, the local electronic monitoring and evaluation toolkit was developed for measuring the progress of DRR National Strategy. The implementation of the mentioned toolkit will enhance the accountability of communities towards the DRR National Strategy implementation and accomplishments of the set indicators, as well as will facilitated the decision makers with relevant data on timely manner for efficient decision making. The improved monitoring and decision making processes will surely contribute to the enhanced resilience in the communities.

Another key intervention for enhanced resilience is the Law on Civil protection and Disaster Risk Management. The law defines the roles and responsibilities of all the involved parties starting from the government ending with the citizens in DRR, emergency response, early recovery and post disaster recovery.   If this Law will be adopted and entered into force, it will have its indisputable impact on enhancing resilience of the country towards the disaster risks.

Promotion of utilization of innovative technologies in DRM and developing human capital in the communities also contributes to the enhanced resilience in the communities.

And at last but not least, development of the functional, technical and financial capacities of DRRNP, ensures quality service provision by DRRNP, which is the main coordinator organization for key issues related to the DRR capacity building in Armenia. Its efficient operation therefore contributes to the unified and coordinated efforts of the parties towards enhanced resilience of the communities in the country.

8. Examples of good practice

3 main interventions carried out within the scope of the project can be considered as good practice to be replicated in countries that aim at enhancing resilience for disaster risks. These three interventions are:
   1. *The developed electronic monitoring and evaluation toolkit for SFDRR and DRM National Strategy:* The toolkit guarantees proper control over the implementation of DRM National Strategy and hence the SFDRR. Armenia is one of the few countries that have committed to localization and implementation of the UNISDR's toolkit for monitoring, and therefore after its adoption and

implementation can provide good experience exchange opportunities for countries which would like to follow this example.

2   The developed *Law on Civil Protection and Disaster Risk Management*. This Law is unique in its kind as it defines all the roles and responsibilities of actors starting from the Government ending with citizens before, in DRR, emergency response, early recovery and post disaster recovery. If adopted, the law will become a good basis for proper implementation of DRM National Strategy and enhancing the resilience in the country. Since the Law in its comprehensive content is unique for the region, it can become a good example for other regional countries.

3   *Youth Innovative Centers* established within the scope of the project play multiple role in enhancing resilience of the communities. First of all, it develops human capital and secondly ensures utilization of innovative technologies in the remote areas of the country. The idea of Youth Innovative Centers came from the communities and therefore the local administration has good ownership and commitment to the centers. The idea and experience with the Youth Innovative Centers were shared during the Global DRR Platform held in Geneva.

9. Cost-effectiveness of the programme

Within the project lifespan 100% of the planned budget (including the contribution from UNDP) was spent on project interventions. All of the planned activities were completed with small positive and negative deviations. All predefined indicators and targets were reached. In addition, the Partnership with MES, Syunik, Vayots Dzor, and Lori Regional Administration offices, UNISEF, Save The Children and ECO project implementing partners enabled to replicate few of the project interventions in other communities.

BEYOND ENVISAGED INTERVENTIONS

1. *Youth Innovative Centers were established in Lori and Syunik Marzes and replicated in Vayots Dzor with UNDP and Vayots Dzor Local Administration funding. Assets of approximately 50000USD was invested in Vayots Dzor Youth Innovative Center by the local experts in Drone utilization.*
2. *The State Academy of Crises Management have committed to establishment of Scientific Center for education purposes in Drone Utilization.*
3. *Jinishian Foundation committed salary of 1 employee for Stepanavan youth Innovative Center for 1 year. LGs of Stepanavan, Kapan and Vayk have provided renovated venues for operations of the Centers and Salary of 1 employee.*
4. *The testing of Electronic Monitoring and Evaluation toolkit was tested in 38 communities plus in 12 administrative areas of the capital city Yerevan, instead of the envisaged 2.*
5. *MES expressed its commitment to employ one specialist for handling the nationwide monitoring of DRM National Strategy with the developed monitoring and evaluation toolkit.*

10. Conclusions and recommendations

The Project's main achievements involve but are not limited to the following points:

1. The technical, functional and financial capacities of DRRNP have increased, allowing the organization to provide high quality services and diversified services to its stakeholders.
2. Provision of access for remote communities to the innovative technologies and human capacity for DRM.
3. Monitoring and evaluation electronic toolkit was developed to support SFDRR and DRM National strategy implementation at all levels, measuring the progress and the results.
4. Youth Innovative Centers were established in Kapan, Stepanavan and Vayk cities, to provide access of the communities to innovative technologies and competent human capacities to utilize those.
5. Law on Civil Protection and Disaster Risk Management was developed to define the roles and responsibilities of all stakeholders in DRR, emergency response, early recovery and post disaster.
6. FirstAid Standards and training manual was developed as a guideline for all the training service provides in the field to ensure unified approach.
7. Psycho social support manual and guideline was developed and pool of psychologists was formed within the MES.
8. Concept Note on State Regulation of Remotely Piloted Aerial Systems was developed to recommend on state regulations on Drone Utilization.
9. Etc.

Most importantly, the project team and its key partners have succeeded completing the project and achieving even beyond the envisaged targets during a highly instable political situation in the country.

The recommendations derived from the interviews of stakeholders as well as the analysis of project interventions are summarized below:

1. The developed monitoring toolkit assumes nationwide use after the approval of the government of Armenia. Follow up will be needed with the relevant line Ministries to ensure the approval of the tool, as well as on capacity building of relevant stakeholders for the toolkit's utilization.

2. Once the toolkit will be installed for nationwide use, the experience should be shared with countries committed to the SFDRR implementation, as an example of best practice.

3. Follow up will be needed on regulating the field of the First Aid. The developed First Aid manual and training guideline should be recognized and enforced as obligatory for all the

training providers and a mechanism for licensing the FirstAid training provision service should be installed.

4. Within the scope of the MoUs signed with private and public sector representatives, it will be reasonable to manage obtaining new cheaper drones and their parts for education purposes, as the provided ones are semi-professional ones and are very suitable for DRR risk profiling or for commercial purposes.

5. The DRRNP should start raising awareness among possible clients on the new and quality services it can provide and also should start fundraising for mini-projects aimed at DRR National Strategy implementation from all possible donors in order to retain the newly learned technical and functional capacities.

6. In cooperation with MES, DRRNP and Other Humanitarian Organizations UNDP should ensure continuous information sharing on Project's best practices.

7. Since the project assumes renewed roles and functions of a number of stakeholders, including the MES, DRRNP, State Academy of Crisis Management, newly established Youth Innovation Centers etc., there is a need to design a follow up project that supports and facilitates further capacity building of the stakeholders for proper implementation of their new functions.