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# ACTIVITY REPORT

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2013-2016

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Urban Foundation for  
Sustainable  
Development

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## DEMOCRATIZATION AND HUMAN RIGHTS

*During the reporting period, UFSD has been widely involved in the process of promoting and monitoring democratic reforms in Armenia in different sectors.*

### **Support to Social Sector Reforms in Armenia**

Under the **USAID** funding (Dec 2014 - March 2016), the program run by a Civil Society Consortium led by Mission Armenia, targeted the social sector reforms. The overall goal was to promote an improved and sustained social protection system in Armenia that is effectively responsive to the needs and concerns of citizen. UFSD was involved in the Citizen Engagement component directed not only to facilitate the information flow, but also introduce more advanced levels of participation – consulting, deliberating and partnering. The activities carried out by UFSD improved partner CSOs' knowledge and skills in citizen participation, leadership and monitoring. The program assisted local stakeholders to realize the importance of the added value of civic engagement, to plan and implement their activities using participatory approach.



*A discussion with partner CSOs*

### **Assessing popular perceptions about the reform of Local Self-Governance System in Armenia**

The research, which was conducted on November 2013 with support of the **Friedrich Ebert Stiftung** aimed at identifying perceptions of the population and opinion leaders of Armenia regarding amalgamation of communities and local governance reform in general. A methodology and sampling for the research, as well as research tools were developed based on which in depth expert interviews with stakeholders and a baseline survey among population were conducted. Findings of the research showed that main discontent by local stakeholders and population regarding the public administration reform was lack of information, awareness of the process of the reform and uncertainty as regards the economic viability of the amalgamated communities. The findings of the research were intended to be used for the elaboration of a targeted communication strategy and fine-

tuning communication messages by one of the main beneficiaries of the project the Ministry of Territorial Administration and Development. Other beneficiaries of the project were local governments, donor community, specialized CSOs, media, etc.

## INTEGRATED COMMUNITY DEVELOPMENT

*In the course of last four years UFSD, in cooperation with the local authorities, supported urban and rural communities to improve their municipal services, to make their housing energy efficient, to advocate for and take practical actions to ensure protection of environment and human health.*

### **Betterment of local government municipal services through environmental protection**

**Syunik Region:** Syunik is one of the target regions of UFSD, where UFSD currently, under **EU** support, works with **5 urban and 8 rural communities** helping local governments to improve the service delivery of their communities through participatory strategic approach.

UFSD started with **Sisian**, where for the first time in Syunik region separation of plastic from the general household waste was introduced and special bins for plastic installed (USAID/Counterpart International).

This intervention was extended to **Kapan**, the regional center of Syunik region, due to the matching supports by UNDP GEF and USAID/Counterpart International (May – October 2013). The action contributed to improving municipal service of waste management and environmental sustainability of Kapan by introducing plastic waste separation and reducing usage of plastic shopping bags through creating partnerships with local authorities, civic activist groups, businesses and media. The local authorities obtained technical capacities to manage sorting, collecting and selling of separated plastic waste, the community has an alternative to plastic shopping bags and became familiar with adverse effects of plastic bottles and plastic bags on the environment, as well as are informed, 30 women received opportunity of a temporary job and have enhanced their role as behavior changers.



*RA Minister of TAD D.Lokyan and EUD Head, Ambassador P.Svetalsky at official launch of Syunik waste management projects*

The next action of UFSD in **Kapan** (with partnership of Kapan municipality, Hai Consult Foundation, Competitive Society NGO) under EU PRDP (Pilot Regional Development Programme) started on December 2016 and till December 2018 will create 35 new full time jobs with at least 2 years of sustainability period. It was built on the generated foundation during the aforementioned initiatives. By the end of this action, it is expected to have 15 enterprises with increased competitiveness, 9 enterprises (selling plastic) with increased annual turnover by 25%, 9 enterprises with increased employment by 15%, 1 start up generates employment by 100% (with full increase from 0 baseline). Megri, Agarak, Kajaran, Goris Sisian (Syunik region), Jermuk, Yeghegnadzor and Vayk (Vayots Dzor region) communities will join the project to supply (sell) plastic to Kapan enterprise to have their waste management plans developed/updated.

