



Empowered lives.
Resilient nations.



United Nations Development Programme

Country: ARMENIA

PROJECT DOCUMENT

Project title: Building Armenia’s national transparency framework under Paris Agreement		
Country: Republic of Armenia	Implementing Partner (GEF Executing Entity): Ministry of Environment	Execution Modality: NIM
Contributing Outcome (UNDAF/CPD): UNDAF Outcome 7: By 2020 Sustainable development principles and good practices for environmental sustainability resilience building, climate change adaptation and mitigation, and green economy are introduced and applied. UNDAF Agency Outcome Indicator 7.1: Number of innovative tools / approaches to promote environmental sustainability and resilience principles. CPD/CPAP Armenia Output 4.1 – Regulatory framework of social, environmental and economic sectors is updated to better address environmental sustainability and resilience principles. Contributing SDG 13.		
UNDP Social and Environmental Screening Category: Exempt from SESP (GEF-CBIT project).	UNDP Gender Marker: GEN2	
Atlas Project ID: 00110252	Atlas Output ID: 00109279	
UNDP-GEF PIMS ID number: 6332	GEF Project ID number: 10138	
LPAC meeting date: 24 June, 2020		
Latest possible date to submit to GEF: December 18, 2019 (submitted November 12, 2019)		
Latest possible CEO endorsement date: April 18, 2020		
Planned start date: September 2020	Planned end date: August 2023	
Expected date of posting of Mid-Term Review to ERC: N/A	Expected date of posting Terminal evaluation report to ERC: June 2023	
Brief project description: This project is in line with GEF-7 Program Objective CCM-3-8, “Foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies through capacity building initiative for transparency.” It follows from the commitments of the Government of Armenia under Paragraphs 7 to 10 of		

Article 13 of the Paris Agreement, which requires each Party to regularly provide a national inventory report, information necessary to track progress made in implementing and achieving its nationally determined contribution (NDC), information related to climate change impacts and adaptation, and information on support received. The project will provide support for building institutional and technical capacities to meet these enhanced transparency requirements as defined in Article 13 of the Paris Agreement. It will use a capacity strengthening approach to shift from *ad hoc* reporting to a continuous process of monitoring, reporting, and verification (MRV) that will capture transparency activities and allow the country to track its progress against its commitments under its NDC. The first project component will establish national institutional arrangements for an enhanced transparency framework, the second project component will introduce MRV systems that will support the enhanced transparency framework, and the third project component will provide capacity building for stakeholders that will be necessary to support transparency-related activities over time.

(1) FINANCING PLAN	
GEF Trust Fund	USD 990,000
(1) Total Budget administered by UNDP	USD 990,000
(2) CONFIRMED CO-FINANCING	
<i>Ministry of Environment (in-kind)</i>	USD 400,000
<i>UNDP (in-kind)</i>	USD 170,000
(3) Total confirmed co-financing	USD 570,000
(4) Grand-Total Project Financing (1)+(2)	USD 1,560,000

SIGNATURES

Signature: 	Agreed by Government Development Coordination Authority	Date/Month/Year: 16.12.2020
Signature: 	Agreed by Implementing Partner	Date/Month/Year: 16.12.2020
Signature: Dmitry Mariyasin 	Agreed by UNDP	Date/Month/Year: 16.12.2020
UNDP Resident Representative in Armenia		

Key GEF Project Cycle Milestones:
Project document signature: within 25 days of GEF CEO endorsement
First disbursement date: within 40 days of GEF CEO endorsement
Inception workshop date: within 60 days of GEF CEO endorsement
Operational closure: within 3 months of posting of TE to UNDP ERC
Financial closure: within 6 months of operational closure

TABLE OF CONTENTS

I.	Development Challenge.....	6
II.	Strategy.....	8
III.	Results and Partnerships.....	10
IV.	Project Results Framework.....	22
V.	Monitoring and Evaluation (M&E) Plan.....	26
VI.	Governance and Management Arrangements.....	29
VII.	Financial Planning and Management.....	33
VIII.	Total Budget and Work Plan.....	35
IX.	Legal Context.....	40
X.	Risk Management.....	41
XI.	Mandatory Annexes.....	44
	Annex 1: Project map.....	45
	Annex 2: Multi Year Work Plan.....	46
	Annex 3: Monitoring Plan:.....	48
	Annex 4: Stakeholder Engagement Plan.....	54
	Annex 5: UNDP Risk Log.....	65
	Annex 6: Overview of Technical Consultancies.....	67
	Annex 7: Terms of References.....	70
	Annex 8: Gender Analysis and Gender Action Plan.....	78
	Annex 8A: Gender Action Plan.....	84
	Annex 9: Procurement Plan.....	86
	Annex 10: Co-Financing Letters from the Ministry of Environment and UNDP.....	89
	Annex 11: Theory of Change.....	91
	Annex 12: GEF Core indicators.....	92
	Annex 13: GEF 7 Taxonomy.....	93
	Annex 14: Partners Capacity Assessment Tool and HACT assessment.....	102
	Annex 15: UNDP Project Quality Assurance Report.....	150

List of Acronyms and Abbreviations

AFOLU	Agriculture Forestry and Other Land Use
ArmCTCN	Armenian Climate Technology Center and Network
Armstat	Statistical Committee of the Republic of Armenia
BTR	Biennial Transparency Report
BUR	Biennial Update Report
CBIT	Capacity Building Initiative for Transparency
CEPA	Comprehensive and enhanced agreement between the European Union and the European Atomic Energy Community and their Member States, of the one part, and the Republic of Armenia, of the other part
ESP	Eastern Europe Energy Efficiency and Environment Partnership
EaP	Eastern Partnership
ETF	Enhanced Transparency Framework
EU	European Union
GDP	Gross Domestic Product
GCF	Green Climate Fund
GEF	Global Environmental Facility
GEFSec	Global Environmental Facility Secretariat
GHG	Greenhouse Gas
ICA	International Consultation and Analysis
INDC	Intended Nationally Determined Contribution
IPPU	Industrial Processes and Product Use
LOA	Letter of Agreement
MoU	Memorandum of Understanding
MNP	Ministry of Nature Protection (now the Ministry of Environment)
MSP	Medium Sized Project
MRV	Monitoring Reporting and Verification
NDC	Nationally Determined Contribution
NEEAP	National Energy Efficiency Action Plan
NTTF	National Transparency Task Force
PIF	Project Identification Form
PPG	Project Preparation Grant
PIR	Project Implementation Report
POPP	Programme and Operations Policies and Procedures
RA	Republic of Armenia
SECAP	Sustainable Energy and Climate Action Plan
SSTrC	South-South and Triangular Cooperation
STAP	[GEF] Scientific and Technical Advisory Panel
QA/QC	Quality Assurance / Quality Control
SREP	Scaling Up Renewable Energy Program
TACCC	Transparency, Accuracy, Completeness, Consistency, and Comparability
TNA	Technology Needs Analysis

ToRs	Terms of Reference
TRAC	Target for Resource Assignment from the Core
UNDP GEF	UNDP Global Environmental Finance Unit
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
USD	United States Dollar

I. DEVELOPMENT CHALLENGE

Armenia is a small, mountainous, landlocked country located in the South Caucasus region of Eurasia with a population of approximately 2.9 million people. The country is exposed to numerous climate change-linked risks and impacts. Approximately 90% of the land is at least 1,000 m above sea level, with 40% higher than 2,000 m. A significant increase in temperature has been observed in recent decades. The annual average ambient air temperature increased by 0.40°C for the period of 1929-1996; by 0.85°C for the period of 1929-2007; and by 1.23°C for the period of 1929-2016.

A tendency towards decreased precipitation has also been observed: annual average precipitation has decreased by 6% for the period of 1935-1996, and by almost 9% for the period of 1935-2016. These climate trends have threatened Armenia's water resources, which in turn pose a threat to sustainable development. Agriculture comprises approximately one fifth of the country's GDP and 40% of total employment. However, between 2000 and 2005, climate-related agricultural losses cost Armenia USD 107 million. Armenia is also highly vulnerable to climate change in the energy sector: hydropower resources total around one third of the electricity generation mix.

Armenia ratified the United Nations Framework Convention on Climate Change (UNFCCC) in 1993, and the Paris Agreement within the UNFCCC in 2017. The Paris Agreement aims at strengthening the global response to the threat of climate change by keeping a global temperature rise below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5°C. To this aim, the Paris Agreement requires all Parties to put forward their best efforts through nationally determined contributions (NDCs), while Article 13 of the agreement establishes an *enhanced transparency framework* in order to provide a clear understanding of climate change action through reporting on action and support received. The transparency framework shall build on and enhance the transparency arrangements under the Convention, including national communications, biennial update reports and international consultation and analysis. Paragraphs 7 to 10 of Article 13 require each Party to regularly provide a national inventory report, information necessary to track progress made in implementing and achieving its nationally determined contribution (NDC), information related to climate change impacts and adaptation, and information on support received. Article 13 also requires all Parties to establish institutions for ongoing monitoring.

At present, Armenia lacks the institutional arrangements and technical capacity to comply with enhanced transparency requirements. It also lacks a proper MRV infrastructure for assessing and reporting on mitigation and adaptation actions and policies and on support received. No formal arrangements are in place to ensure the maintenance of its GHG inventory on a continuous basis, and data collection and analysis for the inventory need strengthening. A more detailed description of barriers is presented in the baseline scenario in the following section. Taken as a whole, these barriers constrain the ability of the country to address climate change.

In order to comply with the Paris Agreement, Armenia must establish a functional transparency framework and gain the capacity to conduct transparency activities on an ongoing basis. If this objective is achieved, the country will do more than achieve compliance with Article 13: it will have the knowledge and capacity to take decisive steps to reduce vulnerability, undertake its ambitious strategic climate change goals, and pursue a path towards sustainability.

The project will improve the quality of reporting to the UNFCCC and is aligned with Armenia's commitments to the Paris Agreement through setting appropriate formal arrangements and providing corresponding methodologies and tools to improve national GHG inventory, enhances tracking of progress in mitigation and adaptation actions and tracking of the strategies, policies and actions included in the (I)NDC.

BURs and NCs: The CBIT project is aligned with the needs and gaps provided in the first and second BURs, in the Third National Communication as well as identified by the ICA process of the BURs. The CBIT project is aimed to address these gaps and provide capacity building needs. Moreover, the approaches and sequence of steps for establishing MRV for mitigation measures described in the second BUR will be further elaborated and clarified.

(I)NDC: The proposed project will create the domestic monitoring system to assess the progress of implementation of the mitigation actions including the tracking of policy actions and will enhance the medium and long - term climate change policy planning through better informing future decisions on how to best achieve Armenia' s climate change targets. The project clearly supports the NDC targets by improving the country' s ability to measure progress towards its mitigation targets, both in the preparatory phase and in subsequent phases. Furthermore, the project specifically supports the prioritization and assessment of adaptation measures as called for in the NDC.

Technology Needs Assessment (TNA): The CBIT project is aligned with recommendations for sustainable technologies under the TNA project. To ensure the mechanism of development and transfer of sustainable technologies in Armenia, it is required to further develop and strengthen the Armenian Climate Technology Center and Network (ArmCTCN), initiated under the GEF-funded "Technology Needs Assessment" (TNA) project, which is implemented by UN Environment and the UNEP DTU Partnership. The implementation of certain pilot projects for technology transfer, in parallel with the ongoing program, implemented by UNIDO Armenia and aimed at strengthening the ArmCTCN, will contribute to this aim as well.

The project is also consistent with national strategies and plans, and it will facilitate their successful implementation. The MRV systems and enhanced capacities established through this project will contribute to tracking the implementation of the National Energy Security Concept and the Scaling up Renewable Energy Program, which promotes, develops and invests in renewable energy as a means of achieving energy security. It will also support monitoring Armenia's Sustainable Development Goals (SDGs) and its commitment under the Bonn Challenge of restoring 260,000 hectares of forest landscape.

II. STRATEGY

The *goal* of the project is to assist the country in mainstreaming and integration of climate change considerations into national and sectorial development policies by giving continuity to the institutional and technical capacity strengthening process, initiated and sustained by the UNFCCC reporting under the expanded transparency framework. The *immediate objective* of the project is to build institutional and technical capacities to meet enhanced transparency requirements as defined in Article 13 of the Paris Agreement.

The *project approach* is to shift from ad hoc reporting to a continuous process of MRV that will capture transparency activities and allow the country to track its progress against its commitments under its NDC. The first project component will establish national institutional arrangements for an enhanced transparency framework. The second project component will introduce MRV systems that will support the enhanced transparency framework, and the third project component will provide capacity building for stakeholders that will be necessary to support transparency-related activities over time.

The project is intended to achieve following five *outcomes*:

- Transparency activities in Armenia are governed by clear and formal roles and responsibilities;
- Armenia uses an integrated MRV system for continuous data collection and reporting under Article 13;
- Armenia is able to manage data for effective transparency reporting on GHG sources and sinks;
- Armenia is able to manage data for the framework for transparency of action and the framework for transparency of support under Article 13; and
- Armenia is able to track progress against its NDC and share its approaches and results at the international level.

The proposed CBIT project is essential to help Armenia meet enhanced transparency requirements and enhance its ability to implement the Paris Agreement. By establishing an effective framework for transparency of action, the country will be able to measure climate change mitigation more precisely, which ensures that its ambitious commitments to the Paris Agreement will be substantive and meaningful. By establishing an effective framework for transparency of support, the country will be able to identify successful mitigation and adaptation investments and to link support to national policy priorities in climate change more effectively. Both frameworks will also reduce overlap and duplication in climate change action, freeing resource for additional measures. Finally, support for gender mainstreaming and gender-disaggregated data in the project will provide decision-makers with a clearer picture of the differing impacts of climate change on women and men, ensuring that adaptation actions leverage this knowledge to provide optimal benefits.

A theory of change for the project, including assumptions, is provided in Annex 12 of this document. The project approach of supporting the transition to a permanent institutional framework for MRV and transparency has been selected as the most appropriate pathway to set and meet robust commitments to address climate change. The four components of the project, which support the legal/regulatory framework; the MRV system; supporting methodologies, tools, and training; and monitoring and evaluation and knowledge management, will provide the necessary elements of this framework.

The proposed project is directly aligned with GEF Focal Area CCM-3-8, “Foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies through capacity building initiative for transparency.” In addition, the project will directly support CCA-2, “Strengthen institutional and technical capacities for effective climate change adaptation” through Output 3.2.2.

Armenia has been making progress in implementing its reporting commitments under the UNFCCC, including the improvement of its GHG Inventory in terms of both completeness and accuracy, and in assessing long-term policy

effects on GHG mitigation in the energy sector through scenario development. This progress has been possible due to ad hoc support for capacity building activities under each National Communication and more recently under the first and second BURs. However, the country still lacks the necessary institutional arrangements to formalize the process of continuous monitoring and reporting on climate change. Without an official, ongoing process for climate change MRV, it will not be possible to improve data availability and quality, nor will it be possible to generate the information necessary to inform climate-resilient policies and decision-making in Armenia. In the absence of this project, the government would be able to make limited improvements in narrow areas of its GHG inventory, and it would have a set of stand-alone national reports on climate change action on which to base its decisions. However, it would lack the formal arrangements necessary to establish a transparency framework, and its organizations and experts would not have sufficient tools and training to gather a holistic picture of mitigation and adaptation activities. Finally, it would be limited in the amount of information it could exchange with other parties to the Paris agreement, including tracking its progress towards its NDC, and it would not be able to adopt international good practice quickly. In summary, the country would not be able to participate meaningfully in the implementation of the Paris Agreement.

III. RESULTS AND PARTNERSHIPS

Expected Results:

Component 1: National institutional arrangements for an enhanced transparency framework

Outcome 1.1 Transparency activities in Armenia are governed by clear and formal roles and responsibilities

This component will address institutional gaps and constraints resulted from the lack of the appropriate institutional arrangements in two ways: 1) the establishment of an MRV network enabling enhanced communication and engagement of key players to ensure sustainable operation of institutional arrangements; and 2) the formalization of data provision arrangements to ensure that continuous reporting will take place during and after project implementation.

Output 1.1.1: Institutional arrangements for a national transparency (MRV) framework are designed

This output focuses on the creation of a National Transparency Task Force (NTTF) for transparency-related activities. The NTTF will build on existing institutions, and it is proposed due to the need for a working-level, inter-agency group that will address MRV coordination on an ongoing basis, as opposed to the existing Inter-agency Council, which provides higher-level political guidance and oversight. Furthermore, to address the risks of overlooking mitigation actions or of double counting reductions, especially in the energy sector, this output will identify data providers and consider the roles and responsibilities of the relevant ministries and agencies involved. A clear institutional baseline will capture actions and support received to the greatest extent possible while avoiding double counting activities. Activities under this output will provide the information necessary to formulate institutional arrangements on data provision and reporting.

Proposed Activities

- Convene a National Transparency Task Force.
- Identify providers of data and information in the areas of mitigation actions, adaptation, and support received.
- Prepare a detailed institutional baseline for data provision on mitigation and adaptation actions covering all key sectors as well as on support received.
- Develop and share recommendations for data provision and reporting for Components 2 and 3 of the project.

Output 1.1.2: Legal and/or regulatory requirements for a national transparency framework are drafted and adopted

This output will result in proposed formal legal and/or regulatory arrangements between ministries and other data providers. Mandates for data collection and provision will result in data and information that are provided on a regular basis in the format needed for effective reporting. It is likely that the government will be able to use a Memorandum of Understanding (MoU) model for most data collection (as is the case of the energy balance) and for data sharing arrangements, although other legal and regulatory arrangements will be explored where necessary.

Proposed activities

- Draft formal arrangements for data provision for relevant ministries and other data providers identified within Output 1.1.1 in the areas of the GHG inventory, mitigation actions, adaptation, support received, and other necessary areas, taking gender-disaggregated data into consideration.
- Discuss and adopt the proposed formal arrangements.
- Update arrangements as necessary (e.g. pending anticipated guidance on enhanced transparency from the Paris Rulebook).

Component 2: MRV systems in support of an Enhanced Transparency Framework

Outcome 2.1: Armenia uses an integrated MRV system for continuous data collection and reporting under Article 13

This project component focuses on the technical element of the enhanced transparency framework. It is designed to produce a system that will allow experts to collect, analyze, and report on data and information under the framework for transparency of action and the framework for transparency of support. This component also supports the development of a technical means of sharing data and information at a national and international level in the form of an on-line portal.

Output 2.1.1: MRV system (hardware and software) with tracking tools designed and launched

This output will result in technical element of the MRV framework for Armenia taking into account the requirements of the Paris Agreement for an enhanced transparency framework including all of its component and considering national priorities and circumstances. The information system that underpins the MRV framework will use open source coding in order to ensure that it can be adapted easily over time.

Proposed activities

- Assess the baseline data provision that has been identified in climate change-related sectors in terms of the technical and system specifications for data exchange.
- Commission an information system that will allow for integrated data collection in all key transparency areas (inventories, mitigation, adaptation, and support received).
- Engineer interfaces for existing databases and institute data input protocols for data that are collected and stored off-line.
- Commission a user interface for the system that will allow for advanced data visualization, integration with GIS software, and publishing that conforms with international reporting templates (e.g. UNFCCC, International Energy Agency).
- Pilot the MRV system and make updates as needed.

Output 2.1.2: On-line portal to provide access to disaggregated data and information established

While Output 2.1.1 focuses on a system to collect and report data under UNFCCC and Paris Agreement commitments, Output 2.1.2 focuses on sharing information with the public and with other parties to the Convention. Activities under this output will result in the design of a web portal that will provide public access to climate change reporting and information from Armenia. The portal that is developed under this output will provide information in key languages, and it will provide climate-change-related news and information in addition to key national reports. Under this output, the project will assess existing websites as potential hosts for the on-line portal, keeping in mind that the new portal should avoid duplication and should be managed in a way that can be maintained following the conclusion of the project. The primary output – the on-line portal – will be operated and maintained through activities under Output 3.3.2.

Proposed activities

- Commission a website to serve as an on-line portal for transparency initiatives (MRV, BUR, NC, NDC, GHG inventory, and from 2024, Biennial Transparency Reports, or BTRs).
- Engineer a system interface with the national MRV system to provide accessibility to data and reports.

Component 3: Capacity building to support transparency-related activities over time

The third component of the project focuses on the provision of tools, training, and assistance for meeting the provisions stipulated in Article 13 of the Agreement and expanded information sharing among parties to the Paris Agreement. This component will ensure that Armenian experts have the capacity to use the MRV framework that is established and to communicate their transparency activities. The provision of tools, training, and assistance will focus on three areas: 1) Improvements in the GHG inventory; 2) Improvements in the frameworks for transparency

of action and support; and 3) International information and knowledge exchange. The project will work to achieve equal participation by women in training and capacity strengthening activities, and it will develop guidance on mainstreaming gender considerations into the three areas listed above.

Outcome 3.1: Armenia is able to manage data for effective transparency reporting on GHG sources and sinks

In 2017, the International Consultation and Analysis (ICA) process for the first BUR was carried out. The capacity building needs identified within that process will be addressed with the help of this CBIT project, which will result in substantial improvements in the quality of GHG inventory. Training and capacity strengthening activities will involve focal points in line ministries, other data providers, and key experts. These activities will strengthen capacity to report under the UNFCCC at present (through National Communications and BURs), but they will also keep in mind and follow the development of guidance regarding reporting after 2022; specifically, on the format of the Biennial Transparency Report that all parties to the Paris Agreement must submit no later than December 31, 2024.

Output 3.1.1: Sectoral templates and consistency guidelines on data collection and reporting are developed for the GHG inventory

This output will cover general training for data providers on the MRV system developed under Component 2. Activities under this output will be coordinated closely with work conducted under other project components to ensure that the templates and consistency guidelines are incorporated into the technical specifications of the MRV information system and the formal arrangements with data providers. Templates and training will be based on the use of IPCC 2006 Good Practice Guidelines as specified in the modalities, procedures, and guidelines (MPGs) of the “Paris Rulebook,” and they will take the 2019 IPCC modification of these guidelines into account where relevant.

Proposed activities

- Produce sectoral templates for reporting.
- Draft consistency guidelines for data provision.
- Conduct a training assessment for data providers.
- Develop and carry out training for data providers on the templates and guidelines.
- Maintain training documentation for project stakeholders.

Output 3.1.2: Sectoral emissions estimates are strengthened for selected sectors and sources

This output will allow Armenia to address capacity needs related to specific aspects of the GHG inventory identified in the course of the ICA. While the GEF-funded Enabling Activity will support the improvement of GHG inventory analysis through conducting key category analysis – trend assessment, the CBIT project will support refining estimates of emissions from the Agriculture Forestry and Land Use (AFOLU) sector where data on firewood and manure burned, which are obtained from different data providers, differ to a great extent. The project will also improve the estimates of emissions from the AFOLU sector with the special attention to the Lands and Aggregate sources and non-CO₂ emission sources from land categories. Improvements will address both the quality of activity data in terms of their completeness and accuracy and the application of higher-tier methods for key categories. Specifically, the project will support moving from Tier 1 to Tier 2 for N₂O (3C4) Direct Emissions and (3C5) Indirect Emissions from managed soils.

In addition, the project will provide training and support for MRV measures in the forestry sector related to afforestation in order to strengthen emissions estimates and track commitments under the Bonn Challenge. Finally, the CBIT project will also support improving the accuracy and completeness of F-gases emissions estimates through elaborating procedures for the collection of activity data on F-gases consumption in the country.

Proposed activities

- Review AFOLU emissions estimates and draft recommendations for improving the estimates based on international good practice.
- Identify relevant experts in the AFOLU sector and provide training in approaches for estimates of firewood and manure burned.
- Commission peer review of the new estimates by an international expert.
- Provide support for MRV planning, training, and improved activity data collection in the forestry sector, including land cover data relevant to the Bonn Challenge.
- Draft recommendations on improving collection of the activity data on F-gases based on international good practice.
- Identify relevant experts and provide training.
- Commission peer review of the new estimates by an international expert.

Output 3.1.3: Analysis of the GHG inventory is enhanced

This output is designed to put measures into place that will improve the GHG inventory management system according to the TACCC principles. These activities will also address capacity needs identified by the ICA, and they will move the compilation of GHG inventories to a continuous process, rather than a project-by-project initiative.

Proposed activities

- Prepare detailed guidelines for the uncertainty assessment for key sources.
- Develop QA/QC procedures for all sectors of GHG inventory.
- Develop and conduct trainings for GHG inventory experts and data providers that cover the new procedures and guidelines.
- Archive procedures in the form of detailed documentation.

Outcome 3.2: Armenia is able to collect and process data for the framework for transparency of action and the framework for transparency of support under Article 13

The training and capacity strengthening activities included in this part of the project will allow project stakeholders to collect and analyze data related to climate change mitigation, adaptation, and support received that will form the core of the information system developed under Component 2.

Output 3.2.1: Sectoral templates and guidelines for assessing and reporting on mitigation policies and actions and their effects developed and related training provided

Mitigation-related reporting activities under this project will start by focusing on the energy sector because of its strategic importance, its dominant role in GHG emissions (approximately 70% of total GHG emissions), and the fact that it has the highest mitigation potential. Activities under this output will develop a common approach for assessing GHG emissions reductions from mitigation measures in the energy sector. Reporting templates will be differentiated depending on the nature of the mitigation action. It will also provide training that will allow data providers to produce and report the necessary data on implemented, adopted and planned mitigation policies and measures in a transparent, accurate, complete, consistent and comparable manner.

Proposed activities

- Develop sectoral templates and guidelines for assessing and reporting on mitigation policies and actions and their effects.
- Propose a common approach for assessing GHG emissions reductions from mitigation measures in the energy sector.

- Provide trainings to stakeholders on the common approach.
- Develop and define methodologies and assumptions for estimating GHG impacts of mitigation actions in other selected sectors.
- Provide training and ongoing capacity strengthening for data providers in those sectors.

Output 3.2.2: Methodologies for assessing and prioritizing adaptation actions, policies and their effects identified and applied

This output will contribute to building awareness regarding the importance of adaptation considerations in all sectors of economy. It will also help decision-makers and experts to understand adverse impacts in the absence of adaptation measures and how those impacts may affect men and women differently. The methodologies developed under this output will support the assessment of the impact of policies and their effects, including cost-benefit analysis and impact assessment, with a gender sensitive approach. Project experts will coordinate closely with the experts assigned to produce the National Adaptation Plan when they are appointed.

Proposed activities

- Identify and agree upon methodologies for assessing the impact of adaptation actions and policies in Armenia.
- Conduct a cost-benefit analysis of key adaptation actions, using a gender-sensitive approach.
- Provide training experts and policy-makers in the area of adaptation.
- Update guidance on adaptation reporting and provide supplementary training as needed.

Output 3.2.3: Methodology for reporting on support received developed and related training provided

This output will adopt guidelines on reporting support received for climate change mitigation and adaptation activities and will improve coordination on reporting from various sources. Different agencies, local governments, the private sector, and NGOs currently receive support for climate related activities. These efforts are not coordinated, and therefore not all of them can be captured. While compiling the BURs, the project team used mitigation-related finance information collected by the OECD, project-level data gained from publicly available sources (project documents, reports, country program snapshots), and information received from implementing/financing entities in response to a Ministry of Environment inquiry.

Project experts will focus on reporting methods that are consistent and relatively easy to use to ensure support received to the greatest extent possible. Experts who will draft guidance under this output will look carefully at approaches to reporting that are currently being developed in other developing country parties.

Proposed activities

- Review, discuss, and approve appropriate templates and guidelines for reporting on support received.
- Develop a plan for collecting information on support received.
- Provide training for data/information providers as needed.

Output 3.2.4: Gender issues mainstreamed into transparency activities

The CBIT project represents an opportunity to mainstream gender issues into participation in project activities, the kinds of data and information that are collected, and the way in which they are used. This output will allow for a coordinated overview of gender mainstreaming in all project activities.

Proposed activities

- Provide recommendations on institutional arrangements and the MRV information system that will maximize the

consideration of gender in transparency activities.

- Provide training and ongoing capacity strengthening for data providers and project experts on gender considerations in data collection and analysis.
- Develop and implement a plan that will support equal opportunities for women in project training and capacity strengthening activities.
- Summarize findings on gender and climate reporting in a publication and make that information available on the on-line portal developed under Output 2.1.2.

Outcome 3.3: Armenia is able to track progress against its NDC and share its approaches

The associated outputs focus on knowledge capture and exchange. The NDC is the primary summary of Armenia's stated contribution to the Paris Agreement, and a tracking tool on the on-line portal will allow different in-country stakeholders and the public to understand the progress that is being made in climate change action. Participation in global on-line portals and workshops will bring two benefits: 1) It will allow experts in Armenia to identify best practice in MRV and avoid having to re-invent or duplicate guidance and tools; and 2) It will allow experts in Armenia to share effective approaches and methodologies generated by the project with other parties to the Paris Agreement.

Output 3.3.1: Progress against the NDC tracked

This output will enable Armenia to measure its progress towards the goals in its NDC. It will also coordinate closely with in-country efforts to develop a roadmap for NDC implementation.

Proposed activities

- Develop recommendations on tracking progress towards the NDC.
- Conduct an annual briefing for decision-makers on progress towards the NDC.
- Publish progress towards the NDC on the on-line information portal established in Output 2.1.2.

Output 3.3.2: On-line portal for transparency initiatives maintained and knowledge shared

This output will support the operations and maintenance of the on-line portal that is designed and established under Output 2.1.2. Activities will focus on maintaining timely content and all key climate change information and reports from Armenia as they become available. This output will also take steps to ensure that the operation of the web portal will continue even after the proposed project finishes.

Proposed activities

- Launch on-line portal for transparency initiatives and publicize its resources.
- Maintain and update the portal as new reports and relevant content are published.
- Develop a post-project management plan for the on-line portal.

Component 4: Monitoring and Evaluation and Knowledge Management

Component 4 includes both standard M&E activities and the capture and sharing of project knowledge for use at the national, regional, and global level. Knowledge capture and sharing will take place throughout the project.

Output 4.1.1: Project results and outcomes monitored and evaluated

This output focuses on standard GEF and UNDP M&E activities, which are described in detail in Section VI.

Proposed activities

- Conduct inception workshop and confirm project baseline and indicators
- Monitor project implementation and results as they affect both women and men on an ongoing basis
- Conduct an annual financial audit of the project
- Present project status and lessons learned to the Project Manager and Project Steering Committee and to the GEF in the form of a Project Implementation Report (PIR) annually in order to inform management decision-making.
- Conduct an independent terminal evaluation approximately three months prior to the completion of project.
- Prepare and submit a final report to UNDP and the implementing partner.

Output 4.1.2: Lessons learned and best practices shared with other Parties through the Global Coordination Platform and other cooperation networks

This output will support knowledge management to capture, document, and share the broad variety of data, information, and knowledge generated by project activities. It will also enable Armenia to contribute and be an active partner of the CBIT Global Coordination Platform, by exchanging information with other countries as well as actively participating in CBIT workshops. Sharing lessons learned and experiences through the global platform will ensure that Armenia's CBIT project is aligned with other national, regional and global transparency initiatives.

Proposed activities

- Capture lessons learned from the project throughout implementation.
- Share templates, lessons learned, and best practices with all relevant stakeholders in Armenia.
- Share templates, lessons learned, and best practices with other Parties through the Global Coordination Platform and other regional and global cooperation networks.
- Participate in selected CBIT regional and global workshops.

Partnerships:

There are a number of projects and other initiatives in Armenia currently under implementation or in the approval process that could provide synergies with the proposed CBIT project. The most relevant projects are as follows:

GEF Projects

- "Development of Armenia's Fourth National Communication to the UNFCCC and Second Biennial Report" (GEF ID 9474). The CBIT will work closely with this ongoing GEF Enabling Activity, which is scheduled to run from 2016 to 2020. Project activities will complement those of the proposed project, and a summary of how capacity strengthening will be addressed across the two projects is provided in Section II.1a.
- "Mainstreaming Sustainable Land and Forest Management in Mountain Landscapes of North-Eastern Armenia" (GEF ID 5353). This project, which is implemented by UNDP, started in 2016. It supports carbon stock assessment and development of country-specific coefficients for the main types of forests as part of a long-term strategy for the establishment of a carbon stock monitoring system in the country. The CBIT project will cooperate with this project to improve the Forestry sector GHG Inventory, and it will complement this project's activities by providing capacity-building on GHG inventories in the Forestry sector.
- "Sustainable Land Management for Increased Productivity in Armenia" (GEF ID 8005). This project, which is scheduled to run from 2016 to 2022, is implemented by the International Fund for Agricultural Development (IFAD) and focuses on enhancing the overall resilience of rural communities living in risk-prone areas of Armenia. The proposed project will communicate with this project on its activities supporting climate-resilient agricultural management systems and integrated water management under reporting on adaptation measures.

