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**Country programmes and related matters**

**Country programme document for Armenia (2021–2025)**

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## **I. UNDP within the United Nations Sustainable Development Cooperation Framework**

1. The Republic of Armenia is a landlocked country in the Southern Caucasus with a population of 2.97 million. It is an upper middle-income country<sup>1</sup> with a Human Development Index (HDI) score of 0.760, putting Armenia in the high human development category.<sup>2</sup>
2. Despite an increase in HDI of more than 20 per cent since 1991, 26.4 per cent of the population still lived below the poverty line in 2019,<sup>3</sup> with 2.7 per cent classified as vulnerable to multidimensional poverty.<sup>4</sup> Disparities between urban and rural areas, gender inequality, outward migration and high climate change exposure further impact the country's resilience, competitiveness and well-being. These pre-existing inequalities and vulnerabilities were amplified by the coronavirus disease (COVID-19) pandemic, driven by extensive disruption of businesses, income insecurity/loss and the deterioration of people's health and well-being, disproportionately affecting women, children, youth, older persons, persons with disabilities, people living in poverty, labour migrants, informal workers, entrepreneurs and remittance-dependent households.
3. The recent large-scale military hostilities in the Nagorno-Karabakh conflict area caused a massive displacement from Nagorno-Karabakh to Armenia. Among an estimated 90,000 displaced people, 88 per cent were women and children who were housed in host communities and collective shelters. A significant number of the arrivals from Nagorno-Karabakh may not be able to return safely even now with the ceasefire in place, particularly residents of territories currently under control of Azerbaijan. Tens of thousands of them lost their homes and productive assets. The escalation has also left a significant impact on border communities, particularly in Syunik and Tavush regions of Armenia. The needs of people displaced and affected by the recent escalation, war veterans, wounded, newly disabled and their families, and families who lost productive assets or a breadwinner, need to be prioritized on the basis of the humanitarian principles of humanity, neutrality, impartiality and independence.
4. The negotiated, comprehensive and sustainable settlement of all remaining core substantive issues of the Nagorno-Karabakh conflict, in line with the basic principles and elements within the framework of the internationally agreed format of the Co-Chairs of the Minsk Group of the Organization for Security and Cooperation in Europe, continues to shape the humanitarian-development-peace nexus for the region, including Armenia.
5. Armenia has undergone a profound transformation since independence, including after the peaceful transition of power in 2018 which triggered renewed commitments to a human-centred governance system, investments in human capital and the realization of the human rights agenda. These commitments will be operationalized through the 2019-2023 Programme of the Government, sectoral strategies and the Armenia Transformation Strategy 2050, with support from the re-established Intergovernmental Sustainable Development Goals Council, headed by the Deputy Prime Minister with the mandate to lead and monitor the country's processes for nationalization and implementation of the Goals.
6. UNDP plays a key role in ensuring a coherent United Nations strategy for collective impact, under the overall leadership and coordination of the Resident Coordinator. As part of its integrator function, UNDP works with a wide range of public, private and civil stakeholders to facilitate recovery along the humanitarian-development-peace nexus and

<sup>1</sup> <https://data.worldbank.org/?locations=XT-AM>.

<sup>2</sup> <http://www.hdr.undp.org/en/countries/profiles/ARM>.

<sup>3</sup> <https://www.armstat.am/en/?nid=82&id=2323>.

<sup>4</sup> [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/ARM.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/ARM.pdf).

more inclusive development solutions, at upstream policy level, advising on legal and policy frameworks, and at downstream level, turning projects into policies and policies into actions.

7. The development challenges facing Armenia are complex and require ‘out of the box’ solutions. The UNDP national innovation platforms and the UNDP global networks (including the Global Policy Network and the accelerator labs) serve as important venues to leverage innovations, know-how and international expertise to achieve development breakthroughs.

