Country Report
ARMENIA 2024

Monitoring of civil society assistance in the Eastern Partnership Region - NDICI-GEO/2022/439-542

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Executive Summary

In 2024, the civil society portfolio of EU interventions in Armenia was comprised of 37 grant projects ongoing during the year, of which eight were newly contracted in 2024, for a total EU contribution of EUR 50.08 million. In total, the ongoing projects planned a Financial Support to Third Parties scheme for a total of EUR 15.23 million to be allocated to grassroots organisations and other local beneficiaries. A total of 668 subgrants with an EU contribution of EUR 7.6 million were awarded through bilateral grants, while an additional 234 subgrants were funded by regional grants with an EU contribution of EUR 4,42 million.

In 2024, a total of 6 civil society grant projects were monitored, with 17 monitoring missions conducted by the national monitoring expert based on a sample of subgrants.

Overall, the 2024 projects demonstrated a commitment to inclusivity, responsiveness, and participatory decision-making, ensuring that beneficiaries were actively involved in shaping project goals and implementation. At the same time, increased demand for social services, driven by rising poverty and displacement, often exceeded available resources, while the short duration of projects affected their final reach. The projects demonstrated a good flexibility, adjusting strategies to meet evolving beneficiary needs, improve resource management, and foster collaboration.

The projects demonstrated promising steps toward long-term sustainability, with increased state support, formal accreditation, and infrastructure investments securing a stronger foundation for essential services. The diversification of funding models, including social enterprises and revenue-generating activities, has enabled some organisations to reduce dependency on external grants and establish financially independent operations. However, those organisations engaged in advocacy activities continue to rely on donor funding and advocacy-driven efforts struggled to maintain momentum beyond project timelines.

Innovative approaches to ensure outreach and communication were put in place, however most of the vulnerable groups remained unaware of the EU funding behind the services they received.

RECOMMENDATIONS TO THE EUD:

COORDINATION AND STAKEHOLDER ENGAGEMENT

Strengthen coordination among EU-funded projects to facilitate knowledge-sharing, joint learning, and collaborative opportunities.

FINANCIAL SUSTAINABILITY AND FLEXIBLE FUNDING

Allocate adequate budgetary support for Financial Support to Third Parties, ensuring that sufficient resources are available for human resources, operational costs, and visibility efforts and promote social enterprise and income-generating models.

MONITORING, EVALUATION, AND LEARNING

Promote digital and real-time monitoring systems and standardised measurement tools.

EU VISIBILITY AND PUBLIC AWARENESS

Enhance EU visibility and public awareness by encouraging media engagement, digital storytelling, and public events while implementing tailored outreach strategies, including in-person engagement, localized information sessions, and beneficiary testimonials.

RECOMMENDATIONS TO LEAD IMPLEMENTING PARTNERS:

SUSTAINABILITY AND LOCAL COOPERATION

Support sub-grantees in building partnerships with local governments, private sector actors, community organizations and facilitate formal agreements with municipalities.

FINANCIAL PLANNING AND BUDGET MANAGEMENT

Support sub-grantees in improving their resource planning by conducting realistic financial and staffing assessments to align funding with actual demand. Guide sub-grantees in developing long-term sustainability plans.

INFRASTRUCTURE AND POST-TRAINING SUSTAINABILITY

Focus on ensuring infrastructure sustainability by prioritizing full-scale renovations, utility improvements, and long-term maintenance. Promote post-training support such as mentorship, job placement assistance, and access to financial resources.

MONITORING, EVALUATION AND REPORTING

Further assist sub-grantees in adopting simplified logframes, ensuring a clear distinction between outcomes, outputs, and activities for better impact tracking and ensure coherence in interlocked logframes between mother grants and subgrants.

ADVOCACY

Strengthen advocacy and stakeholder engagement by integrating advocacy strategies from the outset, ensuring consistent engagement with policymakers, and building partnerships with government agencies, Civil Society Organisations, and local authorities.

CROSS-CUTTING THEMES

Ensure that projects integrate gender-responsive approaches by addressing discriminatory social norms and promoting women's participation in leadership and business innovation and ensure equitable access to opportunities and resources.

INTRODUCTION

This report presents a consolidated analysis of data and findings collected during the monitoring of EU civil society assistance in Armenia in 2024. It includes data about overall grant and Financial Support for Third Parties (FSTP) under bilateral and regional funding.

In 2024, the civil society portfolio of EU interventions in Armenia was comprised of 37 grant projects ongoing during the year, of which eight were newly contracted in 2024, for a total EU contribution of EUR 50.08 million. This includes 28 projects managing a subgranting scheme and nine projects without FSTP, as well as five contribution agreements with Member States and International Organisations, for which only the amount planned in support to civil society has been calculated.

In total, 28 ongoing projects planned an FSTP scheme for a total of EUR 15.23 million to be allocated to subgrants for grassroots organisations and other local beneficiaries. This includes four of the contribution agreements that planned a total of EUR 6.5 million in their FSTP scheme. Most of the grant projects were implemented by national Non-governmental Organisations (NGOs) as lead implementing partner (19), including Eurasia Partnership Foundation, Helsinki Citizens Assembly and Oxygen Foundation for Protection of Youth and Women Rights, which implemented two projects each. The national NGOs were also the largest beneficiary group in terms of EU assistance that amounted to EUR 30.84 million or 62% of the total. The second group of implementing organisations were international non-profits and their offices in Armenia that implemented nine ongoing grant projects in total, including People in Need with two ongoing projects. Among the contractors there are also four local authorities that worked in partnership with national NGOs and other organisations. In total, 30 out of 37 grant projects ongoing in 2024 were implemented in partnership by several organisations.

The 37 ongoing bilateral grant projects supporting civil society in 2024 were implemented across a large variety of focus areas. The most important one is traditionally civil society support with 22 projects aiming at increasing the capacities of national and local civil society in their core development sectors. Among other key focus areas is support to public policies (9 projects), support to vulnerable groups (12), youth support (6), and support to business and employment (5). The largest number of subgrants were implemented in the sectors environment and waste (137 initiatives), business and employment (136), youth support (77), culture and recreation (76), and rural and agricultural development (58).

Most of the grant projects covered the whole country or the majority of provinces, while the largest number of subgrants were implemented in the Tavush province (184 initiatives), Shirak (144), Lori (138), Yerevan (91), Syunik (25), Gegharkunik (17), Armavir (17), Kotayk (13), and Aragatsotn (12). In terms of EU contribution, EUR 1.91 million or 25% was awarded to subgrant recipients in the Lori province, followed by Shirak with EUR 1.88 million or 25%, and Yerevan with EUR 1.47 million or 19%.

1. The remaining eight grant projects with an FSTP scheme have either not awarded subgrants or did not provide information on their subgrants yet.

A total of 668 subgrants with a total EU contribution of EUR 7.6 million were awarded by 20[1] bilateral grant projects during their lifecycle. In addition, nine regional grants funded 234 subgrant initiatives in Armenia with a total EU contribution of EUR 4.42 million.

Among the 668 bilateral subgrant recipients, 222 are local NGOs that received EUR 4.5 million or 59% of the total EU contribution, while private individuals, including 320 entrepreneurs, activists and youth, received a total EU contribution of EUR 956,424. There were also 58 local public bodies supported, including schools and kindergartens, with a total amount of EUR 393,000. Among the local NGOs, 41 organisations received two or more subgrants. The largest recipients of EU subgrants are: i) Armenian Caritas Charity Foundation from Gyumri that received a total of EUR 296,067 through three grants, ii) Full Life Inclusive Society Promotion NGO from Yerevan that received a total of EUR 163,310 through four grants, iii) EcoHub Foundation for Sustainable Development and Active Citizenship from Yerevan that received a total of EUR 159,006 through three grants, and iv) BERD Women's Resource Centre Foundation from Yerevan that received a total of EUR 153,135 through three grants.

