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**POST PROJECT EVALUATIONS  
FOR THE  
UNITED NATIONS DEMOCRACY FUND**

**EVALUATION REPORT**

**UDF-17-775-ARM  
Enabling Women to Participate in Sustainable Water Management in Armenia**

**16 November 2021**

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All errors and omissions remain the responsibility of the author.

**Disclaimer**

The views expressed in this report are those of the evaluator. They do not represent those of UNDEF or any of the institutions referred to in the report

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## I. OVERALL ASSESSMENT

### *(i) Background*

This report is the evaluation of the project called “Enabling Women to Participate in Sustainable Water Management in Armenia”. The project was implemented by the Yerevan-based NGO Armenian Women for Health and Healthy Environment (AWHHE). Its objective was to promote equitable access to drinking water and efficient management of irrigation water resources in vulnerable communities of Armenia’s Ararat and Armavir regions. AWHHE had no formal implementing partner for this project, however, during the implementation the organization closely collaborated with the administrations of the Ararat and Armavir regions. The project ran from 1 January 2019 to 31 March 2021, which included a UNDEF-approved 3-month no-cost extension requested by the grantee in response to the demands of the COVID-19 pandemic and the Fall 2020 war in Nagorno Karabakh. The project’s main activities were carried out in the Ararat and Armavir regions; certain activities took place in the capital Yerevan and in the region of Shirak, with the latter having been added during the implementation phase. The project’s direct target population, half of which was female, included over 1,000 community water users in the project’s 4 pilot communities; 50 public officials from the 2 regional and 10 local administrations; 400 primary and secondary school-aged children from the 3 regions; 4 Water User Associations (WUA); and 10 established women groups. Indirectly, the project benefited over 260,367 persons residing in 31 vulnerable communities covered by the project. The project received a UNDEF grant of 176,000 USD, including 16,000 USD set aside by UNDEF for monitoring and evaluation.

### *(ii) Assessment of the project*

The project as planned and implemented was *compatible* and *complementary* with the activities of AWHHE and other actors, as well as external policy commitments of the Republic of Armenia. Membership in the Steering Committee of the National Policy Dialogues (NPD) on Integrated Water Resources Management, which allows for the coordination of efforts among its members, combined with the project staff’s background and experience allowed for the project to fit accordingly *and avoid duplication* with other activities. No other intervention, neither local nor international, had been or was being implemented, that could eventually hinder or have overlapped with it. It is therefore the evaluator’s opinion that *the project was coherent* in the country and sector contexts.

Designed with the consideration of demographical, technical, organizational, and financial feasibility elements, the project was *relevant* to the needs and priorities of the beneficiaries and other stakeholders. AWHHE’s strategy was *clearly aligned with the context* in which it was implemented, and with the *immediate and evolving needs of the stakeholders*. The initial and adjusted outputs and targets were adequately defined, realistic, and feasible. In the context of the COVID-19 pandemic and the outbreak of the war in Nagorno Karabakh *the project’s relevance and overall significance increased*. With the stakeholders’ needs in mind, the team proved highly efficient in mitigating risks and adapting to the changing

circumstances. Such performance created favorable conditions for the project's overall *effectiveness, efficiency, impact, and sustainability* to be achieved.

Despite the challenges, the project implementation was *effective*. The team has successfully reached its anticipated objective as measured through the quantitative and qualitative indicators. The nine outputs projected by AWHHE, which included awareness-raising, capacity-building, programmatic, and advocacy components were adequately delivered. With a clear understanding of the beneficiaries' needs and resources available, the team proved effective in delivering the intended outputs, as well as in creating preconditions for *relevant and sustainable impact* to be achieved.

The project was implemented in a cost-effective way, within the timeframe reasonably adjusted to the demands of the COVID-19 pandemic and the outbreak of the war in Nagorno Karabakh, and without expenditures beyond those approved by UNDEF. Such performance created favorable conditions for the project's inputs to convert into the expected outputs in a *logical, economic, effective, and timely* manner. The team was efficient in responsibly using the financial resources. Furthermore, the team was able to efficiently redirect funds to increase the project's geographic and demographic scopes. It is therefore the evaluator's opinion that the project implementation was *efficient*.

The project's *impact* as seen through the prisms of its significance in the beneficiaries' lives, transformative effect at the community micro and the systemic macro levels, and the project's replication potential was in the center of the evaluation. As drafted and implemented, the project positively *impacted* not only the beneficiaries but other stakeholders too. Its ultimate significance increased in the context of the two force majeure challenges that occurred during the implementation phase, mostly as regards the importance of sanitation and hygiene literacy, the creation of open-air job opportunities in the context of the COVID-19 pandemic, and the creation of additional income sources in post-war Armenia. The community capacity-building components had replication potential. The project also had transformational potential in regard to increasing women's role in the decision-making process. It is therefore the evaluator's opinion that AWHHE was successful in achieving the project's *immediate impact* as expected in accordance with the Project Document, and in creating preconditions for its *replication in the longer-term perspective*.

The sense of the ownership of the project's results at the micro level, combined with the replication of its impact, created favorable conditions for the *sustainability of the results*. The project's sustainability however would be at risk should another military conflict occur.

*UNDEF added value* was evident in the case of the pilot projects and the relevance and timeliness in the context of the COVID-19 pandemic.

### ***(iii) Conclusions***

Despite the two major challenges, AWHHE proved capable to deliver the project's intended outputs, exceeding in some cases the set targets. With the stakeholders' needs in mind, the team has efficiently mitigated risks and adapted to the changing circumstances. AWHHE's strategy to integrate the project within the larger policy context was effective as its feasibility and sustainability are concerned. The project's replication and transformational potential, along with the beneficiaries' self-identification as changemakers created favorable conditions for the new initiatives to be implemented. An enhanced sense of the ownership of the project's results at the micro level is important for supporting sustainability in normal conditions.

The COVID-19 pandemic and the war in Nagorno Karabakh further endangered the Armenian society, especially its most vulnerable segments. In this context, the team's background, collaborative, systemic approach, and adaptability to the new challenges allowed for the project's relevance and overall significance to increase in value, and its geographical and demographical scopes to extend. Such performance is highly commendable.

### ***(iv) Recommendations***

Along with the delivery of the expected outputs, the project's integration within the larger policy context, the development of the sense of ownership of its results at the micro level, and the creation of preconditions for the impact's viability and multiplication are of utmost importance for the sustainability to be achieved and impact to reach beyond the project's immediate lifetime. In line with these observations, the evaluator recommends that UNDEF *continues to prioritize projects with the potential to integrate with local processes and having a clearly defined medium- to long-term strategic vision.*

Having tangible assets delivered among the project's results could significantly increase its overall value as perceived by the beneficiaries and other stakeholders. The improvement of the local drinking and irrigational water infrastructure through four pilot projects and the distribution of backpacks with hygiene items among school children within the framework of the information campaign on water and sanitation proved effective in ensuring the project's relevance and acceptability. The evaluator therefore recommends that UNDEF *continues to prioritize projects having tangible assets among intended deliverables.*

## II. PROJECT CONTEXT AND STRATEGY

### *(i) Development context*

The Republic of Armenia is a mountainous country in the region of South Caucasus, with an area of about 29,700 square kilometers, a population of around 3 million, bordering Georgia, Iran, Azerbaijan, and Turkey.