In **Goris and Gorayk** communities since July 2016, in partnership with newly amalgamated Goris and Gorayk local governments, Goris and Sisian community unions and under the support of the European Commission, UFSD has been supporting the two target communities to improve waste management service by applying strategic approach. Such assistance will be continued by July 2019. During the project implementation UFSD will revise strategic planning documents in the light of amalgamation of communities and introduction of improved waste management service including, separation of plastic waste.



*Goris Mayor makes opening remarks during the stakeholder meetings*

**Tavush region:** in 2013 under the support of **Royal Norwegian Embassy** in Moscow UFSD provided a technical assistance to the **Berd** municipality to establish an efficient household waste management system. As a result of this activity, a practice of separation of plastic waste from the general household was introduced in the community. Residents became more informed, educated about the adverse affects of unprocessed plastic waste on environment and human health. Design of a sanitary landfill was prepared for the municipality.

### **Advocacy for legal regulation of usage of plastic shopping bags**

Apart from efforts at local level, in 2014, **at national level** for the first time in Armenia UFSD, under the support of **USAID/Counterpart International**, initiated advocacy campaign aiming at development of legal/regulatory framework for enforcing reduction of plastic shopping bags. The campaign included studying the entire legal field regulating waste management, identifying gaps that are necessary to fill in for enforcement of reduction of plastic shopping bags, introduction of the findings in a series of round tables including with the relevant commission of the Nation Assembly, development of a policy paper, as well as initiating petition and campaigning in social media, coverage of the issue in broadcast media.

### **Promoting residential energy efficient housing**

Supported by **USAID and Habitat for Humanity International**, UFSD conducted Yerevan city condominiums survey within the framework. The main purpose of the survey was to determine the current level of effectiveness of **Yerevan** city condominiums to function in a cohesive manner and specifically for undertaking investment projects in private and common spaces. The survey findings directly fed into the preparation of a training curriculum for condominiums' heads, administrative staff and owners.



*Working with Yerevan Condominiums*

## **REGIONAL COOPERATION**

*Cross-border dialogue, peer to peer exchanges, regional integration and peace-building were in the core of UFSD activities during last four years. It is inalienable part of what UFSD is doing inside Armenia together in-country activities, aims to contribute to ensuring decent live for Armenian residents.*

### **Cross-border dialogue on shared concerns**

In 2015 UFSD with Armenian and Georgian partners started two cross-border initiatives supported by **EU Eastern Partnership Territorial Cooperation (EaPTC) instrument**. One of the initiatives aimed to improve solid waste

management services provided for the residents of Ijevan (Tavush Region, RoA) and Bolnisi (Kvemo Kartli Region, RoG) through jointly developing policies and introducing practices in the field. As a result, the partner communities now have solid waste management strategic plans developed together, residents/stakeholders of Ijevan and Bolnisi are knowledgeable and informed about efficient waste management and a practice of separation of the plastic waste is in place in both communities.



*A town-hall meeting in Ijevan on SWM strategic plan*

The second joint action was initiated with Armenian and Georgian CSOs in for conservation of Javakheti-Shirak Eco-Region. Through capacitating Armenian and Georgian farmers, the partners of the action promoted beekeeping in villages located in Javakheti and Lake Arpi national parks as environmentally friendly economic activity and thus contributing to conservation of fragile ecosystems of the area and recovery of almost abolished biodiversity.



*Bins for plastic waste in Ijevan (Armenia) and Bolnisi (Georgia)*

### **Contributing to Armenia-Turkey dialogue**

UFSD continued its efforts to contribute to Armenia-Turkey normalization process through Track II diplomacy (Sep 2014 - Feb 2015 supported by Eurasia Partnership Foundation). Through this initiative, UFSD shared its alternative social housing experience with Turkish counterparts to address housing needs of displaced people from 2011 Van earthquake area, particularly, transferred knowledge and methodology on housing purchase certificates (HPC) model

to young Turkish housing specialists, as well as experts and local governments.

The partner in Turkey was Architectural department of Zirve University, Gaziantep, Turkey. Main beneficiaries of the action were young housing specialists from Armenia and Turkey, housing/urban development professors from architectural departments of Armenian and Turkish universities, Van local government including housing and urban development departments.