In 2024, according to the work plan agreed with the EU Delegation (EUD) to Armenia, a total of 6 civil society grant projects with FSTP were monitored, with 17 monitoring missions conducted by the national monitoring expert based on a sample of subgrants. In total,15 Rapid Assessment Notes and 2 Monitoring Notes were produced.

The total EU contribution of these six monitored grant projects was EUR 8.71 million, representing 17% of the total EU contribution of ongoing grants during the year. Three projects received large EU contributions of over EUR 1.5 million, while another three projects had relatively smaller EU contributions of EUR 1 million or less. Three grant projects were implemented by well-established national NGOs (Oxygen Foundation for Protection of Youth and Women Rights, Armenian General Benevolent Union Fund, Eurasia Partnership Foundation) and another three were implemented by international non-profit organisations (People in Need, Netherlands Helsinki Committee, Near East Foundation).

The 17 subgrants which are part of the sample represent around 3% of the total awarded subgrants and involved 15 local NGOs, one public body and one private enterprise. The subgrant recipients implemented 11 initiatives in northern Armenia; while 5 projects were conducted in Yerevan, the majority were implemented outside the capital. Specifically, 6 projects were conducted in other regions, including Lori (1 project), Kotayk (2 projects), and Syunik (3 projects). Additionally, 6 projects were carried out across multiple locations, highlighting the focus on regional development beyond the capital.

1 To what extent were the needs of the target groups addressed?

The comparative analysis of the projects monitored in 2023 and 2024 highlights a shift from structured interventions to more participatory, community-driven, and intersectional[2] approaches. Overall, 2024 projects demonstrated a deeper commitment to inclusivity, responsiveness, and participatory decision-making, ensuring that beneficiaries were actively involved in shaping project goals and implementation. These advancements built on the solid foundation established in 2023, strengthening local ownership and sustainability. At the same time, increased demand for social services, driven by rising poverty and displacement, often exceeded available resources, while the short project duration also affected their final reach. Gender-transformative approaches were not consistently applied, with some projects reinforcing traditional gender roles rather than fostering women's participation in leadership and entrepreneurship.

1.1. What went really well?

Participatory approaches for identifying target groups, planning Interventions, and monitoring results: In 2024, projects increasingly embraced inclusive and participatory methods, ensuring beneficiaries actively contributed to defining target groups, shaping interventions, and monitoring outcomes. These expanded models emphasized co-design, joint decision-making, and continuous feedback loops, fostering stronger community ownership and sustainable results. Sub-grantees and implementing partners (IPs) engaged communities through direct consultations, needs assessments, and collaborative planning to identify pressing issues and tailor interventions accordingly, as described in the following examples:

- Yezidi Centre for Human Rights NGO (421267.009[3]) consulted Yezidi youth, particularly young women, to identify barriers to education and employment and develop targeted solutions.
- Partnership and Teaching NGO (439264.002) established local committees composed of displaced individuals, elderly persons, and individuals with disabilities, empowering them to oversee project activities and propose adjustments.
- Armenian Progressive Youth NGO (439251.002) co-designed job training programmes with youth and developed a joint monitoring system to evaluate and refine employment interventions.

By embedding participatory mechanisms into every stage of the project cycle, these initiatives became more community-driven, adaptable, and impactful, ensuring greater relevance and long-term sustainability.

2. Intersectionality refers to the interconnectedness of social categories, such as race, gender, class, sexuality, and ability–all of which shape an individual's experiences and opportunities.

3. The CRIS code is used to identify each contract, a progressive 3 digit code after the CRIS code identifies the subgrant of each contract. Both codes are used in the TAMIS database for filtering and searching.

Responsiveness to vulnerability and emerging needs: In 2024, projects incorporated real-time feedback mechanisms to dynamically adapt interventions based on evolving needs and contextual shifts, as described below:

- Partnership Arch NGO (439264.004) in Goris conducted regular consultations with elderly individuals with disabilities, adapting psychosocial, healthcare, and legal services based on evolving needs.
- Rug-Code LLC (432421.00) conducted desk reviews, meetings, and interviews with producers in various villages to reevaluate the needs of rug producers who were displaced women from Nagorno-Karabakh (NK), ensuring that the economic support provided remained relevant and impactful.

These adaptive strategies strengthened the ability of projects to respond to real-time community needs, making interventions more flexible.

Consideration of Cross-Cutting issues: In 2024, there was a stronger emphasis on intersectionality, recognizing that beneficiaries often face multiple, overlapping forms of discrimination (e.g., gender, disability, poverty, displacement). The integration of cross-cutting issues was more complex, incorporating social justice, accessibility, and equity in project design:

- Coalition to Stop Violence Against Women (439251.001) integrated women with disabilities and displaced women from NK into policy discussions and advocacy efforts, ensuring that their specific needs were addressed in Gender Based Violence (GBV) related legislative reforms.
- All for Equal Rights Foundation (439251.003) monitored hate speech targeting women with disabilities, identifying double discrimination and advocating for institutional responses to online harassment.
- For Freedom NGO (439264.003) designed gender-transformative vocational training for women former detainees, promoting non-traditional professions, such as one participant launching a taxi service.

1.2. What did not go as planned?

Implementation challenges and resource limitations in 2024: Due to the increased demand for social services resulting from the influx of people from NK, rising poverty and displacement, projects faced challenges in addressing the growing needs of vulnerable populations. In some cases, funding and outreach capacity did not grow accordingly, creating gaps in service provision:

- Partnership Arch NGO (439264.004) had to limit the number of elderly individuals with disabilities receiving psychosocial and healthcare support, despite a growing demand.
- For Freedom NGO (439264.003), which focused on vocational training for former detainees, had to scale down its activities due to budget constraints, reducing the number of beneficiaries who could access personalized training and business startup support.

Limited Gender-Transformative approaches and environmental considerations: Despite im-provements in intersectionality, some projects still reinforced traditional gender roles and overlooked environmental sustainability:

- STRIVE sub-grants focused on training women in caregiving, beauty services, and cooking, traditional roles of women, rather than providing opportunities in STEM[4], entrepreneurship, or leadership training.

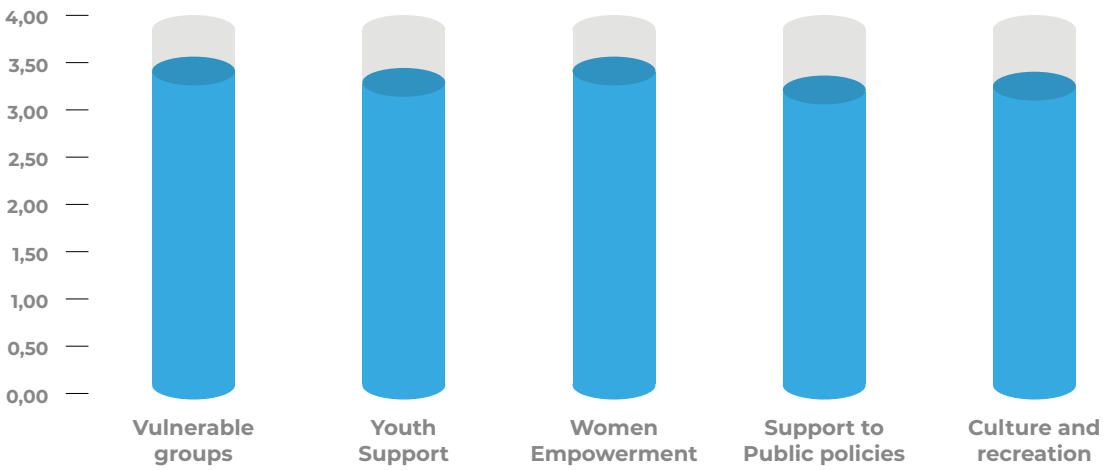
4. Women in STEM (Science, Technology, Engineering, and Mathematics) in Armenia face significant challenges, including stereotypes, limited educational support, workplace discrimination, and wage disparities. Both the government and gender activists recognize the issue, emphasizing the need to expand opportunities in STEM as a priority for economic growth, innovation, and gender equality in the country. https://euneighbourseast.eu/wp-content/uploads/2024/04/eu4genderhelpdesk_armenia_countrygenderprofile_2024-cgp_v3__compressed.pdf

1.3. What does the data tell us?

Similarly to 2023, projects in 2024 demonstrated a high degree of relevance to their target groups. Moreover, an increasing number of small-scale projects effectively responded to the specific needs of their beneficiaries, showcasing a positive trend that became even more evident in 2024.