After the collapse of the Soviet Union and the reinstatement of independence in 1991, the country had to face many critical challenges, including the consequences of the 1988 catastrophic earthquake, the military conflict with Azerbaijan, blockade by Azerbaijan and Turkey, energy crisis, devastated economy, severe decline in living conditions, and high emigration.

Since then, already degrading water infrastructure, which has been suffering from increased demand and decreased availability of renewable natural resources, was one of the many issues the authorities and the population had to deal with<sup>1</sup>. The two central state institutions working on water-related issues in Armenia are the Water Committee at the Ministry of Territorial Administration and Infrastructures and the Water Resources Management Agency at the Ministry of Environment.

Armenia's Ararat Valley, home to 8% of the country's population, due to its climatic conditions and location is the country's largest agriculture and fish farming zone<sup>2</sup>. Nonetheless, the Valley's Ararat and Armavir regions are among the poorest in the country. The Valley has traditionally been the place where the water shortage-related issues have been pressing the most due to the plethora of internal and external factors. Though Armenia has rich groundwater basins, with the most being located in the Ararat Valley, irresponsible withdrawal, inappropriate management, the lack of the relevant infrastructure and control mechanisms, aggressive use of transboundary water resources by neighboring Turkey, and climate change-related issues make their sustainable withdrawal and use for irrigation and drinking purposes more and more challenging. Water accessibility has been recognized as a national security issue<sup>3</sup>. In the country's National Security Strategy, the Government commits to the rehabilitation and preservation of the productive management of water resources, including the Ararat Valley's artesian well and river ecosystems, as well as the preservation of vital water basins and wetlands.

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<sup>1</sup> In-Ho Keum, Asian Development Bank, *Armenia Water Supply and Sanitation: Challenges, Achievements, and Future Directions*, 2011, p. 3

<sup>2</sup> Valder, J.F., Carter, J.M., Medler, C.J., Thompson, R.F., and Anderson, M.T., *Hydrogeologic framework and groundwater conditions of the Ararat Basin in Armenia: U.S. Geological Survey Scientific Investigations Report 2017-5163*, 2018, p. 1

<sup>3</sup> *National Security Strategy of the Republic of Armenia*, July 2020, para. 7.50

The last inventory of the country's drinking and irrigation water infrastructure was done in 2003 and it needs to be updated<sup>4</sup>.

*(ii) The project objective and intervention rationale*

With an operational budget of 160,000 USD, the overall objective of the “Enabling Women to Participate in Sustainable Water Management in Armenia” project was to promote equitable access to drinking water and efficient management of irrigation water resources in vulnerable communities of Ararat and Armavir regions. The strategy employed by AWHHE consisted of researching and reporting on the impact of water and sanitation tariffs on marginalized groups in Armenia followed by elaboration and promotion of recommendations; informing children and their families about water and sanitation issues; training representatives of Community based organizations (CBOs), WUAs and regional and local administrations on water use management; training community representatives in project design; sharing the experience with civil society from Eastern Europe, Caucasus and Central Asia (EECCA) region; conducting monitoring on water resources management with consequent sharing of the results in community dialogues; and, implementing pilot projects to increase and sustain community water access.

Though AWHHE had no formal implementing partner for this project, the organization closely collaborated with administrations of the Ararat and Armavir regions, where the project's main activities were carried out. The project's direct target population, half of which was female, included over 1,000 community water users in the project's 4 pilot communities; 50 public officials from the 2 regional and 10 local administrations; 400 primary and secondary school-aged children from the 3 regions; 4 WUAs; and 10 established women groups. Indirectly, the project aimed at benefiting over 260,367 persons residing in 31 vulnerable communities covered by the project. After adjusting to the demands of the COVID-19 pandemic, AWHHE was able to increase the project's geographic and demographic scopes by adding 218 children from the Shirak region and 59 children from the Ararat and Armavir regions among beneficiaries of the information campaign on water and sanitation, and to reach to 493,000 indirect beneficiaries living in 38 vulnerable communities.

In delivering the project's activities, the team employed a strategy aimed at increasing public awareness and political engagement in relation to the access to water supply and sanitation, enhancing capacities of local stakeholders to manage irrigation water resources, and, enhancing the participation of community women groups in water management.

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<sup>4</sup> Information obtained by the evaluator during interview with a representative of a state institution.



*(iii) Project strategy and approach*

The logical framework below aims to present the project’s activities, intended outcomes, impact, and objectives that the project team was aiming at achieving through the project.

Project Activities	Intended outcomes	Medium-Term Impacts	Long-Term Development Objectives
<b>Increasing public awareness and political engagement in relation with the access to water supply and sanitation</b>			
<ul style="list-style-type: none"> <li>• Publishing a report in Armenian and English on the impact of current water and sanitation tariffs on vulnerable and marginalized groups.</li> <li>• Developing and promoting a proposal on affordable tariff mechanisms for vulnerable groups.</li> <li>• Organizing an information campaign on water and sanitation for 400 children and their immediate families.</li> </ul>	<p>10 stakeholders among Government officials at national and regional levels and 10 representatives of vulnerable communities endorse recommendations on the impact of water and sanitation tariffs on marginalized groups elaborated within the project’s framework.</p> <p>70% of the target populations are fully aware of issues related to water scarcity and hygiene in their communities, including over 60% of women and children.</p>	<p>More equitable access to drinking water for vulnerable segments of society is proposed and promoted with the participation of civil society, expert community, and relevant decision-makers.</p> <p>Awareness of children and caretakers in relation to the access to water supply and sanitation in vulnerable communities increased and solutions proposed.</p>	<p>Mechanisms for the promotion of equitable access to drinking water and efficient management of irrigation water resources in vulnerable communities of Armenia’s Ararat and Armavir regions have been created and sustained.</p>
<b>Enhancing capacities of local stakeholders and women groups to manage irrigation water resources in 2 target provinces</b>			
<ul style="list-style-type: none"> <li>• Training 20 representatives of CBOs, WUAs and Provincial Administration on water use management.</li> <li>• Training 50 community representatives of 2</li> </ul>	<p>90% of CBOs, WUAs and women groups monitor water management over a period of one year.</p> <p>80% of 50 trained community</p>	<p>Better access to and management of irrigation water is promoted and sustained by understanding of needs and ways to find effective</p>	<p>Mechanisms for the promotion of equitable access to drinking water and efficient management of irrigation water resources in</p>