### **Debates on regional integration challenges**

Integration processes in the region, both political and economic, always are among priorities of UFSD. Deepening regional integration will contribute to the regional peace and development with positive consequences on the overall quality of life in Armenia. Due to the support of **Friedrich Ebert Stiftung (FES)**, during the reporting period, in 2015 UFSD has worked with the regional youth to help them to fill the lack of information and awareness of perspectives of Armenia's political and economic development vectors and provide debating skills to participants. Through series of seminars and workshops the project helped regional activist groups to formulate their own judgment about democratic values and economic perspectives of the country.



*Young participants with the Head of EUD, Ambassador P.Svitalski*

The action was built on the previous similar initiative implemented in 2014 funded by FES thanks to which a dynamic group of young informed activists was formed representing different regions of Armenia.

In 2016, UFSD implemented another activity aimed at empowering the former participants of FES seminars to become experts on Armenia-EU integration issues. 30 participants upgraded and systemized their knowledge about Armenia's recent European integration process and produced position papers based on their knowledge obtained from previous seminars/workshops stating how they can contribute to increased awareness of population of Armenia-EU issues. Selected 10-15 participants elaborated

and implemented mini-projects based on their papers, describing in what way they would disseminate information about Armenia's integration issues with EU.

## INSTITUTIONAL DEVELOPMENT

During the reporting period, UFSD has went through two institutional development exercises supported by USAID/Counterpart international (2013-2014) and Eurasia Partnership Foundation (2015). The main objectives were to support long-term sustainability of UFSD through improved organizational procedures, and planning; enhanced and new capacities of the staff.

As a result, UFSD developed a new strategic plan for the 5 years, conducted organizational assessment and elaborated organizational development plan, worked out or updated operational documents, the organization's visibility and marketing skills. The organization will become active in social media. A roadmap was developed for the organization's institutional development for a mid-term perspective.

## EXPERT SUPPORT

UFSD experts were involved to provide expertise for the projects of the Council of Europe (CoE) in Yerevan and CoE Headquarters in Strasbourg (2014-2016). The topics of expertise included:

- Public ethics benchmarking at local level
- Ethics and anti-corruption measures at local level
- Citizen participation at local level
- Country specific comparative study on the roles and responsibilities of local elected representatives (mayors and councillors) in the six participating countries.

## ADVISORY BOARD

UFSD decided to establish an Advisory Board, an informal body, to help the organization to think "out of the box" when designing its policies and strategies in different directions.

The Board consists of experienced senior professionals from relevant fields, who know UFSD, used to directly work or cooperate with the organization. The membership is free and the efforts made by the Advisory Board members are expected to be on voluntary basis. The members of UFSD Advisor Board are as follows:

- **Anke Ruige (the Netherlands)** – Local government and citizen participation professional.
- **Antonella Valmorbida (Italy)** - Secretary General of the European Association of Local Democracy, local democracy, citizen participation and civil society professional.
- **Dr. Raymond Struyk (USA)** - a senior manager and policy analyst in the fields of social assistance, housing policy, and mortgage finance, policy formulation and program evaluation.
- **Steven J. Anlian (USA)** - an international development professional in economic development, housing/infrastructure planning, community mobilization, democratization and local government capacity-building, environmental planning and design, disaster and post-conflict relief and reconstruction.
- **Prof. Wolfgang Amann (Austria)** - head of the IIBW, a leading research institution in the development of financing mechanisms for social housing with projects in Austria and several ECA countries.

## NEXT STEPS

For the next two years UFSD will continue to support local governments in Syunik region in service delivery and environmental education. UFSD also will launch an advocacy to protect architectural and historical heritage of Kumayri Preserve, in Gyumri, Armenia. Among future plans also are designing housing program for Syrian refugees in Armenia and introducing a new, earthquake resistant technology for apartment buildings.

## ABOUT UFSD

### *Who we are and what we do?*

The Urban Foundation for Sustainable Development (UFSD) **mission** is to promote the sustainable and harmonic development of Armenian communities through fostering local democracy, improving quality of life and developing regional collaboration.

### **We work in the *following interconnected areas*:**

- Democratization and human rights
- Integrated Community Development
- Regional Cooperation
- Research, technical assistance and training
- Institutional Development

### ***Decent life in sound environment is our slogan.***

#### ***How we started?***

The Urban Foundation for Sustainable Development (UFSD) is an employee-owned non-for profit company. It is the spin-off of the Urban Institute (Washington D.C.) team that successfully implemented a multimillion USAID funded Earthquake Zone Recovery Project in Armenia 1999-2005. After completion of that project we legally registered the UFSD to continue to utilize the team's expertise and experience effectively.