Other Donor-Supported Projects

- "Scaling up Renewable Energy Programme (SREP)." This project identifies renewable energy technologies and projects that can best contribute to Armenia's goals in the areas of energy, economic development, and environment. It also outlines the activities that must be carried out for the realization of the projects. The investment priorities have been identified according to the economically viable projects in following order: geothermal power, utility-scale solar PV, geothermal heat pumps and solar-thermal. The CBIT project will provide capacity-building and guidelines to the relevant technical specialists involved in the reporting on mitigation actions effect assessment to formalize the relationship with these projects and improve reporting on mitigation action as a part of the MRV.
- "De-risking and Scaling-up Investment in Energy Efficient Building Retrofits" funded by the Green Climate Fund (GCF). The project started in 2017. It is designed to facilitate the sustainable reduction of energy consumption and greenhouse gases emissions from the existing buildings in Armenia. The Project will support in setting up the MRV system for building sector including development of the guidelines and monitoring methodologies. The CBIT project will coordinate the efforts with this initiative to obtain clear understanding and specifics on MRV system for building sector which will complement the tracking of building sector's mitigation initiatives in the planned transparency framework.
- Energy-efficiency lending facilities. The CBIT project will cooperate with GGF within the framework of an on-going program implemented through Armenia's commercial banks aimed at boosting EE financing in Armenia (a USD 24.4 million loan facility) and the Caucasus Sustainable Energy Finance Facility, branded as Energocredit (a USD 21.5 million loan facility). These loan facilities provide loans to private entities and individuals for EE improvements and/or small renewable energy projects. The CBIT project will provide capacity-building and guidelines to the relevant technical specialists involved in assessing climate change mitigation in order to formalize the relationship with these projects and improve reporting on mitigation actions under the enhanced transparency framework on action.
- Covenant of Mayors. In Armenia, 24 cities, including the capital of Yerevan as well as second and third biggest cities of Gyumri and Vanadzor, have joined the EC Covenant of Mayors, and 11 of them have developed action plans, including 10 Sustainable Energy Action Plans (SEAP) and 1 Sustainable Energy and Climate Action Plan (SECAP). Covenant signatories that joined the Initiative before 2016 voluntarily commit to implement actions aimed at climate change mitigation (reduction of GHG emission by at least 20% by 2020), while cities that joined the Covenant after 2016 have to ensure GHG emission reduction by at least 30% by 2030 and improve climate change resilience by assessing climatic risks and proposed adaptation measures. The European Commission "CoM East" project, which was launched in 2011, has been providing technical and expert support to signatories of the Covenant in the Eastern Partnership (EaP) region. One of the key tasks of the project is to ensure that their emission reductions are monitored and reported properly via the online reporting platform of the Covenant in the context of other transparency activities.
- "Sustainable management of pastures and forest in Armenia to demonstrate climate change mitigation and adaptation benefits and dividends for local communities." This pilot project, which is implemented through the EU-funded ClimaEast initiative, is supported by EUR 1 million from the EU and USD 100,000 from UNDP. The objectives of the project include reducing carbon emissions by introducing sustainable farming practices and building adaptive capacity in local communities to climate changed-related risks. The proposed CBIT project will communicate with this pilot project on assessing and reporting adaptation benefits.
- The Eastern Europe Energy Efficiency and Environment Partnership (E5P). This partnership consists of Eastern Partnership countries, the European Commission, bilateral donors, and multilateral development banks, and it envisages EUR 20 million in grant financing to implement high-priority energy efficiency projects. The project will communicate with the E5P in Armenia and share guidance on assessing and reporting the GHG mitigation effects of energy efficiency projects there.
- EU4Climate. This European Commission-funded project implemented by UNDP also focuses on Eastern Partnership Countries. The project will run from 2019 to 2022, and it has a total budget of EUR 8 million for the six participating countries. The EU4Climate project will complement this project, as it can provide support for the development and revision of NDCs, while this GEF-CBIT project will provide support for tracking progress of the NDCs. The projects will communicate on an ongoing basis regarding legislative and regulatory support to the Government of Armenia on climate-related matters, including the EU4Climate's activities on adaptation

planning. Finally, this project will use information and analysis developed under the EU4Climate’s planned work with the European Institute on Gender Equality.

- The National Adaptation Plan and Programming Project, which is funded under the GCF Readiness programme implemented by UNDP, focuses on supporting the Government of Armenia to advance medium and long-term adaptation planning. The Project will run from 2019-2022 and will complement this Project in the area of MRV system capacity building aimed at the effective integration of climate change adaptation into national and sectorial planning and management.

Government Initiatives

- The Energy Balance. Close cooperation with the Ministry of Territorial Development and Infrastructure (the former Ministry of Energy Infrastructures and Natural Resources has been merged with the Ministry of Territorial Development and Administration) and Statistics Committee which are responsible for the development and publication of the RA Energy Balance on annual basis. In 2017 and 2018, the Statistics Committee published the Energy Balance of Armenia for 2015 and 2016, correspondingly. The CBIT project will cooperate with the team in charge of the energy balance preparation to ensure QA/QC of data applied in Energy Balance thus contributing to the improvement and sustainability of Energy sector GHG Inventory.
- The National Energy Efficiency Action Plan (NEEAP -- Phase II). The project will cooperate with the Ministry of Territorial Development and Infrastructure which is responsible for tracking progress in implementation of Phase II of the NEEAP and development of the Phase III of the NEEAP. The CBIT project will develop appropriate templates for collecting data on EE measures and provide capacity-building and guidelines to the relevant technical specialists to ensure the provision of information in a complete, transparent and comparable manner.

Risks:

Table 1 below provides an overview of project risks and the proposed steps to mitigate them during project implementation. A detailed project risk log is provided in Annex 5.

Table 1: Overview of Project-related Risks

Risk	Type of Risk	Level of Risk	Mitigation Alternative
<i>Political Will:</i> High level political support is essential to ensure an active involvement of the relevant ministries in the design, setting and proper operation of the MRV framework. There is a risk of insufficient government support for the establishment of the MRV framework.	Political	L	The fact that the RA Government Decision states that the MRV system shall be established and the Ministry of Environment is responsible for coordination of that process provides a strong motivation. The formal arrangements that will be developed and proposed within the project shall be validated by the highest officials. This step will allow the government to enforce arrangements regarding ministries and other data providers to produce and report the necessary data in the required time and manner.
<i>Critical legislation or regulatory elements supporting the MRV framework fail to be adopted:</i> If data providers are not required to deliver data on an ongoing basis and to monitor their activities, these activities will not take place.	Regulatory	L-M	Component 1 of the project will focus on using the model of a Memorandum of Understanding (MoU), which does not require legislation and has worked successfully in gathering data from different providers for the Energy Balance.

<p><i>Staff turnover:</i> Considering that the CBIT project includes targeted capacity building, there is a risk of losing the capacity and skills acquired due to staff turnover.</p>	<p>Organizational</p>	<p>L-M</p>	<p>Capacity strengthening activities will involve a carefully selected group of relevant experts within each ministry and agency to ensure that capacity can be retained, and succession planning will be discussed as a part of training. Guidelines and methodologies will be produced in written format, and the MRV system and operating procedures will be documented extensively, which will also contribute to retaining institutional memory.</p>
<p><i>Coordination:</i> Lack of proper coordination among institutions involved in the implementation of mitigation measures will limit the ability of the transparency framework to measure and report on mitigation. Because different government organizations work independently, the project may not be able to identify all of the necessary data providers.</p>	<p>Organizational</p>	<p>M</p>	<p>The use of the Inter-agency Council (which must be reorganized due to changes in the structure of the Government that were made in June 2019) for coordination among government agencies and the introduction of clearly-defined reporting obligations and data providers that are binding will ensure the engagement of key players and reduce the risk of overlap.</p>

Stakeholder engagement plan:

A summary of stakeholder involvement in the project to date and the stakeholder engagement plan for the project is provided in Annex 4. A summary of the stakeholder validation workshop and a list of participants is provided in Annexes 4A and 4B, respectively.

Gender Equality and Women’s Empowerment:

The project “Building institutional and technical capacities to enhance transparency in the framework of the Paris Agreement in Armenia” will be a meaningful entry point for training, awareness-raising and capacity-building efforts to ensure women’s equal engagement in and benefit from climate change actions. It will help to understand how both men and women are involved in managing their environments, and it will clarify the overall picture of the effects of climate change on different groups of citizens, increasing transparency.

A survey of Armenia’s reporting to the UNFCCC and its NDCs found the following:

- The most recent National Communication submitted does not mention gender issues related to climate change.
- The most recent Biennial Update Report does not mention gender issues related to climate change.
- Armenia’s NDC does not explicitly mention women or gender issues related to its contribution.

Output 3.2.4 of the proposed project (“Gender issues mainstreamed into transparency activities”) will ensure that gender issues are taken into consideration in all project activities and into subsequent national reporting under the UNFCCC and the Paris Agreement. Gender will also be addressed in each of the project components: the project will monitor the participation of women in the institutional arrangements surrounding transparency arrangements (Component 1); it will ensure the collection of gender-disaggregated data where necessary (Component 2); it will monitor the differentiated effects of climate impacts, mitigation and adaptation activities, and support received for those activities on women and men (Component 2); and it will exchange information and knowledge on good practice in gender mainstreaming with other parties to the Paris Agreement (Component 3).

In terms of overall project approach, the project is aligned with the UNDP in Armenia 2016-2020 Gender Equality Strategy. The project will leverage UNDP Armenia's experience as a country office that has received the UNDP Gender Equality Seal after undergoing a corporate certification process. The project team will utilize the country office gender focal point where relevant and will align project communications and outreach with the country office approach to gender mainstreaming in its communications policy, including the use of guidelines on gender-neutral language.¹

Gender is also seen as a key component of the project's holistic approach for results-based management, and it will be addressed throughout the project cycle in the following way:

- The project will monitor the **share of women and men who are direct project beneficiaries**, and it will also monitor the nature of these benefits.
- Four of the project's outcome indicators measure gender considerations directly.
- Gender-sensitive targets and activities will be monitored in **project reporting**, both in annual reports and PIRs and in the terminal evaluation.
- A national gender consultant will provide support to gender-related activities and M&E.
- The project will take into account the *Gender Responsive National Communications Toolkit* developed by the Global Support Programme through UNDP and in collaboration with UNEP and GEF, including the planned updated version of the toolkit.

The project includes gender-responsive measures to address gender gaps or promote gender equality and women's empowerment. The project is expected to contribute to gender equality in the area of improving women's participation and decision making. The project's results framework includes gender-responsive indicators. The Atlas gender marker for this project is 2. An initial gender analysis and gender action plan are provided in Annex 8 and Annex 8A, respectively.

South-South and Triangular Cooperation (SSTrC): Learning opportunities and technology transfer from peer countries will be further explored during project implementation. To present opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through global ongoing South-South and global platforms, such as the CBIT Global Platform, the UN South-South Galaxy knowledge sharing platform, and PANORAMA².

In addition, to bring the voice of Armenia to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on transparency-related issues. The project will furthermore provide opportunities for regional cooperation with countries that are implementing CBIT initiatives in geopolitical, social and environmental contexts relevant to the proposed project in Armenia. The user-friendly on-line portal that is developed under Component 2 of the project will enhance general awareness on transparency initiatives and to make climate change-related data and information accessible for south-south learning among many different kinds of stakeholders. Under Component 3, methodologies, guidance and training will be carefully documented, and lessons learned will be captured and shared with other developing country parties to the Paris Agreement. Progress against the NDC targets will also be assessed and shared with people in Armenia and with all other countries in the agreement.

Innovativeness, Sustainability and Potential for Scaling Up:

Innovativeness: The project represents a series of significant innovations in Armenia. Under Component 1, the project will introduce technical working groups in the form of the National Transparency Task Force, which will allow for more flexible and responsive inter-agency cooperation on climate change MRV. Under Component 2, the project, will establish formal, continuous arrangements for climate change MRV in the country.

¹ UNESCO (1999) Guidelines on Gender-Neutral Language.

² <https://panorama.solutions/en>

Under Component 3, the project will also undertake the new step of working with different stakeholders to include community-level mitigation activities under the Covenant of Mayors in overall reporting on climate action. It will also undertake the new step of working with different stakeholders to include community-level mitigation activities under the Covenant of Mayors in overall reporting on climate action for the NDC under Outcome 3.3. The widespread nature of the CoM program (more than 18 municipalities in Armenia have signed the CoM, and 8 of them have submitted a Sustainable Energy Action Plan (SEAP)) means that it should be possible to consider reporting by cities as good practice in MRV in participating municipalities in Armenia. In the capital city, Yerevan, the SEAP was developed with support of UNDP, and the city is an Implementing Partner in the UNDP-GCF project on scaling energy efficiency in the building sector, which has a component on MRV. The CBIT project will encourage a two-way exchange of information with cities participating in the CoM program. From their side, the participating cities will share good practices and support tools from the CoM network regarding MRV with the CBIT project. The project, in turn, will share guidance and findings from its networks (e.g. the CBIT Global Platform) with the CoM cities. This cooperation may also extend to MRV related to adaptation activities, as the CoM has developed an adaptation support tool for its participating cities. Armenia can serve as an important source of experience for other countries on monitoring SEAPs, particularly those participating in the European Union's European Neighborhood Instrument—East, and the project will encourage the participating cities to share innovations in the CoM international good practice database.³ Furthermore, the approaches that will be designed under the project to address a lack of data in certain sectors and for certain sources represent innovative methods that may be highly relevant to other countries in the same global sub-region.

Finally, activities under several components and the gender plan provided in Annex 9A will mainstream gender into national reporting and NDC tracking. Finally, the approaches designed under this project to address the lack of data in certain sectors and for certain sources will represent innovative methods that may be highly relevant to other countries in the same global sub-region.

Sustainability: The project will ensure sustainability in several ways. In the area of *institutional sustainability*, the project will build upon existing institutions and bodies, such as the Inter-agency Council, to underpin the new MRV framework. Second, the government mandates regarding climate change data collection, management, and reporting will remain in place after the project finishes. Third, extensive documentation and succession planning for data providers will allow these activities to continue even when there are staff changes at government agencies. In the area of *financial sustainability*, the project will receive significant government in-kind support and will involve a broad variety of in-country stakeholders and donors in its work. The project will work with both of these groups to identify post-project financing for climate change MRV activities. Furthermore, the MRV system will be based on open-source software in order to avoid costs associated with proprietary software, allowing the project to build on and modify its MRV system at a minimum cost. Finally, the project will develop a post-project data management plan under Output 3.3.2 that will allow project-related data and documentation to be preserved.

Potential for scaling up: At the country level, the methodologies used to estimate emission reductions from mitigation activities may be used to assess public investments in a variety of sectors and to prioritize investments for international co-financing. Innovations in applied approaches and estimates for emissions of |GHG precursors in the IPPU sector may also benefit estimates of primary pollutants. At the international level, there are a number of project activities that may be adapted for use in other countries. For example, the proposed MRV framework-- the complete information system or selected components or software--may serve as an example for replication in developing countries with similar national circumstances/existing arrangements. Guidance developed under the project may also be relevant to these countries, particularly Armenia's experience in data collection, reporting on municipal sustainable energy and climate plans, and the assessment of mitigation measures in Energy sector. The activities related to regional peer exchanges and regional capacity building under Component 4 will directly support scaling up the project's findings to other countries.

³ <https://www.covenantofmayors.eu/plans-and-actions/good-practices.html>

IV. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): SDG 13: Take urgent action to combat climate change and its impacts			
This project will contribute to the following country outcome (UNDAF/CPD): UNDAF Outcome 7; CPD/CPAP Outcome 4: By 2020, Sustainable development principles and good practices for environmental sustainability resilience building, climate change, adaptation and mitigation, and green economy are introduced and applied.			
	Objective and Outcome Indicators (no more than a total of 21 indicators)	Baseline	End of Project Target
Project Objective: Building institutional and technical capacities to meet enhanced transparency requirements as defined in Article 13 of the Paris Agreement	Mandatory Indicator 1: # direct project beneficiaries disaggregated by gender (individual people)	0	120 (65 women)
	CBIT Core Indicator 2: <i>Quality of MRV Systems*</i> Rubric based on CBIT tracking tool (10-point scale)	5	7
	CBIT Core Indicator 3: <i>Institutional Capacity for Transparency-Related Activities**</i> Rubric based on CBIT tracking tool (4-point scale)	2	3
Project component 1	National institutional arrangements for an enhanced transparency framework (ETF)		
Project Outcome 1.1 Transparency activities in Armenia are governed by clear and formal roles and responsibilities	<i>Indicator 4:</i> Presence of institutional arrangements for a national transparency framework	There are currently no formal institutional arrangements for a national transparency framework.	By the end of the project, an inter-agency working group and/or other body is meeting at least twice a year to communicate on MRV issues.
	<i>Indicator 5:</i> Presence of legal and/or regulatory requirements for a national transparency framework	Data sharing for reporting on climate change among different institutions is currently done on an informal, voluntary basis.	By the end of the project, data sharing agreements in the form of MoUs or legal/regulatory mandates are in place for at least two key reporting sectors.
Outputs to achieve Outcome 1.1	1.1.1 Institutional arrangements for a national transparency (MRV) framework are designed 1.1.2 Legal and/or regulatory requirements for a national transparency framework are drafted and adopted		
Project component 2	MRV systems in support of an ETF		
Outcome 2.1	<i>Indicator 6:</i> Presence of an operational MRV system that is being used for continuous data collection and	Data are currently collected on an ad hoc, project-by-project basis	By the end of the project, an MRV system for climate data and information will be operational and

	reporting to the UNFCCC and the Paris Agreement with gender disaggregated data where relevant.		used for data collection, analysis, and reporting to the UNFCCC and the Paris Agreement with gender-disaggregated data where relevant.
Outputs to achieve Outcome 2.1	2.1.1 MRV system (hardware and software) with tracking tools designed and launched 2.1.2 On-line portal to provide access to disaggregated data and national reports established		
Project component 3	Capacity building to support transparency-related activities over time		
Outcome 3.1 Armenia is able to manage data for effective transparency reporting on greenhouse gas (GHG) sources and sinks	<i>Indicator 7:</i> Use of sectoral templates for GHG data collection in key sectors of the inventory	Different approaches are used for data collected by different entities.	By the end of the project, inventory experts in at least two key sectors are using sectoral templates for GHG data collection and reporting
	<i>Indicator 8:</i> Number of sub-sectors where emissions estimates are more robust.	Certain discrepancies in sub-sector data exist, particularly in the AFOLU sector.	By the end of the project, the national GHG inventory will have more robust estimates (i.e. moving from Tier 1 to Tier 2) in at least two sub-sectors.
Outputs to achieve Outcome 3.1	3.1.1 Sectoral templates and consistency guidelines on data collection and reporting are developed for the GHG inventory 3.1.2 Sectoral emissions estimates are strengthened for selected sectors and sources 3.1.3 Analysis of the GHG inventory is enhanced		
Outcome 3.2 Armenia is able to manage data and information for the framework for transparency of action and the framework for transparency of support under Article 13	<i>Indicator 9:</i> Use of standardized methodologies and guidelines in transparency reporting.	No common methodology is used for assessing and reporting on mitigation policies and actions, support received, and adaptation to climate change.	By the end of the project, at least one national climate change reporting document uses methodology developed by the project for reporting in three areas: 1) mitigation policies and actions; 2) support received; and 3) adaptation to climate change.
	<i>Indicator 10:</i> Coverage of gender issues in climate change reporting	Gender and climate change issues are not mentioned in national climate change documents such as the NCs and BURs	By the end of the project, an analysis of gender issues will be included in at least one national climate change report and discussed with stakeholders.
Outputs to achieve Outcome 3.2	3.2.1 Sectoral templates and guidelines for assessing and reporting on mitigation policies and actions and their effects developed and related training provided 3.2.2 Methodologies for assessing and prioritizing adaptation actions, policies and their effects identified and applied 3.2.3 Methodology for reporting on support received developed and related training provided 3.2.4 Gender dimension mainstreamed into transparency activities		

Outcome 3.3 Armenia is able to track progress against its Nationally Determined Contribution (NDC) and share its approaches	<i>Indicator 11:</i> Armenia is able to track its progress towards its NDCs	No tracking system or report exists for NDCs.	By the end of the project, Armenia will release a status report on its progress towards its NDCs.
	<i>Indicator 12:</i> Accessibility of information regarding transparency initiatives and climate change reporting in Armenia.	Climate change reports from Armenia are available in different locations on the Internet. Information on transparency initiatives in Armenia is partially available in different locations.	By the end of the project, Armenia's climate reports, NDCs, and lessons learned from this project will be available on a national climate change portal and the CBIT Global Coordination Platform or other global transparency website as appropriate.
	<i>Indicator 13:</i> Consideration of gender issues in progress towards the NDC	Gender and climate change issues are not mentioned in the current NDC.	By the end of the project, the tracking system for the NDC will monitor gender considerations related to the NDC, such as the differentiated impact of proposed measures on women and men.
Outputs to achieve Outcome 3.3	3.3.1 Progress against the NDC tracked 3.3.2 On-line portal for transparency initiatives maintained and knowledge shared		

* The rating for CBIT Core Indicator 3 is based on a 10-point scale developed by GEF Sec as follows:

1. Very little measurement is done, reporting is partial and irregular and verification is not there;
2. Measurement systems are in place, but data is of poor quality and/or methodologies are not very robust; reporting is done only on request or to limited audience or partially; verification is not there;
3. Measurement systems are in place for a few activities, improved data quality and methodologies, but not cost or time efficient; wider access to reporting is still limited and information is partial; verification is rudimentary/non-standardized;
4. Measurement systems are strong in a limited set of activities however, analyses still need improvement; periodic monitoring and reporting although not yet cost/time efficient; verification is only upon specific request and limited;
5. Measurement systems are strong for a limited set of activities and periodically report on key GHG related indicators i.e. mainstreamed into the activity implementation; reporting is improved through few pathways but limited audience and formats; verification limited;
6. Measurement systems are strong and cover a greater percentage of activities – feedback loops exist even if they are not fully functioning; reporting is available through multiple pathways and formats but may not be complete/transparent; verification is done through standard methodologies but only partially (i.e. not all data is verifiable);
7. Measurement regarding GHG is broadly done (with widely acceptable methodologies), need for more sophisticated analyses to improve policy; Reporting is periodic with improvements in transparency; verification is done through more sophisticated methods even if partially;
8. Strong standardized measurements processes established for key indicators and mainstreamed into institutional policy implementation; reporting is widely available in multiple formats; verification is done for a larger set of information;
9. Strong Monitoring and Reporting systems – robust methodologies, cost effective and efficient, periodic; verification done to a significant degree;

10. Strong MRV systems that provide quality GHG-related information in a transparent, accurate and accessible to a wide audience, with feedback of information from MRV flowing into policy design and implementation

** The rating for CBIT Core Indicator 4 is based on a 4-point scale developed by GEF Sec as follows:

1. No designated transparency institution to support and coordinate the planning and implementation of transparency activities under Article 13 of the Paris Agreement exists.
2. Designated transparency institution exists, but with limited staff and capacity to support and coordinate implementation of transparency activities under Article 13 of Paris Agreement. Institution lacks authority or mandate to coordinate transparency activities under Article 13.
3. Designated transparency institution has an organizational unit with standing staff with some capacity to coordinate and implement transparency activities under Article 13 of the Paris Agreement. Institution has authority or mandate to coordinate transparency activities under Article 13. Activities are not integrated into planning or budgeting activities.
4. Designated transparency institution(s) has an organizational unit with standing staff with some capacity to coordinate and implement transparency activities. Institution(s) has clear mandate or authority to coordinate activities under Article 13 of the Paris Agreement, and activities are integrated into planning and budgeting activities.

V. MONITORING AND EVALUATION (M&E) PLAN

The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in Annex 3 details the roles, responsibilities, frequency of monitoring project results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.

Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the [GEF Monitoring Policy](#) and the [GEF Evaluation Policy](#) and other [relevant GEF policies](#)⁴. The costed M&E plan included below, and the Monitoring plan in Annex, will guide the GEF-specific M&E activities to be undertaken by this project.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

Additional GEF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held within 60 days of project CEO endorsement, with the aim to:

- a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
- b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
- c. Review the results framework and monitoring plan.
- d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
- e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
- f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
- g. Plan and schedule PSC meetings and finalize the first-year annual work plan.
- h. Formally launch the Project.

GEF Project Implementation Report (PIR):

The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the PSC. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

⁴ See https://www.thegef.org/gef/policies_guidelines

Knowledge management: The project team will ensure extraction and dissemination of lessons learned and good practices to enable adaptive management and upscaling or replication at local and global scales. Results will be disseminated to targeted audiences through relevant information sharing fora and networks. The project will contribute to scientific, policy-based and/or any other networks as appropriate (e.g. by providing content, and/or enabling participation of stakeholders/beneficiaries)

GEF Core Indicators:

The GEF Core indicators included as Annex will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to the terminal evaluation (TE). Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with TE consultants prior to required evaluation missions, so these can be used for subsequent ground-truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF [website](#).

An independent TE will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Center](#).

The evaluation will be ‘independent, impartial and rigorous’. The consultants that will be hired by UNDP evaluation specialists to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate.

The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by September 2022. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report’s completion.

Final Report:

The project’s terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the PSC during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Agreement on intellectual property rights and use of logo on the project’s deliverables and disclosure of information:

To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy⁵ and the GEF policy on public involvement⁶.

⁵ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

⁶ See https://www.thegef.org/gef/policies_guidelines

Monitoring and Evaluation Plan and Budget:			
GEF M&E requirements	Responsible Parties	Indicative costs (US\$)	Time frame
Inception Workshop	Implementing Partner Project Manager	10,000	Within 60 days of CEO endorsement of this project.
Inception Report	Project Manager	None	Within 90 days of CEO endorsement of this project.
Monitoring of indicators in project results framework	Project Manager will oversee national institutions/agencies charged with collecting results data.	None	Annually prior to GEF PIR. This will include GEF core indicators.
GEF Project Implementation Report (PIR)	GSP Coordinator UNDP Country Office ⁷ Project Manager	None ⁸	Annually, typically between June-August
Monitoring all risks (Atlas risk log)	Project Manager	None	On-going.
Monitoring of stakeholder engagement plan	Project Manager	None	On-going.
Monitoring of gender action plan	Project management unit, gender consultant	4,000	On-going.
Project Steering Committee Meetings	Implementing Partner Project Manager	None	Annually.
Reports of Project Steering Committee Meetings	Implementing Partner Project Manager	None	Annually.
Lessons learned and knowledge generation	Project Manager	4,000	Annually.
Supervision missions	UNDP Country Office ⁷	None ⁸	Annually
Oversight missions	GSP Coordinator and UNDP-GEF Directorate	None ⁸	Troubleshooting as needed
Terminal GEF Core indicators	Project Team	None	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) and management response	UNDP Evaluation Specialists and independent evaluation consultants.	20,000	Q11 and Q12 of project implementation
TOTAL indicative COST Excluding oversight/project assurance costs. Project implementation costs.		38,000	

⁷ Or equivalent for regional or global project

⁸ The costs of UNDP CO and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project's governance mechanism:

The project will be implemented following the **national implementation modality**, according to the Standard Basic Assistance Agreement signed between UNDP and the Government of Armenia in 1995 and the respective UN cooperation framework and Country Programme Document and its Action Plan.

Implementing Partner: The Implementing Partner of this project is the Ministry of Environment. The Implementing Partner will assume full responsibility and accountability for the effective use of project resources and the delivery of outputs, as set forth in this document.

The Ministry of Environment, as the Implementing Partner of the project, will approve and sign the multiyear workplan of the project and the combined delivery report at the end of each year.

Responsible Party: n/a

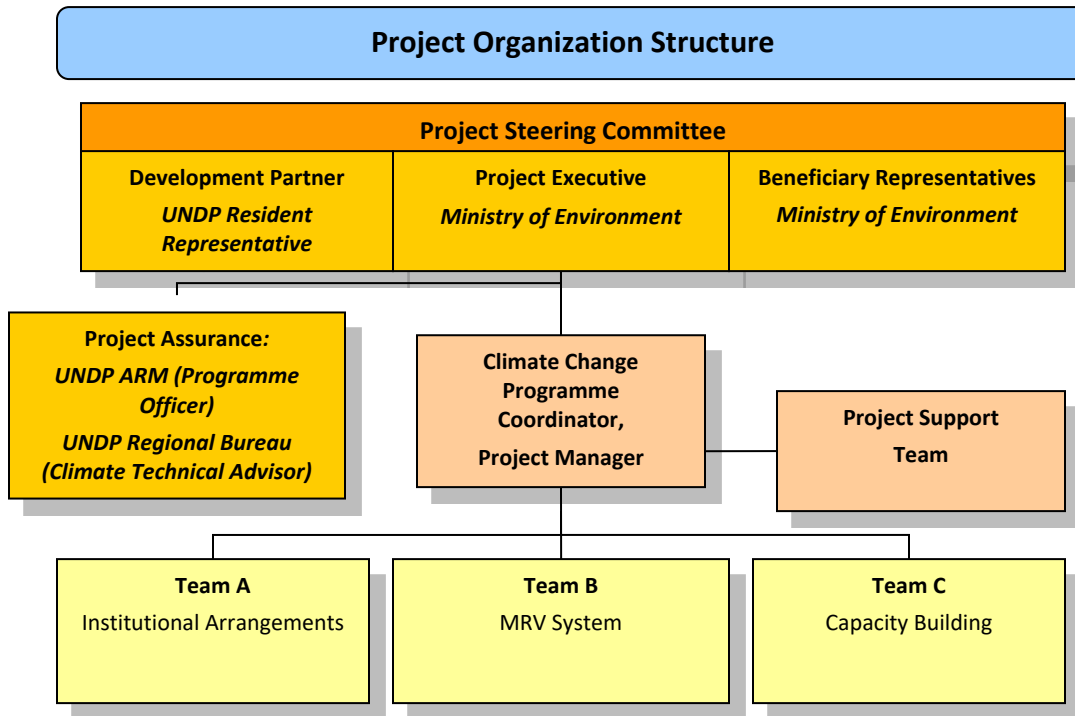
UNDP will be accountable to GEF for the implementation of this project. This will include oversight of project execution to ensure that the project is carried out in accordance with agreed standards and provisions. UNDP will be responsible for delivering GEF project cycle management services, comprising project approval and start-up, project supervision and oversight and project completion and evaluation. UNDP will have the Project Assurance role within the Project Board/Steering Committee. A strict firewall will be maintained between project oversight costs and personnel (called implementation by the GEF) and implementation of the project costs and personnel (called execution by the GEF).

UNDP will also provide project cycle management services that will include, but not be limited to, the following:

- Providing financial and audit services to the project
- Overseeing financial expenditures against project budgets,
- Ensuring that activities including procurement and financial services are carried out in strict compliance with UNDP/GEF procedures,
- Ensuring that the reporting to GEF is undertaken in line with the GEF requirements and procedures,
- Facilitating project learning, exchange and outreach within the GEF family,
- Commissioning the project's final evaluation and triggering additional reviews and/or evaluations as necessary and in consultation with the project counterparts.

Project stakeholders and target groups: The primary project stakeholders are government agencies that collect, process, and report on climate change data and analysis. Key government agencies will be represented on the project steering committee, and all relevant agencies will be involved in project governance through the National Transparency Task Force, as they have valuable knowledge and experience related to the data collection process and procedures in Armenia, thus increasing effective and efficient implementation of planned project activities.

Project organisational structure:



Project Steering Committee (PSC): The PSC is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP’s ultimate accountability, PSC decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

In case consensus cannot be reached within the PSC, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

Specific responsibilities of the Project Steering Committee include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Agree on project manager’s tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project manager’s tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP-GEF;
- Ensure coordination between various donor and government-funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the implementing partner;

- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances;
- Approve the project Inception Report and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

The composition of the Project Steering Committee (PSC) must include the following roles:

- a. **Project Executive:** Is an individual who represents ownership of the project and chairs the PSC. The Executive is normally the national counterpart for nationally implemented projects. The Project Executive is: Deputy Minister of the Ministry of Environment.
- b. **Beneficiary Representative(s):** Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the PSC is to ensure the realization of project results from the perspective of project beneficiaries. Often civil society representative(s) can fulfil this role. The Beneficiary representative is: Head of Climate Change Department of the Ministry of Environment
- c. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partner is: the Climate Change Inter-Agency Council.
- d. **Project Assurance:** UNDP performs the quality assurance role and supports the PSC and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The PSC cannot delegate any of its quality assurance responsibilities to the Project Manager. UNDP provides a three-tier oversight services involving the UNDP Country Office and UNDP at regional and headquarters levels. Project assurance is totally independent of the Project Management function.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Project PSC. The Project Manager will be selected through competitive selection procedure and must be different from the Implementing Partner's representative in the PSC.

The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will inform the PSC and the Project Assurance roles of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted. The Project Manager will remain on contract until the Terminal Evaluation report and the corresponding management response have been finalized and the required tasks for operational closure and transfer of assets are fully completed.

Specific responsibilities include:

- Manage the overall conduct of the project.
- Plan the activities of the project and monitor progress against the approved workplan.
- Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Monitor events as determined in the project monitoring plan and update the plan as required.
- Provide support for completion of assessments required by UNDP, spot checks and audits.
- Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.

- Monitor progress watch for plan deviations and make course corrections when needed within PSC-agreed tolerances to achieve results.
- Ensure that changes are controlled and problems addressed.
- Perform regular progress reporting to the PSC as agreed with the PSC, including measures to address challenges and opportunities.
- Prepare and submit financial reports to UNDP on a quarterly basis.
- Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the PSC for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation.
- Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required.
- Prepare the inception report no later than one month after the inception workshop.
- Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR.
- Prepare the GEF PIR;
- Assess major and minor amendments to the project within the parameters set by UNDP-GEF;
- Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans;
- Monitor and track progress against the GEF Core indicators.
- Support the Terminal Evaluation process.