The assessment by focus area shows that projects centered on vulnerable groups and women's empowerment effectively addressed critical needs of the beneficiaries and aligned with their priorities. In contrast, the two subgrants supporting public policies showed the need for stronger alignment with community priorities.

Relevance monitoring scores by focus area



1.4. What can be improved?

Enhancing flexibility: One of the key challenges in 2024 was inadequate resource planning, which limited outreach and service delivery. Additionally, the influx of displaced populations from NK significantly increased demand for services, but funding and staffing did not scale up accordingly. As a result, some projects had to reduce the number of beneficiaries or provide only partial support.

To address this issue, projects are recommended to conduct realistic financial and staffing assessments during the planning phase to ensure that available resources align with actual demand. Engaging financial experts in planning can also help optimize fund allocation and ensure that resources are used efficiently. Additionally, for mother grants, maintaining a balance between the number of sub-grants and available resources for FSTP is crucial to sustaining project relevance to the needs of beneficiaries.

Strengthening gender integration and social inclusion: To enhance gender integration, vocational training programmes can focus also on promoting women's participation in STEM, leadership, and business innovation, ensuring their inclusion in high-demand and high-paying sectors rather than reinforcing traditional gender roles. To promote the inclusion of marginalized groups in initiatives will also ensure that projects are accessible to people with disabilities and diverse social backgrounds.

2 How well was the support implemented?

Compared to 2023, where efforts focused on overcoming economic and structural challenges, 2024 projects demonstrated greater flexibility, adjusting strategies to meet evolving beneficiary needs, im-prove resource management, and foster collaboration. A key improvement was the shift toward se-curing long-term co-funding, including support from the state. However, financial planning gaps in budgeting for operational and sustainability costs affected some project results. Communication and visibility efforts were strengthened, with innovative outreach increasing public recognition of EU sup-port, nevertheless, most of the vulnerable groups remained unaware of the EU funding behind the services they received. Progress was also noted in the use of simplified logframes, improving moni-toring and evaluation through clearer tracking of project results.

2.1. What went really well?

Strategic planning and flexible management practices: Projects in 2023 and in 2024 showed strong management practices, with IPs and sub-grantees fostering collaboration, adaptability, and proactive responses to challenges. While in 2023 projects focused on overcoming economic and structural challenges, in 2024 projects were more dynamic, adjusting schedules and service models to evolving beneficiary needs. For example:

- Partnership and Teaching NGO (439264.002) and Arch NGO (439264.004) exhibited effective project coordination, ensuring that human resources, infrastructure, and service delivery were well-balanced and efficiently managed, while addressing the emerging demands of the remote region vulnerable population due to an influx of displaced people from NK.
- Armenian Progressive Youth NGO (439251.002) quickly adapted its strategies to support displaced youth, highlighting its ability to respond to crisis situations effectively.

Securing co-funding: Projects often secured institutionalised long-term co-funding (e.g. rent-free agreements, infrastructure investment, state funding) that goes beyond the period of their grant, whereas in 2023 a larger use of short-term financial contributions from local governments was seen.

- Partnership and Teaching NGO (439264.002) signed an MoU with local authorities, securing a rent-free building for 8 years for social service provision.
- Sundukyan Theater (432421.042) leveraged state contributions for infrastructure support to establish the Panno Art House and Café.

Effective monitoring and evaluation and use of simplified Logframes: the interventions monitored in 2024 saw an improvement in the correct use of logframes and simplified intervention logics[5]:

5. In November 2024 the monitoring TEAM also organized a dedicated training sessions for national CSOs aimed at improving the correct use of logframes and indicators with a special accent on FSTP schemes.

- The use of simplified logframes improved monitoring and evaluation of the initiative implemented by All for Equal Rights Foundation (439251.003), ensuring clear tracking of planned outputs and impact.
- In contrast, where logframes were initially absent or needed improvement, such as in Sundukyan Theater (432421.042), outcome indicators were later incorporated into the proposal for better performance assessment.

Communication and visibility: in 2024 a significant improvement in terms of strategic communication, branding, and outreach to beneficiaries and stakeholders was observed. Sub-grantees utilised different and innovative methods to highlight the EU support and ensure that beneficiaries and the wider public recognise its impact:

- For Freedom NGO (439264.003) leveraged Syunik regional television and the Ministry of Justice's platforms to amplify project visibility, reaching a wider audience beyond direct beneficiaries.
- Armenian Progressive Youth NGO (439251.002) shared participants' success stories across multiple digital channels, significantly increasing stakeholder engagement and awareness.
- Additionally, projects such as Sundukyan Theater (432421.042), Matenadaran Foundation (432421.040) effectively used branding, signage, and social media content to promote EU support for cultural innovation.

2.2. What did not go as planned?

Delays in implementation: One of the most prominent challenges was delays in implementation. While in 2023 projects struggled with external economic and security related factors, in 2024 projects encountered administrative hurdles and delays in implementation were due to bureaucratic and regulation barriers. While corrective measures mitigated these delays, the rigidity of administrative procedures remained a barrier that can affect timely execution of future projects.

Projects such as Sundukyan Theater (432421.042) encountered state procurement challenges, making it difficult to acquire essential equipment and materials on time. Similarly, the Coalition to Stop Violence Against Women (439251.001) faced significant delays due to its ambitious scope of planned research activities, underestimated expert fees, delays in stakeholder consultations and obtaining necessary data from state agencies, potentially reducing research effectiveness in influencing policy and legal reforms.

Gaps in financial planning: Several sub-grantees faced financial planning challenges and had not included certain critical expenses in their budgets, particularly regarding administrative costs, allocating funds for social workers, business development, and transportation.

- Teaching NGO (439264.002) and Arch NGO (439264.004) underestimated the long-term need for social workers and case managers, affecting the consistency of elderly care and disability services.
- Armenian Progressive Youth NGO (439251.002) struggled with insufficient administrative funding, making it difficult to scale training sessions for displaced youth.
- For Freedom NGO (439264.003) lacked a marketing budget line to promote detainee-made products, limiting their commercial success.

Low EU visibility: Some of the most disadvantaged beneficiaries—such as elderly individuals and forcibly displaced persons — were not aware of the EU role and related funding behind the supportive initiative, thus limiting the final impact of the initiative:

- Partnership and Teaching NGO (439264.002), which provided social services for the elderly, found that many of its beneficiaries were unaware of the EU's involvement, despite significant communication efforts.
- Similarly, Partnership Arch NGO (439264.004) faced challenges in ensuring EU visibility among its beneficiaries (elderly individuals), highlighting the need for more tailored outreach methods.

2.3. What does the data tell us?

Similarly to last year, also in 2024 the subgrants with a budget exceeding EUR 20,000 demonstrated a slightly greater efficiency in their implementation if compared to smaller subgrants.