We have an extensive experience of collaboration with national and local government as well as international partners and donors and are open for cooperation with likeminded partners.

#### ***We were the FIRST in Armenia to:***

- Design and implement Housing Certificate mechanism and provide technical assistance to the Government of Armenia to adopt the model.
- Introduced widely source separation of solid waste, particularly plastic.
- Introduced a collaboration model between local governments, local civil society, and local media.
- Developed and published a Participatory Management Toolkit for local government practitioners.
- Introduced an integrated urban development planning model.
- Introduced a model of apartment building stabilization through attracting loans by building management bodies.

#### ***We administered Donor projects***

UFSD has sound donor project administration track record:

- USAID/Urban Institute - Armenia Earthquake Zone Recovery Program: Technical Assistance to the Government of Armenia.
- US State Department/Bureau of Population, Refugees, and Migration - Housing Voucher Project, Kutaisi, Georgia.
- KfW/Frankfurt School of Finance and Management - Development of Sustainable Housing Finance Market in Armenia
- Habitat for Humanity International - Rebuilding Khachik: Housing improvement in Khachik and Nshavan villages
- EU/ENP/Black Sea CBC – Capacities for integrated urban development – Armenia, Romania, Georgia, Moldova.

#### ***We provide following services:***

- Development consultancy
- Legal Council

- Tailored trainings
- Public and media relations
- Citizen participation
- Legal Counsel
- Local government services and legislation
- Benchmarking
- Strategic Planning
- Fundraising
- Leadership
- Public-Private partnerships
- Logistics
- Translation/interpretation
- Financial management

#### ***We are member of:***

- Eastern Partnership CSO Platform, Armenia
- Local Democratic Agency, Armenia
- European Network of Training Organizations

#### ***Donors and Partners***

- Association of Local Democratic Agencies (ALDA)
- Habitat for Humanity Armenia
- Habitat for Humanity International
- European Network of Training Organizations (ENTO)
- Friedrich Ebert Stiftung
- Institute of Urban Economics, Moscow, Russia
- International Child Development Initiative (the Netherlands)
- KfW (Germany)/ Central Bank of Armenia
- Kutaisi Information Center, Georgia
- Local Development Group, Romania
- Marmara Educators Association, Turkey
- Open Society Institute Assistance Foundation/World Bank
- Organization for Economic Cooperation and Development (OECD)
- Swiss Agency for Development and Cooperation (SDC)
- The International Committee for the Development of Propels (CISP), Italy
- The Netherlands Foreign Ministry
- The Urban Institute (Washington DC)
- United States Agency for International Development (USAID)
- US Department of State, Bureau for Population, Refugees and Migration
- VNG International (the Netherlands)
- Armenian CSOs of relevant profile (Internews, Helsinki Committee, ITDTC, ICHD, CAA, Press Club, etc.)
- A large network of regional CSOs/activists from marzes (regions) of Armenia
- An inclusive network of regional media
- Government of the Republic of Armenia, Ministry of Urban Development and Shirak, Syunik, and Lori Regional Governors' Offices
- Urban and rural communities in all regions of Armenia