In order to ensure the smooth startup and successful implementation of its activities, the project will use the knowledge, expertise, and capacities that have been accumulated by the UNDP Climate Change Programme, which operates under the coordination of the Ministry of Environment and is located in the premises of the Ministry. This project will also coordinate its activities with the on-going UNDP-GEF BUR3 and EU4Climate projects, which are managed by that unit.

VII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 1,560,000. This is financed through a GEF grant of USD 990,000 and USD 570,000 in other co-financing. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Confirmed Co-financing: The actual realization of project co-financing will be monitored during the terminal evaluation process and will be reported to the GEF. Co-financing will be used for the following project activities/outputs:

Co-financing source	Co-financing type	Co-financing amount	Planned Co-financing Activities/Outputs	Risks	Risk Mitigation Measures
Government of the Republic of Armenia	<i>In kind (recurrent expenditures)</i>	USD 400,000	Office space and utilities, staff time, meeting venue etc.	Changes in the Implementing Partner (IP) might affect delivery (risk level = very low)	Project design is based on several successful projects with the IP
UNDP	<i>In kind (recurrent expenditures)</i>	USD 170,000	Supervision, M&E of activities, ensuring quality assurance assessment, logistical support, mission support, transportation services	None at present	Not applicable.

Implementing Partner (IP) request for UNDP to provide country support services: n/a

Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the PSC will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the PSC. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team to ensure accurate reporting to the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, and if there is no increase of the project budget, one extension of the operational closure date beyond the initial duration of the project may be approved by the UNDP-GEF Directorate. However, all costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the PSC during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation

Report (that will be available in English) and the corresponding management response, and the end-of-project review PSC meeting. **Operational closure must happen with 3 months of posting the TE report to the UNDP ERC.** The Implementing Partner through a PSC decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the PSC following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file⁹. The transfer should be done before Project management Unit (team) complete their assignments.

Financial completion (closure): The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed **within 6 months of operational closure or after the date of cancellation.** Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Directorate in New York. No action is required at CO level on the actual refund from UNDP project to the GEF Trustee.

⁹ See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

VIII. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Project ID:	00110252	Atlas Output ID:	00109279
Atlas Proposal or Award Title:	Building Armenia's Transparency Framework under Paris Agreement		
Atlas Business Unit	ARM10		
Atlas Primary Output Project Title	Capacity Building Initiative for Transparency		
UNDP-GEF PIMS No.	6332		
Implementing Partner	Ministry of Environment		

Atlas Activity (GEF Component)	Atlas Implementing Agent (IP)	Atlas Fund ID	Donor Name/ Code	Atlas Budgetary Account Code	ATLAS Budget Account Description	Amount 1st Year (USD)	Amount 2nd Year (USD)	Amount 3rd Year (USD)	Total (USD)	See Budget Note:
COMPONENT 1: National institutional arrangements for an enhanced transparency framework (ETF) 1.1. Transparency activities in Armenia are governed by clear and formal roles and responsibilities.	MoE	62000	GEF TF							
				71200	International Consultants	14,000.00	12,000.00	0.00	26,000.00	1
				71300	Local Consultants	14,000.00	14,000.00	14,000.00	42,000.00	2
				71600	Travel	2,000.00	2,000.00	0.00	4,000.00	3
				72100	Contractual services - Companies	15,000.00	20,000.00	0.00	35,000.00	4
				74200	Audio Visual & Printing Production Costs	3,000.00	3,000.00	3,000.00	9,000.00	5
				75700	Training, Workshop and Conferences	6,000.00	4,000.00	4,000.00	14,000.00	6
				Total Outcome 1	54,000.00	55,000.00	21,000.00	130,000.00		
COMPONENT 2: MRV systems in support of an ETF 2.1. Armenia uses an integral MRV system for continuous data collection and reporting under the Article 13.	MoE	62000	GEF TF							
				71200	International Consultants	0.00	23,000.00	0.00	23,000.00	7
				71300	Local Consultants	14,000.00	24,000.00	12,000.00	50,000.00	8
				71600	Travel	2,000.00	2,000.00	1,000.00	5,000.00	3
				72100	Contractual services - Companies	20,000.00	50,000.00	20,000.00	90,000.00	9
				72400	Communication & Audio-Visual Equipment	4,000.00	15,000.00	0.00	19,000.00	10
72800	Information Technology Equipment	2,000.00	2,000.00	2,000.00	6,000.00	11				

Atlas Activity (GEF Component)	Atlas Implementing Agent (IP)	Atlas Fund ID	Donor Name/ Code	Atlas Budgetary Account Code	ATLAS Budget Account Description	Amount 1st Year (USD)	Amount 2nd Year (USD)	Amount 3rd Year (USD)	Total (USD)	See Budget Note:
				74200	Audio Visual & Printing Production Costs	2,000.00	2,000.00	2,000.00	6,000.00	5
				75700	Training, Workshop and Conferences	3,000.00	5,000.00	3,000.00	11,000.00	6
					Total Outcome 2	47,000.00	123,000.00	40,000.00	210,000.00	
COMPONENT 3: Capacity building to support transparency-related activities over time 3.1. Armenia is able to manage data for effective transparency reporting on greenhouse gas (GHG) sources and sinks. 3.2. Armenia is able to manage data and information for the framework for transparency of action and the framework for transparency of support under Article 13. 3.3. Armenia is able to track progress against its NDC and share its approaches and results at the national and international level	MoE	62000	GEF TF							
				71200	International Consultants	15,000.00	20,000.00	15,000.00	50,000.00	12
				71300	Local Consultants	19,000.00	30,000.00	26,000.00	75,000.00	13
				71400	Contractual services - Individuals	40,000.00	40,000.00	40,000.00	120,000.00	14
				71600	Travel	5,000.00	7,000.00	8,000.00	20,000.00	3
				72100	Contractual services - Companies	30,000.00	60,000.00	50,000.00	140,000.00	15
				72500	Supplies	1,000.00	1,000.00	1,000.00	3,000.00	16
				72400	Communication & Audio-Visual Equipment	8,000.00	15,000.00	8,000.00	31,000.00	10
				72800	Information Technology Equipment	2,000.00	5,000.00	3,500.00	10,500.00	11
				73400	Rental and Maintenance of Other Equipment	2,000.00	2,000.00	2,000.00	6,000.00	17
				74200	Audio Visual & Printing Production Costs	4,000.00	4,000.00	6,000.00	14,000.00	5
				74500	Miscellaneous Expenses	500.00	500.00	500.00	1,500.00	18
				75700	Training, Workshop and Conferences	15,000.00	16,000.00	20,000.00	51,000.00	6
					Total Outcome 3	141,500.00	200,500.00	180,000.00	522,000.00	
COMPONENT 4: Monitoring and Evaluation and Knowledge Management 4.1. Monitoring and evaluation of the project outcomes and	MoE	62000	GEF TF							
				71200	International Consultants	0.00	0.00	20,000.00	20,000.00	19
				71300	Local Consultants	4,000.00	1,000.00	3,000.00	8,000.00	20
				71600	Travel	0.00	0.00	2,000.00	2,000.00	3

Atlas Activity (GEF Component)	Atlas Implementing Agent (IP)	Atlas Fund ID	Donor Name/ Code	Atlas Budgetary Account Code	ATLAS Budget Account Description	Amount 1st Year (USD)	Amount 2nd Year (USD)	Amount 3rd Year (USD)	Total (USD)	See Budget Note:
outputs done. 4.2. Lessons learned drafted.				74200	Audio Visual & Printing Production Costs	2,000.00	0.00	1,000.00	3,000.00	5
				75700	Training, Workshop and Conferences	4,000.00	0.00	1,000.00	5,000.00	6
					Total Outcome 4	10,000.00	1,000.00	27,000.00	38,000.00	
Project Management Cost (PMC)	MoE	62000	GEF TF							
				71400	Contractual services - Individuals	26,000.00	26,200.00	26,000.00	78,000.00	22
				72400	Communication & Audio-Visual Equipment	4,500.00	1,500.00	0.00	6,000.00	23
				74100	Professional Services	2,000.00	2,000.00	2,000.00	6,000.00	21
					Total Outcome 5	32,500.00	29,500.00	28,000.00	90,000.00	
					PROJECT TOTAL	285,000.00	409,000.00	296,000.00	990,000.00	

Summary of Funds:

	Amount Year 1	Amount Year 2	Amount Year 3	Total
GEF	\$285,000	\$409,000	\$296,000	\$990,000
Ministry of Environment (In-kind)	\$140,000	\$130,000	\$130,000	\$400,000
UNDP (In-kind)	\$60,000	\$50,000	\$60,000	\$170,000
TOTAL	\$485,000	\$589,000	\$486,000	\$1,560,000

Budget Note	Budget Note Description
1	IC/International consultant (45 days at \$550/day – Approximately) to support shaping the national legal framework in order to strengthen the ability of the country to meet reporting requirements; legal framework for establishment of MRV in the context of the commitments of the country under CEPA and UNFCCC climate change requirements; enhancing coordination mechanism between national agencies for reporting and verification purposes under transparency framework, with consideration of gender aspects
2	National legal expert (\$200x50 days – Approximately) to support in drafting legal and regulatory requirements for the transparency framework according to the national context. Mitigation expert (\$150x180 days – Approximately) for identification and assessment of institutional functions, comparative strength and weaknesses of corresponding institutions as data providers. Communications expert (\$140x80 days – Approximately) for establishing links with other development programs, drafting and implementation of communication strategy with beneficiaries
3	Travel expenses for in country meetings with communities/ signatories of Covenant of Mayors; to attend relevant/trainings/capacity building workshops; to cover international experts travel
4	Costs associated with contracting of professional services company/institution to support in drafting legislation for transparency framework and provide targeted support to the Interagency Council and technical working group specialists.
5	Translation/ interpretation, proofreading, publication and printing costs (newsletters, brochures, fact sheets, etc.),
6	Relevant trainings, workshops, consultations for ministries and agencies, support for task force meetings
7	IC/international consultant (\$575x40 days) to support in establishing on-line systems with hierarchical system of data users in accordance with requirements for open source and propriety data, and correspondence with different reporting purposes
8	IC/National environmental expert (\$140x160 days – Approximately) for identification of the data providers, data flow, support International MRV consultant and Project manager in development of reporting protocols, including compliance with key national reporting content and time frames for NDC; IC/IT expert (\$160x70 days – Approximately) responsible for designing the ToR for on-line portal requirements, including integration with GIS software and visualization possibilities, ensuring the data security and long-term data storage, assure support to users of database and troubleshooting recommendations for administering the portal. IC/National GHG inventory expert (\$140x60 days – Approximately) to support stakeholders in using the on-line system, draft the usage procedures and instructions, make recommendations on refinement of the system. IC/National expert (\$180x40 days – Approximately) on information systems responsible for developing technical specifications for suitable hardware, software and licensing and/or subscription, particularly for visualization data for AFOLU sector.
9	Costs associated with contracting professional services company for preparation of the requirements for data provision protocols, development of off-line and online data design interface, website design and engineered system for practical implementation of the transparency framework
10	Costs related to communication and IT equipment, server and relevant supporting equipment for information system.
11	Costs related to IT technology supplies, including displays, keyboards, cartridges, etc.
12	IC/International consultant (\$600x40 days– Approximately) to support in establishing MRV system for tracking NDC progress on mitigation and adaptation actions and their effects, including methodologies, templates and training packages. IC/International consultant (\$800x30 days– Approximately) on training on new requirements for GHG reporting and improving uncertainty assessment.

13	<p>National climate change experts (\$160x140 days – Approximately) to support in enhancing the GHG inventory activity data collection process, improvement of the QA/QC mechanisms, development of reporting protocols, including compliance with key national reporting content and time frames; support in development of toolkits and templates for mitigation.</p> <p>National environmental experts (\$140x170 days – Approximately) to support adaptation MRV plan, identification of indicators for adaptation actions, AFOLU data needs assessments, development of data collection protocol and training plan for key stakeholders.</p> <p>National expert on gender (\$120x60 days – Approximately) to support in developing recommendations on gender consideration in data and actions effect assessment, plan and organize trainings on disaggregated data collection and assessment.</p> <p>National expert on information systems (\$180x50 days – Approximately) responsible for developing technical specifications for suitable hardware, software and licensing and/or subscription, particularly for visualization data for AFOLU sector.</p> <p>National expert on assessing support received (\$200x50 days – Approximately), development of templates and guidelines to be negotiated and agreed with data providers, as well as test them according to the MRV system requirements.</p>
14	SC/Programme Coordinator (30%) Project manager/Technical expert (50%), expert team assistant (100%)
15	Costs associated with contracting of professional company/institution for design and programming of information systems as per specifications; for development of country specific emissions factors necessary for additional requirements as per current and future reporting requirements and conducting training sessions. Professional company/institution for enhancement of the Forest sector MRV transparency system, including GHG inventory and assessment of the actions effect to track progress on Bonn Challenge
16	Supplies
17	Costs related to equipment rental and repair
18	Miscellaneous expenses
19	International independent consultant for terminal evaluation
20	National expert on monitoring and evaluation of the project outcomes and lessons learned
21	Financial audits as per UNDP and GEF requirements
22	SC/ Project manager/Technical expert (50%), Programme finance and admin assistant
23	Costs related to communication and IT equipment for project

Work Plan

The multi-year work plan for the project is included as Annex 2.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Armenia and UNDP, signed on March 8, 1995. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Ministry of Environment (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.
5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
 - b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
 7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
 8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
 9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of

the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. MANDATORY ANNEXES

1. Project Map and geospatial coordinates of the project area
2. Multiyear Workplan
3. Monitoring Plan
4. Stakeholder Engagement Plan
5. UNDP Atlas Risk Log
6. Overview of technical consultancies/subcontracts
7. Terms of Reference for Technical services to be provided by UNDP, the PSC, Project Manager, Chief Technical Advisor and other positions as appropriate
8. Gender Analysis and Gender Action Plan
9. Procurement Plan
10. Co-Financing Letters
11. Theory of Change
12. GEF Core Indicators
13. GEF-7 Taxonomy
14. Partners Capacity Assessment Tool and HACT assessment
15. UNDP Project Quality Assurance Report (to be completed in UNDP online corporate planning system)

Annex 1: Project map



Note: The proposed project is a national-level project.

Annex 2: Multi Year Work Plan

Outcomes	Outputs	Activities	Year 1				Year 2				Year 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Outcome 1.1 Transparency activities in Armenia are governed by clear and formal roles and responsibilities	1.1.1 Institutional arrangements for a national transparency (MRV) framework are designed	1.1.1.1	x	x	X	x	x	x	x	x	x	x	x	X
		1.1.1.2	x	x										
		1.1.1.3	x	X										
		1.1.1.4			X								X	
	1.1.2 Legal and/or regulatory requirements for a national transparency framework are drafted and adopted	1.1.2.1	x	x	X	x	X							
		1.1.2.2	x	x	x	x	X							
		1.1.2.3					x				X			
Outcome 2.1 Armenia uses an integrated MRV system for continuous data collection and reporting under Article 13	2.1.1 MRV system (hardware and software) with tracking tools designed and launched	2.1.1.1	x											
		2.1.1.2	x	x	x									
		2.1.1.3			x	x	x	x						
		2.1.1.4					x	x	x					
		2.1.1.5						x	x	x		x		x
	2.1.2 On-line portal to provide access to data and national reports established	2.1.2.1	x	x	x									
		2.1.2.2			x	x	x							
Outcome 3.1 Armenia is able to manage data for effective transparency reporting on greenhouse gas (GHG) sources and sinks	3.1.1 Sectoral templates and consistency guidelines on data collection and reporting are developed for the GHG inventory	3.1.1.1	x	x	x	x								
		3.1.1.2			x	X								
		3.1.1.3			X									
		3.1.1.4					x			x			x	
		3.1.1.5					x	x	x	x	x	x	x	X
	3.1.2 Sectoral emissions estimates are strengthened for selected sectors and sources	3.1.2.1	x	x										
		3.1.2.2		x	x		X							
		3.1.2.3						x				x		
		3.1.2.4				X								
		3.1.2.5	x	x	x				x				X	
		3.1.2.6	X		x			x				x		
		3.1.2.7												
	3.1.3 Analysis of the GHG inventory is enhanced	3.1.3.1	X	X	X									
		3.1.3.2	x	x	X									
3.1.3.3					x				x				X	
3.1.3.4					x	x	x	x	x	x	x	x	x	
Outcome 3.2 Armenia is able to manage data	3.2.1 Sectoral templates and guidelines for	3.2.1.1	x	x	x	x								
		3.2.1.2				x	x	x						
		3.2.1.3		x	x	x								

and information for the framework for transparency of action and the framework for transparency of support under Article 13	assessing and reporting on mitigation policies and actions and their effects developed and related training provided	3.2.1.4					x					x				
		3.2.1.5														
	3.2.2 Methodologies for assessing and prioritizing adaptation actions, policies and their effects identified and applied	3.2.2.1	x	x	x	X										
		3.2.2.2					x	x	X							
		3.2.2.3					X									
		3.2.2.4									x		x		X	
	3.2.3 Methodology for reporting on support received developed and related training provided	3.2.3.1		x	X											
		3.2.3.2				X										
		3.2.3.3					x					x				X
	3.2.4 Gender issues mainstreamed into transparency activities	3.2.4.1	X													
		3.2.4.2	x						x				X			
		3.2.4.3	x						x				X			
		3.2.4.4											x	x		
	Outcome 3.3 Armenia is able to track progress against its Nationally Determined Contribution (NDC) and share its approaches and results at the international level	3.3.1 Progress against the NDC tracked	3.3.1.1	x	x	x										
3.3.1.2							X					x				X
3.3.1.3							x					x				x
3.3.2 On-line portal for transparency initiatives maintained and knowledge shared		3.3.2.1							x	x						
		3.3.2.2								x	x	x	x	x	x	x
		3.3.2.3												x		
M&E	4.1.1 Project results and outcomes monitored and evaluated	M&E	x	x	x	x	x	x	x	x	x	X	x	x	x	
	4.1.2 Lessons learned and best practices shared with other Parties through the Global Coordination Platform and other cooperation networks	KM	x	x	x	x	x	x	x	x	x	x	x	x	x	
Project Management		PM	x	x	x	x	x	x	x	x	x	x	x	x	X	

Annex 3: Monitoring Plan:

This Monitoring Plan and the M&E Plan and Budget in Section VI of this project document will guide monitoring and evaluation at the project level for the duration of project implementation.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods ¹⁰	Frequency	Responsible for data collection	Means of verification	Risks/ Assump-tions
Project objective from the results framework	Indicator 1 # direct project beneficiaries disaggregated by gender (individual people)	120 (of which 65 women) by the end of the project	Quantitative GEF CBIT core indicator	As per UNDP and GEF methodology	Annually	Project Manager	Project Documentation Participant lists for all project events	Risks: Stakeholders may not participate in project events as estimated Assumption: Motivation to attend project events for professional development will remain high.
	Indicator 2 Quality of MRV Systems	Rating of 7 by the end of the project	UNDP CBIT core indicator	Rubric based on 10-point CBIT capacity assessment scale; self- assessment based on expert judgment	At TE	Project Manager in conjunction with Terminal Evaluator	Terminal evaluation findings Review of national reports and data sharing arrangements	Risk: Government might not allocate sufficient staff to transparency activities Assumption: Stakeholders will apply training and guidance received to their daily work related to transparency
	Indicator 3 Institutional Capacity for Transparency-Related Systems	Rating of 3 by the end of the project	UNDP CBIT core indicator	Rubric based on 4-point CBIT capacity assessment scale; self-assessment	At TE	Project Manager in conjunction with Terminal Evaluator	Terminal evaluation findings Government decrees,	Risk: Government policies could lack necessary regulations and/or by-laws for implementation

¹⁰ Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods ¹⁰	Frequency	Responsible for data collection	Means of verification	Risks/ Assump-tions
				based on expert judgment			MoUs, and climate-related laws, policies, and measures	Assumption: The Government will enact the necessary sub-legislation
Project Component 1	Indicator 4 Presence of institutional arrangements for a national transparency framework	By the end of the project, an inter-agency working group and/or other body is meeting at least twice a year to communicate on MRV issues.	Yes / No indicator (evidence-based)	Document review (Inter-Agency Working Group minutes)	Annually, and at TE	Project Manager, Terminal Evaluator	Government documentation	Risks: Working group could be delayed if the over-arching body does not provide incentives to meet. Assumptions: Members perceive direct benefits to participation
	Indicator 5 Presence of legal and/or regulatory requirements for a national transparency framework	By the end of the project, data sharing agreements in the form of MoUs or legal/regulatory mandates are in place for at least two key reporting sectors.	Yes / No indicator (evidence-based)	Document review (MoUs)	Annually, and at TE	Project Manager, Terminal Evaluator	Government documentation	<i>Risks: arrangements may be delayed in sectors if the approval process is slow</i> <i>Assumption: Stakeholders perceive benefits of these agreements due to example of the Energy Balance.</i>
Project Component 2	Indicator 6 Presence of an operational MRV system that is being used for continuous data collection and reporting to the UNFCCC and the Paris Agreement with gender disaggregated	By the end of the project, an MRV system for climate data and information will be operational and used for data collection and reporting to the UNFCCC and the Paris Agreement with gender-disaggregated data where relevant.	Target is conditional on features listed; gender is explicitly considered	Review of MRV system and associated technical documentation	Annually, and at TE	MRV System Team Project Manager	System test	Risks: The MRV system may duplicate existing environmental information systems in Armenia. Assumptions: The MRV system will capitalize upon existing data and databases and will emphasize interfaces.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods ¹⁰	Frequency	Responsible for data collection	Means of verification	Risks/ Assump-tions
	data where relevant.							
Project Component 3	Indicator 7 Use of sectoral templates for GHG data collection in key sectors of the inventory	By the end of the project, inventory experts in at least two key sectors are using sectoral templates for GHG data collection and reporting	Yes / no indicator supported by narrative examples	Review of the NIR, interviews with stakeholders	Annually, and at TE	Project Manager, Terminal Evaluator	NIR	Risks: Staff may not have sufficient time to introduce new templates Assumptions: New templates will build upon existing good practice.
	Indicator 8 Number of sources and sectors where emissions estimates are more robust.	By the end of the project, the national GHG inventory will have robust estimates in at least two-sub-sectors	Yes / no indicator supported by narrative examples	Review of the NIR, interviews with stakeholders	Annually, and at TE	Project Manager, Terminal Evaluator	NIR	Risks: Staff may not have sufficient time to apply improved practice and QA/QC protocols Assumptions: New estimates will build upon existing good practice.
	Indicator 9 Use of standardized methodologies and guidelines in transparency reporting.	By the end of the project, at least one national climate change reporting document uses methodology developed by the project for reporting in three areas: 1) mitigation policies and actions; 2) support received; and 3) adaptation to climate change.	Yes / no indicator supported by narrative examples	Document review (NC and BUR)	Annually, and at TE	Project Manager, Terminal Evaluator	Most recent NC and BUR	Risks: Reports will not have sufficient time to incorporate revised methodologies Assumptions: Methodologies will remain in place for future reports until superseded by updated guidance.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods ¹⁰	Frequency	Responsible for data collection	Means of verification	Risks/ Assump-tions
	Indicator 10 Coverage of gender issues in climate change reporting	By the end of the project, an analysis of gender issues will be included in at least one national climate change report.	Yes/no indicator supported by document review	Document review (NC and BUR)	Annually, and at TE	Project Manager, Terminal Evaluator	Most recent NC and BUR	Risks: Reports will not have sufficient time to incorporate gender findings Assumptions: Gender will continue to feature in subsequent national reports
	Indicator 11 Armenia is able to track its progress towards its NDCs	By the end of the project, Armenia will release a status report on its progress towards its NDCs.	Yes/no indicator supported by document review	Document review (NDC Status Report)	Annually, and at TE	Project Manager, Terminal Evaluator	NDC Status Report	Risks: NDCs may be updated Assumptions: Tracking system will allow for the development of more robust targets
	Indicator 12 Accessibility of information regarding transparency initiatives and climate change reporting in Armenia.	By the end of the project, Armenia's climate reports, NDCs, and lessons learned from this project will be available on a national climate change portal.	Yes/no indicator supported by website review	Documentation review (website)	Annually, and at TE	Project Manager, Terminal Evaluator	MRV Portal	Risks: Portal will be linked to a time-limited organization Assumptions: Portal will be included in data archiving strategy for the national MRV/ transparency system
	Indicator 13 Consideration of gender issues in progress towards the NDC	By the end of the project, the tracking system for the NDC will monitor gender considerations related to the NDC, such as the differentiated impact of proposed measures on women and men.	Yes/no indicator supported by document review	Document review (NDC Status Report)	Annually, and at TE	Project Manager, Terminal Evaluator	NDC Status Report	Risks: Gender considerations may be difficult to derive from the NDC as they are not mentioned explicitly Assumptions: gender-CC methodology will be sufficient to allow for extrapolation from the existing NDC

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods ¹⁰	Frequency	Responsible for data collection	Means of verification	Risks/ Assump-tions
Gender Action Plan ¹¹	Indicator G1: Number of organized consultative meetings involving representatives of gender organizations.	By the end of the project, at least four meetings will involve representatives of gender organizations	Yes / No indicator (evidence-based)	Document review (meeting minutes)	Annually, and at TE	Project Manager, gender consultant	Project documentation	Risks: Insufficient interest in attendance at meetings Assumptions: Stakeholders perceive direct benefits to participation
	Indicator G2 Number of participants at trainings the implementing partner, data providers and project experts.	<i>Target number of participants to be determined prior to project inception workshop.</i>	Sum total of participants, not including trainers, at gender mainstreaming training	Following gender mainstreaming training	Annually, and at TE	Project Manager, gender consultant	Project documentation	Risks: Stakeholder organizations may not consider the training to be relevant to their interests. Assumptions: Project management will conduct sufficient outreach to contextualize the training
	Indicator G3 Ratio of women and men at trainings (with contextual information provided)	The average ratio of women to men in project capacity-strengthening activities over the course of the project will be at least 1:1.	Ratio of documented participants calculated by participant lists.	Annually	Annually, and at TE	Project Manager, gender consultant	Project documentation	Risks: It may be difficult to achieve gender equality in participation in sectors that are traditionally male-dominated Assumptions: Project stakeholders will be made aware of the need to consider qualified women candidates for participation.

¹¹ The following indicators complement outcome-level indicators with explicit attention to gender, which are already included in the project framework (Indicators 1, 6, 10, and 13).

* The rating for CBIT Core Indicator 3 is based on a 10-point scale developed by GEF Sec as follows:

1. Very little measurement is done, reporting is partial and irregular and verification is not there;
2. Measurement systems are in place, but data is of poor quality and/or methodologies are not very robust; reporting is done only on request or to limited audience or partially; verification is not there;
3. Measurement systems are in place for a few activities, improved data quality and methodologies, but not cost or time efficient; wider access to reporting is still limited and information is partial; verification is rudimentary/non-standardized;
4. Measurement systems are strong in a limited set of activities however, analyses still need improvement; periodic monitoring and reporting although not yet cost/time efficient; verification is only upon specific request and limited;
5. Measurement systems are strong for a limited set of activities and periodically report on key GHG related indicators i.e. mainstreamed into the activity implementation; reporting is improved through few pathways but limited audience and formats; verification limited;
6. Measurement systems are strong and cover a greater percentage of activities – feedback loops exist even if they are not fully functioning; reporting is available through multiple pathways and formats but may not be complete/transparent; verification is done through standard methodologies but only partially (i.e. not all data is verifiable);
7. Measurement regarding GHG is broadly done (with widely acceptable methodologies), need for more sophisticated analyses to improve policy; Reporting is periodic with improvements in transparency; verification is done through more sophisticated methods even if partially;
8. Strong standardized measurements processes established for key indicators and mainstreamed into institutional policy implementation; reporting is widely available in multiple formats; verification is done for a larger set of information;
9. Strong Monitoring and Reporting systems – robust methodologies, cost effective and efficient, periodic; verification done to a significant degree;
10. Strong MRV systems that provide quality GHG-related information in a transparent, accurate and accessible to a wide audience, with feedback of information from MRV flowing into policy design and implementation

** The rating for CBIT Core Indicator 4 is based on a 4-point scale developed by GEF Sec as follows:

1. No designated transparency institution to support and coordinate the planning and implementation of transparency activities under Article 13 of the Paris Agreement exists.
2. Designated transparency institution exists, but with limited staff and capacity to support and coordinate implementation of transparency activities under Article 13 of Paris Agreement. Institution lacks authority or mandate to coordinate transparency activities under Article 13.
3. Designated transparency institution has an organizational unit with standing staff with some capacity to coordinate and implement transparency activities under Article 13 of the Paris Agreement. Institution has authority or mandate to coordinate transparency activities under Article 13. Activities are not integrated into planning or budgeting activities.
4. Designated transparency institution(s) has an organizational unit with standing staff with some capacity to coordinate and implement transparency activities. Institution(s) has clear mandate or authority to coordinate activities under Article 13 of the Paris Agreement, and activities are integrated into planning and budgeting activities.

Annex 4: Stakeholder Engagement Plan

The proposed project is the product of nearly two decades of cooperation between UNDP Armenia and the Ministry of Environment (previously the Ministry of Natural Resources). It developed from cooperation with the ministry on several GEF-funded national reporting projects, including the ongoing project supporting the compilation of the country's most recent NC and BUR (GEF ID 9474).

At the project concept development stage, consultations were held with the most active relevant NGOs (Ecolur, Sustainable Human Development, Save Energy Foundation, Khazer, and Armenian Women for Health and Healthy Environment). All of these NGOs, which are led by active women with scientific backgrounds, welcomed the objective of the project, which will contribute to the environmental information transparency in the country through open data-sharing portals accessible for the public and the scientific community. In particular, the NGOs consulted stressed the importance of the involvement of civil society at all stages of the project.

During the project preparation phase, the project preparation team organized a stakeholder validation workshop in Yerevan on September 4, 2019. The protocol from the workshop is provided below in Annex 4A. A total of 59 participants attended the workshop, which consisted of two parts: sessions on current topics in transparency, such as institutional arrangements and MRV and transparency systems in practice, and a review of the proposed project with a session for soliciting feedback. A participant list from the workshop is included below as Annex 4B. Stakeholders were also presented with the option of submitting written comments to the project team following the workshop.

The consensus among workshop participants was that the project would be very helpful in supporting Armenia in meeting its obligations under the Paris Agreement. No significant criticisms of the project activities or its potential impacts were raised by stakeholders during the consultation process.

Key findings include the following:

- Activity data collection, data collection and analysis from projects and policies, and spatial data for the forestry sector were cited as areas where the proposed UNDP-GEF project could be particularly helpful.
- The transparency frameworks developed should be accessible to the public, and they should enable the public to be informed about climate finance, climate-related loans, and how commitments under the Paris Agreement are being implemented in Armenia.
- The Paris Rulebook and new requirements regarding MRV and transparency present an opportunity to put solid frameworks in place that can also support other national reporting requirements in priority areas (e.g. Energy Charter requirements to align MRV with the EU monitoring mechanism regulation, and the Bonn Forest Challenge)
- It will be necessary to work closely with initiatives that support the revision and/or strengthening of the NDCs in order to ensure sure that the NDC tracking mechanism is effective.

Findings from the workshop have been reflected in the project activities, particularly in the area of providing capacity strengthening in the AFOLU sector (under Component 3) and in the principles of open data and non-proprietary software that will guide the development of the MRV system developed under Component 2.

Stakeholder Engagement Roles and Monitoring

The project manager will be responsible for monitoring and supporting ongoing stakeholder involvement during project implementation through project management mechanisms, such as the PSC, and through the two-way exchange of information with stakeholders. The portal developed in Component 3 of the project will also be used to disseminate information to stakeholders on an ongoing basis. The project will track participation in the Interagency Coordinating Council and Task Force, user statistics for the transparency portal, and participation in project events on an ongoing basis in order to monitor stakeholder participation.

Stakeholder overview and engagement plan

Table A4.1 below provides an overview of project stakeholders, their relevance to the project, and their proposed role in project implementation.