The comparative analysis of efficiency among monitored projects across the different focus areas demonstrates an overall strong performance but slightly lower scores are observed in the two pro-jects in support of public bodies and in the ones on culture and recreation.

No significant difference was observed among the projects implemented in the regions compared to the ones implemented in Yerevan.

2.4. What can be improved?

Strengthening financial planning: Many sub-grantees faced challenges due to budget constraints; by incorporating a more detailed operational cost analysis during the planning stages they will ensure that essential services have sufficient funding together with administrative costs and staff salaries. Introducing contingency funding and allowing greater flexibility in budget reallocation will enable sub-grantees to address emerging priorities without disrupting project implementation. Partnerships with Local authorities and institutions can facilitate timely access to staff and expertise.

Address implementation delays: Several projects have experienced implementation delays due to procurement and reporting processes. Some sub-grantees faced challenges in navigating the set of requirements, which, in some cases, resulted in slower project execution. To address this, it is necessary to enhance communication and training on administrative procedures and to organise regular training, Q&A sessions, and detailed guidance on procurement and reporting to ensure that subgrantees can smoothly navigate the existing rules.

Improve EU visibility among beneficiaries: Reaching beneficiaries with tailored messaging is crucial to ensuring that the impact of EU funding is fully recognized, especially by vulnerable groups like the elderly and displaced populations. While social media and branding materials were used effectively, many marginalized beneficiaries remained unaware of the EU's role in supporting the services they received. Future projects are recommended to integrate a wider range of visibility strategies, including in-person engagement, localised information sessions, and targeted storytelling through beneficiary testimonials to reinforce the EU's role as a key contributor to social development and to enhance overall stakeholder engagement.

3

How successful were the projects in getting results?

In 2024, the monitored sub-grants effectively contributed to socio-economic reintegration, employ-ment generation, and community engagement, with beneficiaries transitioning from passive recipients to active participants in advocacy, cultural innovation, and social enterprises. Collaboration with gov-ernment institutions, businesses, and civil society organizations further strengthened project deliv-ery. However, challenges persisted, particularly with short project durations, which limited the advo-cacy efforts, with low stakeholder engagement and reduced the influence of research on policy re-forms. Some projects also faced implementation gaps due to incomplete infrastructure renovations and underestimated resistance to social services.

3.1. What went really well?

Quality and Relevant Outputs: As in 2023, projects in 2024 consistently delivered high-quality outputs - training, services, and resources tailored to the needs of target groups. Training programmes continued to be effective and impactful, with beneficiaries reporting high satisfaction rates with social service centres established under different projects being well-equipped:

> The projects implemented by Partnership Arch NGO (439264.004) and Partnership and Teaching NGO (439264.002) ensured accessibility for vulnerable groups, including the elderly, displaced persons, former detainees, and young women.

A notable innovation in 2024 was the provision of creative platforms for young artists to showcase their talent while fostering non-academic and experimental cultural expressions:

> One such example is the Panno Art House & Café under the National Academic Theatre named after G. Sundukyan (432421.042).

Contribution to planned outcomes: In 2024, projects demonstrated a clear link between the achievement of outputs and their intended outcomes, with a notable shift toward socio-economic reintegration and resilience-building. Measurable results were observed on employment generation and launching business, community engagement, policy advocacy, with more vulnerable beneficiaries, including former detainees, Yezidi youth, and displaced women. Additionally, social integration deepened, as beneficiaries transitioned from passive aid recipients to active participants in advocacy, cultural innovation, and social enterprise. Successful examples include:

> For Freedom NGO (439264.003) under which former detainees secured employment in a local mining factory and the in-food service industry.

> Yezidi Centre for Human Rights NGO (421267.009) where Yezidi youth gained employment and internships in government institutions, IT firms, and media organizations after completing vocational and skills development training.

> Partnership and Teaching NGO (439264.002), that supported displaced women in enhancing their digital literacy, particularly in Microsoft Excel, improving their employability.

Collaboration with Broader Stakeholders: Collaboration with key stakeholders was further strengthened, particularly for the delivery of social services. Overall, 2024 saw closer cooperation with government institutions, businesses, and CSOs, leading to improvements in social services, employment opportunities, and community resilience. Key examples include:

- PIN and Caritas Armenia under the projects implemented by Partnership Arch (439264.004) and the project implemented by Partnership and Teaching NGO (439264.002) played a critical role in improving the elderly care model and probation system services, ensuring sustainable and systematic improvements in social service provision.
- For Freedom NGO (439264.003) engaged local governments, CSOs, and businesses to rehabilitate and reintegrate former detainees. This includes a social enterprise - a printing house - that will provide employment opportunities for former detainees.
- Networking opportunities for Yezidi youth under the project implemented by Yezidi Centre for Human Rights NGO (421267.009) led to direct engagement with policymakers, including Members of Parliament, to discuss ethnic minority community needs and advocate for change.

3.2. What did not go as planned?

Short time frame or incomplete implementation: The short duration of several subgrant initiatives as well as their incomplete deliverables negatively affected the possibility to produce long- lasting results:

- The Yezidi Centre for Human Rights NGO (421267.009) placed students in one-month internships; however, the short timeframe restricted full skill development and employment readiness.
- Partnership Arch NGO (439264.004) renovated part of a social daycare facility, but incomplete renovations and heating issues reduced its full usability.
- Rug-Code LLC (432,421.00) short duration limited the feasibility of conducting the planned assessment on carpet producer's adherence to fair trade standards. As a result, the project missed the opportunity to integrate assessment findings into implementation and marketing strategies, leaving a key deliverable unfinished.

Importance of advocacy to enhance results: The lack of stakeholders' engagement negatively impacted the final results of several initiatives:

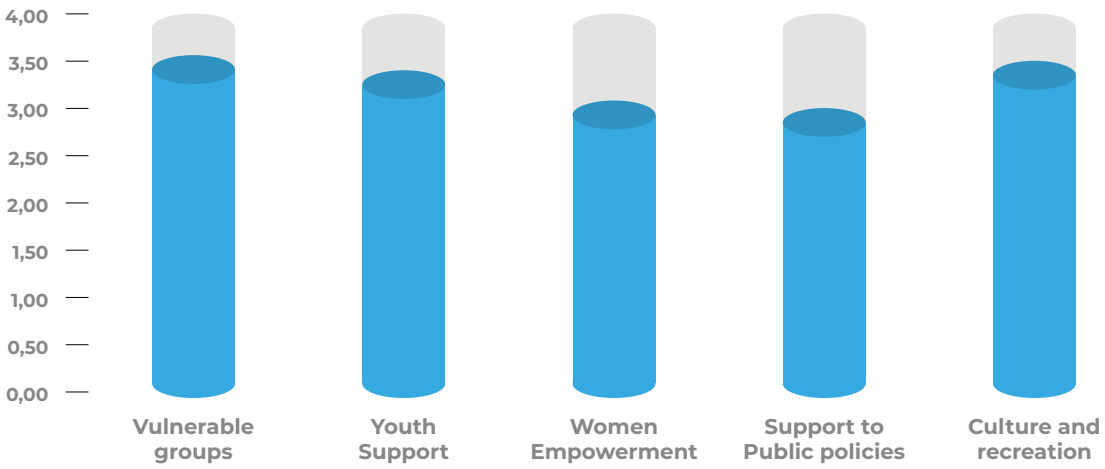
- The Coalition to Stop Violence Against Women (439251.001) faced challenges in recruiting experts, leading to delays in research delivery and reducing its advocacy impact on GBV policy reforms.
- Protection of Rights Without Borders (428483.004) produced a strong probation system report but underestimated the importance of advocacy resulting in weak stakeholder engagement which limited its influence on justice sector reforms.
- The Partnership and Teaching NGO (439264.002) saw positive engagement from elderly beneficiaries in social services, but prevailing stereotypes and resistance to such services required additional outreach efforts.
- The All for Equal Rights Foundation (439251.003) conducted a strong study on hate speech, but low participation from policymakers at advocacy events limited its influence on policy change.