## UFSD PROJECTS

#/#	Date	Project Title	Funding organization/ Amount of Funding (Euro)	Countries/Regions/Communities (urban/rural) Covered
1	Feb-June 2017	Armenian-Turkish Young Professionals as Advocates Of Common Urban Heritage	European Union/Eurasia partnership foundation	Armenia and Turkey (Gyumri and Kars)
2	Dec 2016 - Dec 2018	Turning Environmental Challenges into Opportunities: Introducing construction materials from plastic waste	European Union Pilot Regional Development Programme (PRDP) - Armenia	Armenia Vayots Dzor and Syunik Regions,
3	Nov 2016 - July 2017	Dialogue with the state and CSO structures for developing coordinated approaches in reducing plastic bags	UNDP UN Global Environmental Facility (GEF) SG	Throughout Armenia
4	May 2016 - Nov 2016	A step Ahead: Empowering former participants of FES seminars to become Exprts on Armenia-EU integrationa issues	The Friedrich Ebert Sctiftung	Throughout Armenia
5	Jul 2016 - June 2019	Clean Alliance: Accessible Services for Goris and Sarnakunk Community Clusters	European Union/CSO-LA in Development	Armenia Syunik Region (Goris, Karahunj, Verishen, Akner, Gorhayk, Tseghuk, Sarnakunk, Spandaryan)
6	Sep 2015 -Mar 2017	Common Solutions to Shared Concerns: Improvement of Solid Waste management Services in Ijevan and Bolnisi	European Union, Eastern Partnership Territorial Cooperation	Ijevan, (Tavush region, Armenia) and Bolnisi (Kvemo Kartli region, Georgia)
7	Sep 2015 -Feb 2017	Better Together: Joint Action for Conservation of Javakheti-Shirak Eco-Rgion	European Union, Eastern Partnership Territorial Cooperation	Armenia Georgia Shirak region, Armenia and Javakheti region, Georgia
8	Apr 2015 - Dec 2015	At the crossroads: Discourse over Armenia's European and /or Eurasian perspectives: Phase 2	The Friedrich Ebert Sctiftung	The project will target CSO, students, media and activists from 6 locations of Armenia: Vayk (Vayots Dzor) Artik (Shirak) Alaverdi, Akhtala (Lori) Stepanavan (Lori) Armavir (Armavir) Yerevan
9	Apr- Jun 2015	Strengthening institutional frameworks for local governance EaP:	Council of Europe	Armenia, Azerbaijan, Georgia, Moldova, Ukraine and Belarus
10	Dec 2015 - Sep 2015	Support to Citizen Participation Initiative: Support to Consolidating Local Democracy in Armenia	Council of Europe	Armenia Artik, Vardenik, Urtsadzor, and Akhtala

11	May 2014 – Dec 2016	Public Ethics Benchmarking: Support to Consolidating Local Democracy in Armenia	Council of Europe	Armenia 5 communities
12	Dec 2014 – March 2016	Support to Social Sector Reforms in Armenia (sub-grantee)	USAID	Throughout Armenia
13	Sep 2014 - February 2015	Common Issues Common Solutions: Armenian-Turkish youth initiates a new housing solution for the earthquake displaced in Van, Turkey	European Union/Eurasia partnership foundation	Armenia and Turkey
14	Jun 2014 - Dec 2014	At the crossroads: Discourse over Armenia's European and /or Eurasian perspectives: Phase 1	The Friedrich Ebert Stiftung	Throughout Armenia
15	May 2014 - Dec 2014	Youth Act: Celebrating and Engaging Sisian youth in local decision making process	US Embassy in Armenia	Armenia Sisian, Syunik Region
16	Mar-Jul 2014	Clean Environment Initiative	USAID/Counterpart International	Throughout Armenia
17	Nov 2013	Local Democracy: Assessment of Perception of Population on Upcoming reforms of the LG System	The Friedrich Ebert Stiftung	Throughout Armenia
18	May-Oct 2013	Plastic bottles, Kapan UNDP GEF SGP	UNDP UN Global Environmental Facility (GEF) SG	Armenia Syunik Region, Kapan
19	Nov 2013 - Apr 2014	Residential Energy Efficiency for Low Income Households (REELIH)	USAID/Habitat for Humanity Armenia	Armenia Yerevan, Echmidzin
20	May-Oct 2013	Plastic Free Kapan: Care for the Environment	USAID/Counterpart International	Armenia Syunik Region, Kapan
21	Feb 2013 - Aug 2014	Enhanced Capacities for Sustainability	USAID/Counterpart International	Yerevan, Armenia
22	2012-2013	Improved solid waste management services in Berd	Norwegian Honorary Consul in Armenia/ Finnish Honorary Consul in Armenia	Armenia Tavush Region, Berd
23	Oct-12	Women for Clean Environment: Creating Healthy Future for Children  Partners: Meghvik Children and Youth Center, Gyumri Yerkink NGO, Gyumri	US Embassy in Armenia	Armenia Shirak region, Akhurian and Gyumri