Table A4.1: Stakeholder Overview and Engagement Plan

Organization	Relevance to Project and Role in Project Formulation	Planned Role in Project Implementation
Ministry of Environment	The Ministry, formerly the Ministry of Nature Protection, is the main coordinator of climate change activities and focal point of the UNFCCC. It is in charge of developing GHG inventories, reporting to the UNFCCC, following up on Armenia's NDC, and coordinating Inter-ministerial interaction. It has been involved in the project design, and the Minister, who serves as the GEF Operational and Political Focal Point for Armenia, endorsed the project on August 3, 2018. The Ministry co-chaired the September 2019 Stakeholder Validation Workshop, and the Deputy Minister and several other representatives participated in the presentations and questions and answers.	The Ministry will be the implementing partner of the CBIT project and will also be responsible for coordinating the design and implementation of the transparency framework. Office space will be provided by the Ministry as part of the government's in-kind contribution, as well as premises for meetings, means of communication and other utilities, along with information and time of civil servants and governmental officials involved in Inter-agency Coordinating Council and Task Force.
Ministry of Territorial Administration and Infrastructure	This ministry is a member of the Inter-agency Coordinating Council on Climate Change. It is responsible for the development and implementation of the state policy on energy saving and renewable energy and for the development of the annual energy balance, as well as for coordination of works under Covenant of Mayors and transport policy. These functions make the Ministry a key partner in the design of the transparency framework and a key actor in the MRV framework. A ministry representative participated in the stakeholder validation workshop in September 2019.	The Ministry will both provide information and participate in training and capacity strengthening during the CBIT project. The Ministry will be a member of the MRV network mandated to develop and track relevant indicators for the transport sector to tracking the progress on mitigation measures in the sector, as the transport sector is a key source of GHG emissions. It will provide information and participate in training and capacity strengthening activities within the CBIT project.
Scientific Research Institute of Energy	This institute developed the Energy Balance for 2016 and 2017. At present, it is developing the Energy Balance for	The Institute will be involved in discussions and consultations aimed at the selection of the best available way to collect data on energy efficiency

	2017 and assessing the results of the national energy efficiency action plan (Phase II) implementation. Several representatives of the Institute participated in the stakeholder validation workshop in September 2019.	measures and at the improvement of the methodologies applied in the calculation of the Energy Balance to ensure the comparability of the data provided in the Energy Balance and in the Energy Sector estimates in the GHG Inventory. The Institute will also provide information and participate in training and capacity-strengthening activities within the CBIT project.
Ministry of Economy	The ministry oversees economic policy in general and sectoral policies, such as agrarian policy and policies regarding foreign direct investment in Armenia. It is also involved in agricultural statistics. Representatives of the ministry participated in the stakeholder validation workshop in September 2019. This ministry also oversees agriculture it is the main source of data on agriculture, livestock and land use data for the AFOLU sector of the GHG Inventory.	Experts from this ministry will be key to improving the Agriculture sector GHG emissions estimate and reinforcing adaptation monitoring and reporting. They will participate in training and capacity strengthening activities within the CBIT project.
Statistics Committee	The committee is a member of the Inter-agency Coordinating Council on Climate Change and one of the main data providers for the National GHG Inventories and the SDGs. The committee participated in the stakeholder validation workshop in September 2019.	The Statistics Committee will be involved in identifying a means of overcoming inconsistencies in the activity data that it collects internally and from other sources, such as data on wood removals. It will also be involved in identifying an approach to addressing the lack of official statistics on liquid fuel annual consumption by sub-category. The committee will provide information and participate in training and capacity strengthening activities within the CBIT project.
Public Services Regulatory Commission	The commission is a member of the Inter-agency Coordinating Council on Climate Change, and it serves as an independent regulatory body. Among other responsibilities, it sets tariffs for gas and electricity and establishes the rules for electricity markets.	The Commission will provide information and participate in discussions within the CBIT project.
Committee of the Real Estate Cadaster	This committee is a member of the Inter-agency Coordinating Council on Climate Change. It maintains and publishes the land balance, including information on land use change.	The Committee will provide information and participate in training and capacity strengthening activities within the CBIT project.
Committee of Forest of the Ministry of Environment	This committee includes a department for forestry and land management, and it has a division that oversees the national forest inventory. A representative of the Committee participated in the stakeholder	The committee will be involved in identifying a means of addressing inconsistencies in activity data obtained from the Statistics Committee on wood removals, as well as in identifying an approach to reduce uncertainty in forest data.

	validation workshop in September 2019.	
International organizations	Multilateral and bilateral agencies, such as the World Bank, the European Commission, the European Bank for Reconstruction and Development (EBRD), KfW, USAID, and others are funding projects related directly or indirectly to climate change. Representatives of several donor-funded projects presented their work at the stakeholder validation workshop, and other agencies attended as observers (UNIDO, UNECE, and FAO).	The project will maintain ongoing, two-way communication with these agencies, and it will include them in the data-sharing system and MRV network, particularly regarding reporting on mitigation activities, support received, and support for NDC revision and/or strengthening. Coordination with individual donor-funded projects is summarized in Section IV of this project document.
Non-Governmental Organizations (NGOs)	Universities, research institutions, and environmental NGOs will participate in workshops during the CBIT project and will play an important role in communicating findings from transparency activities to the research community, to students, and to the broader public. Several NGO representatives attended the September 2019 stakeholder validation workshop.	<p>The project portal will be designed in order to maximize public access to climate change-related data and information, including information on Armenia’s progress towards meeting its NDCs.</p> <p>An NGO representative will be invited to Inter-agency Coordinating Council meetings.</p>
The Private Sector	Private sector enterprises contribute to national emissions of GHGs in certain sectors, such as Industrial Processes and Product Use (IPPU) for certain sources, such as fluorinated gases (F-gases). At the same time, private sector investments in areas such as renewable energy can reduce GHG emissions.	<p>The private sector will be involved in the project in two ways: First, it will be involved through the provision of activity data in relevant sectors. It will also be involved indirectly in reporting on mitigation when private sector investment results in GHG emission reductions. The proposed project will take steps to strengthen capacity in key government organizations to work effectively with the private sector on activity data collection.</p> <p>Individual enterprise-level reporting for key emitting industries, such as cement factories, copper and molybdenum re-processing, and glass production is ensured through draft reporting formats formally requested by the Ministry of Environment. There is an intention to strengthen the quality of reporting in the IPPU sector through operationalizing the draft Roadmap for Improving the GHG Inventory Process, which was developed in close cooperation between the Statistical Committee and Ministry of Environment. The project will establish links with professional associations, such as the Chamber of Commerce and Industry of Armenia and the Union of Manufacturers and Businessmen in order to reach</p>

		<p>a broader audience of actors involved in processing industries and particularly in the context of the increasing emissions trend of F-gases.</p> <p>In addition, the project will involve the banking sector. Commercial banks play an active role in financing investments in renewable energy and energy efficiency and in small and medium-size enterprises in the service sector, processing industries, and agriculture. It is therefore important to establish a two-way communication channel for influencing climate-oriented lending activities and supporting the measurement of impacts and finance flows to promote climate-responsive investments.</p> <p>Under Component 3, A banking sector specialist will be involved in training sessions covering proper tracking of the environmental impacts of investment instruments, and other representatives from the private sector will be invited to participate in project activities that are relevant to them, such as reporting on investments that generate mitigation benefits. Data on financial flows through commercial banks for climate-related investments will inform the enhanced transparency framework on support received.</p>
--	--	---



Empowered lives.
Resilient nations.

“Enabling Activities for the Preparation of Development of Armenia’s Fourth National Communication to the UNFCCC and Second Biennial Update Report” UNDP-GEF project

WORKSHOP

Leading on Climate Change: Putting Transparency Frameworks and the Paris Agreement into Action

*“Tigran the Great” conference hall of “Marriot” hotel
4 September 2019*

PARTICIPANTS: 59 participants (see the list attached) attended the workshop.

PURPOSE: The purpose of the workshop was to share with stakeholders the relevant information on Measurement, Reporting, Verification System and National Transparency Framework requirements under the Paris Agreement, as well as present and discuss key objectives of “Capacity Building Initiative for Transparency” UNDP-GEF project.

I. Presentations

The workshop proceeded mainly in accordance with the agenda (see attached). All the presentations are uploaded to the website and the [link](#) is shared with the participants.

First Deputy Minister of Environment Irina Ghaplanyan and UNDP Deputy Resident Representative Mihaela Stojkoska delivered welcoming remarks.

In her welcoming speech, *Ms. Irina Ghaplanyan* outlined that the Ministry of Environment, as national authorized entity for coordination of climate change policy and programs, oversees variety of activities related to preparation and reporting of greenhouse gas (GHG) inventory, progress towards limitation of GHG emissions, adaptation to climate change, as well as identification of financial and institutional capacity needs.

She also noted that Paris Agreement brings new challenges and requirements, including one related to transparency of domestic actions. With increasing pressure on climate change related actions, it is more important than ever to ensure a proper coordination in the country.

In her welcoming speech, Ms. *Mihaela Stojkoska* outlined that climate change is an issue that is both urgent and extremely serious, and it poses a global threat to human development. UNDP is proud to have been an active partner with the Government of Armenia for more than two decades in the area of climate change. Armenia has been a leader among developing countries in the areas of reporting on climate change and in taking innovative steps to join different actors to fight climate change.

The Paris Agreement present a new challenge for Armenia, but it also presents a new opportunity in the form of additional financial mechanisms, such as the Green Climate Fund.

The systems that Armenia develops will make climate information more robust and accessible and will allow it to set and meet targets that are more ambitious.

UNDP is proud to support the Government of Armenia in this new “Capacity Building Initiative for Transparency” project, for which the Global Environmental Facility has already committed nearly one million dollars. This project will directly support the development of a system for reporting on action on climate change mitigation and adaptation in a way that is transparent. The project will also allow the Government to track the progress of its Nationally Determined Contribution to the Paris Agreement.

Then presentations proceeded according to the *agenda*, following by questions and answers.

II. Questions and recommendations

1. *Anahit Simonyan, UNIDO Country Representative in Armenia*, asked if there is any UN-interagency cooperation agreement for NDCs.

To which *Mr. Michael Vardanyan, expert of the Ministry of Environment*, answered that there is no document signed at the moment, while the NDC partnership team is working on this kind of an agreement.

2. *Aram Gabrielyan, “Khazer” NGO*, suggested that transparency should become a key issue in terms of involvement and information sharing with the civil society. There should be a participation mechanism for the population, as a stakeholder to track how loans, climate finance funds are used and how commitments of the country under Paris Agreement are implemented.

To which *Diana Harutyunyan, UNDP Climate change program coordinator*, answered that a platform for the transparency should be established not only for reporting to the UNFCCC, but also making all information transparent for all layers of stakeholders in the country.

3. *Evgeniya Atayan, Adviser in the Urban Development Committee*, asked about Energy Management Information System that should be established. She noted that development efforts for Identification System for Buildings are already underway by Committee, aimed at presenting buildings’ typology, technical condition, energy parameters, conditions and other data on buildings. In this regard, there may be some overlap in Identification System for Buildings and Energy Management Information System.

To which *Mr. Tigran Sekoyan, UNDP Expert on Energy/Energy efficiency*, answered that issues will be coordinated through operational charters between coordinating national entities, in a way that those systems will complement each other. Unlike the Identification System for Buildings, the Energy Management Information System will get information on energy spent in terms of volume of natural gas or electricity daily or weekly. Therefore, this system will solve the problem of current operation and the operator will be able to interfere in case if there is overspending of energy in a certain public building.

4. *Yurik Poghosyan, UNECE SESP Project manager*, noted that SESP project is ready to cooperate in terms of data integrity and quality assurance. Within the frames of the development of GHG Inventory data road map following recommendation from UN Statistics Division, an action plan was developed and consulted with GHG Inventory Team, pending its approval by the Statistical Committee, which will address improvement in data collecting and publishing process, thus cooperation in the frames of CBIT project is most welcomed. The water data portal development under SESP project is in process and it will contribute to that process.

To which *Diana Harutyunyan, UNDP Climate change program coordinator*, replied that CBIT project will strongly contribute to the improvement of GHG Inventory activity data collection and quality process. Unfortunately, the biggest problem exists in AFOLU sector. However, the problems in forestry sector data collection improvement need more holistic and comprehensive approach, which can't be addressed in CBIT project, while other support mechanisms have to be identified for that purpose.

III. Decision:

Susan Legro, international consultant, while summing up the workshop, noted that the objective for stakeholders' consultation were met as key partners were present and have opportunity to share their views. Further communication can be maintained and suggestions can be sent concerning the linkages and possible cooperation possibilities to UNDP CC Programme. Recommendations of the stakeholders will be taken into account for better transparency efforts and will be considered during the preparation of CBIT project document and action plan.

Annex 4B: Stakeholder Validation Workshop List of Participants

List of Participants
Leading on Climate Change:
Putting Transparency Frameworks and the Paris Agreement into Action
4 September, 2019

	Name	Organization, position
Ministry of Environment		
1.	Irina Ghaplanyan	Deputy minister
2.	Samvel Sahakyan	Acting chairman of the Committee of Forest of the Ministry of Nature Protection (MNP)
3.	Lara Sargsyan	Acting Head of protection policy of climate change and atmosphere division
4.	Meruzhan Galstyan	Director of “Environmental project implementation unit” State Agency
5.	Qnarik Eghiazaryan	Ozone project
6.	Hovhannes Poghosyan	Ozone project
7.	Davit Abovyan	Hayantar
8.	Anna Papikyan	Monitoring and communications center
9.	Arusyak Siradeghyan	Forestry committee
Ministries, Agencies		
10.	Ashot Giloyan	Ministry of Territorial Administration and Infrastructure, Head of Territorial Administration Policy Department
11.	Varsik Martirosyan	Ministry of economy (Agriculture)
12.	Anush Veranyan	Ministry of economy
13.	Artak Baghdasaryan	Ministry of economy, Head of Department of Strategic Planning and Monitoring
14.	Nelly Baghdasaryan	Statistical Committee Board member
15.	Yevgenya Atayan	Urban Development Committee
16.	Tatevik Revazyan	Chairman of the Civil Aviation Committee
17.	Narek Mkhitarian	Civil Aviation Committee
18.	Zarmandukht Petrosyan	Ministry of Emergency Situations, Hydromet

19.	Yelena Khalatyan	Hydromet
20.	Mikayel Tevosyan	Transport Project Implementation Unit
21.	Georgi Afyan	Transport Project Implementation Unit
Local self-government bodies		
22.	Galaryan Edgar	Yerevan municipality
23.	Nana Abelyan	Yerevan municipality
Companies		
24.	Ruben Eghoyan	General Director of Scientific research institute of energy
25.	Tigran Gnuni	First deputy Director of Scientific research institute of energy
26.	Vahan Sargsyan	Scientific research institute of energy
27.	Karen Asatryan	General Director of Armenia Renewable Resources and Energy Efficiency Fund
28.	Astghine Pasoyan	Director of Foundation to save energy
29.	Vram Tevosyan	Director of “Consecoard” LLC
30.	Anzhela Turlikyan	“Consecoard” LLC
31.	Nune Sakanyan	WICE NGO
International organizations and Projects		
32.	Anahit Simonyan	UNIDO Country Representative
33.	Meri Sahakyan	Food and Agriculture Organization of the United Nations in Armenia
34.	Yurik Poghosyan	UNECE SESP Project manager
35.	Artem Kharazyan	EU “Covenant for Mayors East II” project national expert
UNDP		
36.	Mihaela Stojkoska	UNDP Deputy Resident Representative
37.	Yevgen Groza	EU4Climate regional project manager
38.	Susan Legro	UNDP International Expert
39.	Andrew Haywood	“Mainstreaming sustainable land and forest management in the mountain landscapes of north-eastern Armenia” project, International expert
40.	Armen Martirosyan	Sustainable Growth and Resilience Portfolio Manager
41.	Georgi Arzumanyan	Programme Policy Adviser, Sustainable Growth and Resilience

42.	Diana Harutyunyan	Climate Change Program Coordinator
43.	Marina Sargsyan	Armenia's Third Biennial Update Report to the UNFCCC, project task leader
44.	Tigran Sekoyan	Armenia's Third Biennial Update Report to the UNFCCC, Project senior expert
45.	Edvard Martirosyan	Armenia's Third Biennial Update Report to the UNFCCC, Project expert
46.	Hovik Sayadyan	“Mainstreaming sustainable land and forest management in the mountain landscapes of north-eastern Armenia” project, Technical task leader
47.	Anahit Ispiryan	Armenia's Third Biennial Update Report to the UNFCCC, Project assistant
48.	Arshak Astsatryan	National expert on F-gases
49.	Gohar Harutyunyan	National expert on waste
50.	Aram Gabrielyan	Former focal point
51.	Anastas Aghazaryan	National expert on agriculture
52.	Hovhannes Sarajyan	Communications analyst

Annex 5: UNDP Risk Log

#	Description	Date Identified	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner	Status
1	Risk of insufficient government support for the establishment of the MRV framework.		Political	Without high-level political support, it is unlikely that there will be active involvement of the relevant ministries in the design, setting and proper operation of the MRV framework. P = 1 I = 4	The fact that the RA Government Decision states that the MRV system shall be established and the Ministry of Environment is responsible for coordination of that process provides a strong motivation. The formal arrangements that will be developed and proposed within the project shall be validated by the highest officials. This step will allow the government to enforce arrangements regarding ministries and other data providers to produce and report the necessary data in the required time and manner.	MoE	
2	Risk that critical legislation or regulatory elements supporting the MRV framework will fail to be adopted.		Regulatory	If data providers are not required to deliver data on an ongoing basis and to monitor their activities, these activities will not take place. P = 2 I = 4	Component 1 of the project will focus on using the model of a Memorandum of Understanding (MoU), which does not require legislation and has worked successfully in gathering data from different providers for the Energy Balance.		
3	Risk of losing the capacity and skills acquired due to staff turnover.		Organizational	If staff leave their positions, the targeted capacity building provided under the project may not be maintained. P = 3 I = 3	Capacity strengthening activities will involve a carefully selected group of relevant experts within each ministry and agency to ensure that capacity can be retained, and succession planning will be discussed as a part of training. Guidelines and methodologies will be produced in written format, and the MRV		

					system and operating procedures will be documented extensively, which will also contribute to retaining institutional memory.		
4	Lack of proper coordination among institutions involved in the implementation of mitigation measures.		Organizational	If cooperation among different institutions undertaking data collection and analysis is not strong, the ability of the transparency framework to measure and report on mitigation will be limited and different government organizations working independently may produce data that is duplicative or inconsistent. P=3 I=4	The use of the Inter-agency Council (which must be reorganized due to changes in the structure of the Government that were made in June 2019) for coordination among government agencies and the introduction of clearly-defined reporting obligations and data providers that are binding will ensure the engagement of key players and reduce the risk of overlap.		

Annex 6: Overview of Technical Consultancies

Consultant	Time Input	Tasks, Inputs and Outputs
For Project Management / Monitoring & Evaluation		
Local / National contracting		
Project Manager/Technical Expert \$2000/month	Full time	The Project Manager/Technical Expert (PM), will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. See the full TOR in Annex 7 for details.
Project Expert Team Assistant \$1100/month	Full time	Assist the PM in in day-to-day management and oversight of project, in conducting data collection and review, compilation of background materials for use in reporting, discussions and briefing sessions, prepare components of presentations and briefings
International / Regional and global contracting		
IC/ Technical Advisor Rate: \$550/day	125 days / over 3 years	The Technical Adviser will be responsible for providing overall technical backstopping and management support to the Project. Under Component 1, the LTA will provide guidance on the legal arrangements for transparency in Armenia and on legal and regulatory approaches for ensuring continuous data exchange on a formal basis among institutions. Under Component 2, the LTA will provide guidance and inputs to the technical specifications for the MRV system and will monitor the work of consultants and companies developing the system as needed. Under Component 3, the LTA will propose suitable templates, methodologies, and training curricula and will support capacity strengthening in all areas of the reporting frameworks.
IC / Evaluator Lump sum including travel: \$20,000	The final quarter of the project	The IC / Evaluator will conduct the external terminal evaluation of the project and contribute to the project final report (Output 4.1.1). The primary output will be the terminal evaluation report and a presentation of its findings to the project team and / or the project steering committee. ToRs are provided in Annex 7.
For Technical Assistance		
Component 1		
Local / National contracting		
Legal Expert	\$200x 50 day	The legal expert will have two primary outputs: an assessment and recommendations on arrangements for legal arrangements regarding the transparency framework (Output 1.1.1); and an assessment and recommendations on arrangements for data sharing among institutions (Output 1.1.2).

Mitigation expert	\$150x180 days	The Mitigation expert will be responsible for identification and assessment of institutional functions, comparative strength and weaknesses of corresponding institutions as data providers.
Communications expert	\$140 x 80 days	The Communications expert will be responsible for establishing links with other development programs, drafting and implementation of communication strategy with beneficiaries, will develop and maintain content on the web portal (Output 3.3.2) and will oversee knowledge management activities and knowledge sharing at the regional and global level (Output 4.1.2)

Component 2		
Local / National contracting		
IT Expert for development of web design and interface support	\$160x70 days	The IT Expert's outputs will include tending documentation and the development of a long-term data storage and archiving strategy (Output 2.1.1) and recommendations on the design and operation of the web ports (Output 2.1.2).
National environmental expert	\$140x160 days	National environmental expert will be responsible for identification of the data providers, data flow, support International MRV consultant and Project manager in development of reporting protocols, including compliance with key national reporting content and time frames for NDC
National GHG inventory expert	\$140x 60 days	National GHG inventory expert will support stakeholders in using the on-line system, draft the usage procedures and instructions, make recommendations on refinement of the system (Output 2.1.2 and Output 3.1.3).
National expert on information systems	\$180x40 days	National expert on information systems responsible for developing technical specifications for suitable hardware, software and licensing and/or subscription, particularly for visualization data for AFOLU sector (Output 2.1.1)
Component 3		
Local / National contracting		
Climate Change Expert	\$160x140 days	Outputs will include sectoral templates on data collection and reporting and support for QA/QC plans (Output 3.1.1) and support for tracking progress towards the NDC (Output 3.2.1 and Output 3.3.1)
Environmental Expert	\$140x170 days	The Environmental Expert will oversee the development of an adaptation MRV strategy and the alignment of transparency reporting with national forest policy and international commitments (Output 3.2.2) and on support received (Output 3.3.3).
Information System Consultants	\$180x50 days	The consultants will identify hardware and software to enhance the development of the GHG inventory, particularly in the areas of AFOLU and forestry (Outputs 3.1.1, 3.1.2, and 3.1.3)

National expert on support received	\$200x50 days	National expert on assessing support received will be responsible for development of templates and guidelines to be negotiated and agreed with data providers, as well as test them according to the MRV system requirements.
Gender Consultant	\$120x60days	The gender consultant will produce a report as specified under Output 3.2.4 and will provide guidance on other components to the project manager as needed.

Annex 7: Terms of References

Terms of Reference for Key Project Staff and Other Positions

Project Manager

Scope of work

Under the direct supervision of the UNDP Programme Analyst for Sustainable Growth and Resilience (SGR), and UNDP Climate Change Programme Coordinator, the Project Manager, selected on a competitive basis, will be responsible for the overall implementation of project activities.

Duties and Responsibilities

- Manage the overall conduct of the project.
- Plan the activities of the project and monitor progress against the approved workplan.
- Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Monitor events as determined in the project monitoring plan and update the plan as required.
- Provide support for completion of assessments required by UNDP, spot checks and audits.
- Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.
- Monitor progress watch for plan deviations and make course corrections when needed within PSC-agreed tolerances to achieve results.
- Ensure that changes are controlled, and problems addressed.
- Perform regular progress reporting to the PSC as agreed with the PSC, including measures to address challenges and opportunities.
- Prepare and submit financial reports to UNDP on a quarterly basis.
- Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the PSC for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation.
- Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required.
- Prepare the inception report no later than one month after the inception workshop.
- Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR.
- Prepare the GEF PIR;
- Assess major and minor amendments to the project within the parameters set by UNDP-GEF;
- Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans;
- Monitor and track progress against the GEF Core indicators.
- Support the Terminal Evaluation process.

Required skills and expertise

- A university degree (MSc or PhD) in a subject related to the natural or applied sciences, engineering or economics .
- At least 5 years of demonstrable project/programme management experience.
- At least 5 years of experience working with ministries, national or local administrative bodies that are concerned with environmental management and national statistics.

Competencies

- Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of multi-stakeholder projects, including financial and technical aspects.
- Ability to effectively manage technical and administrative teams, work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies.
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project.
- Ability to coordinate and supervise implementation of technical activities in partnership with a variety of stakeholder groups, including government, private sector and local administrations.
- Strong drafting, presentation and reporting skills.
- Strong communication skills, especially in timely and accurate responses to emails.
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search.
- Strong knowledge about the political and socio-economic context related to the Indonesian protected area system, biodiversity conservation and law enforcement at national and subnational levels.
- Excellent command of English and local language.

Project Assistant (level SB3)

Scope of work

Under the overall guidance and supervision of Climate Change Programme Coordinator and direct supervision of the Project Manager, the Project Assistant will provide support for implementation of tasks associated with the day-to-day management and operation of the projects. S/he will be responsible for operational project management support functions.

Under the guidance and supervision of the Project Manager, the Project Assistant will carry out the following tasks:

- Assist the Project Manager in day-to-day management and oversight of project activities;
- Assist the M&E in matters related to M&E and knowledge resources management;
- Provide support for conducting data collection and review, compilation of background materials for use in reporting, discussions and briefing sessions, prepare components of presentations and briefings;
- Drafts correspondence relating to assigned project areas; clarifies, follows up, responds to requests for information, ensuring proper communication and information exchange within the Project Team;
- Make logistical arrangements for missions and expert's visits, prepares briefing kits and background materials;
- Assist the Project Manager and Programme Associate in preparation of AWP, draft budget revisions and drafts monthly, quarterly and annual financial reports for the project;
- Prepare documentation for vendors and for Request for Payments, to ensure smooth financial operation of AWP activities.
- Assist in the preparation of progress reports;
- Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by UNDP-UNEP GSP, UNDP, project consultants and other PMU staff;
- Provide administrative and logistical assistance.

Qualifications

The Project Assistant will be recruited based on the following qualifications:

- A Bachelor's degree or an equivalent qualification;

- At least three years of work experience preferably in a project involving biodiversity conservation, natural resource management and/or sustainable livelihoods. Previous experience with UN project will be a definite asset;
- Very good inter-personal skills;
- Proficiency in the use of computer software applications especially MS Word and MS Excel.
- Excellent language skills in English (writing, speaking and reading) and in local languages

Legal Expert (s)

Scope of Work

Under the overall supervision and guidance of the Project Manager, the Legal Expert(s) will carry out the following tasks.

- Support reviewing and enhancing coordination mechanism between national agencies for reporting and verification purposes under transparency frameworks,
- Support legislative changes in order to strengthen the ability of the country to meet reporting requirements under the UNFCCC and the Paris Agreement,
- Identify entry points for climate change issues into sectoral legislation and draft suitable text for CC integration,
- Develop relevant legal and/or regulatory provisions on MRV that can be included into environmental legislation and regulations,
- Ensure consistency with the EU acquis and ensure consistency with current and potential requirements for establishment of MRV in the context of the commitments of the country under CEPA; and UNFCCC climate change requirements.

Environmental Expert

Scope of Work

Under the overall supervision and guidance of the Project Manager, the Environmental Expert will carry out the following tasks.

- Support development of an adaptation MRV plan,
- Identify the adaptation measures tagging indicators for assessment of the MRV on budget planning and support received,
- Identify applicable indicators for prioritization of adaptation between sectors,
- Develop AFOLU training concepts, data collection protocols, training on the software and data sharing process, data analysis and visualization under the system, data protection, and other supporting protocols,
- Prepare AFOLU focused training needs assessment and training plan for key stakeholders,
- Ensure linkages and information sharing between programs in AFOLU sector.

Climate Change Expert

Scope of Work

Under the overall supervision and guidance of the Project Manager, the Climate Change Expert will carry out the following tasks.

- Support development of toolkits and templates for mitigation, adaptation and reporting on support,
- Develop guidelines for QA/QC for the proposed MRV framework,
- Conduct research and contribute to recommendations regarding institutional arrangements and data flow and data gaps in the MRV framework,
- Identify existing data and information, including research from academic and research institutions, and identify high-priority data needs in inventory sectors,
- Support the Project Manager in the identification and development of data collection and analysis norms, and standards for both national and global indicators,
- Provide substantive advice and analytical and drafting support for reporting using project data,
- Oversee the linkages of the MRV system to NDC monitoring and reporting,
- Provide suggestions on MRV for specific CC mitigation measures under the NDC and on data collection and data quality as needed,
- Ensure that SEIS principles are introduced and to assure compatibility for future add-ins for different reporting purposes.

Mitigation Expert

Scope of Work

Under the overall supervision and guidance of the Project Manager, the Mitigation Expert will carry out the following tasks.

- Conduct research and contribute to recommendations regarding institutional arrangements and data flow and data gaps in the MRV framework.
- Identify GHG inventory and air pollution data and information reporting requirements synergy areas, including research from academic and research institutions, and identify high-priority data needs in inventory sectors,
- Support the Lead Technical Advisers and the Project Manager in the identification and development of data collection protocols and standards for both national and global indicators,
- Provide substantive advice and analytical and drafting support for reporting using project data,
- Oversee the linkages of the MRV system to NDC monitoring and reporting,
- Provide suggestions on MRV for specific CC mitigation measures under the NDC and on data collection and data quality as needed,
- Ensure consistency of the proposed MRV system with the requirements under Article 13 of Paris Agreement,
- Ensure that principles are introduced in the MRV system to assure compatibility for future add-ins for different reporting purposes, such as reporting requirements under the Energy Charter.

IT Expert for development of web design and interface support

Scope of Work

Under the overall supervision and guidance of the Project Manager, the IT Expert will carry out the following tasks.

- Provide support to the project team in drafting ToRs and tendering documentation for the design and launch of the on-line portal requirements for MRV system, including integration with GIS software and visualization possibilities, ensuring the data security and corresponding data portal,
- Lead the drafting of recommendations on long-term data storage,
- Provide guidance on data storage and archiving, protocols on the use of open source and proprietary data, etc.
- Assure access to data for hierarchically-organized users through direct connection to the database via web services or via web GIS browser.
- Ensure corresponding recommendations for administering the portal

GHG Inventory Expert (to support the work of the IT expert)

Scope of Work

Under the overall supervision and guidance of the Project Manager, the GHG Inventory Expert will carry out the following tasks.

- Provide support to project stakeholders in using the system, identifying areas for improvement, and supporting refinement of the system.
- Establish a database of training materials for government employees on transparency activities
- Draft guidance on database usage and procedures and provide periodic updates to this guidance based on user feedback.

Information System Consultants

Scope of work:

Detailed technical specifications will be prepared in cooperation with the PM, project implementing partners, and project staff and consultants. Tasks may include the following:

- Identify suitable hardware, software, and licensing/subscription options to enhance reporting on GHG emissions and mitigation activities
- Select features using machine learning techniques, data mining or state-of-the-art methods and identify most suitable data for visualizing and communicating particularly data on agriculture, forestry and other land use (AFOLU)

Project Communications Expert

Scope of Work

Under the overall supervision and guidance of the Project Manager, the Communications Officer will have the responsibility for leading knowledge management outputs in Component 4 and developing the project communications strategy at the project outset and coordinating its implementation across all project components. The Communications Officer will work closely with the M&E Officer on knowledge management aspects of the project. Specific responsibilities will include:

- Develop a project communications strategy / plan, incorporate it with the annual work plans and update it annually in consultation with project stakeholders; coordinate its implementation
- Coordinate the implementation of knowledge management outputs of the project;
- Coordinate and oversee the implementation of public awareness activities across all project components;
- Facilitate the design and maintenance of the project website/webpages and ensure it is up-to-date and dynamic;
- Facilitate learning and sharing of knowledge and experiences relevant to the project;

Qualifications

The Project Communications Officer will be recruited based on the following qualifications:

- A Bachelor's degree, preferably in the field of community development or natural resource / environmental management;
- A communications qualification (diploma, Bachelor's degree)
- At least three years of relevant work experience of communications for project or programme implementation, ideally involving international donors. Previous experience with UN projects will be a definite asset;
- Previous experience in developing and implementing communications strategies for organizations or projects
- Strong professional working capacity to use information and communications technology, specifically including website design and desktop publishing software
- Understanding of illegal wildlife trade, biodiversity conservation, sustainable livelihoods and associated issues;
- Very good inter-personal skills
- Excellent language skills in English (writing, speaking and reading) and in local languages

Project Gender Consultant

Scope of Work

Under the overall supervision and guidance of the Project Manager, the Gender Consultant will have the responsibility for leading project activities related to gender. Under Output 3.2.4, the Gender Consultant will support the project manager in mainstreaming gender into transparency issues. The consultant will draft a report on climate change and transparency, provide expert guidance to the project team as needed, and support monitoring for gender-related indicators in the project results framework and the gender action plan. In addition, the Gender Consultant will develop and implement training as necessary for project staff, consultants, and beneficiaries and will ensure that the project implementation is aligned with women's participation and gender equality strategies of UNDP Armenia, UNDP-GEF, and the GEF.

Qualifications

The Gender Consultant will be recruited based on the following qualifications:

Academic Qualifications/Education:

- Master's degree or equivalent in sustainable development, economics, public administration, social sciences, gender studies or a related field

Experience:

- At least 3 years of substantive professional experience in design, monitoring or evaluation of gender projects.
- Demonstrated experience on gender mainstreaming in climate change/environment/sustainable development
- Preferable experience working on policy and programmatic issues with national and local governments and civil society organizations including community organizations
- Desirable: experience working with international organizations related to climate change or gender

Language skills:

- Fluency in written and spoken English and Armenian.

IC/Evaluator

Scope of Work

Under the guidance and supervision of the Project Manager, the IC/Evaluator for the terminal evaluation will carry out the following tasks:

- Lead the final evaluation
- Work with the project team in order to assess the project progress, achievement of results and impacts.
- Disaggregate findings by gender, to the extent possible, and include quantitative and qualitative data regarding the project activities
- Develop and present a draft evaluation report, discuss it with the project team, government and UNDP, and submit a final report.
- Contribute on an as-needed basis in discussions to extract lessons for UNDP and GEF.

Annex 8: Gender Analysis and Gender Action Plan

This assessment is designed to conform to 2018 guidance from the GEF on gender equality¹² by meeting the following requirements for actions that projects must take prior to CEO endorsement.

