

Consultation Strategy Outline

An overview of the evaluation's approach to consultation is presented here in line with the EU's Better Regulations¹. The consultation strategy will be updated and will be more detailed during the second part of the desk phase.

1. Aims & objectives and types of consultation

The consultation strategy will aim at reaching out to the highest possible number of relevant stakeholders, following the EU Better Regulations on stakeholder consultation. This country evaluation will include two types of consultation: one, which will involve exchanges with internal staff (i.e. EU, both in Brussels – including the Inter-Service Steering Group (ISG) members - and in the EU Delegation (EUD) to Armenia, based in Yerevan; and others which will involve external individuals and bodies (including, for example, government officials, policy makers and beneficiaries, Development Partners and representatives of civil society). Within the EUD, it will be important to contact all those individuals who have been involved with EU support to Armenia during the period covered by this evaluation, covering all aid modalities (budget support, grants, technical assistance, twinning and TAIEX), all sectors and all thematic areas (rule of law and reform of the judiciary reforms, support to human rights, fundamental freedoms, civil society, people-to-people contacts; trade and private sector development; public administration reform (PAR) and public financial management (PFM)) (. With respect to PAR and PFM, the main external stakeholders to contact will be the Ministry of Territorial Development and Administration, the Ministry of Finance (and its relevant departments - budget, policy, Public Internal Financial Control (PIFC) and the Central Harmonisation Unit, debt management), the State Revenue Committee, the National Statistical Service and the Anti-corruption Coalition.

2. Consultations

Consultation will take place via a variety of means of communication, including telephone, e-mail, written questionnaires, skype discussions and face-to-face interviews. The objective of these exchanges is to obtain information on the various interventions (covering all different aid modalities and instruments) within each respective thematic area (as indicated in section 1 above), identified during the inception phase, as well as any queries that may arise later, as a result of the initial evaluation of documentation (to be kept as concise as possible to encourage good response). There will be an attempt to include a standard list of questions in each case to allow for comparability, even if operation and country-specific questions will also be included. It is expected that consultation responsibilities will be distributed amongst the evaluation team, taking into account their respective thematic and other areas.

3. Overview of stakeholder engagement

A sample of data collection approaches will be used to conduct the evaluation as follows:

1. **Literature Review** of relevant key documentation on the: Communications of the European Union; CRIS, ROM and other EU databases concerning the financed projects, engagements, payments, etc.; EU Cooperation strategies; Conclusions of the Mid-term and End-of-Term Reviews; Key government planning and policy documents; Programme and project documents; Previous evaluations, studies, etc.

¹ https://ec.europa.eu/info/law/law-making-process/planning-and-proposing-law/better-regulation-why-and-how_en#need

2. **Key Informant Interviews** (f-2f/group/skype/phone) with selected key informants from EU headquarters in Brussels, EUD Armenia, Governmental Stakeholders, Aid Co-ordination Ministries, EU Member States and other donors, CSOs;
3. **Focus groups** with direct beneficiaries and/or other stakeholders of the EU funded projects from different sectors;
4. **Online survey** for private sector stakeholders, international organisations or individual respondents. An example of online surveys or e-surveys could be developed for projects and beneficiaries to be used to address a number of questions in the above evaluation framework (where information is not available in the documentation), particularly where Boolean data (multiple choice options) can be gathered.

3.1. Rule of law and reform of the judiciary reforms & Support to Human rights, fundamental freedoms, civil society, people-to-people contacts

Sector	Type of Stakeholders	Key Informant Interviews	Focus groups	Online survey
Rule of Law	EU Institutions, Brussels (DG-Justice, DG NEAR, EEAS)	x		
	EU Delegation to Armenia (PM on Stronger Governance)	x		x
	Implementing partners (Council of Europe)	x		
	International organizations (USAID, OSCE, GIZ, World Bank)	x		
	EU Member States and other donors (Austria, Germany)	x		
	Line/ Aid Co-ordination Ministries (Justice, Interior, Economy/Justice Academy, Advocate School, Council of Justice, Council of Court, Judicial Department, Court of Cassation, Prosecution Office, Chamber of Advocates, Ombudsman, Police)	x		
	CSOs (bar associations, associations of journalists, CSOs undertaking monitoring of judicial system in Armenia such as NGOs e.g. Femida)	x	x	x
	Media (Second Armenia TV Channel)			
	Direct beneficiaries (judges, prosecutors, advocates)	x		
Human Rights	EU Institutions, Brussels (DG DEVCO, DG NEAR, EEAS)	x		
	EU Delegation to Armenia (PMs on Stronger Governance and Gender Equality)	x		
	Implementing partners (Armenian Lawyers Associations, UNDP, Armenian Young Women Association, Yerevan State University, Save the Children)	x		