3.3. What does the data tell us?

The comparison of effectiveness between large and small projects reveals minimal variation, sug-gesting that the size of sub-grants does not significantly influence their ability to achieve results. On the other hand, projects implemented in Yerevan show slightly better results if compared to those implemented in more rural areas. While the overall effectiveness is

strong across all focus areas, the interventions in favour of women's empowerment and support to public policies registered a lower rate of results achievement. Some women empowerment projects lacked transformative approaches that would challenge structural barriers and stereotypes, limiting their impact (428252.032). Many advocacy-driven projects, particularly those on GBV (439251.001), addressing hate speech (439251.003), struggled due to low policymaker participation and delays in research outputs, weak-ening their impact on policy change. Additionally, short project duration limited advocacy follow-up. Some projects prioritised research over proactive policymakers' engagement and institutional buy-in, reducing their ability to drive systemic changes (428483.004).

Effectiveness ratings for key focus areas



3.4 What can be improved?

Strategic planning: Targeted training in planning, budgeting and sustainability would be beneficial for NGOs. Conducting feasibility studies before project launch, adopting phased implementation strategies, and incorporating contingency plans will help prevent overpromises and ensure realistic goal setting. Fostering peer learning collaboration among grantees can improve strategic decision-making and execution.

Advocacy and stakeholder engagement: While several projects produced high-quality research and reports, weak advocacy efforts limited their policy influence. To ensure greater impact, advocacy strategies are recommended to be integrated from the beginning, with consistent engagement of policymakers and institutions throughout the project cycle. Strengthening partnerships with government agencies, civil society organizations, and local authorities will also help align project objectives with broader policy frameworks and increase the likelihood of long-term change.

Improve post-training support: Vocational training and career development programmes need stronger post-training support to facilitate employment opportunities. NGOs are recommended to establish mentorship initiatives, job placement assistance, and partnerships with businesses to enhance beneficiaries' economic prospects.

Finalise infrastructure support: Infrastructure projects should prioritise full-scale renovations and utility improvements rather than partial upgrades. Developing sustainability plans and securing additional funding will ensure that facilities remain fully functional and accessible to beneficiaries in the long term.

4 How much of what was achieved is likely to last?

The 2024 monitoring missions highlighted promising steps toward long-term sustainability, with in-creased state support, formal accreditation, and infrastructure investments securing a stronger foundation for essential services. The diversification of funding models, including social enterprises and revenue-generating activities, has enabled some CSOs to reduce dependency on external grants and establish financially independent operations. Cultural and recreation projects linked to es-tablished institutions demonstrated particularly high sustainability, benefiting from strong institutional backing. However, many CSOs, particularly those engaged in advocacy, continue to heavily rely on donor funding while advocacy-driven efforts struggle to maintain momentum beyond project time-lines. In some cases, infrastructure investments remained underutilized due to incomplete renova-tions or a lack of financial planning, constraining projects' intended impact.

4.1. What went really well?

Public support for social services: In 2024, an increase in state support was observed as well as in sub-grantees' formal accreditation for state-funded social services which significantly strengthened the long-term viability of the initiatives. Long-term infrastructure investments, supported by municipalities, strengthened service continuity and the expansion potential for services, laying a solid foundation for future sustainability. These developments demonstrate a reduction in reliance on external donors while establishing a formal role for CSOs within national and municipal service frameworks, making social services more stable, scalable, and impactful in the long term:

- State accreditation for home-based elderly care enabled Partnership Arch NGO (439264.004) to expand its services from 10 to 25 elderly beneficiaries with government funding starting as of January 2025.
- Similarly, Ministry of Labour accreditation ensured that Partnership and Teaching NGO (439264.002) could continue providing community-based social services with municipal support. The organisation secured an eight-year rent-free municipal agreement, ensuring long-term operational stability.
- Partnership Arch NGO (439264.004) secured a rent-free social service centre, guaranteeing long-term stability for elderly care programmes.

Diversified funding models: One of the most promising trends in 2024 was the adoption of social enterprise models and revenue-generating activities which lead to the creation of financially independent organisations and reduced dependence on external grants.

- Spitak Helsinki Group (428252.026) developed a business model for selling natural oils, providing continued funding for operational costs and creating employment opportunities for vulnerable women.

- For Freedom NGO (439264.003) is establishing a printing house to provide employment opportunities for former detainees, fostering financial independence.
- The National Academic Theatre (432421.042) successfully integrated Panno Art House & Café into an existing cultural institution, securing financial sustainability through ticket sales and venue rentals.

4.2. What did not go as planned?

Reliance on donor funding: Despite a noticeable shift toward diversified funding models and social enterprise initiatives, many CSOs remain strongly dependent on external grants, making their long-term sustainability uncertain. This is a major risk for CSOs engaged in social protection, legal advocacy, and minority rights, where the lack of funding might lead to a suspension of activities:

- Yezidi Centre for Human Rights NGO (421267.009) continued to depend on donor contributions without securing stable funding from government or private sector partnerships.
- Protection of Rights Without Borders (428483.004) relied heavily on grants for legal and advocacy work, limiting its ability to sustain operations without continued funding.

Infrastructure: Several facilities renovated or supported by project initiatives remained underutilised or faced operational constraints due to incomplete investments or a lack of financial planning:

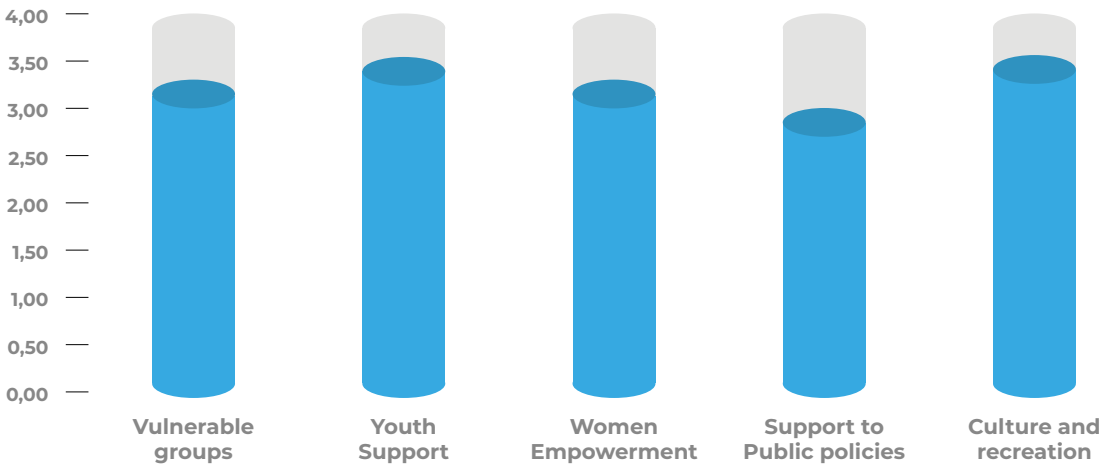
- Partnership Arch NGO (439264.004) secured state funding and accreditation for elderly care yet heating and renovation issues limited full usability of the social service centre.
- Spitak Helsinki Group (428252.026) established the “White Violet” social enterprise to support vulnerable women through herbal oil production, but a lack of dedicated staff and limited local authority support hindered its full growth. With staff primarily focused on NGO activities, the social enterprise lacked focused oversight, which limited its market engagement potential and revenue generation.