- This annex represents a **gender analysis** as recommended under GEF procedures.
- A **gender action plan** is included below in order to ensure that differences identified will be addressed.

Gender is also addressed in other areas of this project document, which include

- The **project results framework**, which includes *Output 3.2.4. "Gender issues mainstreamed into transparency activities."* It also includes targets for women's meaningful participation, and the project monitoring and evaluation budget supports the collection of gender-disaggregated data.
- Project **M&E activities**, as the project will monitor the share of women and men who are direct project beneficiaries, and it will also monitor the nature of these benefits.
- Project reporting, as gender elements of targets and activities will be monitored in **project reporting**, both in annual reports and in the terminal evaluation.
- The project **knowledge management** strategy, which will support the dissemination of lessons learned from the gender output of this project and will promote the use of guidance and good practice in gender mainstreaming as it develops from the UNFCCC, the GEF, and other CBIT countries.

The initial gender assessment here provides country and regional context on gender issues and identifies areas relevant to project design and implementation in climate change MRV and specifically for creating an effective transparency framework. The inputs for this analysis include a desk study and review of demographic data and research literature, expert consultations, and direct input from women and men participating in data collection, analysis, and reporting. Sources of data and analysis include the Government of Armenia, UN agencies and other bilateral and multilateral donors, and multilateral development banks.

The assessment is followed by a Gender Action Plan that will serve as a guide for project management and M&E activities.

II. Country Context

As a 2016 World Bank assessment summarizes the situation, "Despite advances gender differences in outcomes persist in Armenia and are reflected in demographic imbalances, lagging participation of women in the labor market and in leadership roles."¹³ The population of Armenia has actually decreased slightly over the previous decade, and in 2018 it totaled approximately 2.97 million, with women accounting for 52.6% of the population. Female-headed households represented 34% of all households in 2017, up from 31% in 2008.¹⁴

The literacy rate of women ages 15 years old and higher is the same as men (about 99.7% in 2011). More girls attend primary, secondary, and post-secondary school programs (bachelors and masters programs) than boys in all categories with the exception of preliminary vocational schooling.¹⁵

¹² GEF (2018). *GEF Policy on Gender Equality*.

¹³ World Bank (2016). *Armenia Country Gender Assessment: The State of Gender Equality in Armenia*.

¹⁴ HH ILCS, Armstat, 2008 and 2017 in Armstat (2018) *Women and Men in Armenia: 2018*.

¹⁵ Armstat (2018): 49-52.

In spite of strong representation in literacy and education, a recent report found that “...disparities between women and men remain salient in Armenia, especially in dimensions that are powerfully influenced by social norms. In domains like education and health, gender equality in outcomes in Armenia are broadly comparable with those in Europe and Central Asia and better than those of lower-middle-income countries globally. However, barriers to women’s access to economic opportunities persist and gender inequalities are manifest in demographic imbalances, and underrepresentation in leadership roles.”¹⁶ At present, only 19 of 105 seats in the National Assembly are held by women, and in the executive branch, 1 of 18 ministers is woman.¹⁷

Gender Development Index (GDI)

In 2014, UNDP introduced a new measure into its Human Development Reports: the GDI. This measure is based on the sex-disaggregated Human Development Index, which is defined as a ratio of the female to the male HDI. As such, the GDI is meant to identify gender inequalities in three basic dimensions of human development: health (measured by female and male life expectancy at birth), education (measured by female and male expected years of schooling for children and mean years for adults aged 25 years and older); and command over economic resources (measured by female and male estimated GNI per capita).

The GDI value for Armenia (2017) is 0.969 indicating that the gender gap in human development in areas of health, education, and command over economic resources (represented by estimated earned income) is very minimal (less than 1%). The world average GDI value is 0.94, and Armenia ranks 83rd in the world in terms of its GDI score.

Social Institutions and Gender Index (SIGI)

The Organization for Economic Cooperation and Development (OECD) developed the Social Institutions and Gender Index (SIGI), a composite index that scores countries (i.e., 0 to 1) on 14 indicators grouped into five sub-indices: discriminatory family code, restricted physical integrity, son bias, restricted resources and assets, and restricted civil liberties to measure the discrimination against women in social institutions across 160 countries. This measure, which results in a score between 0 and 1, clusters 108 countries into five levels of discrimination: very low, low, medium, high and very high. In 2014, the SIGI value for Armenia was 0.236, suggesting that discrimination against women is high.¹⁸

Global Gender Gap Index (GGGI)

The Global Gender Gap Index (GGGI) of the World Economic Forum examines the gap between men and women in four categories: economic participation and opportunity, educational attainment, health and survival; and political empowerment. In the 2017 GGI report, Armenia has a score of 0.667, which places it 97th out of 142 countries.¹⁹ Results indicate a relatively low gap in educational attainment but high gender inequality in political empowerment.

III. Legal and Administrative Framework Related to Gender

Legislation

Article 14.1 of the Constitution (1995) provides for the equality of men and women before the law and prohibits discrimination on the basis of sex. The 2003 Criminal Code (Article 143) also prohibits gender discrimination. The Labor Code, which was adopted on 9 November 2004, sets forth gender equality on remuneration (equal pay for

¹⁶ World Bank (2016): 1.

¹⁷ Armstat (2018): 96.

¹⁸ OECD 2016. <http://www.genderindex.org/ranking>. Accessed May 4, 2018.

¹⁹ World Economic Forum (2017). *Global Gender Gap Report*.

equal work) and considers gender discrimination and sexual harassment in the workplace as gross violation of labor discipline. The Labor Code allows pregnant women full wages while on maternity leave from 140 days and up to 180 days in the event of twins. Pregnant women and women caring for children below one year old are guaranteed workplace protection from dismissal, placement in equivalent position upon return from maternity leave, and rights to a flexible schedule. It is prohibited to employ or put these types of women in hazardous conditions.

On 13 September 1993, Armenia ratified the 1981 UN Convention on the Elimination of All forms of Discrimination against Women (CEDAW) and the 2000 Optional Protocol on violence against women on 14 September 2006.²⁰ Armenia is a member of the Council of Europe and has signed the 1950 European Convention on Human Rights on 25 January 2001 and ratified the same on 26 April 2002.²¹

In June 2013, the Law on Equal Rights and Equal Opportunities for Men and Women went into force. This law defines the concepts and terms related to gender equality, sexual harassment, concrete forms of direct and indirect discrimination; development and implementation of national gender equality policy and programs, and its evaluation and monitoring through the collection of statistics. The adoption of the law was met with oppositions specifically on the use of “gender” defined by the law as an “acquired, socially fixed behavior of persons of different sexes.” Protests from the opponents of the law were launched demanding to remove the definition of gender but no amendments were made and in November 2013, the Council on Women’s Affairs (CWA) under the Office of the Prime Minister, called for its full implementation and condemned harassment of women’s NGOs after the law was adopted.

In the Global Leaders’ Meeting on Gender Equality and Women’s Empowerment on 27 September 2015, Armenia committed to ensure the effective implementation of the law on equal rights and opportunities of women and men, and to ratify the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence. The Council of Europe established a Convention on preventing and combating violence against women and domestic violence, which entered into force in August 2014. Armenia signed this convention in January 2018 but has not yet ratified it.²²

Policy

On 20 May 2011, a Gender Policy Strategic Action Plan for 2011-2015 was approved that outlined implementation strategies in six critical areas identified in the Gender Policy: power and decision-making, socioeconomics, education, health, culture and public information, GBV and human trafficking prevention.²³ A subsequent gender policy strategic action plan has not been undertaken.

It should be noted that Armenia has adopted the 2015 UN Sustainable Development Goals (SDGs). As a result, they have committed to progress under SDG 5: “Achieve gender equality and empower all women and girls.” Under this goal, countries are to achieve nine specific targets that include the following relevant targets for this project:

²⁰ UN Treaty Collection. https://treaties.un.org/Pages/ViewDetails.aspx?src=TREATY&mtdsg_no=IV-8&chapter=4&lang=en and UN Women.

²¹ Council of Europe. Chart of signatures and ratifications of Treaty 005. http://www.coe.int/en/web/conventions/full-list/-/conventions/treaty/005/signatures?p_auth=s9uNDfa4.

²² Council of Europe. Chart of signatures and ratifications of Treaty 210. http://www.coe.int/en/web/conventions/full-list/-/conventions/treaty/210/signatures?p_auth=XNywEMSD

²³ Republic of Armenia Gender Policy Strategic Action Plan for 2011-2015. http://www.un.am/res/Gender%20TG%20docs/national/2011-2015_Gender%20Policy_NAP-Eng.pdf.

- “Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life;” and
- “Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women”

Countries also commit to monitor progress towards the targets that have been established.²⁴

Government Organizations

The CWA is an interagency consultative body created in 2000 and re-organized in 2009 to enhance the status of women and to provide equal opportunities for men and women. CWA coordinates the implementation of strategic and short-term programs on gender equality, sex-based discrimination and issues on GBV. On 19 November 2014, Council on Men and Women Equality Affairs was established under Prime Minister’s Decree N 1152-A as a national mechanism for coordinating and ensuring equal rights and opportunities for men and women in all aspects of public life.

The Statistical Committee of the Republic of Armenia has been producing a publication with various gender-disaggregated statistics for women and men for the past several years entitled *Women and Men in Armenia* and is responsible for reporting on gender statistics to international organizations.

Civil Society Organizations

There are a number of NGOs in Armenia that focus specifically on women’s issues. In addition, an ADB country gender assessment found that “Women are well represented in civil society organizations concerned with ecology and the environment...”²⁵ Yerevan State University has a Center for Gender and Leadership Studies (YSU CGLS), which offers short courses on gender mainstreaming topics such as Women’s and Gender Issues in Public Administration and Gender-Responsive Budgeting and Auditing.²⁶ The organization Women in Climate and Energy focuses on both topics relevant to the project and was represented at the project stakeholder validation workshop.

IV. Gender and Action to Address Climate Change

As a 2017 introduction to the UN Women guidebook *Leveraging Co-Benefits between Gender Equality and Climate Action* notes, “Gender mainstreaming is not simply about adding a ‘women’s component.’ Gender mainstreaming is about thinking differently, modifying climate and development interventions so that they will benefit men and women equally. It is about transforming social, economic and institutional structures towards gender equality and women’s empowerment in climate action and resilience building. The impacts of climate change, including on access to productive and natural resources, amplify existing gender inequalities. Climate change affects women’s and men’s assets and well-being differently in terms of agricultural production, food security, health, water and energy resources, climate-induced migration and conflict, and climate-related natural disasters. At the same time, women are powerful change agents to address climate change at scale. They are key actors in building community resilience

²⁴ <http://www.undp.org/content/undp/en/home/sustainable-development-goals/goal-5-gender-equality/targets.html>
 Accessed November 30, 2018.

²⁵ ADB (2015): *Armenia: Country Gender Assessment*: 65.

²⁶ <http://www.y-su.am/gender/>

and responding to climate-related disasters. Women tend to make decisions about resource use and investments in the interest and welfare of their children, families, and communities.”²⁷

V. Gender and Transparency Frameworks

International Guidance

The UNFCCC Gender Action Plan was established under UNFCCC 3/CP.23 Section E of the Action Plan specifically focuses on monitoring and reporting, and it states that “The GAP seeks to improve tracking in relation to the implementation of and reporting on gender-related mandates under the UNFCCC.”²⁸

The Paris Agreement under the UNFCCC acknowledges that “climate change is a common concern of humankind, Parties should, when taking action to address climate change, respect, promote and consider their respective obligations on human rights, the right to health, the rights of indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity...”²⁹ Article 7, paragraph 5 notes that “Parties acknowledge that adaptation action should follow a country-driven, gender-responsive, participatory and fully transparent approach,” and Article 11, paragraph 2 notes that “Capacity-building should be guided by lessons learned, including those from capacity-building activities under the Convention, and should be an effective, iterative process that is participatory, cross-cutting and gender-responsive.”³⁰ Article 13 does not mention gender explicitly.

In terms of country-level guidance, key documents have been developed in order to support various aspects of transparency frameworks, such as the *Gender-Responsive National Communications Toolkit*³¹ and *Gender Equality in Climate Change Action: Planning for Gender-Responsive Nationally Determined Contributions*.³² Currently, the new European Union-funded EU4Climate initiative, which will be implemented by UNDP, plans to work with the European Institute for Gender Equality in order to support the integration of gender equality into NDCs.

Baseline Status of National Reporting

- The most recent National Communication submitted does not mention gender issues related to climate change.
- The most recent Biennial Update Report does not mention gender issues related to climate change.
- Armenia’s NDC does not explicitly mention women or gender issues related to its contribution.

Gender Statistics

The Statistical Committee of the Republic of Armenia, noted in Section III, has been producing a publication with various gender-disaggregated statistics for women and men for the past several years entitled *Women and Men in Armenia*. These statistics cover a variety of sectors.

²⁷ UN Women (2017). “New Guidebook Launched to Boost Gender Mainstreaming.” <https://unfccc.int/news/new-guidebook-launched-to-boost-gender-mainstreaming>. Accessed December 2018.

²⁸ UNFCCC (2018). FCCC/CP/2017/11/Add.1: 16.

²⁹ Paris Agreement (2015). Preamble.

³⁰ Ibid., Articles 7 and 11.

³¹ Nelson, G. (2015). *Gender-Responsive National Communications Toolkit*. UNDP

³² Huyer, S. (2016). *Gender Equality in Climate Change Action: Planning for Gender-Responsive Nationally Determined Contributions*. UNDP.

Other Findings

A recent survey on gender and climate change in Armenia based on a focus group of 12 civil society experts and a literature review reached the following conclusions that are highly relevant to gender and climate:

- Cross-cutting gender/environment issues have not been sufficiently studied in Armenia, and Sustainable Development Goals may be a useful platform for piloting gender/environment indicators;
- Both governmental and non-governmental organizations noted a lack of capacity to conduct gender analysis and could benefit from international tools and methodologies.
- Gender/environment monitoring would benefit from communications between experts in both fields, as these linkages do not currently exist.
- Regionally disaggregated environmental statistics would allow for a more nuanced picture of gender/environment relationships.³³

VI. Conclusions and Recommendations

The CBIT project represents a valuable opportunity to mainstream gender issues into participation in project activities, the kinds of data and information that are collected, and the way in which they are used. The MRV system that is created under the project will build in gender-segregated data and support reporting that can meet current guidance under the UNFCCC and the Paris Agreement. General recommendations are as follows:

- The CBIT project should take gender into consideration under the *transparency framework for action* by including gender analysis when reviewing mitigation and adaptation activities and by determining and reporting on gender-differentiated impacts of climate change. These activities should adhere to good practice in the form of guidance that is mentioned in previous sections of this report and in the form of future guidance that may emerge from the introduction of the “Paris rulebook.”
- Under the *transparency framework for support*, the project should assess differing impacts of sectoral interventions and other support received on women and men. Reporting on support received should include projects that have used a “gender lens” in order to address women’s needs in climate change adaptation, such as the UNDP project “Integrated Support to Rural Development: Building Resilient Communities,” which targets single women who are heads of households for an energy-efficient greenhouse program.³⁴
- The project should share data and information that are generated with ongoing national reporting under the UNFCCC (NCs and BURs) and with other parties to the Paris Agreement through the CBIT global coordination platform.

Specific action items are included in the proposed Gender Action Plan on the following page.

³³ Mirzakhanyan (2019).

³⁴ <http://www.am.undp.org/content/armenia/en/home/stories/support-to-rural-communities--energy-efficient-greenhouses-.html> Accessed December 2018.

Annex 8A: Gender Action Plan

Throughout project implementation, UNDP will comply with key UN mandates on gender equality and the empowerment of women, including the 1979 Convention on the Elimination of All Forms of Discrimination of Women (CEDAW) and the 1995 Beijing Declaration and Platform of Action.

Objective	Action	Indicator	Responsible Institution
Output 1:			
Ensure cooperation of responsible institutions at all levels with gender institutional mechanisms in Armenia	<p>Include gender institutional mechanisms in Project implementation (planning, implementation and reporting).</p> <p>Establish cooperation channels between gender institutional mechanisms and responsible institutions included into project implementation.</p> <p>Include gender institutional mechanisms into legislation drafting and reporting.</p> <p>Consult gender institutional mechanisms in development of all relevant international reports.</p>	<p>Number of organized consultative meetings involving representatives of gender organizations.</p> <p>Number of actions, initiatives and reports developed and presented in cooperation with gender institutional mechanisms.</p>	Ministries included in Project implementation, gender institutional mechanisms, UNDP.
Output 2:			
Ensure that all relevant data are gender segregated and used for Project's planning and implementation	<p>Collect and assess existing statistics relevant to gender and climate.</p> <p>Identify statistical gaps and create recommendations for improvement of statistics.</p> <p>Undertake measures for collection and disaggregation of relevant data.</p>	Number of newly established statistical indicators on gender and climate.	Data providers and the Statistical Committee
Output 4:			

Provide training and ongoing capacity strengthening for data providers and project experts on gender considerations in data collection and analysis	Organize trainings on gender mainstreaming for project partners.	Number of participants at trainings the implementing partner, data providers and project experts.	UNDP, implementing partners.
Project Management			
Ensure that the Project Implementation Unit understands methods and importance of gender mainstreaming into Project activities	Organize trainings on gender mainstreaming (with an emphasis on data collection, inclusion of gender mechanisms, and gender and energy issues).	Number of trainings on gender mainstreaming in the project organized.	UNDP
Equitable participation in the project by women and men	Develop and implement a plan that will support equal opportunities for women in project training and capacity strengthening activities.	Ratio of women and men at trainings (with contextual information provided)	UNDP

Annex 9: Procurement Plan

The project will be implemented following the UNDP National Implementation Modality (NIM). UNDP will follow its operational policies and procedures established for NIM implementation and will ensure the necessary oversight of the national implementing partner. UNDP will ensure the project delivers results to the highest standards and in full compliance with UNDP and GEF policies.

The following table represents the procurement plan for the first year of the project:

Atlas Budget Description	General	Contract Value	Recruitment Method ¹	Advertisement Method	Advertisement Date (quarter/year)	International or National Assignment
	Description					
Local consultant	2 local consultants to support the legal and institutional development process	10,500	Desk Review	Competitive Sourcing	QTR1-YR1	National
Local expert	1 local consultant for public relations and communication	3500	Desk Review	Competitive Sourcing	QTR1-YR1	National
Local consultant	4 local consultants to support analysis of climate information and identification of gaps, collection of data	12000	Desk Review	Competitive Sourcing	QTR1-YR1	National
Procurement of services	The company/institution to support in drafting legislation for transparency framework, and provide targeted support to the Interagency Council and technical working group specialists.	15000	Evaluation based on proposal	Tendering	QTR1-YR1	International/national
Local consultant	1 consultant on gender for developing recommendations on disaggregated data collection development of action plan	3600	Desk Review	Competitive Sourcing	QTR1-YR1	National
Local Consultant	1 local consultants for development of for on-line portal requirements, and for developing technical specifications for suitable hardware, software and licensing and/or subscription	7200	Desk Review	Competitive Sourcing	QTR1-YR1	National
Procurement of services	professional services company for preparation of the requirements for data provision protocols, website design and engineered system for practical implementation of the transparency framework	20000	Evaluation based on proposal	Competitive Sourcing	QTR1-YR1	International/national
Local consultant	1 local consultant for identification of protocols assessing support received	6000	Desk Review	Competitive Sourcing	QTR1-YR1	National
Local consultant	1 local consultant M&E activities	4000	Desk Review	Competitive Sourcing	QTR1-YR1	National

	2 local consultant to support analysis of climate information and identification of gaps, collection of data	6200	Desk Review	Competitive Sourcing	QTR3-YR1	National
Local consultant						
International consultant	1 IC on communication for legal and institutional systems	14000	Desk Review	Competitive Sourcing	QTR1-YR1	International
International consultant	1 IC on training for new requirements for MRV	15000	Desk Review	Competitive Sourcing	QTR1-YR1	International
Procurement of Services	Professional services company to maintain on-line portal and develop an NDC tracking system	40000	Desk Review	Competitive Sourcing	QTR1-YR1	National

Annex 10: Co-Financing Letters from the Ministry of Environment and UNDP



REPUBLIC OF ARMENIA
MINISTER OF ENVIRONMENT

31 OCT 2019

AM
DH

№ 1/02.2/12916
29 «10» 2019

To: Mr. Dmitry Mariyasin
UNDP Resident Representative

Dear Mr. Mariyasin,

I am pleased to confirm the commitment of the Ministry of Environment to collaborate with the United Nations Development Programme in Armenia for the successful implementation of UNDP/GEF "Building Armenia's national transparency framework under Paris Agreement" Medium-Sized Project.

The Ministry's in-kind contribution to the above-mentioned project will be equivalent to USD 400,000 (four hundred thousand US dollars).

Taking the opportunity, I would like to thank you for your on-going and fruitful cooperation.

Sincerely,

Erik Grigoryan

ICD: K.Khachatryan
01818508



REPUBLIC OF ARMENIA
MINISTRY OF
ENVIRONMENT

3 Government bld., Republic Sq., Yerevan, 0010, Armenia
10010608@e-citizen.am | min_ecology@mep.am | www.mep.am
(+374) 11 838-501 | Fax: (+374) 11 818-506



*Empowered lives.
Resilient nations.*

16 October 2019
Ref.: 19229/2019

Dear GEF Council Members and Secretariat,

Subject: Letter of co-financing for “Building Armenia’s national transparency framework under Paris Agreement” Medium-Sized Project

I am pleased to confirm the commitment of the United Nations Development Programme in Armenia for the successful implementation of UNDP/GEF “Building Armenia’s national transparency framework under Paris Agreement” Medium-Sized Project.

The amount of co-financing for the project implementation, allocated from UNDP Armenia resources, comprises USD 170,000 (one hundred seventy thousand US dollars) in-kind contribution for the project implementation life-time.

Taking the opportunity, I would like to reiterate that UNDP in Armenia looks forward to our cooperation on this important initiative.

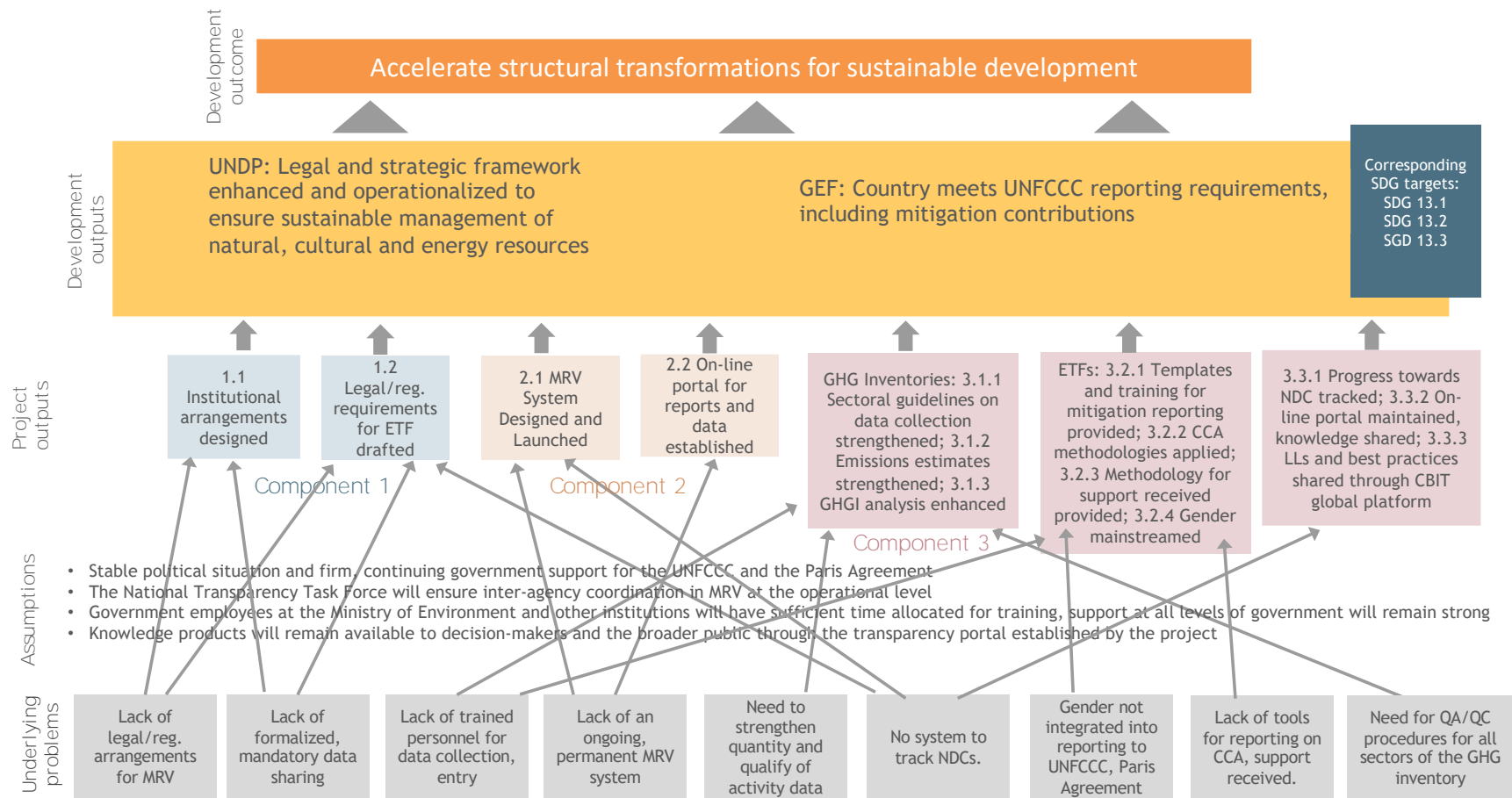
Sincerely yours,

A handwritten signature in blue ink, appearing to read 'D. Mariyasin', is placed above the printed name.

Dmitry Mariyasin
UNDP Resident Representative

GEF Council Members and Secretariat

Annex 11: Theory of Change



Annex 12: GEF Core indicators

Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment				(Number)
			Number		
			Expected		Achieved
			PIF stage	Endorsement	TE
		Female	65	65	
		Male	55	55	
		<i>Total</i>	120	120	

Annex 13: GEF 7 Taxonomy

Level 1	Level 2	Level 3	Level 4
<input checked="" type="checkbox"/> Influencing models			
	<input checked="" type="checkbox"/> Transform policy and regulatory environments		
	<input checked="" type="checkbox"/> Strengthen institutional capacity and decision-making		
	<input type="checkbox"/> Convene multi-stakeholder alliances		
	<input type="checkbox"/> Demonstrate innovative approaches		
	<input type="checkbox"/> Deploy innovative financial instruments		
<input checked="" type="checkbox"/> Stakeholders			
	<input type="checkbox"/> Indigenous Peoples		
	<input type="checkbox"/> Private Sector		
		<input type="checkbox"/> Capital providers	
		<input type="checkbox"/> Financial intermediaries and market facilitators	
		<input type="checkbox"/> Large corporations	
		<input type="checkbox"/> SMEs	
		<input type="checkbox"/> Individuals/Entrepreneurs	
		<input type="checkbox"/> Non-Grant Pilot	
		<input type="checkbox"/> Project Reflow	
	<input type="checkbox"/> Beneficiaries		
	<input type="checkbox"/> Local Communities		
	<input checked="" type="checkbox"/> Civil Society		
		<input type="checkbox"/> Community Based Organization	
		<input checked="" type="checkbox"/> Non-Governmental Organization	
		<input checked="" type="checkbox"/> Academia	
		<input type="checkbox"/> Trade Unions and Workers Unions	
	<input checked="" type="checkbox"/> Type of Engagement		
		<input checked="" type="checkbox"/> Information Dissemination	
		<input type="checkbox"/> Partnership	
		<input checked="" type="checkbox"/> Consultation	
		<input type="checkbox"/> Participation	

	<input checked="" type="checkbox"/> Communications		
		<input checked="" type="checkbox"/> Awareness Raising	
		<input type="checkbox"/> Education	
		<input type="checkbox"/> Public Campaigns	
		<input type="checkbox"/> Behavior Change	
<input checked="" type="checkbox"/> Capacity, Knowledge and Research			
	<input type="checkbox"/> Enabling Activities		
	<input checked="" type="checkbox"/> Capacity Development		
	<input checked="" type="checkbox"/> Knowledge Generation and Exchange		
	<input type="checkbox"/> Targeted Research		
	<input checked="" type="checkbox"/> Learning		
		<input type="checkbox"/> Theory of Change	
		<input type="checkbox"/> Adaptive Management	
		<input checked="" type="checkbox"/> Indicators to Measure Change	
	<input type="checkbox"/> Innovation		
	<input checked="" type="checkbox"/> Knowledge and Learning		
		<input type="checkbox"/> Knowledge Management	
		<input type="checkbox"/> Innovation	
		<input checked="" type="checkbox"/> Capacity Development	
		<input checked="" type="checkbox"/> Learning	
	<input checked="" type="checkbox"/> Stakeholder Engagement Plan		
<input checked="" type="checkbox"/> Gender Equality			
	<input checked="" type="checkbox"/> Gender Mainstreaming		
		<input type="checkbox"/> Beneficiaries	
		<input type="checkbox"/> Women groups	
		<input checked="" type="checkbox"/> Sex-disaggregated indicators	
		<input checked="" type="checkbox"/> Gender-sensitive indicators	
	<input checked="" type="checkbox"/> Gender results areas		
		<input type="checkbox"/> Access and control over natural resources	
		<input type="checkbox"/> Participation and leadership	
		<input type="checkbox"/> Access to benefits and services	
		<input checked="" type="checkbox"/> Capacity development	
		<input type="checkbox"/> Awareness raising	

		<input checked="" type="checkbox"/> Knowledge generation	
<input checked="" type="checkbox"/> Focal Areas/Theme			
	<input type="checkbox"/> Integrated Programs		
		<input type="checkbox"/> Commodity Supply Chains (³⁵ Good Growth Partnership)	
			<input type="checkbox"/> Sustainable Commodities Production
			<input type="checkbox"/> Deforestation-free Sourcing
			<input type="checkbox"/> Financial Screening Tools
			<input type="checkbox"/> High Conservation Value Forests
			<input type="checkbox"/> High Carbon Stocks Forests
			<input type="checkbox"/> Soybean Supply Chain
			<input type="checkbox"/> Oil Palm Supply Chain
			<input type="checkbox"/> Beef Supply Chain
			<input type="checkbox"/> Smallholder Farmers
			<input type="checkbox"/> Adaptive Management
		<input type="checkbox"/> Food Security in Sub-Sahara Africa	
			<input type="checkbox"/> Resilience (climate and shocks)
			<input type="checkbox"/> Sustainable Production Systems
			<input type="checkbox"/> Agroecosystems
			<input type="checkbox"/> Land and Soil Health
			<input type="checkbox"/> Diversified Farming
			<input type="checkbox"/> Integrated Land and Water Management
			<input type="checkbox"/> Smallholder Farming
			<input type="checkbox"/> Small and Medium Enterprises
			<input type="checkbox"/> Crop Genetic Diversity
			<input type="checkbox"/> Food Value Chains
			<input type="checkbox"/> Gender Dimensions
			<input type="checkbox"/> Multi-stakeholder Platforms
		<input type="checkbox"/> Food Systems, Land Use and Restoration	
			<input type="checkbox"/> Sustainable Food Systems
			<input type="checkbox"/> Landscape Restoration
			<input type="checkbox"/> Sustainable Commodity Production

		<input type="checkbox"/> Comprehensive Land Use Planning
		<input type="checkbox"/> Integrated Landscapes
		<input type="checkbox"/> Food Value Chains
		<input type="checkbox"/> Deforestation-free Sourcing
		<input type="checkbox"/> Smallholder Farmers
	<input type="checkbox"/> Sustainable Cities	
		<input type="checkbox"/> Integrated urban planning
		<input type="checkbox"/> Urban sustainability framework
		<input type="checkbox"/> Transport and Mobility
		<input type="checkbox"/> Buildings
		<input type="checkbox"/> Municipal waste management
		<input type="checkbox"/> Green space
		<input type="checkbox"/> Urban Biodiversity
		<input type="checkbox"/> Urban Food Systems
		<input type="checkbox"/> Energy efficiency
		<input type="checkbox"/> Municipal Financing
		<input type="checkbox"/> Global Platform for Sustainable Cities
		<input type="checkbox"/> Urban Resilience
<input type="checkbox"/> Biodiversity		
	<input type="checkbox"/> Protected Areas and Landscapes	
		<input type="checkbox"/> Terrestrial Protected Areas
		<input type="checkbox"/> Coastal and Marine Protected Areas
		<input type="checkbox"/> Productive Landscapes
		<input type="checkbox"/> Productive Seascapes
		<input type="checkbox"/> Community Based Natural Resource Management
	<input type="checkbox"/> Mainstreaming	
		<input type="checkbox"/> Extractive Industries (oil, gas, mining)
		<input type="checkbox"/> Forestry (Including HCVF and REDD+)
		<input type="checkbox"/> Tourism
		<input type="checkbox"/> Agriculture & agrobiodiversity
		<input type="checkbox"/> Fisheries
		<input type="checkbox"/> Infrastructure
		<input type="checkbox"/> Certification (National Standards)