<p>target provinces in project design.</p> <ul style="list-style-type: none"> <li>• Sharing experience in community-based management of irrigation water resources with NGOs from EECCA region.</li> </ul>	<p>representatives submit a project proposal in the competition for pilot projects.</p>	<p>solutions to local issues via proactive, priority-oriented fund-raising.</p>	<p>vulnerable communities of Armenia’s Ararat and Armavir regions have been created and sustained.</p>
<p><b>Increasing the participation of community women groups in water management in 4 pilot communities</b></p>			
<ul style="list-style-type: none"> <li>• Completing 8 monitoring reports on water resources management in 4 communities.</li> <li>• Holding 16 community dialogue meetings to share results of water resources monitoring.</li> <li>• Implementing 4 pilot projects to increase and sustain community water access.</li> </ul>	<p>4 community women groups get involved in community dialogues in the 4 pilot communities and elaborate and implement community water management pilot projects in their communities.</p>	<p>Improved access to strategic information and management of irrigation water resources by the project’s target communities.</p>	<p>Mechanisms for the promotion of equitable access to drinking water and efficient management of irrigation water resources in vulnerable communities of Armenia’s Ararat and Armavir regions have been created and sustained.</p>

### III. METHODOLOGY

The evaluation was conducted by Levon Isakhanyan, independent expert in human rights and democratization, under the terms of the contract between the United Nations and the evaluator. The evaluation took place from July to August 2021 with field work in Armenia conducted from 16 - 20 August 2021.

The UNDEF evaluations are qualitative in nature and follow a standard set of questions elaborated by the OECD Development Assistance Committee Network on Development Evaluation that focus on the project's coherence, relevance, effectiveness, efficiency, impact, and sustainability, as well as the additional criterion of UNDEF value added (Annex 1). This report follows that structure. Within the evaluation's framework, the evaluator reviewed available project documentation and contextual materials on equitable access to and citizens' participation in water resources management in Armenia (Annex 2).

During the field mission in Armenia, the evaluator interviewed 10 representatives of the AWHHE team, including the President, Financial Manager, Expert on Water and Sanitation, and Communication Specialist. Other meetings focused on interviews and exchanges with 10 representatives of state institutions, 2 representatives of the donor community, 3 civil society representatives, and 80 project beneficiaries comprising of local administrations representatives, WUAs, CBOs, farmers, school administrations, and parents from the communities covered by the project in the Ararat, Armavir, and Shirak regions. These interviews and group meetings were carried out in Artashat, Taperakan, and Berkanush, Ararat region, Armavir, Lusaghyugh, and Apaga, Armavir region, and the capital Yerevan. Because of the COVID-19 related epidemiological situation, some meetings were held online. The list of persons interviewed is provided in Annex 3.

During the preparatory work, the evaluator identified several questions which were followed up during his interviews. These included:

- Was the project compatible and complementary with other initiatives?
- Was the project in line with the needs of Armenia's consolidating democracy?
- Has the project's objective to promote equitable access to drinking water and efficient management of irrigation water resources in vulnerable communities been reached and how this has been measured?
- Were the human and financial resources adequate?
- To what extent has the project realization caused changes, positive or negative, on democratization in Armenia?
- Can the project results be sustained beyond its completion and contribute towards further democratic consolidation in Armenia in the medium to long-term perspective?
- What was UNDEF's value added in promoting equitable access to drinking water and efficient management of irrigation water resources in the targeted communities?

## IV. EVALUATION FINDINGS

### (i) Coherence

The project as planned and implemented was compatible and complementary with the activities of AWHHE and other actors, as well as external policy commitments of the Republic of Armenia. With hundreds of projects in their portfolio, including 34 related to water, the staff's background and experience in the field, as well as membership in the NPD allowed for the project to be implemented consistently with the country and sector contexts.



**AWHHE Staff**

Factors such as wide recognition at the national and international levels, and the ability to promptly and efficiently redirect, with UNDEF's approval, unspent project funds to expand the project's geographical coverage and to benefit 218 additional children, who were also beneficiaries of another of the grantee's projects, confirm the high degree of the grantee's activities interconnectedness.

*"All SDG targets are interrelated. Promotion of one helps to advance others. As the development is concerned, the project indirectly contributed to SDGs beyond those related to women empowerment and access to water and sanitation."*

**A representative of WHO in Armenia**

Moreover, the project was coherent with other actors' activities and Armenia's external policy commitments as looked through the prisms of Sustainable Development Goal 5 (SDG) (Achieve gender equality and empower all women and girls) and SDG 6 (Ensure access to water and sanitation for all). In relation to SDG 6, stakeholders confirmed that the project was helpful in achieving access to safe and affordable drinking water and adequate and equitable sanitation and hygiene in Taperakan,

Ararat region, as well as strengthening the participation of local communities in improving water and sanitation management and ensuring sustainable withdrawals and supply of freshwater in Taperakan, and Berkanush, Ararat region, and Lusaghyugh, and Apaga, Armavir region. Furthermore, the project was helpful in relation to SDG 5 as the capacity-building component of the project had transformational potential as far as the project's *impact* is concerned since it promoted women as leaders in Berkanush, Burastan, Dalar, Shahumyan, and Taperakan communities of Ararat region, and Jrrarat, Aknashen, Lusagyugh, Apaga, and Margara communities of Armavir region.

The evaluator therefore concludes that the project was coherent in the country and sector contexts.

## *(ii) Relevance*

The project was *relevant* to the needs and priorities of the beneficiaries and other stakeholders. AWHHE's strategy aimed at increasing public awareness and political engagement in relation to the access to water supply and sanitation, enhancing capacities of local stakeholders to manage irrigation water resources, and, enhancing the participation of community women groups in water management, was *clearly aligned with the context* in which it was implemented, and with *immediate and evolving needs of the stakeholders*. Due to the insufficient natural and the lack of financial resources, issues related to water supply have been pressing since Soviet times. With the reestablishment of independence in Armenia, awareness-raising, capacity-building, and infrastructural initiatives have been needed in the project's targeted communities and beyond.



**Local Administration and Beneficiaries from Lusagyugh, Armavir Region**

Designed with the consideration of demographical, technical, organizational, and financial feasibility elements, the project was in line with the resources and priorities of the beneficiaries and other stakeholders. The initial and adjusted outputs and targets were adequately defined, realistic, and feasible. In the context of the COVID-19 pandemic and the outbreak of the war in Nagorno Karabakh the relevance and overall significance of the project's sanitation literacy and infrastructural elements increased. With the stakeholders' needs in mind, the team proved highly efficient in mitigating risks and adapting to the changing circumstances. Such performance created favorable conditions for the project's overall *effectiveness, efficiency, impact, and sustainability* to be achieved.