4.3. What does the data tell us?

The comparison of sustainability between large and small projects shows minimal variation, suggesting that sustainability is not significantly influenced by budget size, on the other hand projects implemented in Yerevan demonstrate a higher sustainability compared to those in other regions. NGOs in Yerevan benefit from a more conducive environment for diversified income, particularly through social enterprises and business ventures, due to a larger client base, higher market demand, and access to qualified human resources. They also benefit from strong institutional networks, enabling them to secure partnerships and funding, which strengthens their financial sustainability. Yerevan’s well-developed infrastructure provides better facilities, operational stability, and access to resources, which positively affected their sustainability.

Culture and Recreation projects, particularly those associated with established institutions like Matenadaran and Sundukyan State Theatre demonstrate the highest sustainability, reflecting strong potential for long-term impact thanks to institutional support and integration into long-term cultural strategies. Projects in support of Public Policies exhibit slightly lower sustainability as they require prolonged engagement to influence institutional frameworks and legal reforms. Short-term sub-grants face challenges in securing institutional commitment and limit advocacy results.

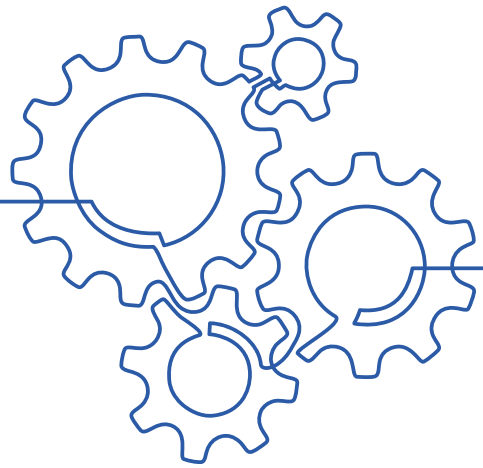
Sustainability ratings for key focus areas



4.4. What can be improved?

Financial diversification: Despite notable progress in 2024, many CSOs continue to operate on short-term funding cycles, lacking structured sustainability plans. To build financial resilience, NGOs are recommended to develop multi-year strategies that integrate financial stability, organizational capacity-building, and community engagement. Diversifying income sources—such as government contracts, fee-based services, and social enterprises—will reduce dependence on external funding. Additionally, financial management training in budgeting, long-term planning, and revenue generation will enhance financial stability.

Expanding government collaboration: While state accreditation and funding have increased, limited public resources restrict service expansion. CSOs are advised to prioritise the strengthening of municipal partnerships, advocate for greater government funding commitments, and secure long-term financial agreements. Encouraging government-backed service provision, as seen with Partnership Arch NGO (439264.004) and Partnership and Teaching NGO (439264.002), will ensure operational continuity and sustainable impact.



5 What were the biggest successes and the examples worth following?

Throughout 2024, several projects demonstrated effective and replicable best practices, particularly in economic empowerment, social service sustainability, and participatory community engagement. A number of good practices offer valuable lessons for future interventions in economic resilience, social services, and inclusive community development.

Economic empowerment and employment generation: In 2024 we observed a positive trend in the empowerment of marginalized groups through employment-focused interventions, tackling economic exclusion and social reintegration:

- For Freedom NGO (439264.003) provided vocational training for former detainees, leading to their successful employment in the mining industries. This project actively challenged employment stigma and created a structured reintegration pathway, making it a replicable model for other reintegration projects.
- Yezidi Centre for Human Rights NGO (421267.009) developed culturally sensitive employment pathways for Yezidi youth, placing them in governmental institutions, IT firms, and media organizations. This initiative offers a scalable model for empowering ethnic minority youth and can be adapted for other marginalized communities.
- Improving Our Village NGO (428252.032) provided micro-entrepreneurship training for displaced women from Nagorno-Karabakh, leading to the successful launch of a sewing atelier. This personalised coaching approach can be expanded to other displacement contexts to promote financial independence and self-reliance.

Partnership with governmental institutions: Several projects demonstrated long-term sustainability, secured through government partnerships and institutionalised service delivery, ensuring essential services remain operational beyond the donor funding cycle.

- Partnership Arch NGO (439264.004) obtained state accreditation for home-based elderly care services, expanding its beneficiary base from 10 to 25 with government funding. The integration of CSOs into national social service systems presents a replicable model for sustainable care services.
- Partnership and Teaching NGO (439264.002) signed an eight-year rent-free municipal agreement, ensuring long-term social service provision for vulnerable groups. This co-funding model between CSOs and local governments offers a scalable solution for sustainable service delivery.

Innovative cultural and social Inclusion models: Projects integrated cultural innovation and social inclusion strategies to ensure equal access to opportunities and financial sustainability:

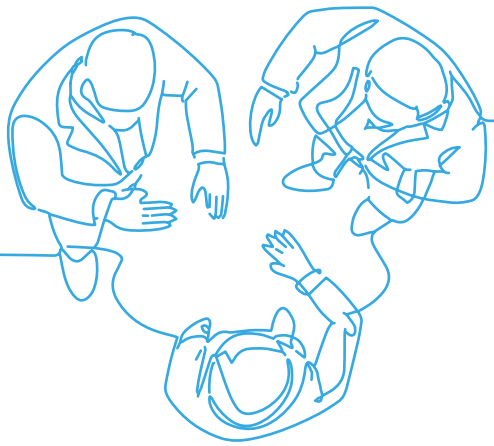
- National Academic Theatre (432421.042) established Panno Art House & Café, an initiative providing non-academic artistic platforms for young artists while ensuring financial sustainability through ticket sales and venue rentals. This arts-based social enterprise model can be replicated to support youth talent while generating income for cultural institutions.

- Matenadaran Foundation (432421.040) introduced sign language interpretation and barrier-free exhibits, making cultural heritage accessible to people with disabilities. This inclusive museum model can be scaled across cultural institutions, ensuring equitable access to heritage and the arts.

Participatory and responsive community engagement: A shift toward participatory decision-making and real-time adaptation was observed across multiple projects, leading to greater community ownership and sustainability:

- Armenian Progressive Youth NGO (439251.002) leveraged surveys and assessments to continuously reassess and adapt economic programmes for displaced women rug producers. This real-time feedback model is a scalable best practice for adaptive programme management.
- Partnership and Teaching NGO (439264.002) developed local oversight committees, composed of displaced individuals, elderly persons, and individuals with disabilities, who actively shaped project implementation. This community-led governance model can be replicated in social service projects to enhance local decision-making and ensure project sustainability.

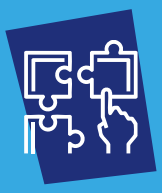
EUD Flexibility in addressing emerging needs: A key success practice observed in 2024 was the EUD to Armenia's proactive flexibility in adapting projects to respond to emerging humanitarian needs and displacement crises, particularly in the context of the NK refugee influx. The EUD's approach ensured that funding and project activities remained relevant in an evolving crisis context. The request for reallocation of funds within existing grants minimized delays and allowed for immediate action without waiting for new funding cycles. By integrating development-focused interventions into emergency responses, the EUD ensured that refugees received not just immediate relief but also long-term support for economic and social integration. The collaborative approach with IPs and local authorities enhanced coordination, ensuring a comprehensive and multi-sectoral response. This approach can be replicated in future crisis situations, ensuring that EU-funded projects remain agile, effective, and aligned with real-time beneficiary needs.



6 How can more impact be made?

As part of the monitoring deliverables, recommendations were provided to each IP and sub-grantee at the end of the assessment. Similarly, recommendations to the EUD were presented in relation to specific monitored projects. A consolidated summary is provided below.

RECOMMENDATIONS TO THE EUD:



COORDINATION AND STAKEHOLDER ENGAGEMENT

Strengthen coordination among EU-funded projects to facilitate knowledge-sharing, joint learning, and collaborative opportunities that maximize project impact. Encourage multi-stakeholder partnerships, particularly with local and national governments, local authorities, CSOs, and private sector actors, to ensure stronger policy integration and sustainability of initiatives.