		<input type="checkbox"/> Certification (International Standards)
	<input type="checkbox"/> Species	
		<input type="checkbox"/> Illegal Wildlife Trade
		<input type="checkbox"/> Threatened Species
		<input type="checkbox"/> Wildlife for Sustainable Development
		<input type="checkbox"/> Crop Wild Relatives
		<input type="checkbox"/> Plant Genetic Resources
		<input type="checkbox"/> Animal Genetic Resources
		<input type="checkbox"/> Livestock Wild Relatives
		<input type="checkbox"/> Invasive Alien Species (IAS)
	<input type="checkbox"/> Biomes	
		<input type="checkbox"/> Mangroves
		<input type="checkbox"/> Coral Reefs
		<input type="checkbox"/> Sea Grasses
		<input type="checkbox"/> Wetlands
		<input type="checkbox"/> Rivers
		<input type="checkbox"/> Lakes
		<input type="checkbox"/> Tropical Rain Forests
		<input type="checkbox"/> Tropical Dry Forests
		<input type="checkbox"/> Temperate Forests
		<input type="checkbox"/> Grasslands
		<input type="checkbox"/> Paramo
		<input type="checkbox"/> Desert
	<input type="checkbox"/> Financial and Accounting	
		<input type="checkbox"/> Payment for Ecosystem Services
		<input type="checkbox"/> Natural Capital Assessment and Accounting
		<input type="checkbox"/> Conservation Trust Funds
		<input type="checkbox"/> Conservation Finance
	<input type="checkbox"/> Supplementary Protocol to the CBD	
		<input type="checkbox"/> Biosafety
		<input type="checkbox"/> Access to Genetic Resources Benefit Sharing
<input type="checkbox"/> Forests		
	<input type="checkbox"/> Forest and Landscape Restoration	

			<input type="checkbox"/> REDD/REDD+
		<input type="checkbox"/> Forest	
			<input type="checkbox"/> Amazon
			<input type="checkbox"/> Congo
			<input type="checkbox"/> Drylands
	<input type="checkbox"/> Land Degradation		
		<input type="checkbox"/> Sustainable Land Management	
			<input type="checkbox"/> Restoration and Rehabilitation of Degraded Lands
			<input type="checkbox"/> Ecosystem Approach
			<input type="checkbox"/> Integrated and Cross-sectoral approach
			<input type="checkbox"/> Community-Based NRM
			<input type="checkbox"/> Sustainable Livelihoods
			<input type="checkbox"/> Income Generating Activities
			<input type="checkbox"/> Sustainable Agriculture
			<input type="checkbox"/> Sustainable Pasture Management
			<input type="checkbox"/> Sustainable Forest/Woodland Management
			<input type="checkbox"/> Improved Soil and Water Management Techniques
			<input type="checkbox"/> Sustainable Fire Management
			<input type="checkbox"/> Drought Mitigation/Early Warning
		<input type="checkbox"/> Land Degradation Neutrality	
			<input type="checkbox"/> Land Productivity
			<input type="checkbox"/> Land Cover and Land cover change
			<input type="checkbox"/> Carbon stocks above or below ground
		<input type="checkbox"/> Food Security	
	<input type="checkbox"/> International Waters		
		<input type="checkbox"/> Ship	
		<input type="checkbox"/> Coastal	
		<input type="checkbox"/> Freshwater	
			<input type="checkbox"/> Aquifer
			<input type="checkbox"/> River Basin
			<input type="checkbox"/> Lake Basin
		<input type="checkbox"/> Learning	

	<input type="checkbox"/> Fisheries	
	<input type="checkbox"/> Persistent toxic substances	
	<input type="checkbox"/> SIDS : Small Island Dev States	
	<input type="checkbox"/> Targeted Research	
	<input type="checkbox"/> Pollution	
		<input type="checkbox"/> Persistent toxic substances
		<input type="checkbox"/> Plastics
		<input type="checkbox"/> Nutrient pollution from all sectors except wastewater
		<input type="checkbox"/> Nutrient pollution from Wastewater
	<input type="checkbox"/> Transboundary Diagnostic Analysis and Strategic Action Plan preparation	
	<input type="checkbox"/> Strategic Action Plan Implementation	
	<input type="checkbox"/> Areas Beyond National Jurisdiction	
	<input type="checkbox"/> Large Marine Ecosystems	
	<input type="checkbox"/> Private Sector	
	<input type="checkbox"/> Aquaculture	
	<input type="checkbox"/> Marine Protected Area	
	<input type="checkbox"/> Biomes	
		<input type="checkbox"/> Mangrove
		<input type="checkbox"/> Coral Reefs
		<input type="checkbox"/> Seagrasses
		<input type="checkbox"/> Polar Ecosystems
		<input type="checkbox"/> Constructed Wetlands
	<input type="checkbox"/> Chemicals and Waste	
	<input type="checkbox"/> Mercury	
	<input type="checkbox"/> Artisanal and Scale Gold Mining	
	<input type="checkbox"/> Coal Fired Power Plants	
	<input type="checkbox"/> Coal Fired Industrial Boilers	
	<input type="checkbox"/> Cement	
	<input type="checkbox"/> Non-Ferrous Metals Production	
	<input type="checkbox"/> Ozone	
	<input type="checkbox"/> Persistent Organic Pollutants	
	<input type="checkbox"/> Unintentional Persistent Organic Pollutants	

		<input type="checkbox"/> Sound Management of chemicals and Waste	
		<input type="checkbox"/> Waste Management	
			<input type="checkbox"/> Hazardous Waste Management
			<input type="checkbox"/> Industrial Waste
			<input type="checkbox"/> e-Waste
		<input type="checkbox"/> Emissions	
		<input type="checkbox"/> Disposal	
		<input type="checkbox"/> New Persistent Organic Pollutants	
		<input type="checkbox"/> Polychlorinated Biphenyls	
		<input type="checkbox"/> Plastics	
		<input type="checkbox"/> Eco-Efficiency	
		<input type="checkbox"/> Pesticides	
		<input type="checkbox"/> DDT - Vector Management	
		<input type="checkbox"/> DDT - Other	
		<input type="checkbox"/> Industrial Emissions	
		<input type="checkbox"/> Open Burning	
		<input type="checkbox"/> Best Available Technology / Best Environmental Practices	
		<input type="checkbox"/> Green Chemistry	
	<input checked="" type="checkbox"/> Climate Change		
		<input checked="" type="checkbox"/> Climate Change Adaptation	
			<input type="checkbox"/> Climate Finance
			<input type="checkbox"/> Least Developed Countries
			<input type="checkbox"/> Small Island Developing States
			<input type="checkbox"/> Disaster Risk Management
			<input type="checkbox"/> Sea-level rise
			<input type="checkbox"/> Climate Resilience
			<input type="checkbox"/> Climate information
			<input type="checkbox"/> Ecosystem-based Adaptation
			<input type="checkbox"/> Adaptation Tech Transfer
			<input type="checkbox"/> National Adaptation Programme of Action
			<input type="checkbox"/> National Adaptation Plan
			<input checked="" type="checkbox"/> Mainstreaming Adaptation
			<input type="checkbox"/> Private Sector

			<input type="checkbox"/> Innovation
			<input type="checkbox"/> Complementarity
			<input type="checkbox"/> Community-based Adaptation
			<input type="checkbox"/> Livelihoods
		<input checked="" type="checkbox"/> Climate Change Mitigation	
			<input type="checkbox"/> Agriculture, Forestry, and other Land Use
			<input type="checkbox"/> Energy Efficiency
			<input type="checkbox"/> Sustainable Urban Systems and Transport
			<input type="checkbox"/> Technology Transfer
			<input type="checkbox"/> Renewable Energy
			<input type="checkbox"/> Financing
			<input type="checkbox"/> Enabling Activities
		<input type="checkbox"/> Technology Transfer	
			<input type="checkbox"/> Poznan Strategic Programme on Technology Transfer
			<input type="checkbox"/> Climate Technology Centre & Network (CTCN)
			<input type="checkbox"/> Endogenous technology
			<input type="checkbox"/> Technology Needs Assessment
			<input type="checkbox"/> Adaptation Tech Transfer
		<input checked="" type="checkbox"/> United Nations Framework on Climate Change	
			<input checked="" type="checkbox"/> Nationally Determined Contribution
			<input checked="" type="checkbox"/> Capacity Building Initiative for Transparency (CBIT)
		<input checked="" type="checkbox"/> Climate Finance (Rio Markers)	<input checked="" type="checkbox"/> Paris Agreement
			<input type="checkbox"/> Sustainable Development Goals
			<input type="checkbox"/> Climate Change Mitigation 1
			<input checked="" type="checkbox"/> Climate Change Mitigation 2
			<input checked="" type="checkbox"/> Climate Change Adaptation 1
			<input type="checkbox"/> Climate Change Adaptation 2

Annex 14: Partners Capacity Assessment Tool and HACT assessment

Partner Capacity Assessment Tool - Introduction & Overview		
<p>Background: This Partner Capacity Assessment Tool (PCAT) is designed to streamline UNDP's approach to capacity assessments of project Implementing Partners (IPs) and Responsible Parties (RPs). It does this by consolidating all of the existing partner capacity assessment checklists, and eliminating duplicative questions and questions that don't add value. The PCAT also saves time by: (i) providing rapid guidance on which capacity assessments will ensure project risks are identified; and (ii) generating a summary report of the resulting risk assessments, risk mitigation actions and associated budgets for inclusion in the Project Document. The PCAT also includes capacity assessments for new programming instruments, including On-Granting and Performance-Based Payment Agreements.</p>		
<p>Purpose: The UNDP Enterprise Risk Management (ERM) Policy identifies 'Capacities of the Partners' as a key Strategic Risk to be managed for the success of UNDP's work. The PCAT is designed to assess the level of risk that is present when UNDP works with Partners to implement programmes and projects. The level of risk is identified by analyzing partner capacity and matching project management and oversight with the level of risk assessed. By identifying areas for capacity improvement, the PCAT should also help to reduce future Partner risk levels if the capacity building actions are implemented and sustained.</p>		
<p>Applicability: The PCAT is applicable to all Partners, including IPs and RPs, in all contexts, including crisis contexts. It also applies to Grantees for determining eligibility to receive a grant. The PCAT outlines the minimum requirements for capacity assessments based on UNDP thresholds (such as USD 300,000 for HACT). This does not preclude offices doing additional capacity assessments for Partners that fall below the thresholds should they consider this to be beneficial for their office.</p>		
<p>Responsibility and Timing: The PCAT should be completed by the Project Developer as soon as possible during the Project Design phase, with HACT Micro-Assessment inputs from the Third-Party Service Provider where required. The PCAT generates a summary of the results of the Partner capacity assessments that can be attached to the Project Document, eliminating the need to write long-form/narrative reports on capacity assessment results.</p>		
How to Use the PCAT: Follow these 4 steps:		
<p>Step 1: Review Pre-Requisites for Partnering:</p>	<p>Start the PCAT with 'Pre-Requisites for Partnering.' Here you will enter background information about your office and the Partner, and then review 5 questions to assess whether the Partner meets certain basic criteria for partnering with UNDP (such as not being on UN Sanctions, UNDP Vendor Sanctions or UN Global Marketplace Ineligibility Lists). If the Partner meets the 'Pre-Requisites for Partnering,' you will then move to the next section 'Capacity Assessment Scoping.' If the Partner does not meet the 'Pre-Requisites for Partnering,' you will be advised to do no further assessments as the Partner cannot work with UNDP.</p>	<p>Go to Pre-Requisites for Partnering</p>
<p>Step 2: Complete Capacity Assessment Scoping</p>	<p>The PCAT is a dynamic tool that will display only the capacity assessments you need based on the answers you provide to 9 'assessment scoping' questions. These questions include: (i) whether or not this is a humanitarian project for which a rapid capacity assessment is needed; (ii) what role the Partner will fulfill on the project (IP vs RP vs Other); (iii) what type of organization the Partner is (Govt, CSO/NGO, Private Sector etc); (iv) whether the Partner will receive more than USD 300,000 during the Programme Period; (v) whether a HACT Micro-Assessment has been done; (vi) whether the Partner will be <u>managing</u> construction activities; (vii) whether the Partner will undertake grant-making activities on behalf of UNDP (on-granting); (viii) in the case of RPs, whether a Performance-Based Payment Agreement (PBPA) will be used for the project; and (ix) whether the PBPA will exceed USD300,000. Your answers to these questions will determine which capacity assessments are displayed for completion. You will be provided with a link that will take you straight to the assessment(s) to be completed. Also, all of the background</p>	<p>Go to Capacity Assessment Scoping</p>
<p>Step 3: Complete the Capacity Assessment(s)</p>	<p>Complete the capacity assessment(s) as needed. Based on the results of the capacity assessment and the level of assessed risk, you will be asked to identify risk mitigation strategies (such as capacity building actions and/or enhanced monitoring & assurance activities) and the associated budget required to implement those strategies.</p>	<p>Follow the links provided on the Capacity Assessment Scoping page</p>
<p>Step 4: Conclude on the Capacity Assessment(s)</p>	<p>The PCAT will automatically summarize the results of the completed capacity assessments, providing you with a concise document to attach to your Project Document.</p>	<p>Go to Conclude on Capacity Assessment</p>
<p>Optional: Additional Guidance Resources</p>	<p>If you need additional guidance, review the IP and/or RP decision trees, which provide step-by-step overviews of the capacity assessments needed; or try the POPP Points to Remember for important points on HACT and on specific programme/project instruments, such as On-granting or Performance-Based Payment Agreements (PBPAs).</p>	<p>IP Decision Tree</p> <p>RP Decision Tree</p> <p>HACT - POPP Points to Remember</p> <p>On-Granting - POPP Points to Remember</p> <p>PBPAs - POPP Points to Remember</p>

Partner Capacity Assessment Tool - Step 1: Pre-Requisites for Partnering - applicable to all Partners						
Return to PCAT Overview page						
Applicability: This 'Pre-requisites for Partnering' section should be completed for all UNDP partners, regardless of whether they are IPs, RPs, Other Partners or grant recipients.						
Responsibility & Timing: The Project Developer should complete this 'Pre-requisites for Partnering' as early as possible in the Project Design phase to ensure that the proposed partner is not a prohibited organization and does not engage in practices that are inconsistent with UNDP's social & environmental standards and code of ethics.						
Background Information (Enter this information here and it will be carried throughout the PCAT - no need to enter it again)						
Region	CEE/CIS	Comments: (Optional) XXX				
Office	Armenia					
Programme Start	01-Jan-16					
Programme End	31-Dec-20					
Partner Name	"Environmental project implementation unit"					
Partner budget for this Project	\$ 100,000					
ERM Risk Category	Risk being addressed	Q. #	Pre-requisites for Partnering Questions	What to review to determine your response	Response	Action Needed
Regulatory (6.3, FRR)	Violation of UN sanctions	1	Is the organization listed on the Consolidated United Nations Security Council Sanctions List, the UNDP vendor sanctions list or the UN Global Marketplace Ineligibility List ?	UN Sanctions List UNDP Vendor Sanctions List UN Global Marketplace Ineligibility List (accessible to UNDP Buyer Roles)	No	Continue to Question 2
						Comments
Strategic (7.5 Code of conduct & ethics), Social & Environmental (1.1-1.12)	Violation of programming principles and ethical standards	2	Is there any credible evidence that the organization persistently commits acts that violate: (i) UNDP's social and environmental standards (human rights, gender equality, labor conditions, environmental sustainability standards); or (ii) code of conduct/ethics standards to such an extent that UNDP's association with the organization cannot be adequately managed or justified?	<ul style="list-style-type: none"> * Internet/press search * Donor evaluations, assessments * Significant criticism from donors/CSOs/ media/social media or other significant partners of UNDP locally or globally * Significant criticism from governmental agencies / political parties that makes UNDP's partnering politically sensitive 	No evidence found	
Strategic (7.6 Public opinion & media)	Damage to UNDP's reputation	3	Has an internet/donor evaluation report search revealed any credible and significant adverse publicity or controversy about the organization that could damage UNDP's reputation by association to such an extent that the association cannot be adequately managed or justified?	<ul style="list-style-type: none"> * Recurring local or global public events against the organization (e.g. local demonstrations, online protests, etc) * Relevant legal case in progress/in court etc. 	No adverse publicity found	
Regulatory (6.3, FRR)	Absence of neutrality	4	If the Partner is a CSO/NGO or private sector organization, is there any credible evidence that the organization has political affiliations that could compromise UNDP's neutrality, perceived or actual, in a way that cannot be adequately managed and justified?		No neutrality concerns found	
Financial (2.3 Corruption & Fraud); Strategic (7.5 Code of Conduct & Ethics)	Fraud, corruption and potential damage to UNDP's reputation	5	Is there is a history of fraud, corruption, money laundering, financing terrorism and the like, and/or any potential Conflicts of Interest (Col) in relation to this organization, have they been reviewed and satisfactorily resolved or if not, can they be adequately managed or justified in the context of this specific project? (Consider such as issues as the organization employing any individual/s who is/are currently holding any position in UNDP or the UN QR any	<ul style="list-style-type: none"> * Internet/press search on fraud issues * Donor evaluations or assessments for fraud issues * Discussions and/or documents and/or written confirmation from the Partner disclosing conflicts of interest or such relationships 	No evidence of fraud or conflicts found	
Conclusion on 'Pre-Requisites for Partnering' & Next Steps				Proceed with this Partner. Continue to 'Section 2: Capacity Assessment Scoping'		

Region	CEE/CIS	Comments: (Optional) XXX
Office	Armenia	
Programme Start	01-Jan-16	
Programme End	31-Dec-20	
Partner Name	"Environmental project	
Partner budget for this Project (USD)	\$ 100,000	

Capacity Assessment Scope Questions	Select Responses from the Dropdown menus
1. Is this a humanitarian project for which a rapid CSO/NGO Partner capacity assessment is	No
2. What role will this organization fulfil on this project?	RP
3. What is the nature of this organization? (Govt, CSO etc)	Government
4. Will this organization receive more than US \$300,000 during the Programme Period?	No
5. Has a Partner Capacity Assessment (including HACT Micro-Assessment) already been performed during the Programme Period?	Yes
6. Will the Partner be implementing construction activities?	No
7. Will the Partner undertake grant-making activities on behalf of UNDP?	No
8. Will this project utilize a Performance-Based Payment Agreement with the RP?	No
9. Will the PBPA exceed USD300,000 during the Programme Period?	No

If you don't see the assessments you expect, please refresh your answers to the questions above starting with Q1.

Capacity Assessments needed for this RP:	Links to these Capacity Assessments
Competitive Procurement Process not required; HACT Micro-Assessment not needed	-
	-
	-
	-
	-
Conclusion: No Capacity Assessments are needed. No further action is required.	

Partner Capacity Assessment Tool: Step 4: Capacity Assessment Conclusions

[Return to PCAT Overview page](#) [Return to Capacity Assessment Scoping](#)

Purpose: This worksheet is designed to capture the results of the Capacity Assessments completed and the resulting mitigation strategies for the risk levels identified. Risk mitigation strategies can include capacity building and/or enhanced monitoring and assurance activities. These activities should be included in the Project Document and the associated Project Budget. When completed, attach this worksheet to the Project Document.

Responsibility & Timing: This Capacity Assessment Conclusion page is automatically generated based on the results of the assessments completed in the PCAT. It should be reviewed by the Project Developer for completeness and accuracy and attached to the Project Document. If changes need to be made to this Conclusion page, they should be done on the relevant Capacity Assessment Worksheet (i.e., Programme-Project Mgt, Construction Assess, On-Granting Assess, PBPA Proposal Due Diligence, Private Sector Due Diligence, etc) so that the corrections will be captured in the relevant assessments and automatically displayed here.

Background Information (carried forward from 'Partner Pre-requisites' worksheet)

Region	CEE/CIS	Comments: (Optional)
Office	Armenia	XXX
Programme Start	01-Jan-16	
Programme End	31-Dec-20	
Partner Name	"Environmental project"	
Partner budget for this Project (USD)	\$ 100,000	

Capacity Assessment Conclusions for this RP

Automatically Generated

Capacity Assessment Component	Overall Risk Assessment for this Component	Risk Mitigation Strategies (i.e. capacity building actions and/or enhanced monitoring and assurance activities)	Describe the capacity building actions and/or enhanced monitoring and assurance activities that will be included in the Project Document	Estimated budget required for these activities (include in the Project Budget) (USD)	Comments (Optional)
Total				\$0	

Comments on Overall Capacity Assessments for this RP: (Optional)

Partner Capacity Assessment Tool: Additional Resources

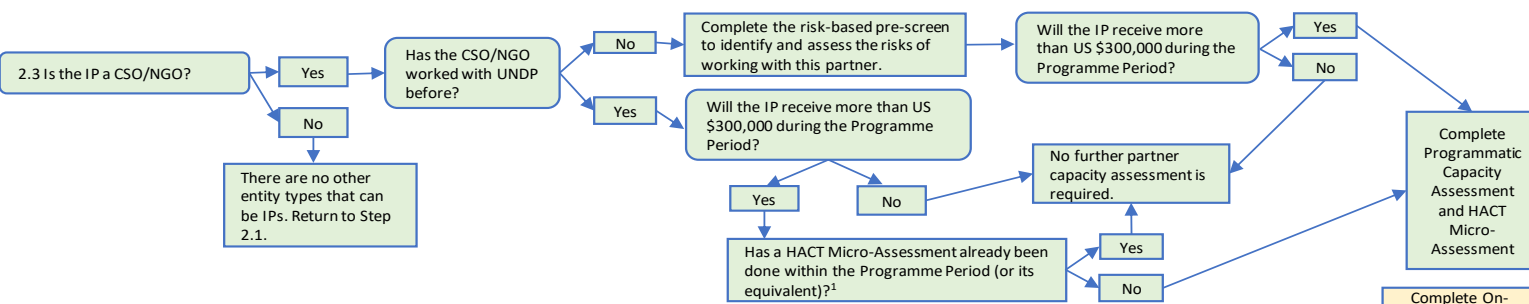
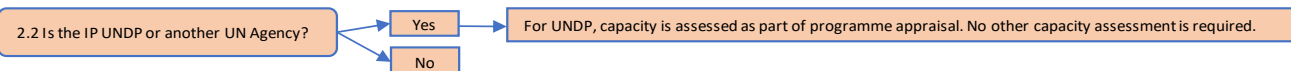
[Return to PCAT Overview Page](#)

Implementing Partner Decision Tree

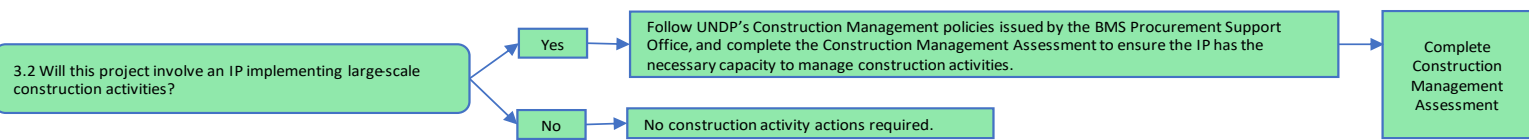
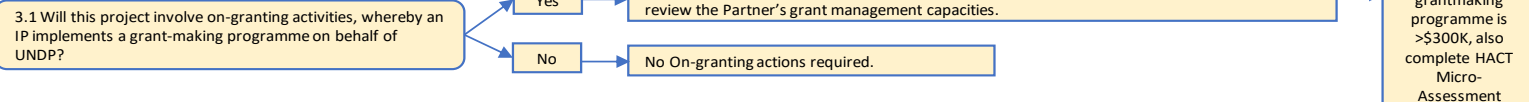
1. Eligibility



2. Selection



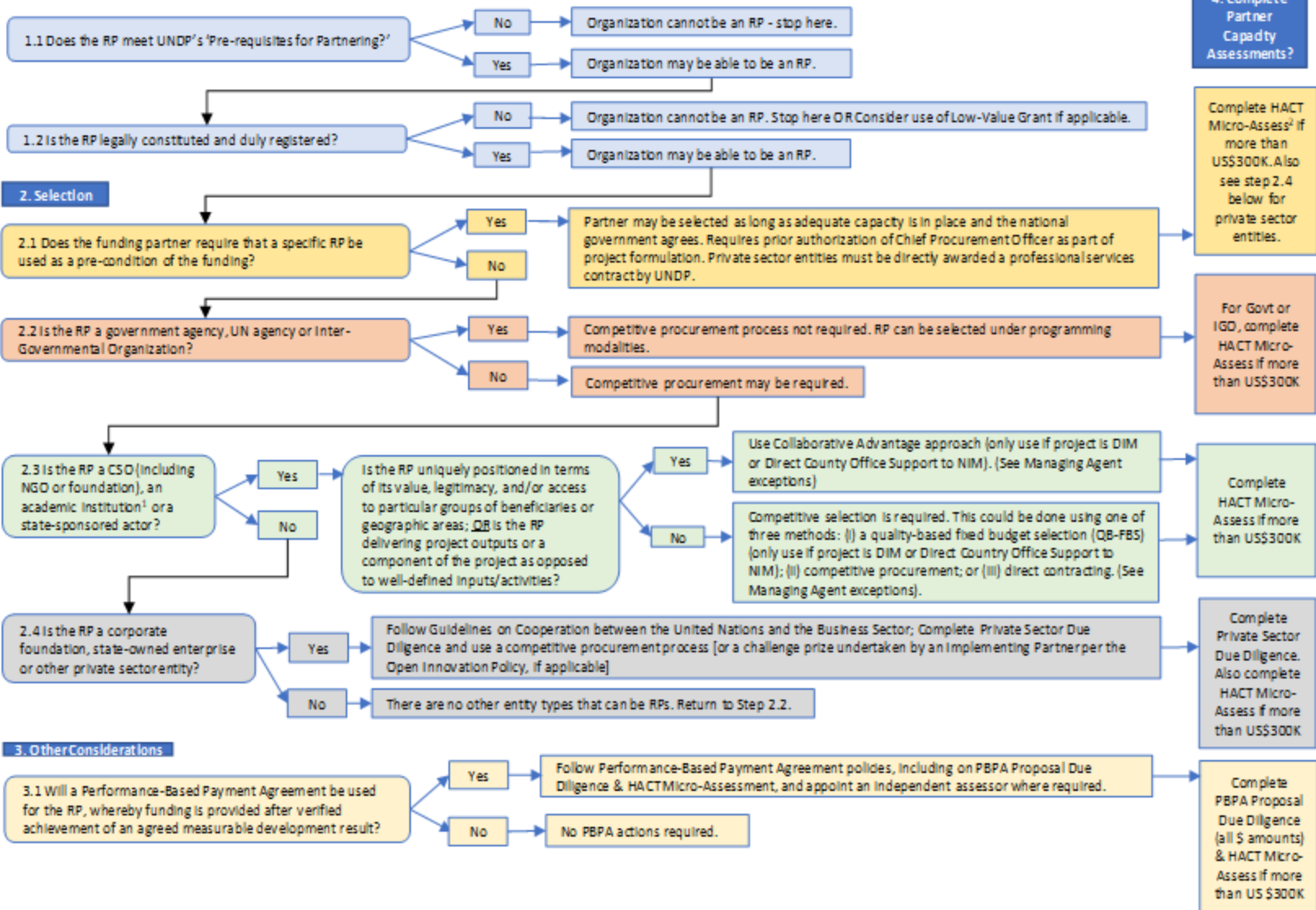
3. Other Considerations



Note 1: If a HACT Micro-Assessment was done in the last year of the previous Programme Period, it remains valid for the 'equivalent of a Programme Period', notwithstanding that a new Programme has started. For example, if the Programme Period is typically five years and the HACT Micro-Assessment was done in the last year of the previous Programme Period, it remains valid for the first 4 years of the new Programme Period.

Responsible Party Decision Tree

1. Eligibility




Note 1: Academic institutions, notwithstanding their form of ownership (i.e. public or private) are considered CSOs and are treated as such in UNDP policies.

Note 2: If a HACT Micro-Assessment was done in the last year of the previous Programme Period, it remains valid for the 'equivalent of a Programme Period,' notwithstanding that a new Programme has started. For example, if the Programme Period is typically five years and the HACT Micro-Assessment was done in the last year of the previous Programme Period, it remains valid for the first 4 years of the new Programme Period.

Return to PCAT Overview Page		
HACT Micro-Assessments		
For full POPP guidance on HACT, refer to this link:	POPP Guidance on HACT	HACT Performance Dashboard
Note: The HACT Micro-Assessment Questionnaire approved by UNDG must be used for all HACT Micro-Assessments:	UNDG-approved Micro-Assessment Questionnaire (June 2016 version)	
POPP Points to Remember		
<p>Purpose: The purpose of the Micro-Assessment is to assess the IP’s financial management capacity (i.e. accounting, procurement, reporting, internal controls, etc.) to determine the overall risk rating and assurance activities. The risk rating, along with other available information, is also taken into consideration when selecting the appropriate cash transfer modality for an IP, based on each agency’s business model. This assessment applies to both governmental and non-governmental IPs. The Micro Assessment results in an overall risk assessment, which is a key input to determining the Adjusted Risk Rating for the IP and</p>		
<p>Applicability: The HACT framework is applicable in every country and in all situations, including emergency, crisis and post-conflict countries. The prescribed procedures apply to all UNDP offices (headquarters, regional offices and country offices) that transfer cash to implementing partners in every country and</p>		
<p>Completion by a third-party service provider: The Micro-Assessment is performed by a third party service provider and includes a site visit to the IP. The assessment primarily consists of interviews with IP personnel and a review of relevant documentation sufficient to complete the micro assessment</p>		
<p>Use of HACT framework for IP capacity development activities: HACT is a risk-based approach, and the Framework identifies developing the IP’s capacity, with assistance from UNDP and other development partners, as core to managing risk. Identification of and planning to address IP capacity gaps (either through direct assistance by the country team or through other development partners) is an important element of the Framework. Country Offices should use HACT assessment results to help focus future capacity development activities in key thematic and mandated areas of development, and on developing the financial management capacity necessary for any IP. However capacity development activities do not negate the results of the micro-assessment in determining the</p>		
<p>Overall Risk Ratings: The Micro-Assessment questionnaire provides an overall risk rating based on responses provided:</p> <ul style="list-style-type: none"> - Low risk – Indicates a well-developed financial management system and functioning control framework with a low likelihood of negative impact on the IP’s ability to execute the programme in accordance with the work plan. - Moderate/Medium Risk – Indicates a developed financial management system and control framework with moderate likelihood of potential negative impact on the IP’s ability to execute the programme in accordance with the work plan. - Significant Risk – Indicates an underdeveloped financial management system or control framework with a significant likelihood of potential negative impact on the IP’s ability to execute the programme in accordance with the work plan. - High Risk – Indicates an underdeveloped financial management system and control framework with a high likelihood of potential negative impact on the IP’s ability to execute the programme in accordance with the work plan. 		
Return to PCAT Overview Page		

On-Granting Activities		
For full POPP guidance on On-Granting activities, refer to this link:	POPP Grantees (includes On-Granting)	also see the 'Low-Value Grants Operational Guide'
Return to PCAT Overview Page		
POPP Points to Remember		
<p>Applicability: The On-Granting Assessment should be used for low-value grants that are awarded indirectly via 'on-granting,' an arrangement where UNDP provides funds to a grant-making institution serving as an implementing partner (under national implementation) or responsible party (under direct implementation or direct country office support services). The institution then awards grants to recipient(s) following certain specified guidelines and appropriate due diligence. The 'grant recipient' in both cases is defined as an entity that is the final beneficiary of the grant. In the case of 'on-granting', UNDP and the grant-making institution must sign an agreement that defines the terms and conditions under which UNDP will provide funding to the grant-making institution to perform the grant-making function. Such an agreement defines the implementing partner/responsible party as an entity assessed by UNDP as possessing sufficient financial and grant management skills to bear responsibility for on-granting funds to Grant Recipient(s). UNDP is responsible for assessing the grant-making institution to ensure it has the programmatic, financial and management capacities and systems to effectively undertake its roles. This is achieved through completion of the standard programmatic and financial assessments applied to UNDP's implementing partners, including HACT, <u>AND the completion of the on-granting assessment.</u></p>		
<p>Key Principles: UNDP defines low-value grants as cash awards - selected via programmatic decisions - to civil society and non-governmental partners to generate and solicit development solutions for which no repayment is typically required. If UNDP provides funds to a grant-making institution serving as either an implementing partner (under national implementation) or responsible party (under direct implementation or direct country office support services to NIM), this is called "on-granting." The institution then awards grants to recipient(s) following certain specified guidelines and appropriate due diligence, including being qualified to perform that role after an assessment of their capacity for on-granting by UNDP. The on-granting capacity assessment is based on the following 8 good grantmaking principles:</p> <ol style="list-style-type: none"> 1. Outcomes are clearly defined 2. Program structure is tailored to its circumstances, target group/s and purpose 3. Governance is clear and strong 4. Risks are identified and managed 5. Decision-making is transparent and criteria-based 6. Information is available and accessible 7. Financial and grant performance are both monitored and reported on; and 8. A contribution is made to the knowledge base of the broader community. 		
<p>Key Thresholds to Remember: Funding provided to each grant recipient cannot exceed \$150,000 per grant and \$300,000 on a cumulative basis within the same programme period. To receive multiple grants, the grant recipient must have produced the results agreed to in the prior grant agreement, and a new grant agreement must be approved by the project board or selection committee. The same entity could receive separate grants under different projects with a cumulative ceiling of \$300,000 in the programme period. The UNDP business unit is responsible for reviewing proposed grant awards under UNDP projects and confirming that the amount falls under the grant threshold amounts allowable per programme period. If a responsible party oversees implementation of the grant project on behalf of the implementing partner originally selected by UNDP under on-granting, funding provided by it to any individual grant recipient shall not exceed \$60,000 per individual grant and \$120,000 on a cumulative basis within the same programme period.</p>		
<p>Non-exclusivity: The award of grants is not exclusive. Several entities can be awarded separate grants for the same development challenge, or a consortium can be awarded a single grant to foster collaboration. Moreover, LVGs can be used in parallel to other engagement types; for instance the same NGO can concurrently be a grant recipient to develop a new local income-generation scheme and hold a procurement contract to provide logistical services for a workshop (provided there is no conflict of interest; see section below on difference between grants and procurement). All resources provided to the entity by UNDP during the programme period are considered when assessing what, if any, capacity assessments should be done. For example, if the value of a LVG plus procurement contract or responsible party agreement exceeds \$300,000 total during the programme period, the relevant capacity assessment must be done</p>		