*"The significance of projects containing elements of sanitation literacy and the creation of tangible assets increases in the context of a pandemic and military conflict. Among other benefits, they have positive psychological effects as they help keep the population's morale high during the war times."*

**A representative of UNDP in Armenia**

Though the majority of the project's results were oriented toward the target communities, some of its elements were relevant beyond the local level directly covered by the project. For example, the Report and Recommendations on equitable access to water supply and sanitation for vulnerable and marginalized groups cover the country-wide policy measures and are being taken into consideration by appropriate state institutions in defining their approach towards new water-services providers in rural areas.

### **(iii) Effectiveness**

Despite the challenges, the project implementation was *effective*. The team has successfully reached its anticipated objective as measured through the quantitative and qualitative indicators. The nine outputs projected by AWHHE, which included awareness-raising, capacity-building, programmatic, and advocacy components were adequately delivered. The project strategy was multilayered, logical, and well-informed<sup>5</sup>.

Adjustments made in the project allowed AWHHE to reach 677 children instead of 400, and to cover 38 communities in three regions instead of 31 community in two regions. In light of the COVID-19 pandemic, this component added value to the project's overall *relevance* and *impact*.

To enhance the capacities of local stakeholders in the Ararat and Armavir regions, the grantee prepared a Training Manual on Irrigation Water Use Management and trained twenty representatives of CBOs, WUAs, and Regional Administration.

Other trainings provided by AWHHE were based on the Manual on Preparation of Project Proposals prepared by the grantee and delivered for fifty representatives of ten local communities with the participation of international experts representing Women for Water Partnership, a global network of which AWHHE is a member. With the trainings, AWHHE intended to develop local community groups' fundraising skills resulting in the presentation of pilot project proposals aimed at enhancing their meaningful participation in water resources management. AWHHE excelled in delivering this output as instead of the targeted eight proposals, nine were presented. Shahumyan was the only community to not participate in the pilot projects contest as it had secured funding from another source.

Thereafter, four proposals were selected and supported within the project's framework. To increase the sense of ownership of the results at the micro-level, AWHHE requested a 10% contribution by the applicant community to their projects' budget. The three criteria applied by the grantee in making financing decisions were the feasibility of the proposal, the water-related needs of the community, and the availability of community funds for the financial contribution. Having tangible assets delivered among the project's results increased its overall value as perceived by the beneficiaries and other stakeholders. To gather and disseminate contextual data, the grantee conducted eight monitoring activities on water resources management and shared results in sixteen in-person and online community dialogue meetings and an online event with the



**Irrigation Water Provided through the Project  
in Berkanush, Ararat Region**

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<sup>5</sup> AWHHE conducted the Knowledge, Attitudes and Practices (KAP) study aimed at gathering data on the context in which the project was to be implemented.

participation of global partners and civil society representatives from Ukraine, Moldova, Kyrgyzstan, Tajikistan, and Bulgaria.

The project’s visibility has been promoted nationally, as well as at international forums, during and after the implementation, in Armenian and English, through the grantee’s own website and Facebook page, as well as various social media, television, and web channels of the project’s beneficiary schools, local administrations, and independent media.

It is therefore the evaluator’s opinion that with the clear understanding of the beneficiaries’ short- and long-term needs and resources available, the team has effectively delivered intended outputs, as well as created preconditions for *relevant and sustainable impact* to be achieved.

**(iv) Efficiency**

The project was implemented in a cost-effective way, within the timeframe reasonably adjusted to the demands of the COVID-19 pandemic and the outbreak of the war in Nagorno Karabakh, and without expenditures beyond those approved by UNDEF. Such performance created favorable conditions for the project’s inputs to convert into the expected outputs in a *logical, economic, effective, and timely* manner. To ensure the feasibility of the planned activities, following the project’s approval by UNDEF, AWHHE leadership approached the Governor’s Offices of the Ararat and Armavir regions, presented the project, and discussed ways of its possible integration within the larger policy context, as well as to identify the communities to target. Thereafter, AWHHE representatives held meetings with the leaders of the ten target communities and proposed to identify active women among those involved in the local administration, healthcare sector, educational institutions, agriculture, etc., i.e., women with a high degree of recognition and whose involvement could bring about multiplication effect.

*“The selection of women was appropriate as they enjoy a high degree of recognition in the village.”*

**A representative of the Governor’s Office of Armavir Region**

*“We as epidemiologists are emergency managers. We were able to redraw our strategy, redirect resources and mobilize our target communities.”*

**AWHHE representatives**

The decades-long collaboration, clear distribution of tasks, good managerial skills, and overall background of the team were instrumental in ensuring the project’s operational efficiency. A Steering Committee composed of the core team was established at the onset of the project. Along with regular monthly meetings it held ad-hoc meetings as needed. It proved highly effective in managing the project and mitigating risks associated with the COVID-19 pandemic, the war in Nagorno Karabakh, and the withdrawal of one of the target communities (Jrarat, Armavir Region) from the pilot projects contest.

The team has been equally efficient in responsible use of the financial resources. Among other best practices, it integrated elements of the community contribution and the participation of a technical expert in the decision-making process on the pilot project proposals. For each pilot project, there were three cooperation agreements signed - between AWHHE and the community, AWHHE and the construction company, and the community and the construction company.

AWHHE was also able to efficiently redirect unspent project funds to expand the project's geographical coverage and to benefit 218 additional children, who were also beneficiaries of another of the grantee's projects. It is therefore the evaluator's opinion that the project implementation was *efficient*.

**(v) Impact**

The project's *impact* as seen through the prisms of its significance in the beneficiaries' lives, transformative effect at the community micro and the systemic macro levels, and the project's replication potential was in the center of the evaluation.