FINANCIAL SUSTAINABILITY AND FLEXIBLE FUNDING

Allocate adequate budgetary support for FSTPs, ensuring that sufficient resources are available for human resources, operational costs, and visibility efforts. Introduce flexible funding mechanisms that allow sub-grantees to adapt to emerging needs and scale successful interventions. Promote social enterprise development and income-generating models to help organizations transition away from donor dependency.

MONITORING, EVALUATION AND LEARNING

Establish standardized impact measurement tools for sub-grantees, ensuring clear tracking of project progress and effectiveness. Promote digital and real-time monitoring systems to improve data collection and decision-making processes.

EU VISIBILITY AND PUBLIC AWARENESS

Enhance EU visibility and public awareness by encouraging media engagement, digital storytelling, and public events while implementing tailored outreach strategies, including in-person engagement, localized information sessions, and beneficiary testimonials, to ensure broader recognition of EU support, particularly among vulnerable groups.

RECOMMENDATIONS TO LEAD IMPLEMENTING PARTNERS:

SUSTAINABILITY AND LOCAL COOPERATION

Support sub-grantees in building partnerships with local governments, private sector actors, and community organizations to enhance financial and institutional sustainability. Facilitate the development of formal agreements with municipalities, ensuring long-term co-financing and resource-sharing for sustained service delivery.

FINANCIAL PLANNING AND BUDGET MANAGEMENT

Support sub-grantees in improving their resource planning by conducting realistic financial and staffing assessments to align funding with actual demand while ensuring a balanced allocation of sub-grants. Guide sub-grantees in developing long-term sustainability plans, including diversifying funding sources and leveraging cost-efficient solutions. Provide capacity-building on financial management to help sub-grantees effectively manage budgets, allocate funds, and develop income-generating initiatives.

INFRASTRUCTURE AND POST-TRAINING SUSTAINABILITY

Focus on ensuring infrastructure sustainability under the sub-grants by prioritizing full-scale renovations, utility improvements, and long-term maintenance. Additionally, support sub-grantees in promoting post-training support to beneficiaries, through mentorship programmes, job placement assistance, and access to financial resources.

MONITORING, EVALUATION, AND REPORTING

Further assist sub-grantees in adopting simplified logframes, ensuring a clear distinction between outcomes, outputs, and activities for better impact tracking and ensure coherence in interlocked logframes between mother grants and subgrants. Regular training sessions, Q&A sessions, and detailed guidance will help sub-grantees navigate reporting and other administrative requirements more efficiently, reducing project execution delays.

ADVOCACY

Further assist sub-grantees in adopting simplified logframes, ensuring a clear distinction between outcomes, outputs, and activities for better impact tracking and ensure coherence in interlocked logframes between mother grants and subgrants. Regular training sessions, Q&A sessions, and detailed guidance will help sub-grantees navigate reporting and other administrative requirements more efficiently, reducing project execution delays.

CROSS-CUTTING THEMES

Ensure that projects integrate gender-responsive approaches by addressing discriminatory social norms and promoting women's participation in STEM, leadership, and business innovation. Additionally, foster inclusivity for marginalized groups to ensure equitable access to opportunities and resources.

Annexes

List of projects monitored in 2024

Project code	Lead applicant	Project title	Start date	End date	Budget	Project location	Grant title	Grant contracting party
421267.009	YEZIDI CENTER FOR HUMAN RIGHTS NGO	Contributing to strengthening the connection between Yezidi students and the labor market	2023/01/03	2023/06/30	7,855	Yerevan	EU4Youth: Student democracy now - strengthening democratic governance in universities and student participation in youth related policy making	EURASIA PARTNERSHIP FOUNDATION
421267.010	ECO-YOUTH - YOUTH, ENVIRONMENTAL, TOURISM NGO	ReGorsU - Reorganisation of the student council as the university›s restart	2023/01/03	2023/12/01	7,805	Syunik		
421267.011	INNOVATIVE EDUCATION FOUNDATION	Promoting Students Organizational and Research Skills	2022/05/01	2023/01/31	5,100	Yerevan		
428252.016	IMPROVING OUR VILLAGE NGO	Warm House Organic Greenhouse as a model for mitigating challenges	2022/12/09	2023/12/03	17,167	Kotayk	STRIVE for a better future: communities and civil society resilience in Armenia (STRIVE)	NEF BELGIUM
428252.026	SPITAK HELSINKI GROUP HUMAN RIGHTS NGO	OMI Strategy implementation	2023/10/07	2024/06/30	8,438	Lori		
428252.032	Improving our Village NGO	Healing Workshop	2023/12/20	2024/03/31	2,400	Kotayk		
428483.003	NEW GENERATION HUMANITARIAN NGO	The Right to Education of Prisoners of Armenia	2023/07/01	2024/07/01	15,000	Kotayk; Lori; Syunik; Yerevan	Justice Reform Monitoring in Armenia JUREMONIA	NETHERLANDS HELSINKI COMMITTEE
428483.004	PROTECTION OF RIGHTS WITHOUT BORDERS NGO	Community service as an effective means for restorative justice	2023/07/01	2024/07/01	15,000	Yerevan		
432421.009	RUG-CODE LLC	Rug Code	2023/03/20	2024/03/20	15,509	Yerevan	Creative Accelerator Program (CAP)	ARMENIAN GENERAL BENEVOLENT UNION FUND
432421.040	UNION OF YOUNG SCIENTISTS OF THE MATENADARAN	Development of Matenadaran Museum	2023/11/22	2024/12/01	48,578	Yerevan		

Project code	Lead applicant	Project title	Start date	End date	Budget	Project location	Grant title	Grant contracting party
432421.042	NATIONAL ACADEMIC THEATER NAMED AFTER G. SUNDUKYAN	Development of Panno Art House and Café	2023/11/22	2024/12/01	48,578	Yerevan		
439251.001	COALITION TO STOP VIOLENCE AGAINST WOMEN	Working Towards Comprehensive Policies for Violence Free Life for Women and Girls	2023/11/20	2024/11/19	60,000	Lori; Shirak; Yerevan	EQUAL - EU 4 Women Empowerment in Armenia	OXYGEN FOUNDATION FOR PRO-TECTIONOF YOUTH AND WOMEN RIGHTS
439251.002	ARMENIAN PROGRESSIVE YOUTH NGO	Safe Space for Displaced Young People from Nagorno-Karabakh	2024/01/03	2024/11/15	20,000	Aragatsotn; Ararat; Armavir; Kotayk; Yerevan		
439251.003	ALL FOR EQUAL RIGHTS FOUNDATION	Empowering Women: Digital Safeguarding Against Hate Speech	2024/02/01	2024/09/30	20,000	Shirak; Yerevan		
439264.002	PARTNERSHIP AND TEACHING NGO SUPPORTING CIVIL SOCIETY AND EDUCATION	Community-based Center for Social Services in Tegh Community	2024/02/01	2025/01/10	43,444	Syunik	Partnerships for Syunik - Enhanced Community-Based Social Services	PEOPLE IN NEED
439264.003	FOR FREEDOM LEGAL NGO	I'm Changing	2024/02/01	2024/12/31	38,085	Syunik		
439264.004	PARTNERSHIP ARCH NGO	Provision of Care for the Elderly People in Daycare and Home Conditions	2024/02/01	2025/01/10	43,537	Syunik		