<p>Eligibility: Grants can be awarded to civil society and (national or international) non-governmental organizations, including non-governmental academic or educational institutions. Private sector and commercial entities, and governmental organizations (e.g. regional governments, municipalities, etc.) are currently not eligible to receive LVGs. Under exceptional circumstances an individual can be a grantee when legislation prevents excluded and marginalized groups (e.g. LGBTQ people, sex workers, people affected by certain illnesses, etc.) from organizing and attaining legal status. The understanding would be that the individual signing the grant agreement represents the group barred from attaining legal status. If the country office's senior management has determined that the engagement is critical to delivery of results and is in the best interests of UNDP, the head of the Business Unit may authorize the use of the IC modality with one or more of the principals. The value of each individual contract shall be capped at the established threshold for micro purchasing (USD 10,000). Grants must not be awarded to any organization or individual appearing on prohibited entity lists, such as the UN Sanctions List, UNDP Vendor Sanctions List,</p>	
<p>Granting is not a substitution for Procurement: a grant cannot be used in lieu of a procurement process to provide commercial goods and services to a project since grants are intended to generate or solicit development solutions. So even in the case of a strategically important non-government entity, if its role is limited to the provision of goods and services, then a procurement process is necessary.</p>	
<p>Technical Clearance on Micro-finance Grants: Low-value grants may be made for credit activities, and can be used by the recipient organization to cover the costs of its operations, purchase equipment, hire new staff or capitalize credit funds within the financial limits set out below. On all requests related to credit or microfinance, technical clearance from UNCDF is required. The policies for microfinance, credit and/or loan programmes administered by UNDP and/or UNCDF are covered by the UNDP/UNCDF Microfinance Policy.</p>	
<p>Return to PCAT Overview Page</p>	
<p>Performance-Based Payment Agreements</p>	
<p>For full POPP guidance on Performance-Based Payment Arrangements, refer to this link:</p>	<p>Performance-Based Payment Agreements</p>
<p>Return to PCAT Overview Page</p>	
<p> POPP Points to Remember</p>	
<p>Programmatic Use: Circumstances that might warrant the use of performance-based payments include, but are not limited to: (a) the desire of a donor to use a this approach to ensure results are achieved and mitigate financial risk; (b) particularly volatile development situations that cannot be effectively addressed by standard agreements; (c) specific sectors where performance-based payments are established practice, such as the use of results-based payment schemes by countries for reducing deforestation as supported in various UN Framework Convention on Climate Change decisions; (d) implementation capacities and arrangements exist and can be leveraged; and (e) development approaches and best practices to address the development challenge are readily available.</p>	
<p>Project Types: Performance-based payments may be used under a project implemented by UNDP, where a responsible party is selected to take programmatic and financial responsibility for delivering specified results. They may also be used under a nationally implemented project, where UNDP provides direct country office support services to the implementing partner, and those services include engaging a responsible partner using a performance-based payment</p>	
<p>Types of BPAs: There are three types of BPAs, which vary according to funding amount and use of working capital reimbursements. They have different conditions which are summarized at the link shown.</p>	<p>Summary of PBPA Types & Conditions</p>
<p>Key Thresholds to Remember: For BPAs greater than US\$300,000, the achievement of specific, pre-agreed results (outputs and/or activities) must be validated through performance measures and quality certified by an independent assessor. Given the cost associated with engaging an independent assessor, it is recommended to use BPAs of at least US\$1,000,000 or more per annum. The project board may verify results for BPAs of US\$300,000 or less.</p>	
<p>Eligibility: The selection of a responsible party for a PBPA is a programmatic decision. RPs can include government entities, NGOs/community-based organizations, academic institutions, the private sector and non-UN intergovernmental organizations. BPAs must not be awarded to any organization or individual appearing on prohibited entity lists, such as the UN Sanctions List, UNDP Vendor Sanctions List or the UN Global Marketplace Ineligibility List.</p>	

HACT

Micro Assessment of State Agency "Environmental project implementation unit" at the Ministry
of Nature Protection of the Republic of Armenia
Commissioned by UNDP
Name of the 3rd Party Service Provider: BDO Armenia C.JSC
Date: 20 October 2016

TABLE OF CONTENTS

1. Background, Scope and Methodology	3
2. Summary of Risk Assessment Results	4
3. Detailed Internal Control Findings and Recommendations	9
Annex II-3A. IP and Programme Information	11
Annex II-3B. Implementing Partner Organizational Chart	12
Annex II-3C. List of Persons Met	13
Annex II-3D. Micro Assessment Questionnaire	14

1. Background, Scope and Methodology

Background

The micro assessment is part of the requirements under the HACT Framework. The HACT framework represents a common operational framework for UN agencies' transfer of cash to government and non-governmental implementing partners.

The micro-assessment assesses the IP's control framework. It results in a risk rating (low, moderate, significant or high). The overall risk rating is used by the UN agencies, along with other available information (e.g. history of engagement with the agency and previous assurance results), to determine the type and frequency of assurance activities as per each agency's guideline and can be taken into consideration when selecting the appropriate cash transfer modality for an IP.

Scope

The micro-assessment provides an overall assessment of the Implementing Partner's programme, financial and operations management policies, procedures, systems and internal controls. It includes:

- A review of the IP legal status, governance structures and financial viability; programme management, organizational structure and staffing, accounting policies and procedures, fixed assets and inventory, financial reporting and monitoring, and procurement;
- A focus on compliance with policies, procedures, regulations and institutional arrangements that are issued both by the Government and the Implementing Partner.

It takes into account results of any previous micro assessments conducted of the Implementing Partner.

Methodology

We performed the micro-assessment from 03/08/2016 to 10/08/2016 at EPIU office (129 A, Armenakyan, 0047, Yerevan, Republic of Armenia).

Through discussion with management, observation and walk-through tests of transactions, we have assessed the Implementing Partner's and the related internal control system with emphasis on:

- The effectiveness of the systems in providing the Implementing Partner's management with accurate and timely information for management of funds and assets in accordance with work plans and agreements with the United Nations agencies;
- The general effectiveness of the internal control system in protecting the assets and resources of the Implementing Partner.

We discussed the results of the micro assessment with applicable UN agency personnel and the IP prior to finalization of the report. The list of persons met and interviewed during the micro-assessment is set out in Annex III.

2. Summary of Risk Assessment Results

2.1 Implementing Partner

“Environmental Project Implementation Unit” State Institution is the successor of previously operating “Natural Resources Management and Poverty Reduction Project” EPIU State Institution and “Environmental Project Implementation Unit” SNCO reorganized on the bases of the latter. “Natural Resources Management and Poverty Reduction Project” EPIU State Institution was formed according to N786 decree (August 29, 2001) of the RA Government. According to N1191-N decree of the RA Government, “Environmental Project Implementation Unit” State Institution was founded on the bases of “Center of Environmental Programs” SNCO in 2010.

EPIU State Institution of the RA Ministry of Nature Protection is an organization without the status of juridical person within the structure of the Ministry of Nature Protection. It was registered on 04.02.2011 in accordance with RA Legislation. The Founder of the EPIU is Government of Republic of Armenia. It has its statute, which stipulates the rights and responsibilities, statutory objectives of EPIU, its functions, structure, management, organization of its activities, etc.

The main objective of the institution is the provision of efficient implementation of the RA environmental sector projects. The principal spheres of the center activity include programs and works of the RA Ministry of Nature Protection and territorial administration bodies, the RA State budget of environmental sector, as well as developed due to the means provided to the RA by grant and international creditor organizations of foreign states approved by the RA Government.

EPIU has statutory reporting requirements according to RA legislation. According to the Statute of EPIU it is under the supervision of the Ministry of Nature Protection on behalf of the Government of Armenia and directly managed by the Director. EPIU presents monthly, quarterly, annual project and financial reports to the supervising bodies.

EPIU didn't have any problematic issues with the funds flow from state budget and resources of International organizations during its activities period, because all funds flows are initially planned and stipulated by the Law on Budget of RA annually and financial planning of each program financed by international organizations. Main funding is received from State budget as per Annual Budget plan. It ensures the stable work of EPIU and implementation of governmental actions in relation to nature protection. The other source of funding is the grants received from international resources as per contracts signed for implementation of specific actions. As of now EPIU received funding from UN, World Bank, Global Ecological Fund, etc.

2.2 Programme Management

EPIU didn't adopt written policies, templates, checklists for developing programmes and plans. The Project manager is responsible for the whole program implementation and in practice by its stated position obligation has to keep track of the project development. Project documents clearly identify risks facing the project implementation, risks overall affection and possible mechanisms to mitigate them. Actually the required monitoring and oversight function is done, but no formal checklists are kept for the programme management. EPIU is currently in the process of adopting such internal policies and procedures.

2.3 Organizational Structure and Staffing

EPIU staff list is preliminary approved by the Ministry of the Nature Protection. Currently there are vacant positions under organizational structure of EPIU.

The recruitment is done on competitive grounds. EPIU's statute indicates that the Director is appointed by Prime Minister of RA on competition basis. The competition procedures are stated by Government of RA. The procedures are designed in manner to embrace transparency and competition. For each position detailed responsibilities list is kept. EPIU organizational structure is appropriate for the work to be carried out under RA Government and international organizations funding programs. Organizational structure is attached to our evaluation report as Annex II-3B.

Key staff of EPIU includes Director, Deputy Director, Chief Accountant, Legal adviser, Head of Budget funded project implementation division, Head of Environmental education division, Head of Case Management and Procurement Division, Head of Donor funded project implementation division. Educational backgrounds and professional experience of the staff complied with the actual activities performed by staff.

EPIU doesn't have adopted written training policy; however staff members still participate in trainings to have required skills and knowledge. Procurement specialist passed special training course in Italy financed by the World Bank project. Due to the nature of activities the Accounting /Finance /Programme staff should pass trainings and participate in qualification improvement activities. Currently EPIU is in the process of adopting internal training policy, which will insure in adequate training planning for the staff.

2.4 Accounting policies and procedures

The accounting department is responsible for keeping financial accounts of funds and expenditures of different projects under IP's implementation as well as expenditures financed from State Budget. The record-keeping is carried out by applying excel tool. The proceeds and disbursements of funds of each project are recorded in separate excel files in cash basis method of accounting.

Separate budgets are prepared for each project and approved by corresponding donor. The budget of expenditures financed from State Budget is approved by the Ministry of Nature Protection. The IP does not have formal written accounting policy. However, in practice, cash basis of accounting is applied.

The IP has separate bank account for each Project and state treasury account for expenditures financed from State Budget.

The Bank reconciliations are done monthly by accountant and approved by Chief Accountant and Director.

All payments are authorized by Chief Accountant and Director.

The IP does not have petty cash.

2.5 Fixed Assets and Inventory

The assets of EPIU are the property of the RA Government and EPU has only right to use them. The Director is liable for waste and damage to that Property. Property is kept in a prescribed manner; adequate safeguards are kept, such as assigning responsible persons to each type of property, locked rooms, keeping guard, etc.

Physical verification of fixed assets is organized periodically, at least on annual basis. Physical verification is performed also in case of hand-over. Verification is done by preliminary approved committee members. EPIU doesn't have material inventory to keep warehouse and carry out warehouse management functions. In practice for immaterial turnover of inventory the Case management and Procurement unit is responsible.

2.6 Financial Reporting and Monitoring

The IP does not have adopted formal procedures for financial reporting that specify what reports are to be prepared, the source system for key reports, the frequency of preparation and the content. The overall financial statements are prepared on yearly basis. Other financial reports are provided to donors and State Budget. The frequency and content of these reports are defined by Ministry of Nature Protection and by separate donors.

The IP's overall financial statements are not audited by an independent auditor. However, the financial statements of separate projects are regularly audited by external independent auditor.

2.7 Procurement and Contract Administration

The IP doesn't have adopted written procurement policy, however as a governmental organization the procurement process is done according to RA Law on Procurements and Government decisions N 1370-N, 168 N, 1481 N.

Within the organizational structure the IP has Case management and Procurement unit, which coordinates the whole purchasing process. The RA Law on Procurement is in place to insure in the organization of competitive, efficient, transparent, open and indiscriminate procurement process. The IP has to comply with these requirements.

The contracts have articles with references to ethical principles. The whole process is done via electronic system through armeps.am. EPIU doesn't have contract management policy, however the operational policy which is in the development process will stipulate the main responsibilities in managing contracts.

The table below summarizes the results and main internal control gaps found during application of the micro-assessment questionnaire (in Annex IV). Detailed findings and recommendations are set out in section 3. below.

Tested subject area	Risk assessment*	Brief justification for rating (main internal control gaps)
1. Implementing partner	Low	Based on the risk rating assigned to the questions of part 1 presented in annex II-3D, the overall average risk of the section was calculated to be low. However, we presented finding and proposed recommendation related to the lack of written policies and procedures on certain functions in Part 3 "Detailed Internal Control Findings and Recommendations" of this report (Finding 2).
2. Programme Management	Low	Although based on the answers of the questions of part 2 presented in annex II-3D, the overall average risk of the section was assessed low, we presented finding and proposed recommendation related to the lack of written policies and procedures on certain functions and processes in Part 3 "Detailed Internal Control Findings and Recommendations" of this report (Finding 2).
3. Organizational structure and staffing	Low	The risks assigned to the questions of part 3 (annex II-3D) formulated the overall average risk of the section to be low. However, we presented finding and proposed recommendation related to the staff trainings Part 3 "Detailed Internal Control Findings and Recommendations" of this report (Finding 1).
4. Accounting policies and procedures	Low	The risks assigned to the questions of part 4 (annex II-3D) formulated the overall average risk of the section to be low. However, several internal control gaps were revealed related to the accounting function, which we presented in the form of findings in Part 3 "Detailed Internal Control Findings and Recommendations" of this report (Findings 3, 4, 5, 6).
5. Fixed Assets and Inventory	Low	The overall average risk rating of the section was assessed to be low for the following reasons: the IP has adequate safeguards to protect assets, and the IP does not have warehouse and does not keep inventory balances.

Tested subject area	Risk assessment*	Brief justification for rating (main internal control gaps)
6. Financial Reporting and Monitoring	Moderate	Based on the answers of the questions of part 6 presented in annex II-3D the overall risk of the section was assessed to be moderate. Thus, we presented finding and proposed recommendation related to the improvement of financial reporting procedure in Part 3 "Detailed Internal Control Findings and Recommendations" of this report (Findings 7).
7. Procurement	Low	The risks assigned to the questions of part 7 (annex II-3D) formulated the overall average risk of the section to be low. Though the IP does not have written procurement policy as described in Finding 2 of Part 3 "Detailed Internal Control Findings and Recommendations" of this report, the procurement is done according to RA Law on Procurements and Government decisions N 1370-N, 168-N, 1481-N by the separate procurement unit of the IP.
Overall Risk Assessment	Low	

*High, Significant, Moderate, Low

3. Detailed Internal Control Findings and Recommendations

No.	Description of Finding	Recommendation
1	<p>Staff training We found that staff employed in the finance department, who were primarily accountants, had not received adequate trainings programs as it could be appropriate for working with international organizations. Lack of sufficient training increases the risk of error and failure to comply with the international organizations financial reporting requirements.</p>	<p>We recommend ensuring staff are properly trained and aware of international organizations financial reporting requirements.</p>
2	<p>Policies and procedures We found that the IP doesn't have formal written policies and procedures on different processes and functions such as Procurement, Monitoring and Evaluation, Anti-Fraud and Corruption, Contracts Management, Accounting, Internal Control Framework.</p>	<p>We recommend adopting written policies and procedures on key processes and functions and properly communicating it to appropriate staff members.</p>
3	<p>Accounting system We found that the accounting entries and general ledger of the overall activities of the IP is not properly maintained in appropriate accounting software: instead, the record keeping of the expenditures and funds of each project is done in separate excel files.</p>	<p>We recommend either implementing appropriate accounting system which will allow proper recording of all financial transactions of the IP, or develop appropriate excel file which will include financial transactions and general ledger for the whole activity of the IP.</p>
4	<p>Cost allocation methodology We found that the IP does not have formal methodology on cost allocation to the various funding sources.</p>	<p>We recommend developing cost allocation methodology to ensure that expenses are accurately charged to different projects.</p>
5	<p>Invoices We found that the invoices are not stamped 'PAID', and marked with the project code and account code.</p>	<p>We recommend stamping invoices "PAID" and marking with the appropriate project codes.</p>
6	<p>Staff time allocation We found that there are no procedures in place for allocating staff time spent on different projects.</p>	<p>We recommend preparing detailed timesheets which will allow checking the staff time allocation to different projects.</p>
7	<p>Financial reporting We found that the IP does not have formal</p>	<p>We recommend adopting formal procedure</p>

No.	Description of Finding	Recommendation
	<i>procedure on financial reporting that specify what reports are to be prepared, the source system for key reports, the frequency of preparation, what they are to contain and how they are to be used.</i>	<i>on financial reporting with specifying the report type, content, the source system for key reports, the frequency of preparation.</i>

"BDO Armenia" CJSC
Managing Partner



Auditor
20 October 2016
Yerevan

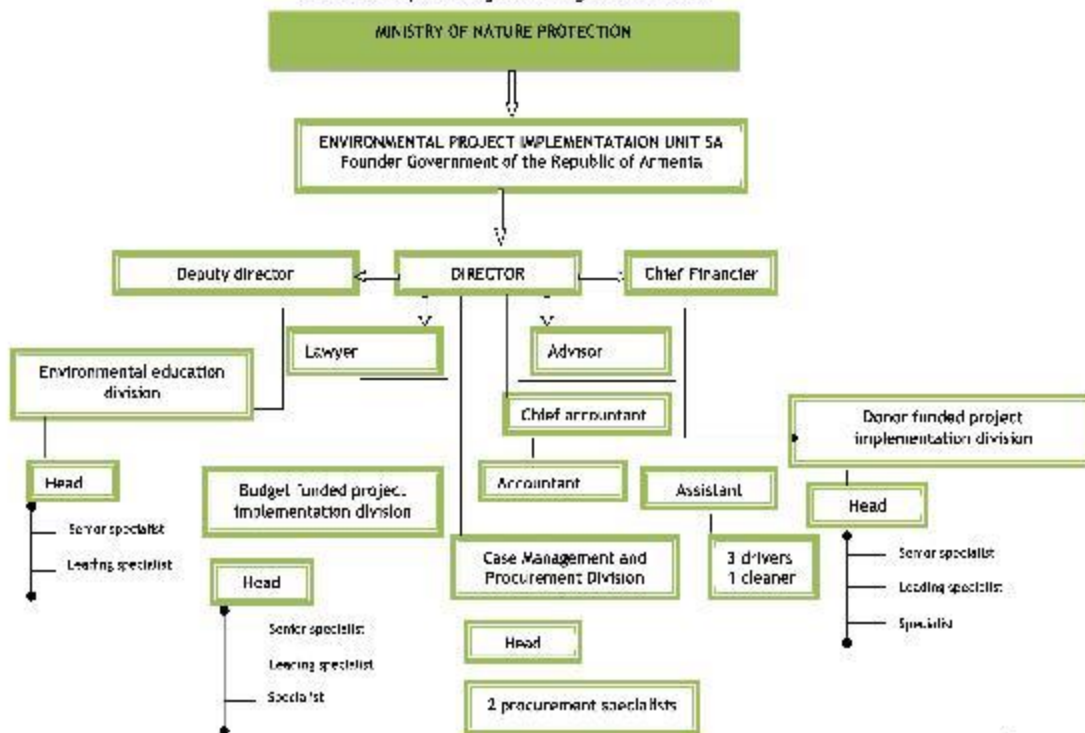
V. Sahakyan

L. Nersisyan

Annex II-3A. IP and Programme Information

Implementing partner name:	State Agency "Environmental project Implementation unit" at the Ministry of Nature Protection
Implementing partner code or ID in UNICEF, UNDP, UNFPA records (as applicable)	Code in UNDP: 004250
Implementing partner contact details (contact name, email address and telephone number):	Mr. Gevorg Nersisyan, Director Tel: +374 91417083
Main programmes implemented with the applicable UN Agency/ies:	"Development of Protected Area Systems in Armenia" "Clima East Pilot Project"
Key Official in charge of the UN Agency/ies' programme(s):	Mr. Armen Martirosyan, Manager, Sustainable Growth and Resilience Portfolio
Programme location(s):	Syuniq and vayots Dzor regions of Armenia ("Development of Protected Area Systems in Armenia" project components Vardenis sub-region, Gegharkunik region, Armenia (Clima East pilot project component)
Location of records related to the UN Agency/ies' programme(s):	EPIU office, 129 A. Armenakyan, 0047, Yerevan, Republic of Armenia
Currency of records maintained:	AMD
Expenditures incurred/reported to UNICEF, UNDP and UNFPA (as applicable) during the most recent financial reporting period (in US\$):	USD 15,999.99 has been the most recent financial reporting for activities carried out over Nov-Dec 2014
Cash transfer modality/ies used by the UN agency/ies to the IP	Nex Advance
Intended start date of micro assessment:	03/08/2016
Number of days to be spent for visit to IP:	4 days
Any special requests to be considered during the micro assessment:	

Annex II-3B. Implementing Partner Organizational Chart



Annex II-3C. List of Persons Met

Name	Unit/organization	Position
Gevorg Hershysyan		Director
Samvel Baloyan		Deputy Director
Hakob Hakobyan	Accounting	Chief Accountant
Anjela Manukyan	Accounting	Accountant
Hayk Vardanyan	Case Management and Procurement Division	Chief procurement specialist

Annex II-3D. Micro Assessment Questionnaire

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
1. Implementing Partner						
1.1 Is the IP legally registered? If so, is it in compliance with registration requirements? Please note the legal status and date of registration of the entity.	Yes			Low	1	<p>"Environmental Project Implementation Unit" State Institution is the successor of previously operating "Natural Resources Management and Poverty Reduction Project" EPIU State Institution and "Environmental Project Implementation Unit" SNCO reformed on the bases of the latter. "Natural Resources Management and Poverty Reduction Project" EPIU State Institution was formed according to N786 decree (August 29, 2001) of the RA Government.</p> <p>According to M1191-N decree of the RA Government, "Environmental Project Implementation Unit" State Institution was founded on the bases of "Center of Environmental Programs" SNCO in 2010. EPIU State Institution of the RA Ministry of Nature Protection is an organization without the status of juridical person within the structure of the Ministry of Nature Protection. It was registered on 04.02.2011 in accordance with RA Legislation. The Founder of the IP is Government of Republic of Armenia.</p> <p>It has its statute, which stipulates the rights and responsibilities, statutory objectives of EPIU, its functions, structure, management, organization of its activities, etc.</p>
1.2 If the IP received United Nations resources in the past, were significant issues reported in managing the resources, including from previous assurance activities.		No		Low	1	<p>The IP implemented activity under "Development of protected area systems in Armenia" project funded by UNDP during 2010-2013. As per discussion with management and based on Project Audit report no material issues were reported in managing resources received from UN.</p>

14

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
1.3 Does the IP have statutory reporting requirements? If so, are they in compliance with such requirements in the prior three fiscal years?	Yes			Low	1	The IP has statutory reporting requirements according to RA legislation. No case of non-compliance was recorded during its activity period. According to the Statute of EPIU it is under the supervision of the Ministry of Nature Protection on behalf of the Government of Armenia and directly managed by the Director. Monthly Project implementation reports are prepared and presented to the Ministry of Nature Protection by the third day of the following month. Furthermore, quarterly and annual financial reports are presented to the Ministry of Nature Protection and the Ministry of Finance. Signed hard copies are sent to the Ministries; however electronic version is also preceded by the eighth day of the following month. As per review of annual reports for the prior three fiscal years no non-compliance was identified.
1.4 Does the governing body meet on a regular basis and perform oversight functions?	Yes			Low	1	The governing bodies of the IP as per Statute are Government of RA and on behalf of the Government RA Ministry of Nature Protection. Strategic decision making process highly depends on the Ministry of Nature Protection and the Government of Armenia, e.g. approval of the list of business activities to be carried out by the IP, reorganization and liquidation, contracting Director, strategic management of EPIU assets, etc. EPIU financial and economic activities are directly controlled by the Ministry of Nature Protection at strategic level. Although the overall strategic governance is performed by these bodies, the day to day management is done by the Director of the IP. The latter is contracted by the Prime Minister. At least once a year the governing body discusses the results of annual audit report and

Micro-assessment workbook						
Subject area (key questions in bold)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						activities performed during the year. The oversight function is also performed by receiving monthly reports from the IP. The IP passes not only internal audit by the Ministry of Nature Protection, but also passed check performed by Control Chamber of the Republic of Armenia. The main objective of check was to insure in efficient spending of grants received under international financing structure. No significant issues were reported by the Control Chamber of the Republic of Armenia.
1.5 If any other offices/ external entities participate in implementation, does the IP have policies and process to ensure appropriate oversight and monitoring of implementation?		No		Moderate	4	No formal policy developed by the IP. However by common practice for major contracts with the international organizations the IP is responsible only for its part of contracted action. Sometimes when action is sub-granted to third side, the IP states by contract and technical proposal that appropriate oversight and monitoring is the function of the IP and have to be done in prescribed manner, specifying the way how the monitoring should be done. The Project implementation department is in charge of reporting and monitoring the process of use of funds for special projects. Besides, this department participates in the process of control within the framework of their functions and responsibilities.
1.6 Does the IP show basic financial stability in-country (core resources; funding trend) Provide the amount of total assets, total liabilities, income and expenditure for the current and prior three fiscal years.	Yes			Low	1	The entity is not for-profit organization and doesn't have legal entity status. The assets are mainly composed of PPE, which is not the property of the entity, but the Government of RA. The IP has only right to use the assets without owning them. The income of the entity consists of funds received from State Budget and grants from international organizations. Expenses of entity are preliminary approved by Ministry of Finance.

Micro-assessment workbook

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						<p>Based on annual financial reports presented main financial figures were as following</p> <p>2013 Assets-315,307K'AMD Liabilities-315,307K'AMD Income-50,499K'AMD Expenses-50,499K'AMD</p> <p>2014 Assets-262,359K'AMD Liabilities-262,359K'AMD Income-491,094K'AMD Expenses-491,094K'AMD</p> <p>2015 Assets-165,812K'AMD Liabilities-165,812 K'AMD Income-391,252K'AMD Expenses-391,252 K'AMD</p>
1.7 Can the IP easily receive funds? Have there been any major problems in the past in the receipt of funds, particularly where the funds flow from government ministries?	Yes			Low	1	<p>As per management opinion and our knowledge there have never been any problematic issues with the funds flow from state budget and resources of International organizations, because all funds flows are initially planned and stipulated by the Law on Budget of RA annually and financial planning of each program financed by international organizations. Main funding is received from State budget as per Annual Budget plan. It ensures the stable work of the IP and implementation of governmental actions in relation to nature protection. The IP received funding from international resources also, as per contracts signed for implementation of specific actions. As of now the IP received funding from UN, World Bank, Global Ecological Fund, etc. no problems relating to funding as per our knowledge and observation.</p>

Micro-assessment workbook

Subject area (key questions in bold)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
1.8 Does the IP have any pending legal actions against it or outstanding material/significant disputes with vendors/contractors? <i>If so, provide details and actions taken by the IP to resolve the legal action.</i>		No		Low	1	As per management representation and based on our procedure performed the IP doesn't have any pending legal actions or outstanding material disputes with vendors/contractors. Overall risk of such events is considered low because of the nature of the IP legal status and the founder being the Government of RA.
1.9 Does the IP have an anti-fraud and corruption policy?		No		Moderate	2	The IP has no written policy in place for anti-fraud and corruption activities identification and subsection. Management is aware and sure that no case of fraud occurred due to nature of the activities of the entity, however the IP is in the process of adopting such policy.
1.10 Has the IP advised employees, beneficiaries and other recipients to whom they should report if they suspect fraud, waste or misuse of agency resources or property? If so, does the IP have a policy against retaliation relating to such reporting?		No		Moderate	2	As per Statute Director of the IP is liable for the waste of agency resources and property. Due to the fact that the IP didn't adopt written policy, the knowledge of employees towards steps when suspecting fraud and misuse of agency property and resources, is left to informal flows of information. However the IP is in process of adopting the Code of conduct and Ethical standards, which will ensure that employees and other beneficiaries are aware of their responsibilities and steps in relation to Fraud and corruption subsection and retaliation.
1.11 Does the IP have any key financial or operational risks that are not covered by this questionnaire? If so, please describe. Examples: foreign exchange risk; cash receipts.	Yes			Moderate	2	We noted that IP is exposed to foreign exchange risk in relation to funding received from international organizations. Expenses are done in local currency, Armenian Dram, while funding is in foreign currency, which can result in gain or loss for the IP. However the risk is not significant. Also is present cash receipts risk due to funding to be received from international organizations, which is

Micro-assessment workbook

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						not predictable and depends on many factors outside of the control of the IP.
Total number of questions in subject area:	11					
Total number of applicable questions in subject area:	11					
Total number of applicable key questions in subject area:	5					
Total number of risk points:	17					
Risk score	1.545					
Area risk rating	Low					

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
2. Programme Management						
2.1. Does the IP have and use sufficiently detailed written policies, procedures and other tools (e.g. project development checklist, work planning templates, work planning schedule) to develop programmes and plans?		No		Moderate	2	The IP didn't adopt written policy for developing programmes and plans for all cases; work plans are prepared for each specific case. No template is adopted and kept. The Project manager is responsible for the whole Programme implementation and in practice by its stated position obligation has to keep track of the project development. Actually the work is done, but no formal checklists are kept.
2.2. Do work plans specify expected results and the activities to be carried out to	Yes			Low	1	For each specific project work plans are prepared. The work plans clearly indicate the description of the Project, its objective, the scope, detailed activities

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
achieve results, with a time frame and budget for the activities?						and expected results.
2.3 Does the IP identify the potential risks for programme delivery and mechanisms to mitigate them?	Yes			Low	1	In practice the Project document clearly identified risks facing the project implementation, risks overall affection and possible mechanisms to mitigate them.
2.4 Does the IP have and use sufficiently detailed policies, procedures, guidelines and other tools (checklists, templates) for monitoring and evaluation?		No		Moderate	2	No formal internal policy adopted, however monitoring function is mentioned as an article in project document or work plan. No such checklist or templates are developed and kept for all cases by the IP.
2.5 Does the IP have M&E frameworks for its programmes, with indicators, baselines, and targets to monitor achievement of programme results?		No		Moderate	2	No such quantitative indicators or baselines according to which are tested actual results. The project coordinator is in charge of monitoring, which in practice is done, but there is no formal track kept with baselines and target/actual verification.
2.6 Does the IP carry out and document regular monitoring activities such as review meetings, on-site project visits, etc.	Yes			Low	1	The normal practice is that for office meetings minutes are prepared and kept. For on-site meetings are prepared special reports, where is documented the results of the visit.
2.7 Does the IP systematically collect, monitor and evaluate data on the achievement of project results?	Yes			Low	1	The normal practice is that for meetings in office minutes are prepared and kept. For on-site meetings are prepared special reports, where the results of the visit, is documented.
2.8 Is it evident that the IP followed up on independent evaluation recommendations?	Yes			Low	1	External audit reports demonstrate unqualified opinions. Recommendations from audits were highly followed by the management.
Total number of questions in subject area:	8					
Total number of applicable	8					

23

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
questions in subject area:						
Total number of applicable key questions in subject area:	2					
Total number of risk points:	11					
Risk score	1.375					
Area risk rating	Low					

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
3. Organizational Structure and Staffing						
3.1 Are the IP's recruitment, employment and personnel practices clearly defined and followed, and do they embrace transparency and competition?	Yes			Low	1	The recruitment is done on competitive grounds. The IP's Statute indicates that the Director of the IP is appointed by Prime Minister of RA on competition basis. The staff list is preliminary prepared by Ministry of Nature Protection and presented to RA Prime Minister. The competition procedures are stated by Government of RA. The procedures are designed in manner to embrace transparency and competition.
3.2 Does the IP have clearly defined job descriptions?	Yes			Low	1	Job descriptions are presented in Employment /Service contracts. For each position detailed responsibilities list is kept. Director of the IP is appointed by Prime Minister of RA on competition basis and Government decision is prepared for that. Duties under this position are stated in IP's Statute.
3.3 Is the organizational	Yes			Moderate	4	As per our view the IP's organizational structure is

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
structure of the finance and programme management departments, and competency of staff, appropriate for the complexity of the IP and the scale of activities? Identify the key staff, including job titles, responsibilities, educational backgrounds and professional experience.						appropriate for the work to be carried out under RA Government and international organizations funding programs. Organizational structure is attached to our evaluation report as Annex II-3B. Key staff of the IP includes Director, Deputy Director, Chief Accountant, Legal adviser, Head of Budget funded project implementation division, Head of Environmental education division, Head of Case Management and Procurement Division, Head of Donor funded project implementation division. Job requirements are prepared and presented for approval to Ministry of Nature Protection. Educational backgrounds and professional experience of the staff complied with the actual activities performed by staff as per CVs.
3.4 Is the IP's accounting/finance function staffed adequately to ensure sufficient controls are in place to manage agency funds?	Yes			Moderate	4	In practice accounting function is performed by 2 accountants who have sufficient experience, knowledge and skills to cover current volume of financial and accounting works. In stated organizational structure there is one finance specialist vacant position which can be filled as soon as necessity will be.
3.5 Does the IP have training policies for accounting/finance/ programme management staff? Are necessary training activities undertaken?		No		Moderate	2	Due to the nature of activities the Accounting /Finance /Programme staff should pass trainings and participate in qualification improvement activities. The IP doesn't have adopted written training policy; however staff members still participate in trainings to have required skills and knowledge. Procurement specialist passed special training course in Italy financed by the World bank project.
3.6 Does the IP perform background verification /checks on all new accounting/finance and	Yes			Low	1	In practice for key positions checks are background checks are performed.