The project's ultimate significance increased in the context of the two force majeure challenges that occurred during the implementation phase, mostly as regards the importance of sanitation and hygiene, the creation of open-air job opportunities in the context of the COVID-19 pandemic, and the creation of additional income sources in post-war Armenia. Stakeholders interviewed confirmed that in the context of the pandemic, the information campaign on water and sanitation and pilot projects were highly relevant. In Berkanush, Lusagyugh, and Apaga, where the project helped improve the irrigation system, the population, who had been deprived of regular sources of income, received alternative revenue via being able to cultivate more land and sell more agricultural products. Farmers confirmed that if before the project, a person could have irrigated only half of his land, with the new infrastructure he waters the whole parcel and doubles the income. In the case of Taperakan, the drinking water pipeline allows for clean water to run and be collected on average for seven hours a day instead of the

*"Thanks to the irrigation water made available as a result of the sustainable water management project, we have our harvest doubled and the enthusiasm to cultivate our land increased."*  
**A farmer from Berkanush**

*"In the past, we had villagers complaining about the water almost every day, after the project they stopped complaining."*  
**A representative of Taperakan administration**

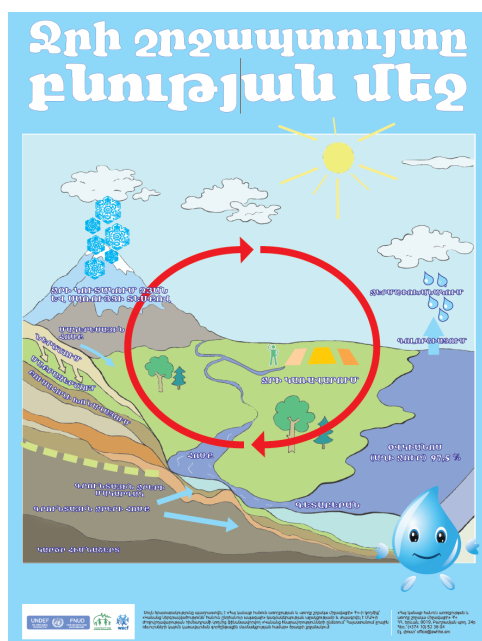
previously available lower quality water for two hours only. Another benefit of the availability of clean water in the context of the pandemic was the possibility to wash hands more frequently and to practice good personal hygiene. With a population of 3,914, the COVID-19 infection rate in Taperakan in 2020 was 234 persons or 6% of the population, while in 2021, the rate so far was 67 persons or 1.7% of the population.



The project had a positive impact on promoting sanitary and hygiene literacy among the school children and their families in Ararat, Armavir, and Shirak regions. In line with Output 1.3 as defined in the Project Document (400 children and their immediate families directly reached by information campaign on water and sanitation), AWHHE had in-person and online promotional materials, lessons and video clips, easy-to-understand publications and posters, t-shirts, and backpacks with hygiene items prepared and distributed among participating children. According to the school teachers, this component was a catalyst as following the project they continued organizing similar events in their schools. Parents said that children became attentive towards hygiene rules and proactive in teaching other family members. Both parents and teachers would like to have events of this kind continue. The adjustments made in the project with UNDEF's approval allowed the grantee to reach 677 children instead of 400.



**Children from Margara, Armavir Region**



**Water Cycle Poster**

The community capacity-building components had replication potential as the knowledge and skills acquired via the participation in the trainings on project design has been useful for the target communities, including non-winners of the pilot projects, in their overall fundraising efforts aimed at solving local infrastructural needs. In 2020, beneficiaries from Lusagyugh came together to elaborate a new proposal and applied to receive funds from the State-run subvention program to cover 50% of the cost of a solar energy station, and in 2021, the community has successfully raised funds for the gasification. According to the representatives of the Governor's Office of Armavir Region, in both cases, applicants' knowledge and skills proved instrumental in elaborating and promoting the new projects. The communities of Burastan, Shahumyan, and Margara too presented applications and received

funding from the subvention program. In Taperakan, two post-project initiatives have been developed and supported - the lighting and gasification projects. There are further plans to be realized, such as the building of a pump station and of 2-3 kilometers of half-closed concrete pipes for irrigation of 80 hectares of land in Apaga, the building of 560 meters pressure pipe for Artesian waters, and 380 meters half-closed concrete pipe in Berkanush.

The project also had transformational potential. The strategy was effective in increasing women's role in the decision-making process. Moreover, the project's recommendations on ensuring equitable access to water supply and sanitation for vulnerable and marginalized groups are being taken into consideration by appropriate state institutions in defining their

approach towards new water-services providers in rural areas. The project also had an unintended positive impact on Armenia's democratization as regards the increased accountability for public expenditures and improved processes for public consultation in development planning at the community and regional levels. It is therefore the evaluator's opinion that AWHHE was successful in achieving the project's *immediate impact* as expected in accordance with the Project Document, and in creating preconditions for its *replication in the longer-term perspective*.

#### *(vi) Sustainability*

The project had components of *sustainability* integrated within its design and the way it was implemented. The project's relevance to the needs and priorities of the stakeholders enhanced the sense of the ownership of the results at the micro level, which combined with the public-private partnerships developed within the project's framework, the post-project involvement of the community women groups, and replication of the project's impact create favorable conditions for the *results to be sustained*. Beneficiaries interviewed confirmed that the capacity-building trainings enabled them as changemakers. The local communities' post-project net benefits exceeded the contributions made by AWHHE as the knowledge and skills acquired allowed them to be proactive in raising funds from various sources for the continuous improvement of the local infrastructure. There is however a significant factor that could at any time inhibit the project's sustainability. After the Fall 2020 war in Nagorno Karabakh, the President of the Republic of Azerbaijan has publicly made statements that could be perceived as territorial claims vis-à-vis the Republic of Armenia.<sup>6</sup> The project's sustainability therefore would be at risk should another military conflict occur.

#### *(vii) UNDEF added value*

*UNDEF added value* was evident in the case of the pilot projects and the relevance and timeliness in the context of the COVID-19 pandemic. In Taperakan, for example, a larger project had been implemented, which left the part of the community covered by AWHHE out of its scope due to the lack of financial resources. The community representatives confirmed that AWHHE's project was timely and much needed as it extended to one of the most vulnerable parts of the community. In Berkanush, AWHHE's project covered a part of the community infrastructure where the majority of the irrigation water was being lost, therefore other donors were hesitating to get involved. In Apaga, AWHHE reached locations left beyond the scope of other interventions as distance and natural obstacles had made this part of the community unfeasible.

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<sup>6</sup> Joshua Kucera, *What's the future of Azerbaijan's "ancestral lands" in Armenia?*, 16 July 2021, <https://eurasianet.org/whats-the-future-of-azerbajians-ancestral-lands-in-armenia>

## V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion	Recommendation
<p>Despite two major unforeseen challenges (Covid-19 pandemic, armed conflict), the grantee was efficient in managing the project, mitigating the force majeure risks, and adapting to the changing circumstances.</p>	<p>To both, UNDEF and future grantees: Make sure that future projects' risk mitigation strategies reflect internal and external challenges and include an "emergency response" mechanism.</p>
<p>Without the delivery of tangible assets involving the project beneficiaries' financial contribution, such as community funds, developing the sense of ownership of the project's results and their sustainability would be improbable.</p>	<p>To both, UNDEF and the grantee AWHHE: In future projects, continue prioritizing the combination of theory and practice. Whenever possible, include the beneficiary contribution and the delivery of tangible assets elements in the project architecture.</p>
<p>Without involvement of the resourceful local decision-makers and the beneficiaries with their multiplication potential, the project's sustainability and replication potential would have been questionable.</p>	<p>To the grantee AWHHE: Continue proactively approaching decision-makers at various levels to ensure future projects fit well within the larger policy context to secure support from stakeholders holding strategic positions.</p>
<p>The possibility to define needs at the grassroots level allowed for UNDEF's value added to fully unfold its potential in regard to solving the target population's essential issues.</p>	<p>To both, UNDEF and future grantees: In projects including the delivery of tangible assets, prioritize, whenever possible, initiatives involving the grassroots decision-making elements.</p>
<p>The project's sustainability would be at risk should another military conflict occur.</p>	<p>-</p>