24	Aug 2012-Feb 2013	Learning through Competing: Human rights knowledge contest in Syunik  Partner: Kapan Small Farmers Association NGO	British Embassy in Armenia	Armenia Syunik Region, Kapan, Meghri, Agarak, Sisian, Goris
25	Sep 2012	Monitoring of Local government elections Partner: CDCS	OSCE, Yerevan	Armenia
26	Sep 2012	Monitoring of RA National Assembly Elections Partner: CDCS	OSCE, Yerevan	Armenia
27	2011-2012	Develop and Test training modules to increase professional qualifications of local government bodies.	USAID/Counterpart International	Yerevan, Armenia
28	2011 Sep -2013 Feb	Capacity for integrated urban development: INTEGR-ABLE Partners: Local Development Group – GDL, Romania, Kutaisi Information Centre - KIC, Georgia Association of Mayors and Local Communities –AMLC, Republic of Moldova	The Black Sea Basin Joint Operational Programme 2007- 2013 under the European Neighborhood & Partnership Instrument (ENPI) of the EU	Armenia, Romania Georgia Moldova
29	2012 Jan - 2012 Jun	Clean Alliance: Plastic Free Environment for Sisian and Neighboring Communities	USAID/Counterpart International	Sisian and 4 neighboring communities
30	2011 Aug-2012 Aug	Clean Akhuryan: contributing to the clean environment through improved solid waste management services  Partner: Akhurian local government	Norwegian Honorary Consul in Armenia/ Finnish Honorary Consul in Armenia	1 rural community, Akhuryan, Shirak Region, Armenia
31	2011 Nov-Dec	Global Housing Policy Index, Armenia - data update	Habitat for Humanity International	Yerevan, Armenia
32	July 1 - Dec 31, 2011	Hand in Hand: Empowering Youth in Yeghegnadzor  Partner: the local Branch of the Armenian State University of Economics	USAID/Counterpart International	1 city Yeghegnadzor, Vayots Dzor Region, Armenia
33	June 2011	Public Consultations on the draft law of RoA on Solid Waste Management and Sanitary Cleaning  Partner: Araza NGO	USAID/Counterpart International	Yerevan, Armenia

34	May – Aug, 2011	Armenia Decentralization Strategy: local democracy and citizen participation (lot 4)  Partners: Communities Finance Officers' Association; Communities Association of Armenia; Communities Councilers' Association, International Center for Human Development, Information Systems Development and Training Center	USAID/Counterpart International	Yerevan, Armenia
35	Apr – Dec, 2011	Development and implementation of special awareness raising events on PET waste sorting	UNDP	3 cities - Vanadzor, Hrazdan and Sevan, Armenia
36	April – October, 2011	Revitalizing Apartment Buildings in Armenia	Habitat for Humanity International	2 cities - Echmiadzin, Armavir region and Vanadzor Lori Region, Armenia
37	May - Sep, 2010	Public Education for Improved Environment	SDC	Armenia, Lori region Alaverdi and 5 surrounding communities
38	Mar 2008 - Mar 2011	From adversaries to advocates: filling the communication gap in the regions of Armenia	Netherlands Ministry of Foreign Affairs MATRA program/VNG International	Armenia 6 regions, 13 cities
39	Feb 2009 - Feb 2011	Human Rights Education: Step Ahead  Partner: Helsinki Committee of Armenia	European Commission	Armenia 6 regions, 10 cities
40	Oct 2009 – Mar 2010	No Barriers for Communication	US Embassy in Armenia	Armenia 2 regions, 2 cities
41	Aug 2009 – Feb 2010	Armenian Housing Study	Habitat for Humanity International	Armenia
42	Jan-Feb 2009	Global Housing Policy Index, Armenia	Habitat for Humanity International	Yerevan, Armenia