22

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
management positions?						
3.7 Has there been significant turnover in key finance positions the past five years? If so, has the rate improved or worsened and appears to be a problem?		No		Low	1	The finance/accounting staff is the same for several years.
3.8 Does the IP have a documented internal control framework? Is this framework distributed and made available to staff and updated periodically? If so, please describe.		No		Moderate	2	The IP didn't have adopted internal control framework. The IP is in the process of developing such framework.
Total number of questions in subject area:	8					
Total number of applicable questions in subject area:	8					
Total number of applicable key questions in subject area:	3					
Total number of risk points:	16					
Risk score	2					
Area risk rating	Low					

Micro-assessment workbook

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
4. Accounting Policies and Procedures						
4a. General						
4.1 Does the IP have an accounting system that allows for proper recording of financial transactions from United Nations agencies, including allocation of expenditures in accordance with the respective components, disbursement categories and sources of funds?		No		High	8	The accounting of the IP is done in excel files. The IP does not keep accounting entries for its overall activities, instead, the record keeping of the expenditures and funds of each project is done in separate excel files. However, as per discussions with the Management the IP is in the process of acquiring and implementing accounting system, which will allow for proper record keeping.
4.2 Does the IP have an appropriate cost allocation methodology that ensures accurate cost allocations to the various funding sources in accordance with established agreements?		No		High	8	The IP does not have cost allocation methodology. The expenditures from different funding sources are done separately within the approved budgets of each Project.
4.3 Are all accounting and supporting documents retained in an organized system that allows authorized users easy access?	Yes			Low	1	The accounting and supporting documents are retained in an organized system. The supporting documents of each project are separately filed and are accurately kept.
4.4 Are the general ledger and subsidiary ledgers reconciled at least monthly? Are explanations provided for significant reconciling items?		No		Moderate	2	There is no total general ledger for the IP. Reports are provided to Ministry of Nature Protection which include general ledger for each project separately.
4b. Segregation of duties						
4.5 Are the following functional responsibilities performed by	Yes			Low	1	These functional responsibilities are defined separately for each position in their job descriptions.

Micro-assessment workbook

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
different units or individuals: (a) authorization to execute a transaction; (b) recording of the transaction; and (c) custody of assets involved in the transaction?						
4.6 Are the functions of ordering, receiving, accounting for and paying for goods and services appropriately segregated?	Yes			Low	1	These functional responsibilities are defined separately for each position in their job descriptions.
4.7 Are bank reconciliations prepared by individuals other than those who make or approve payments?		No		Low	1	Director of EPIU approves the payments; accountant prepares bank reconciliations, chief accountant checks bank reconciliations.
4c. Budgeting system						
4.8 Are budgets prepared for all activities in sufficient detail to provide a meaningful tool for monitoring subsequent performance?	Yes			Low	1	For expenditures which are financed from state budget the Ministry of Nature Protection provides detailed Budget for EPIU. Separate budgets are prepared for each project under the EPIU implementation.
4.9 Are actual expenditures compared to the budget with reasonable frequency? Are explanations required for significant variations from the budget?	Yes			Low	1	Each expenditure item is checked to be within the budget. In practice, there has been no variation from the budget of EPIU, because in that case State Budget or donors of funds will not finance such variations.
4.10 Is prior approval sought for budget amendments in a timely way?	Yes			Low	1	The budget is revised based on written amendment.
4.11 Are IP budgets approved formally at an appropriate level?	Yes			Low	1	The budgets are properly approved by authorized persons.

Micro-assessment workbook

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
4d. Payments						
4.12 Do invoice processing procedures provide for: - Copies of purchase orders and receiving reports to be obtained directly from issuing departments? - Comparison of invoice quantities, prices and terms with those indicated on the purchase order and with records of goods/services actually received? - Checking the accuracy of calculations?	Yes			Low	1	Chief Accountant is in charge of checking, controlling, reviewing the invoices. The invoice processing procedures allow copying the purchase orders and receiving report directly from issuing department, comparing invoice quantities, prices and other terms with those indicated in the purchase order and with records of goods actually received, checking the accuracy of calculations, etc.
4.13 Are payments authorized at an appropriate level? Does the IP have a table of payment approval thresholds?	Yes			Low	1	All payments are authorized by chief accountant and Director.
4.14 Are all invoices stamped 'PAID', approved, and marked with the project code and account code?		No		Low	1	There is no such procedure (to stamp PAID on the invoices), however, each invoice is stamped with the EPU seal and the bank account of project is clearly marked (for each project separate bank account is kept).
4.15 Do controls exist for preparation and approval of payroll expenditures? Are payroll changes properly authorized?	Yes			Low	1	Payrolls are prepared in excel file by accountant according to the budget planning. Then it is approved by Chief Accountant and Director. Salaries are paid to each employee salary account. Payments are authorized by Director.
4.16 Do controls exist to ensure that direct staff salary costs reflects the actual amount of staff time spent on a project?		No		Moderate	4	There is list of presence which is signed by all employees and is controlled by Deputy Director. There are also monthly timesheets approved by Director. However, the timesheets on allocation of

25

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						staff time spent on different projects are missing.
4.17 Do controls exist for expense categories that do not originate from invoice payments, such as DSAs, travel, and internal cost allocations?	Yes			Low	1	Expenses which do not originate from invoice are calculated by accountant, checked and authorized by Chief Accountant and Director.
4e. Policies and procedures						
4.18 Does the IP have a stated basis of accounting (i.e. cash or accrual) and does it allow for compliance with the agency's requirement?		No		Low	1	The IP does not have formal written accounting policy. However, in practice, the accounting of each project is conducted according to the requirements of the donors of the funds.
4.19 Does the IP have an adequate policies and procedures manual and is it distributed to relevant staff?		No		Moderate	2	Each staff member of IP has a range of responsibilities and functions prescribed through the job description document for each position. Other policies and procedures are communicated to staff verbally since there is no written manual on them.
4f. Cash and bank						
4.20 Does the IP require dual signatories / authorization for bank transactions? Are new signatories approved at an appropriate level and timely updates made when signatories depart?	Yes			Low	1	Bank transactions are authorized by the signatures of Chief Accountant and Director.
4.21 Does the IP maintain an adequate, up-to-date cashbook, recording receipts and payments?			N/A	N/A	-	The IP does not keep cash in hand.
4.22 If the partner is participating in micro-finance advances, do controls exist for the collection.			N/A	N/A	-	The partner is not participating in micro-finance advances.

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
timely deposit and recording of receipts at each collection location?						
4.23 Are bank balances and cash ledger reconciled monthly and properly approved? Are explanations provided for significant, unusual and aged reconciling items?	Yes			Low	1	Bank balances are reconciled monthly and approved by Chief Accountant and Director.
4.24 Is substantial expenditure paid in cash? If so, does the IP have adequate controls over cash payments?		No		Low	1	The IP does not keep cash in hand.
4.25 Does the IP carry out a regular petty cash reconciliation?			N/A	N/A	-	The IP does not have petty cash.
4.26 Are cash and cheques maintained in a secure location with restricted access? Are bank accounts protected with appropriate remote access controls?	Yes			Low	1	The IP does not keep cash and cheques. Bank accounts are properly protected.
4.27 Are there adequate controls over submission of electronic payment files that ensure no unauthorized amendments once payments are approved and files are transmitted over secure/encrypted networks?	Yes			Low	1	All payments are authorized by chief accountant and Director.
4g. Other offices or entities						
4.28 Does the IP have a process to ensure expenditures of subsidiary offices/ external				N/A	-	The IP does not have subsidiary offices/external entities.

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
entities are in compliance with the work plan and/or contractual agreement?						
4h. Internal audit						
4.29 Is the internal auditor sufficiently independent to make critical assessments? To whom does the internal auditor report?	Yes			Low	1	Within the organization structure of IP there is no Controlling Department. Ministry of Nature Protection has special department within its structure, which have special rights to periodically implement internal audit of EPIU.
4.30 Does the IP have stated qualifications and experience requirements for internal audit department staff?			N/A	N/A	-	
4.31 Are the activities financed by the agencies included in the internal audit department's work programme?			N/A	N/A	-	
4.32 Does the IP act on the internal auditor's recommendations?			N/A	N/A	-	
Total number of questions in subject area:	32					
Total number of applicable questions in subject area:	25					
Total number of applicable key questions in subject area:	17					
Total number of risk points:	44					
Risk score	1.76					

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
Area risk rating	Low					

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
5. Fixed Assets and Inventory						
5a. Safeguards over assets						
5.1 Is there a system of adequate safeguards to protect assets from fraud, waste and abuse?	Yes			Low	1	The assets of the IP are the property of the RA Government and the IP has only right to use it. The Director is liable for waste and damage to that Property. Property is kept in a prescribed manner; adequate safeguards are kept, such as assigning responsible persons to each type of property, locked rooms, keeping guard, etc.
5.2 Are subsidiary records of fixed assets and inventory kept up to date and reconciled with control accounts?	Yes			Low	1	Chief Accountant is in charge of coordinating processes of recording, filing and data processing of fixed assets.
5.3 Are there periodic physical verification and/or count of fixed assets and inventory? If so, please describe?	Yes			Low	1	Physical verification of fixed assets are organized periodically, at least on annual basis. Physical verification is performed also in case of hand-over. Verification is done by preliminary approved committee members.
5.4 Are fixed assets and inventory adequately covered by insurance policies?	Yes			Low	1	No such material inventory. Insurance policy is done only for cars, in practice it is not needed for other type of property such as computers, office equipment, etc, which are not material in amount.
5b. Warehousing and inventory management						
5.5 Do warehouse facilities have adequate physical security?			N/A	N/A	-	There is no such inventory present at any particular point of time to have need for having warehouse.

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
5.6 Is inventory stored so that it is identifiable, protected from damage, and countable?			N/A	N/A	-	There is no such inventory present at any particular point of time to have need for having warehouse.
5.7 Does the IP have an inventory management system that enables monitoring of supply distribution?			N/A	N/A	-	No such formal policy adopted within the IP system. Usually it is done by informal procedures .
5.8 Is responsibility for receiving and issuing inventory segregated from that for updating the inventory records?			N/A	N/A	-	In practice for immaterial amount of inventory the Head of Case management and Procurement department controls the process from order preparation till receipt of inventory and its distribution to the appropriate staff members. Inventory accounts records are done by the accounting department.
5.9 Are regular physical counts of inventory carried out?			N/A	N/A	-	No material inventory at any particular point of time.
Total number of questions in subject area:	9					
Total number of applicable questions in subject area:	4					
Total number of applicable key questions in subject area:	0					
Total number of risk points:	4					
Risk score	1					
Area risk rating	Low					

Micro-assessment workbook						
Subject area (key questions in bold)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
6. Financial Reporting and Monitoring						
6.1 Does the IP have established financial reporting procedures that specify what reports are to be prepared, the source system for key reports, the frequency of preparation, what they are to contain and how they are to be used?		No		Moderate	2	There is no formal procedure adopted for financial reporting. Key reports are the ones provided to donors and State Budget. The frequency and content of these reports are stipulated by Ministry of Nature Protection and by separate donors.
6.2 Does the IP prepare overall financial statements?	Yes			Low	1	The IP prepares financial statements for each financial year.
6.3 Are the IP's overall financial statements audited regularly by an independent auditor in accordance with appropriate national or international auditing standards? If so, please describe the auditor.		No		Moderate	4	The IP's overall financial statements are not audited by an independent auditor. However, the financial statements of separate projects are regularly audited by external independent auditor.
6.4 Were there any major issues related to ineligible expenditure involving donor funds reported in the audit reports of the IP over the past three years?		No		Low	1	There are no issues related to ineligible expenditure involving donor funds reported in the audit reports of the IP over the past three years.
6.5 Have any significant recommendations made by auditors in the prior five audit reports and/or management letters over the past five years and have not yet been implemented?		No		Low	1	There are no significant recommendations made by auditors in the prior five audit reports and/or management letters over the past five years.
6.6 Is the financial management system computerized?	Yes			Moderate	4	The financial management is carried out in excel files.

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
6.7 Can the computerized financial management system produce the necessary financial reports?		No		Moderate	2	The financial reports are prepared in excel files for each project separately.
6.8 Does the IP have appropriate safeguards to ensure the confidentiality, integrity and availability of the financial data? <i>E.g. password access controls; regular data back-up.</i>	Yes			Moderate	2	There is password access control to the computer of Chief accountant. The accounting data is backed up once a year on discs.
Total number of questions in subject area:	8					
Total number of applicable questions in subject area:	8					
Total number of applicable key questions in subject area:	3					
Total number of risk points:	17					
Risk score	2.125					
Area risk rating	Moderate					

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
7. Procurement and Contract Administration						
7a. Procurement						
7.1 Does the IP have written		No		Low	1	The IP doesn't have its own written procurement

Micro-assessment workbook						
Subject area (key questions in bold)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
procurement policies and procedures?						policy, however as a governmental organization the procurement process is done according to RA Law on Procurements and Government decisions N 1370-N, 168-N, 1481-N.
7.2 Are exceptions to procurement procedures approved by management and documented?	Yes			Low	1	In practice the purchases for goods and services are either done as stated in approved state budget or mainly consist of purchase of services within contracts with international organizations. In case any unusual material purchase is done outside the approved plan, appropriate line of authorization is kept for getting approval up to the Ministry of Nature Protection and for significant changes in the economical purpose of the budgeted line; the change also should be approved by RA government.
7.3 Does the IP have a computerized procurement system with adequate access controls and segregation of duties between entering purchase orders, approval and receipting of goods? Provide a description of the procurement system.		No		Moderate	2	The IP doesn't have computerized procurement system. The procurement process is coordinated by the Case management and Procurement unit. However in practice segregation of duties between preparing purchase orders, approval and receipting of goods are kept. Furthermore the IP is in process of adopting internal own policy, which will stipulate all rights and responsibilities within the purchase cycle.
7.4 Are procurement reports generated and reviewed regularly? Describe reports generated, frequency and review & approvers.	Yes			Low	1	Monthly, quarterly reports are prepared by Procurement specialist, reviewed by the Director. The reports stipulates main types of goods and services procured during the reporting period, variation with the budget, explanation for the variance, name of the supplier, etc.
7.5 Does the IP have a structured procurement unit with defined reporting lines that foster efficiency and accountability?	Yes			Low	1	Within the organizational structure the IP has Case management and Procurement unit, which coordinates the whole purchasing process. The procurement specialist is a qualified specialist and have license for implementing procurement

34

Micro-assessment workbook						
Subject area (key questions in bold)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
						process according to RA Law on Procurements. The process starts with the Order/Invitation presented by the requesting department, which states conditions offered to the bidder for the purpose of signing a procurement contract. The procurement specialist reviews the purchase need appropriation with approved annual plan, insures in existence of authorized signatures and approvals and in case of compliance the process is continued. Depending on the price range of the purchase the tender, request for quotations, etc can be done. However for each method of procurement committee is organized (usually 3-9 individuals). The procurement specialist is reportable to the Head of procurement unit, the latter to the Director. The process till receiving goods and services are organized in efficient and accountable way.
7.6 Is the IP's procurement unit resourced with qualified staff who are trained and certified and considered experts in procurement and conversant with UN / World Bank / European Union procurement requirements in addition to the a IP's procurement rules and regulations?	Yes			Low	1	The procurement unit is mainly staffed with the adequate qualified team. The procurement specialist participated in the training organized by World Bank took place in Italy. International organizations before approving grants analyze staff appropriate skills and certification to the project implementation, so staff is adequately trained in any particular point of time.
7.7 Have any significant recommendations related to procurement made by auditors in the prior five audit reports and/or management letters over the past five years and have not yet been		No		Low	1	The IP passed annual audit for the entity performed by the Ministry of Nature Protection and no significant matters were reported. The projects itself pass project audits performed by contracted external audit organization, which furthermore didn't reveal any significant procurement deficiencies.

Micro-assessment workbook

Subject area (key questions in bold)	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
implemented?						
7.8 Does the IP require written or system authorizations for purchases? If so, evaluate if the authorization thresholds are appropriate?	Yes			Low	1	Written authorization is needed for the all purchases above 1mln AMD. Threshold corresponds with the one prescribed in RA Law on Procurement. Based on our evaluation of the IP's activity authorization threshold is appropriate for the current activities. However, the IP is in the process for adopting internal procurement policy with lower threshold and stated procedures for micro purchasing, although it is not needed by Law on Procurement.
7.9 Do the procurement procedures and templates of contracts integrate references to ethical procurement principles and exclusion and ineligibility criteria?	Yes			Low	1	The RA Law on Procurement is in place to insure in the organization of competitive, efficient, transparent, open and indiscriminate procurement process. The IP has to comply with these requirements. The contracts have articles with references to ethical principles.
7.10 Does the IP obtain sufficient approvals before signing a contract?	Yes			Low	1	The IP operates in compliance with RA Law on Procurement. Sufficient approvals are made before the final signature of the contract with suppliers.
7.11 Does the IP have and apply formal guidelines and procedures to assist in identifying, monitoring and dealing with potential conflicts of interest with potential suppliers/procurement agents? If so, how does the IP proceed in cases of conflict of interest?	Yes			Low	1	The formal template for the identification of conflict of interest is signed by involved parties in the procurement process. At any particular point of time the party is withdrawn from the process in case existence of potential conflict of interest.
7.12 Does the IP follow a well-defined process for sourcing suppliers? Do formal procurement methods include wide broadcasting of	Yes			Low	1	The process is organized the way of insuring of competitive, efficient, transparent, open and indiscriminate procurement process. The steps are stated in the RA Law on Procurement. The preliminary selection is done based on electronic

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
procurement opportunities?						invitation placed on armeps.am.
7.13 Does the IP keep track of past performance of suppliers? E.g. database of trusted suppliers.	Yes			Low	1	The whole process is done via electronic system armeps.am. The IP prepares quarterly performance evaluation reports and presents to the center for procurement assistance.
7.14 Does the IP follow a well-defined process to ensure a secure and transparent bid and evaluation process? If so, describe the process.	Yes			Low	1	The IP places the invitation on armeps.am. After the defined time only electronic responses are opened by the Procurement committee and valued against criterions stated in the bid invitation. The best price for best value criteria is applied.
7.15 When a formal invitation to bid has been issued, does the IP award the contract on a pre-defined basis set out in the solicitation documentation taking into account technical responsiveness and price?	Yes			Low	1	The IP places the invitation on armeps.am. After the defined time only electronic responses are opened by the Procurement committee and valued against criterions stated in the bid invitation. The best price for best value criteria is applied.
7.16 If the IP is managing major contracts, does the IP have a policy on contracts management / administration?		No		Moderate	2	The IP doesn't have contract management policy, however the operational policy which is in the development process will stipulate the main responsibilities in managing contracts process.
7b. Contract Management - To be completed only for the IPs managing contracts as part of programme implementation. Otherwise select N/A for risk assessment						
7.17 Are there personnel specifically designated to manage contracts or monitor contract expirations?	Yes			Moderate	2	The contracts preparation is the responsibility of the Lawyer. However, the communication with the suppliers is kept by the Procurement department.
7.18 Are there staff designated to monitor expiration of performance securities, warranties, liquidated damages and other risk management			N/A	N/A	-	Due to the activities nature of the IP the question is not applicable.

Micro-assessment workbook

Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
instruments?						
7.19 Does the IP have a policy on post-facto actions on contracts?		No		Moderate	2	The IP in practice doesn't have post facto actions on contracts, however such points will be stipulating in the adopted internal procurement policy.
7.20 How frequent do post-facto contract actions occur?			N/A	N/A	0	As per management opinion and as per knowledge based on our audit procedures no such information about post-facto contract actions incurred.
Total number of questions in subject area:	20					
Total number of applicable questions in subject area:	20					
Total number of applicable key questions in subject area:	5					
Total number of risk points:	22					
Risk score	1.1					
Area risk rating	Low					

Totals	
Total number of questions:	96
Total number of applicable questions:	82

Micro-assessment workbook						
Subject area <i>(key questions in bold)</i>	Yes	No	N/A	Risk Assessment	Risk points	Remarks/comments
Total number of applicable key questions:	35					
Total number of risk points:	135					
Total risk score	1.646					
Overall risk rating	Low					

Annex 15: UNDP Project Quality Assurance Report

List of Uploaded Documents			
#	File Name	Modified By	Modified On
1	5532_CBITAmeria_ProDoc_MSP_04NOV_Clear_1997_101 (https://intranet.undp.org/pps/Project/QA/QAForm/Documents/5532_CBITAmeria_ProDoc_MSP_04NOV_Clear_1997_101.docx)	anahit.laprysa@undp.org	11/5/2015 9:13:00 AM

2. Is the project signed with the UNDP Strategic Plan?

3. The project responds to at least one of the development settings as specified in the Strategic Plan¹ and adapts at least one Signature Solution². The project's RRF includes all the relevant SP output indicators. (all must be true)

2. The project responds to at least one of the development settings as specified in the Strategic Plan¹. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)

1. The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

The project contributes to the second development setting of UNDP 2018-2021 strategic plan.

List of Uploaded Documents			
#	File Name	Modified By	Modified On
1	5532_CBITAmeria_ProDoc_MSP_04NOV_Clear_1997_102 (https://intranet.undp.org/pps/Project/QA/QAForm/Documents/5532_CBITAmeria_ProDoc_MSP_04NOV_Clear_1997_102.docx)	anahit.laprysa@undp.org	11/5/2015 9:13:00 AM

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan/RRF for global projects/strategic interventions not part of a programme)

Yes

No

Evidence:

UNDAF Outcome 7: By 2020 Sustainable development principles and good practices for environmental sustainability resilience building, climate change adaptation and mitigation, and green economy are introduced and applied. UNDAF Agency Outcome 7.1: Number of innovative tools / approaches to promote environmental sustainability and resilience principles. CPAP Armenia Outcome 4.1 – Regulatory framework of social, environmental and economic sectors is updated to better address environmental sustainability and resilience principles.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6332_CB(ITA)Armenia_ProDoc_MSP_04NOV_Clean_1992_103 (https://intranet.undp.org/spps/ProjectQA/QAFormDocuments/6332_CB(ITA)Armenia_ProDoc_MSP_04NOV_Clean_1992_103.docx)	anshit.ispiryan@undp.org	11/6/2019 9:13:00 AM

Relevant

Quality Rating: Exemplary

4. Do the project target groups leave furthest behind?

- 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- 2: The target groups are clearly specified, prioritizing groups left furthest behind.
- 1: The target groups are not clearly specified.

Evidence:

Project stakeholders and target groups: The primary project stakeholders are government agencies that collect, process, and report on climate change data and analysis. Key government agencies will be represented on the project steering committee, and all relevant agencies will be involved in project governance through the National Transparency Task Force, as they have valuable knowledge and experience related to the data collection process and procedures in Armenia, thus increasing effective and efficient implementation of planned project activities.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6332_CB(ITA)Armenia_ProDoc_MSP_04NOV_Clean_1992_104 (https://intranet.undp.org/spps/ProjectQA/QAFormDocuments/6332_CB(ITA)Armenia_ProDoc_MSP_04NOV_Clean_1992_104.docx)	anahit.ispiryan@undp.org	11/6/2019 9:14:00 AM

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

- 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
- 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

Evidence:

Knowledge and lessons learned from the UNDP-UNEP Global Support Program are taken into consideration as well as National Communication and Biennial Update Reports support experience in Armenia was taken into consideration while designing the project document.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6332_CB(ITA)Armenia_ProDoc_MSP_04NOV_Clean_1992_105 (https://intranet.undp.org/spps/ProjectQA/QAFormDocuments/6332_CB(ITA)Armenia_ProDoc_MSP_04NOV_Clean_1992_105.docx)	anahit.ispiryan@undp.org	11/6/2019 9:14:00 AM

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

- ③ 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)
- ② 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
- ① 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Evidence:

Annex 4: Stakeholder Engagement Plan of the Pro Doc

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	5332_CBITAmeria_ProDoc_MSP_04NOV_Clean_1992_106 (https://intranet.undp.org/spps/ProjectQA/QAFomDocuments/5332_CBITAmeria_ProDoc_MSP_04NOV_Clean_1992_106.docx)	anahit.ispiyan@undp.org	11/6/2019 9:14:00 AM

Principled

Quality Rating: Exemplary

7. Does the project apply a human rights-based approach?

- ③ 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)
- ② 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
- ① 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence:

According to the guidance provided for enabling activities the project is exempted from the social and environmental screening plan development, considering the nature of the project.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

8. Does the project use gender analysis in the project design?

- 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
- 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
- 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

Evidence:

Annex 9: Gender Analysis and Gender Action Plan of the ProDoc

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	5332_CBITAmenia_ProDoc_MSP_04NOV_Clean_1992_108 (https://intranet.undp.org/sites/ProjectCA/Q4FormDocuments/5332_CBITAmenia_ProDoc_MSP_04NOV_Clean_1992_108.docx)	anahit.ispiryan@undp.org	11/5/2019 9:15:00 AM

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

- 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
- 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed; and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- 1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence:

Sustainability of project outcomes is envisaged through appropriate national ownership to the legal, institutional outputs through applying national implementation modality and strong engagement of project steering committee.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	5332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_109 (https://intranet.undp.org/sites/ProjectCA/QAFormDocuments/5332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_109.docx)	snahit.ispiyan@undp.org	11/6/2019 9:19:00 AM

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. (If yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.)

- Yes
- No
- SESP not required because project consists solely of (Select all exemption criteria that apply)
 - 1: Preparation and dissemination of reports, documents and communication materials
 - 2: Organization of an event, workshop, training
 - 3: Strengthening capacities of partners to participate in international negotiations and conferences
 - 4: Partnership coordination (including UN coordination) and management of networks
 - 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
 - 6: UNDP acting as Administrative Agent

Evidence:

Exempt from SESP (GEF-CBIT project).

List of Uploaded Documents

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
---	-----------	---------------	-------------------	-----------------	-------------	-------------

No documents available.

Management & Monitoring**Quality Rating: Exemplary**

11. Does the project have a strong results framework?

- 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
- 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

Evidence:

Chapter V of Prodoc.
the project has baseline and end of project indicators.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_111 (https://intranet.undp.org/apps/ProjectQA/QAForm/Documents/6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_111.docx)	snahit.ispiyan@undp.org	11/6/2019 9:20:00 AM

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

- 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
- 2: The project's governance mechanism is defined, specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence:

Chapter VII Governance and management arrangements of ProDoc.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	5332_CB(ARmenia_ProDoc_MSP_04NOV_Clean_1992_112 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/5332_CB(ARmenia_ProDoc_MSP_04NOV_Clean_1992_112.docx)	anshit.ispiryan@undp.org	11/6/2019 9:21:00 AM

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

- 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
- 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence:

Chapter XI Risk management and Annex 5. UNDP Risk Log of Prodoc.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_113 (https://intranet.unep.org/apps/ProjectQA/QAFormDocuments/6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_113.docx)	anahit.ispiryan@unep.org	11/6/2019 9:21:00 AM

Efficient**Quality Rating: Exemplary**

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:

- i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.
- ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.
- iii) Through joint operations (e.g., monitoring or procurement) with other partners.
- iv) Sharing resources or coordinating delivery with other projects.
- v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

- Yes
 No

Evidence:

- i) theory of change included
- ii) program management approach is described and will be applied
- iii) office space and communication means provision by Government, office equipment sharing
- iv) program coordination, sharing office space and logistic support
- v) existing local area network use ensures archiving, regular back-up and safeguarding the project information from threats through maintaining a high-security standards.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_114 (https://intranet.unep.org/apps/ProjectQA/QAFormDocuments/6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_114.docx)	anahit.ispiryan@unep.org	11/6/2019 9:22:00 AM

15. Is the budget justified and supported with valid estimates?

- 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence:

Budget is prepared with detailed budget notes, procurement plan and description of terms of references for key personnel and experts.
Budget Note description, page 39 of Prodoc and Annex 7: Terms of References.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_115 (https://intranet.undp.org/files/ProjectQA/QAFomDocuments/6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_115.docx)	anahit.ispiryan@undp.org	11/6/2019 9:25:00 AM

16. Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

- 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL.) as relevant.
- 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

Evidence:

The costs are secured (Annex 8: Standard LoA between UNDP and the Government for the Provision of Support Services)

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_116 (https://intranet.undp.org/files/ProjectQA/QAFormDocuments/6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_116.docx)	anahit.ispiryan@undp.org	11/6/2019 9:22:00 AM

Effective

Quality Rating: **Exemplary**

17. Have targeted groups been engaged in the design of the project?

- 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
- 2: Some evidence that key targeted groups have been consulted in the design of the project.
- 1: No evidence of engagement with targeted groups during project design.
- Not Applicable

Evidence:

Stakeholder consultation held prior and during the project design.
Annex 4A: Stakeholder Validation Workshop Protocol

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_117 (https://intranet.undp.org/files/ProjectQA/QAFormDocuments/6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_117.docx)	anahit.ispiryan@undp.org	11/6/2019 9:23:00 AM

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

- Yes
- No

Evidence:

Regular Monitoring and Evaluation is planned to help to apply corrective measures.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	S332_CB(ITAmenia_ProDoc_MSP_04NOV_Clean_1992_118 (https://intranet.undp.org/lpps/ProjectQA/QAFormDocuments/S332_CB(ITAmenia_ProDoc_MSP_04NOV_Clean_1992_118.docx))	snshit.ispiryan@undp.org	11/6/2019 9:26:00 AM

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

- Yes
- No

Evidence:

Project is qualified under GEN2 marker.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	S332_CB(ITAmenia_ProDoc_MSP_04NOV_Clean_1992_119 (https://intranet.undp.org/lpps/ProjectQA/QAFormDocuments/S332_CB(ITAmenia_ProDoc_MSP_04NOV_Clean_1992_119.docx))	snshit.ispiryan@undp.org	11/6/2019 9:23:00 AM

Sustainability & National Ownership

Quality Rating: Exemplary

20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

- 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.
- 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
- 1: The project has been developed by UNDP with limited or no engagement with national partners.

Evidence:

UNDP-UNEP Global Partnership guided, supported project design and cleared project document.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

- 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
- 1: Capacity assessments have not been carried out.
- Not Applicable

Evidence:

Component 1 of the project (National institutional arrangements for an enhanced transparency framework) is explicitly designed for enhancing institutional framework for Paris agreement Article 13 implementation.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_121 (https://ntranet.undp.org/spps/ProjectQA/QAFormDocuments/6332_CBITArmenia_ProDoc_MSP_04NOV_Clean_1992_121.docx)	anahit.ispiryan@undp.org	11/6/2019 9:24:00 AM

22. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?

- Yes
- No
- Not Applicable

Evidence:

The Implementing Partner will be responsible for Project coordination, monitoring and evaluation, as well as provision of all required information and data necessary for timely, comprehensive and evidence-based project implementation aimed at reaching project objectives, and national reporting and data-base developed will be used and entered in national reporting systems.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	5332_CB(ITArmenia_ProDoc_MSP_04NOV_Clean_1992_122 (https://intranet.undp.org/files/ProjectQA/QAFormDocuments/5332_CB(ITArmenia_ProDoc_MSP_04NOV_Clean_1992_122.docx))	anahit.ispiyan@undp.org	11/6/2019 9:27:00 AM

23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

- Yes
- No

Evidence:

The project has foreseen budget for communication strategy development and developed terms of reference for communications expert.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	5332_CB(ITArmenia_ProDoc_MSP_04NOV_Clean_1992_123 (https://intranet.undp.org/files/ProjectQA/QAFormDocuments/5332_CB(ITArmenia_ProDoc_MSP_04NOV_Clean_1992_123.docx))	anahit.ispiyan@undp.org	11/6/2019 9:24:00 AM

QA Summary/LPAC Comments

Extended Project Appraisal Committee meeting was organized, on September 4, 2019. The meeting was co chaired by First Deputy Minister of Environment and LNDP DRR with participation of representatives from 10 different Ministries and government agencies as well as other representatives of Coordinating Council and other stakeholders. All comments and recommendations are considered in the updated ProDoc.