## VI. LESSONS LEARNED

Without the team's emergency management skills that have been developed throughout the decades of work at the national and regional levels as epidemiologists, toxicologists, and water and hygiene experts, as well as the donor's flexibility, in the context of the COVID-19 pandemic and the war in Nagorno Karabakh the project would not have reached its objective and improved the daily lives of the target population. While the staff's professional and results-oriented performance and UNDEF's flexible approach allowed to not only deliver the intended outputs but also extend the project's geographical and demographical scopes, *it is generally important to consider various internal and external risk factors as part of a risk mitigation and emergency response strategy to ensure the full achievement of the project's objective.*

In transitioning societies with the control and accountability mechanisms under development having tangible assets delivered, strategic position-holders interested, and locally recognized agents of change with multiplication potential involved are important to ensure the target population's immediate interest, as well as the longer-term sense of ownership to be developed and the sustainability of the project to be achieved. Whenever possible, *adding the beneficiary financial contribution element, such as community funds, can help in enhancing the sense of ownership and accountability for public expenditures and improving processes for public consultation in development planning.*

## ANNEXES

### Annex 1: Example evaluation questions and detailed findings:

DAC criterion	Evaluation Question	Related sub-questions
Coherence	How well did the project “fit”; i.e. to what extent was the project compatible with other projects and programmes in the country, sector or institution?	<p><i>Internal coherence:</i></p> <ul style="list-style-type: none"> <li>To what extent are there synergies and interlinkages between the project and other initiatives carried out by the Implementing Agency?</li> </ul> <p><i>External coherence:</i></p> <ul style="list-style-type: none"> <li>To what extent is there consistency with other actors’ initiatives in the same context?</li> <li>To what extent is there complementarity, harmonization and coordination between the Implementing Agency/the project and other organizations/projects working in the same context and on the same issue?</li> <li>To what extent is the project adding value while avoiding the duplication of efforts?</li> </ul>
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<ul style="list-style-type: none"> <li>Were the objectives of the project in line with the needs and priorities for democratic development, given the context?</li> <li>Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?</li> <li>Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</li> </ul>
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	<ul style="list-style-type: none"> <li>To what extent have the project’s objectives been reached?</li> <li>To what extent was the project implemented as envisaged by the project document? If not, why not?</li> <li>Were the project activities adequate to make progress towards the project objectives?</li> <li>What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?</li> </ul>
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	<ul style="list-style-type: none"> <li>Was there a reasonable relationship between project inputs and project outputs?</li> <li>Did institutional arrangements promote cost-effectiveness and accountability?</li> <li>Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?</li> </ul>

Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	<ul style="list-style-type: none"> <li>▪ To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address?</li> <li>▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative?</li> <li>▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization?</li> <li>▪ Is the project likely to have a catalytic effect? How? Why? Examples?</li> </ul>
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	<ul style="list-style-type: none"> <li>▪ To what extent has the project established processes and systems that are likely to support continued impact?</li> <li>▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?</li> </ul>
UNDEF value added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	<ul style="list-style-type: none"> <li>▪ What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc).</li> <li>▪ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?</li> </ul>

## **Annex 2: Documents Reviewed**

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Project Document*, November 2018

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Milestone Verification Reports*, 15 August 2019 and 11 May 2020

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Mid-Term Narrative Report*, 31 January 2020

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Milestone and Final Financial Utilization Reports*, 12 September 2019, 30 June 2020 and 27 April 2021

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Final Narrative Report and Annexes*, 6 April 2021

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Project Extension Request Form*, 14 December 2020

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Knowledge, Attitudes and Practices (KAP) Baseline Study*, April 2019

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Assessment of the impact of current drinking water and sanitation tariffs on vulnerable and marginalized groups*

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Progress Report on Information Campaign*

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Brief Assessment on Women Participation in Management of Water Resources in 4 Pilot Communities Report*

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Pilot Projects Implementation and Progress Reports*

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Report on visit of Women for Water Partnership to Armenia*

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Pre-questionnaire in 4 Pilot Communities on Women Participation in Management of Water Resources*

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Trip Report on Participation in the Fifth Session of the Meeting of the Parties to the Protocol on Water and Health*

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Communication Letters and Answers Between AWHHE and Veolia Djur CJSC*

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Letters of Gratitude from Berkanush, Lusagyugh, and Apaga Communities*

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Water and Sanitation Information Campaign Materials: A Drop of Water Booklet, Water Cycle and Armenia Water Posters, Wash Pack Leaflets*

UNDEF UDF-15-775-ARM, *Enabling Women to Participate in Sustainable Water Management in Armenia, Project Related Articles on the AWHHE Website - <https://www.awhhe.am>*

UNDEF, *Promoting Covid-19 Hygiene Practices in Armenia, December 2020 - [https://www.un.org/democracyfund/sites/www.un.org.democracyfund/files/uu48\\_final.pdf](https://www.un.org/democracyfund/sites/www.un.org.democracyfund/files/uu48_final.pdf), accessed on 20 September 2021*

UNDEF, *Women for Fair Access to Water in Armenia, July 2019 - [https://www.un.org/democracyfund/democracyfund/sites/www.un.org.democracyfund/files/Newsletter/uu42\\_july\\_2019.pdf](https://www.un.org/democracyfund/democracyfund/sites/www.un.org.democracyfund/files/Newsletter/uu42_july_2019.pdf), accessed on 20 September 2021*

Ecolur, *Experiences in Women's Participation in Sustainable Water Management in EECCA Region, 1 March 2021 - <https://www.ecolur.org/en/news/officials/13035>, accessed on 20 September 2021*

Public Television of Armenia, *Women of Apaga Community Solved Irrigation Problem, 15 May 2020 - <https://www.youtube.com/watch?v=P0OSVL4--Tw>, accessed on 20 September 2021*

Protocol on Water and Health to the 1992 Convention on the Protection and Use of Transboundary Watercourses and International Lakes, 17 June 1999 - <https://unece.org/DAM/env/documents/2000/wat/mp.wat.2000.1.e.pdf>, accessed on 10 September 2021