43	Sep 2009 - Dec 2009	European Integration and Gender Issues  Partners: Marmara Educators Associations (Turkey); The Journalist and Writers Foundation (Turkey); European Integration NGO (Armenia)	British Embassy in Armenia	Armenia, Turkey Yerevan, Istanbul
44	July 2008- July 2009	Affordable, Secure and Healthy Housing for Rural Inhabitants	Habitat for Humanity International	Armenia 1 region, 2 rural communities
45	Apr 2009 – June 2009	From Yerevan Municipal Election to the Transparent Governance of the City  Partner: Helsinki Committee of Armenia	USAID/Counterpart International	Armenia 1 city
46	July 2006- July 2009	Development of a Sustainable Market for Housing Finance in the Republic of Armenia - Phase 3	KfW/Bank Academie International, Germany	Armenia 3 regions, 3 cities
47	Nov – Dec 2008	Earthquake Zone in 2008: A Look from 20 year distance: Disaster-Recovery-Development	US Embassy in Armenia	Armenia 2 regions, 2 cities
48	Mar 2008 - July 2008	Efficient Management and Maintenance of Housing for Refugees in Armenia provided by UNHCR- Phase 3	SDC	Armenia 1 region (Syunik), 1 city (Goris)
49	Mar 2007- Mar 2008	Human Rights Education: Step by Step Partner: Helsinki Committee of Armenia	European Commission	Armenia, 3 regions, 9 cities
50	Sep 2007 – Feb 2008	Promoting Armenian-Turkish Cross-border Dialogue in Light of the Euro-integration Process: Vision for Regional Youth  Partners: Marmara Educators Associations (Turkey); European Integration NGO (Armenia)  Partner: Helsinki Committee of Armenia	Eurasia Partnership Foundation	Armenia, Turkey Yerevan, Vanadzor Istanbul

51	Oct 2007-Mar 2008	Youth Will Not Tolerate The Fraud For The Sake Of Their Future  Partner: Helsinki Committee of Armenia	USAID/Counterpart International	Armenia 3 regions, 6 cities
52	Jul - Oct 2007	Efficient Management and Maintenance of Housing for Refugees in Armenia provided by UNHCR-Phase 2	SDC	Armenia, 1 region (Syunik), 1 city (Goris)
53	Sep 2006 - Jun 2007	IDP Housing Voucher Pilot Program- Phase 2, Kutaisi, Georgia  Partners: The Urban Institute, Kutaisi Information Center, Abkhazeti Center	US Department of State Bureau for Population, Refugees and Migration	Georgia City of Kutaisi
54	Nov 2006 - Mar 2007	Armenia's obligations in European integration processes: Dialogue with regional youth – Phase 2	British Embassy in Armenia	Armenia, 1 region, 1 city
55	Jul - Oct 2006	Efficient Management and Maintenance of Housing for Refugees in Armenia provided by UNHCR- Phase 1	SDC	Armenia 1 region (Syunik), 1 city (Goris)
56	Apr - Aug 2006	Armenia's obligations in European integration processes: Dialogue with regional youth – Phase 1	British Embassy in Armenia	Armenia, 1 region, 1 city
57	Apr - Dec 2005	Armenia Earthquake Zone Recovery Project, Technical Assistance to Provision of Housing Purchase Certificates Financed under 2005 Armenia State Budget Expenditure Program for Housing project in Gyumri and Stepanavan  Partner: RA Ministry of Urban Development Expenditure Program for Housing project in Gyumri and Stepanavan	USAID/Urban Institute	Armenia 2 regions, 3 cities

58	May - Sep 2005	<p>Development of a Sustainable Market for Housing Finance in Armenia: feasibility study and project formation-phase 2</p> <p>Partners: Urban Institute (Washington, DC), Bankakademie International (Germany), Jurisconsult LLC (USA).</p>	KfW, Germany	Armenia 1 city (Yerevan)
59	May - Oct 2005	Awareness Building for Improved Urban Environment	World Bank and Open Society Institute Assistance	Armenia 1 region (Shirak), 1 city (Gyumri)
60	Aug - Sep 2005	The Role of Central Government in Facilitating the Development of Decentralized Water Supply and Sanitation (WSS) Services: the Case of Armenia: a focus on the financial dimension	OECD/ Institute of Urban Economics	Armenia Yerevan
61	Aug 2005 - Aug 2006	<p>IDP Housing Voucher Pilot Program- Phase 1, Kutaisi, Georgia</p> <p>Partners: The Urban Institute, Kutaisi Information Center, Abkhazeti Center</p>	US Department of State Bureau for Population, Refugees and Migration	Georgia, City of Kutaisi
62	Jul -Nov 2004	<p>Development of a Sustainable Market for Housing Finance in Armenia: pre-feasibility study and project formation-Phase 1</p> <p>Partners: Urban Institute (Washington, DC), Bankakademie International (Germany), Jurisconsult LLC (USA).</p>	KfW, Germany	Armenia 1 city (Yerevan)