List of scores by evaluation criteria

CONTRACT NUMBER	RELEVANCE (chapter 1)	EFFICIENCY (chapter 2)	EFFECTIVENESS (chapter 3)	SUSTAINABILITY (chapter 4)
421267.009	3.10	3.65	3.40	3.30
421267.010	3.60	3.15	3.35	3.00
421267.011	3.85	3.65	3.75	4.00
428252.016	4.00	3.65	3.25	3.30
428483.003	3.00	3.00	3.00	3.00
428483.004	3.75	3.00	3.00	3.00
432421.009	3.10	3.10	3.65	3.30
432421.040	4.00	3.30	3.25	4.00
432421.042	3.00	3.15	3.60	3.70
439251.001	3.25	2.75	3.00	3.00
439251.002	3.25	3.60	3.00	4.00
439251.003	3.85	3.60	3.00	3.00
439264.002	3.15	3.85	4.00	3.30
439264.003	4.00	3.40	3.35	3.30
439264.004	3.15	3.25	3.60	3.30

1 – Serious Deficiencies 2 - Problems 3 – Good 4 - Very good

A comprehensive explanation on how these scores are aggregated, is included in the methodological note annexed to this report. For a detailed list of all scores assigned to each project and to each Monitoring Question please refer to **https://www.tamis-eap.eu/**

Methodological note on scoring

This report contains tables and graphs presenting average scores on a number of criteria, across the projects in the sample. These scores are based on the ratings given to the grants and subgrants during the monitoring visits carried out by monitoring experts. These ratings take the form of the following example:

1. Relevance	Very Good	Good	Problems	Serious deficiencies
1.1. Planning of project resources	X			

A project can score between "very good" and "serious deficiencies" on a particular topic (in this case: planning of resources). In total, grant projects are assessed on the basis of 16 topics and subgrant projects on the basis of 12 topics. For the purposes of this Annual Report, the scores on these topics have been summarized to fit four broader categories (called "criteria"), with one additional topic being added for the subgrant projects on the basis of a supplementary analysis by the monitoring expert.

Criteria	Explanation	Nr. of topics (grants)	Nr. of topics (subgrants)
Relevance	Extent to which the project addresses the needs of the target group, and the extent to which important cross-cutting principles have been taken into account	2	3
Efficiency	Sufficiency of resources, design quality of the project, functioning of monitoring and evaluation, adequacy of corrective measures, visibility	7	5
Effectiveness	Quality of project outputs, access to deliverables, use of outputs, contribution to project outcomes, influence of external factors	5	3
Sustainability	Viability of project results and of Civil Society Organisation	2	2

For each of the four criteria, a consolidated score was calculated on the basis of the scores for the corresponding topics. To this end, the ratings from the monitoring reports were translated into numbers ranging from 1 (serious deficiencies) to 4 (very good). A weighted average of these numbers was calculated for each project. The weights applied per criterion are presented at the end of this Annex. As a next step, a score for each criterion was calculated for each country by taking the unweighted average of the scores for the projects assessed in that country.

In order to analyse the extent to which different types of projects have higher or lower relevance, efficiency, effectiveness and sustainability, the abovementioned country averages were split into averages for small projects and larger projects[3]. The graphs in the report show whether project size influences the scores on the four criteria, based on these calculations. Furthermore, scores for different types of implementing partners were compared[4]. Where statistically significant differences were found, these have been reflected in graphs throughout the text of this report.

6. Grants with an EU contribution greater than EUR 1 million were considered large, while subgrants were considered large if the EU contribution was greater than EUR 20,000 (EUR 50,000 for Moldova).
7. The following categories are used:
Grants: i) EaP national NGOs, ii) International non-profits, iii) Public authorities, iv) International organisations;
Subgrants: i) Local NGO, ii) Local Public Body, iii) Private enterprise, iv) Private individual, v) Grassroots group, vi) Media outlet.

> Weights of the different topics for Relevance (grants and subgrants)

Level	Monitoring questions		Weight	Guidance
Grants	1.2	Planned project target groups	80%	How well have the target groups been defined in the DoAs? Also look at how the overall project planning/design was organised to factor in specific conditions of the key target groups, if the resources (budget, human expertise, facilities, technologies) planned were congruent with the needs of the target groups. Link further with cross-cutting issues: to what extent have the target groups been involved in the design, implementation and monitoring of the projects?
	4.3	How well have cross-cutting issues been taken into account	20%	
Subgrants	docs	Project documentation	75%	Since in the RANs, there is no specific section that analyses target groups, look for details in the project documents, DoAs, etc.
	3.3	Consideration of cross-cutting aspects	15%	
	3.4	Gender aspects	10%	

> Weights of the different topics for Efficiency (grants and subgrants)

Level	Monitoring questions		Weight	Guidance
Grants	1.1	Planning of project resources	5%	> Consider this chapter in three blocks: • 15% on resources (MQ 1.1, 2.1 and 2.2) • 35% on steering (MQ 1.3 and 2.3) • 50% on action (MQ 2.4 and 3.5) > Describe how well the planning of key resources and inputs went at the design stage. > In case of co-funding commitment, have the IPs planned their financial capacities well in advance? > In case of MQ 2.4, make sure to address only the part on corrective measures (the other part is to be covered in the next chapter).
	2.1	Are the resources provided at planned scope and in a timely manner?	5%	
	2.2	Is cofinancing made available on time?	5%	
	1.3	Intervention logic and quality of indicators	10%	
	2.3	Are project monitoring and reporting mechanisms well established and conducive to trace progress, especially in case of monitoring a grant scheme	25%	
	2.4	In case of delays, to what extent have appropriate corrective measures been taken?	30%	
	3.5	To what extent are the EU visibility rules observed? Are key people aware of the EU funding of the project?	20%	
Subgrants	0.0	Records of sub grant preparation, incl. design	20%	These questions provide less input on steering (design and monitoring). Take some time to compensate for this by looking at what the mother-grant is doing in that respect.
	1.1	Provision of means/inputs	15%	
	1.2	Status of producing planned out-puts/services to date	25%	
	1.3	Management of the project implementation, incl. monitoring	25%	
	2.4	Visibility of the project	15%	

> Weights of the different topics for Effectiveness (grants and subgrants)

Level		Monitoring questions	Weight	Guidance
Grants	3.1	What is the quality of outputs produced to date?	20%	> To what extent do the project outputs contribute to the planned outcomes? Indicate positive cases. > State if the outputs delivered to date are/were congruent with the needs of target groups, noticeably addressed issues/concerns of these individuals, which they had had prior to the project. > Note that question 3.6 is not about effectiveness, but about the impact of the project.
	3.2	Do the planned beneficiaries have easy access to the outputs/ services and to the financial support?	20%	
	3.3	To what extent make the target groups and beneficiaries/ grantees use of the available outputs?	20%	
	3.4	As presently implemented, to what extent do the project outputs contribute to the planned outcomes?	25%	
	3.6	Are any external factors likely to jeopardise the possible positive impact of the project outcomes?	15%	
Subgrants	2.1	Utilisation of outputs/ services and their quality by planned and unplanned beneficiaries	35%	There is a certain overlap between 2.2 and 2.3 in the sense that the changes at local or regional level are likely to be outcomes.
	2.2	Extent to which project outputs are likely to lead to the expected outcome	40%	
	2.3	Changes that project outputs/ services trigger at local/ regional levels	25%	

> Weights of the different topics for Effectiveness (grants and subgrants)

Level		Monitoring questions	Weight	Guidance
Grants	4.1	Viability of the benefits deriving from the action after the end of the project	70%	> To what extent are the benefits from outputs likely to be economically viable after the end of the projects? > What can explain why some projects are more sustainable than others? > Which IP organisations appeared to be more economically, financially and institutionally more viable?
	4.2	Viability of the CS organisation	30%	
Subgrants	3.1	Viability of benefits deriving from the action	30%	The questions are almost exactly the same as for grants. However, take into account the different perspective of the first question (viable benefits for whom?).
	3.2	Viability of the CS organisation	70%	

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