Valder, J.F., Carter, J.M., Medler, C.J., Thompson, R.F., and Anderson, M.T., *Hydrogeologic framework and groundwater conditions of the Ararat Basin in Armenia: U.S. Geological Survey Scientific Investigations Report 2017-5163, 2018 - <https://pubs.usgs.gov/sir/2017/5163/sir20175163.pdf>, accessed on 20 September 2021*

In-Ho Keum, Asian Development Bank, *Armenia Water Supply and Sanitation: Challenges, Achievements, and Future Directions, 2011 -*



<https://www.adb.org/sites/default/files/publication/29892/armenia-water-supply-sanitation.pdf>, accessed on 20 September 2021

Joshua Kucera, *What's the future of Azerbaijan's "ancestral lands" in Armenia?*, 16 July 2021 - <https://eurasianet.org/whats-the-future-of-azerbajians-ancestral-lands-in-armenia>, accessed on 20 September 2021

*Water Code of the Republic of Armenia*, 29 June 2002 - <http://www.parliament.am/legislation.php?sel=show&ID=1310&lang=eng>, accessed on 20 September 2021

*National Security Strategy of the Republic of Armenia*, July 2020 - <https://www.gov.am/en/National-Security-Strategy>, accessed on 20 September 2021

### Annex 3: Persons Interviewed

16 August 2021, AM-PM	
<b>Introductory meeting with AWHHE</b>	
Dr. Elena Manvelyan	President, AWHHE
Gohar Khojayan	Communication Specialist, AWHHE
Emma Anakhasyan	Head of the Environmental Health Department, Expert on Water and Sanitation, AWHHE
Knarik Grigoryan	Expert on Chemical Safety and Ecological Programs, AWHHE
Heghine Shashikyan	Financial Manager, AWHHE
Laura Khachatryan	Translator, AWHHE
Svetlana Abrahamyan	Project Assistant, AWHHE
Mariam Kehishyan	Project Assistant, AWHHE
Milena Mkrtchyan	Project Assistant, AWHHE
Ashot Atinyan	Driver, AWHHE
16 August 2021, PM	
Anna Margaryan	General Secretary, Water Committee
17 August 2021, AM	
<b>Travel from Yerevan to Artashat, Ararat Region</b>	
Razmik Tevonyan	Governor, Ararat Regional Administration
Artavazd Nazaretyan	Deputy Governor, Ararat Regional Administration
Haykaz Terteryan	Head of the Department of Agriculture and Environment, Ararat Regional Administration
17 August 2021, PM	
<b>Travel from Artashat to Taperakan, Ararat Region</b>	
Karen Khachatryan	Head of Community, Taperakan Administration
Hasmik Margaryan	Lead Specialist, Taperakan Administration
Haykanush Ghazaryan	Municipal Specialist, Taperakan Administration
Arusyak Petrosyan	Computer Operator, Taperakan Administration
Varduhi Aroyan	Webmaster, Taperakan Administration
Asya Aloyan	School Teacher
Ruzan Nikoghosyan	Dance Teacher
Hasmik Hakobyan	Kindergarten Accountant
<b>Travel from Taperakan to Berkanush, Ararat Region</b>	
Manvel Hayrapetyan	Head of Community, Berkanush Administration
Karen Sayadyan	Deputy Head of Community, Berkanush Administration
Ani Hayrapetyan	Chief Specialist, Berkanush Administration
Rubik Margaryan	General Department, Berkanush Administration
Arpine Martirosyan	Agricultural Specialist, Berkanush Administration
Ruzanna Hambardzumyan	Head of Staff, Berkanush Administration

Gohar Isajanyan	Member of the Local Council
Surik Baghranyan	Member of the Local Council
Knarik Hakobyan	Water Distributor, Water User Association
Petik Asatryan	Farmer
Gagik Avagyan	Farmer
Serine Mnatsakanyan	Farmer
Nazani Avagyan	Farmer
Arayik Mnatsakanyan	Farmer
<b>Travel from Berkanush to Yerevan</b>	
Astghik Danielyan	Project Coordinator, UNDP
Arevik Hovsepyan	President, Country Water Partnership NGO
<b>18 August 2021, AM</b>	
<b>Travel from Yerevan to Armavir, Armavir Region</b>	
Aram Hovhannisyanyan	General Secretary, Armavir Regional Administration
Ashot Hovhannisyanyan	Head of Civil Construction Department, Armavir Regional Administration
Gaspar Hovhannisyanyan	Chief Architect/Constructor, Armavir Regional Administration
Gor Melikyan	Head of Environmental Department, Armavir Regional Administration
<b>18 August 2021, PM</b>	
<b>Travel from Armavir to Lusaghyugh, Armavir Region</b>	
Saribek Karapetyan	Head of Community, Lusaghyugh Administration
Armen Simonyan	Deputy Head of Community, Lusaghyugh Administration
Marine Arakelyan	Head of Staff, Lusaghyugh Administration
Armen Arakelyan	School Principal
Narine Safaryan	Deputy Principal
Lusine Avetikyan	School Teacher
Duhik Grigoryan	School Teacher
Ashot Arakelyan	School Teacher
Varuzhan Tadevosyan	School Teacher
Alina Kirakosyan	School Teacher
Ani Arakelyan	School Teacher
Gohar Grigoryan	School Teacher
Heriknaz Grigoryan	School Teacher
Armenuhi Grigoryan	School Teacher
Alina Khachatryan	School Teacher
Emma Terteryan	School Teacher
Vartuhi Ghazaryan	School Teacher
Varos Kirakosyan	Farmer

<b>Travel from Lusaghyugh to Apaga, Armavir Region</b>	
Petros Avagyan	Head of Community, Apaga Administration
Nunukhar Margosyan	Head of Staff, Apaga Administration
Karen Ghazaryan	Director, Local Cultural House
Astghik Barseghyan	Head of Cultural Education Unit, Local Cultural House
Iskuhi Hakobyan	Deputy Principal
Haykush Hovhannisyan	Computer Operator, Apaga Health Unit
Shirak Martirosyan	Water Distributor, Water User Association
Arusyak Baghdasaryan	Librarian
Kanakara Gasparyan	Kindergarten Teacher
Heghine Poghosyan	Kindergarten Teacher
Flora Hakobyan	Kindergarten Teacher
Nazik Safaryan	Kindergarten Teacher
Naira Galoyan	Kindergarten Accountant
Lusik Manukyan	Cleaner
<b>Travel from Apaga to Yerevan</b>	
19 August 2021, AM	
Dr. Knarik Hovhannisyan	Expert on Water Resources
Armine Arushanyan	Chief Specialist at the Department of Water Supply and Sanitation Systems, Water Committee
19 August 2021, PM	
Nune Dolyan	Country Emergency Preparedness and Response Officer, WHO
Tsovinar Vardanyan, by Phone	Chairperson, Parliamentary Inquiry Committee for Studying the Activities of the Water Committee and the State Committee of Water Economy in Ararat and Armavir regions
20 August 2021, AM	
Inga Zarafyan	Chairperson, Ecolur NGO
20 August 2021, PM	
<b>Online meeting with beneficiaries from Shirak Region</b>	
Hasmik Nazaryan, Online	Anipemza Village, Principal
Hasmik Barseghyan, Online	Anipemza Village, Teacher
Anna Malkhasyan, Online	Anipemza Village, Teacher
Goharine Alvrucyan, Online	Anipemza Village, Parent
Hersik Harutyunyan, Online	Bagravan Village, Principal
Hasmik Mehrabyan, Online	Bagravan Village, Teacher
Parandzem Kakoyan, Online	Bagravan Village, Teacher
Qristine Sargsyan, Online	Dzithankov Village, Teacher
Aida Manukyan, Online	Dzithankov Village, Teacher
Svetlana Mughdusyan, Online	Dzithankov Village, Chair of Parents' Committee