	International organisations (OSCE/ODIHR, Oxfam, Transparency International, Open Society Foundation, UNICEF, Council of Europe)	x		x
	EU Member States and other donors (Sweden, Denmark, Germany)	x		
	Line/ Aid Co-ordination Ministries (The Office of the Human Rights Defender of RA, Territorial Administration and Migration, Justice, Labour and Social Affairs)	x		x
	Parliament (Women's Council under the Prime Minister, National Assembly Standing Committee on Protection of Human Rights and Public Affairs)	x		
	Other stakeholders (Experts' Public Committee on NPM, NGO 'Civil Society Institute')		x	
Civil society	EU Institutions, Brussels (DG DEVCO, DG NEAR, EEAS)	x		
	EU Delegation to Armenia (PM on Civil Society)	x		
	Implementing partners (Podlaska Regional Development Foundation, Eurasia Foundation, Communities Finance Officers, Oxfam, Transparency International, Open Society Foundation, the Armenian Young Lawyers' Association, Union of Armenian Government Employees and the Chamber of Commerce and Industry)	x		
	International organizations (USAID, OSCE)	x		x
	EU Member States and other donors (Poland, Sweden, Denmark)	x		x
	Other stakeholders (Civil Society Forum of the Eastern Partnership, civil society representatives in the NPM, journalists such as Public Journalism Club NGO, The Open Society Institute Assistance Foundation Armenian Branch)		x	
Migration	EU Institutions, Brussels (DG-HOME, EEAS)	x		
	EU Delegation to Armenia (PM on Stronger Society)	x		
	Implementing partners (ICMPD, UNDP, Swedish Migration Board, Office français de l'immigration et de l'intégration)	x		
	International organisations (IOM, OSCE, World Vision, People in Need, ICHD)	x		x
	EU Member States and other donors (Spain)	x		x
	Line/ Aid Co-ordination Ministries (State Migration Service, RA National Security Service, RA Police, Economy, Finance, Health, Labour and Social Issues)	x		x

	Parliament (National Assembly)	x		x
	Direct beneficiaries (advocates, labour inspectors, NGOs, migrants, border guards)		x	
Education	EU Institutions, Brussels (DG EMPL, DG EAC, EEAS)	x		
	EU Delegation to Armenia (PM on Stronger Society)	x		
	Implementing partners (NEO Armenia, American University of Armenia Foundation)	x		
	International organizations (UNESCO, GIZ, UNDP)	x		x
	EU Member States and other donors (Sweden, Austria, Portugal, Belgium, Spain, Italy, Greece, Germany, Bulgaria, Poland, France)			x
	Line/ Aid Co-ordination Ministries (Economy, Education, National Center for Professional Education Quality Assurance Foundation, Labour and Social Affairs)	x		
	Direct beneficiaries (Gavar State University, Yerevan Brusov State University of Languages and Social Sciences, National Polytechnic University of Armenia Foundation, National Center for Strategic Research in Higher Education, Armenian State University of Economics, Russian-Armenian University, Goris State University, European Regional Educational Academy Foundation, State Engineering University of Armenia)		x	

3.2. Trade and private sector development

Sector	Type of Stakeholders	Key Informant Interviews	Focus groups	Online survey
Trade / private sector	EU Institutions, Brussels (DG Near (EU4business, NIF, Eastern Partnership), DG Grow, DG Agriculture, DG Trade, OECD (Small Business Act team), COSME, EBRD, KfW)	x		
	EU Delegation to Armenia	x		
	Contribution Agreement partners and donors including: GIZ, ITC, UNDP, World Bank	x		
	Ministries (Economy, Labour, Agriculture, Finance, Infrastructure) and Development Foundation of Armenia, The Armenian Tourism Development	x		

	Foundation (ATDF), Ministry of Economic Development and Investments of Republic of Armenia.			
	National agencies (food safety, market surveillance, customs, business registrations, SMEDA, export and investment agencies, Standards agency, Accreditation body, IPR agency) to assess policy and procedural changes affecting business and the contribution of EU.	x		
	PSD representatives including chamber of commerce, sector trade associations, SME association, export groups, TVET colleges, agri-related groups etc.) to look more at impact/direction of overall government reforms and awareness of EU interventions (if any direct beneficiaries, could get closer to impacts on business) e.g. Chamber of Commerce and Industry of Republic of Armenia, GIZ, UNDP	x	x	x
	NGO e.g. The Economic Development And Research Center EDRC	x		x

3.3. Budget support, PAR and PFM

Sector	Type of Stakeholders	Key Informant Interviews	Focus groups	Online survey
Budget Support	EU Institutions, Brussels (DG NEAR, Armenia country desk)	x		
	EUD to Armenia (aid modalities)	x		
	Line Ministries for sector budget support (covering the thematic areas: and its relevant departments), budget and policy departments,	x		
	State Revenue Committee	x		
	Civil society (CSO) / NGOs (Oxfam, EDRC, Transparency International)	x		
PAR / PFM	Government: <ul style="list-style-type: none"> • Prime Minister's Office • Ministry of Finance • The Center for Strategic Initiatives, Ministry of Economic Development and Investments of Republic of Armenia • Public Internal Financial Control (PIFC) and the Central Harmonisation Unit, debt management) • Ministry of Territorial Development and Administration, the State Revenue 	x		

	Committee, National Statistical Service Ministry of Agriculture <ul style="list-style-type: none"> • Ministry of Education • Ministry of Justice • Anti-corruption Commission 			
	Other donors (EBRD, World Bank, IMF)	x		