Amalya Chakhoyan, Online	Dzithankov Village, Parent
Ashkhen Khachatryan, Online	Gusanna Village, Chair of Parents' Committee
Ani Vardanyan, Online	Gusanna Village, Parent
Ara Suqiasyan, Online	Jrarat Village, Principal
Evelina Yayloyan, Online	Jrarat Village, Parent
Melania Saribekyan, Online	Jrapi Village, Teacher
Varduhi Baloyan, Online	Jrapi Village, Teacher
Karine Eghikyan, Online	Jrapi Village, Chair of Parents' Committee
Syuzi Tonoyan, Online	Jrapi Village, Parent
Tereza Galstyan, Online	Isahakyan Village, Deputy Principal
Seda Sahakyan, Online	Isahakyan Village, Teacher
Natela Hambalyan, Online	Shirakavan Village, Principal
Varditer Gevorgyan, Online	Shirakavan Village, Teacher
Veronika Adjemyan, Online	Shirakavan Village, Teacher and Parent
Satenik Hakobyan, Online	Shirakavan Village, Parent
Sona Adjemyan, Online	Shirakavan Village, Parent
<b>Debriefing with AWHHE</b>	
Dr. Elena Manvelyan	President, AWHHE
Gohar Khojayan	Communication Specialist, AWHHE
Emma Anakhasyan	Head of the Environmental Health Department, Expert on Water and Sanitation, AWHHE
Knarik Grigoryan	Expert on Chemical Safety and Ecological Programs, AWHHE
Heghine Shashikyan	Financial Manager, AWHHE
Laura Khachatryan	Translator, AWHHE
Svetlana Abrahamyan	Project Assistant, AWHHE
Mariam Kehishyan	Project Assistant, AWHHE
Milena Mkrtchyan	Project Assistant, AWHHE

#### **Annex 4: Acronyms**

AWHHE	Armenian Women for Health and Healthy Environment
CBO	Community Based Organization
EECCA	Eastern Europe, Caucasus and Central Asia
NPD	National Policy Dialogue
OECD	Organization for Economic Development and Cooperation
SDG	Sustainable Development Goal
UNDEF	United Nations Democracy Fund
USD	United States Dollar
WUA	Water User Associations

## Annex 5: Data Collection Questions

DAC criteri on	Questions
Coherence	<ol style="list-style-type: none"> <li>To what extent was the project as planned and implemented compatible and complementary with the activities of AWHHE and other actors, as well as external policy commitments of the Republic of Armenia?</li> <li>To what extent has the project contributed to Armenia’s advancement on the path towards reaching SDGs?</li> </ol>
Relevance	<ol style="list-style-type: none"> <li>To what extent was the project relevant to the needs and priorities of the beneficiaries and other stakeholders?</li> <li>How was the AWHHE’s strategy aligned with the context in which the project was implemented?</li> <li>Were the feasibility elements considered and the resources and priorities of the beneficiaries and other stakeholders taken into consideration?</li> <li>What impact did the COVID-19 pandemic and the outbreak of the war in Nagorno Karabakh have on the relevance and overall significance of the project?</li> <li>What kind of adjustments did the grantee made in the project?</li> <li>How the opportunity to educate the project target audience on the importance of clean water and hygiene was used within the framework of the COVID-19 communication campaign?</li> <li>To what extent incorporating elements of the Male Champions of Change approach has been beneficial?</li> </ol>
Effectiveness	<ol style="list-style-type: none"> <li>To what extent did the team manage to reach anticipated objective as measured through the quantitative and qualitative indicators?</li> <li>Were all the project’s intended deliverables delivered as expected or with shortcomings?</li> <li>Were the four pilot projects effectively implemented?</li> <li>What criteria did the grantee apply in making financing decisions on the pilot projects?</li> <li>How did the contextual data collection and dissemination elements help the grantee and the stakeholders in decision-making?</li> <li>What was the project’s visibility strategy? What kind of risk mitigation strategy did the grantee have to face unforeseen challenges?</li> <li>To what extent the implementing agency’s strategy to overcome challenges derived from the COVID-19 pandemic were effective?</li> </ol>
Efficiency	<ol style="list-style-type: none"> <li>Was the project implemented in a cost-effective way and without expenditures beyond those approved by UNDEF?</li> <li>What adjustments were made in the project’s timeframe in response to the COVID-19 pandemic and the outbreak of the war in Nagorno Karabakh?</li> <li>What was the outcome of the grantee’s proactive approach to the Governor’s Offices of the Ararat and Armavir regions?</li> </ol>

	<ol style="list-style-type: none"> <li>4. What was the project’s Steering Committee’s effectiveness in managing the project and mitigating risks associated with the COVID-19 pandemic, the war in Nagorno Karabakh, and the withdrawal of one of the target communities from the pilot projects contest?</li> <li>5. What mechanisms did the grantee employ to ensure the responsible use of the financial resources?</li> </ol>
<b>Impact</b>	<ol style="list-style-type: none"> <li>1. What was the project’s ultimate significance in the context of the two force majeure challenges that occurred during the implementation phase?</li> <li>2. To what extent the project impacted children and their family as regards promoting sanitary and hygiene literacy?</li> <li>3. Did any of the project’s components have catalytic effect?</li> <li>4. To what extent the project’s components had replication potential?</li> <li>5. To what extent did the project have transformational potential?</li> <li>6. Did the project have any unintended impact?</li> </ol>
<b>Sustainability</b>	<ol style="list-style-type: none"> <li>1. What kind of sustainability elements were integrated in the project’s design?</li> <li>2. Was there any post-project continuation and/or development of assets created within the project’s framework?</li> <li>3. Are there any factors that might hinder the project’s sustainability?</li> </ol>
<b>UNDEF value added</b>	<ol style="list-style-type: none"> <li>1. What was UNDEF value-added in relation to other initiatives?</li> </ol>