8. During the preceding programme cycle, the UNDP activities and results in Armenia were highly relevant to the Government’s agenda as evidenced by the 2019 independent country programme evaluation<sup>5</sup> and stakeholder consultations. In particular, UNDP was recognized as a valued partner in local economic development and community mobilization; natural resource management; enhancement of legal, policy and institutional frameworks in the environmental sector; disaster risk reduction; organization of transparent parliamentary elections; management of infrastructure investments and technical capacities of customs and other agencies; coordination of issue-based coalitions; women and youth empowerment; and citizen engagement.

9. UNDP underwent a sense-making review in 2020 to identify coherent cross-portfolio areas for action. Examples include the nexus of education, technology, inclusion and jobs, particularly for women in science, technology, engineering and mathematics; innovative approaches to public service delivery; and participatory democracy, active citizenship, youth empowerment and citizen engagement.

10. The country programme will support all three pillars of the United Nations Sustainable Development Cooperation Framework (UNSDCF): (a) people’s well-being and capabilities; (b) green, sustainable and inclusive economic development; and (c) responsive and effective governance. Particularly, UNDP will address multidimensional poverty by building a deeper and more holistic understanding of what poverty and vulnerability mean in the post-COVID-19, conflict reality and work across sectors to address the deprivations that leave people behind. Regular human development snapshots will unpack emerging priorities, drawing attention of policymakers through white papers and provoking public discourse through awareness-raising. UNDP will support the Government’s future-proof strategic planning by embedding foresight and scenario design at national and subnational levels, including in crisis preparedness.

11. A key direction of the UNSDCF is to address the socioeconomic impacts of the compound crisis. Building on the socioeconomic/early recovery efforts of the United Nations, technically led by UNDP and coordinated by the Resident Coordinator, UNDP will work hand in hand with the Government, United Nations agencies, international financial institutions (IFIs) and other development partners to bring various mandates and experiences into coherent actions that will help the country’s recovery to be more resilient, more people-centred and greener. The comparative advantages of UNDP include the ability to collect, manage and analyse data and leverage digital solutions and innovative approaches to help the country transition towards risk-informed and evidence-based development.

12. UNDP plays an important role in joint programming and implementation in Armenia. In the period 2021-2025, UNDP will work to create an integrated innovation platform as part of shifting to the next-generation UNDP, using its innovation platforms as internal service providers to United Nations agencies and for exploratory and catalytic joint programming with the Government and other partners. The platforms have influenced the UNDP approach

<sup>5</sup> <https://www.am.undp.org/content/armenia/en/home/library/independent-country-programme-evaluation-armenia.html>.

to innovation globally and efforts to scale this approach will be further explored during this programme cycle through South-South and/or triangular cooperation.

13. UNDP is well positioned to facilitate a stronger engagement between the United Nations and the private sector and to leverage the wealth of human capital in the country. A priority is to deploy new and innovative development financing options enabled through public-private partnerships and better alignment between financial market incentives and long-term development.

## **II. Programme priorities and partnerships**

14. The vision for the country programme is for Armenia to become a more cohesive, inclusive, just and resilient society supported by governance systems that use evidence, citizen-centred innovation and partnerships to ensure social, economic and environmental sustainability and prosperity for all. Important sub-elements of the vision are: (a) people are healthy, skilled and resilient to poverty, external shocks and disasters; (b) people enjoy equal rights and opportunities regardless of their personal characteristics; (c) natural resources are managed sustainably with respect for the needs of future generations; (d) governance systems are people-centred and effective, ensuring political stability, transparency and social cohesion; and (e) the economy is knowledge-based, green and competitive, thus capable of attracting investments, creating jobs and facilitating the return of migrants.

15. The compound crisis has exacerbated issues in Armenian society that limit potential, competitiveness and capabilities at both individual and institutional levels. UNDP will focus on a more future-oriented and integrated way of helping to shape and realize a new narrative for Armenia. This means an increased focus on understanding and tackling pre-existing and emerging vulnerabilities and risks in the crisis setting and an upper-middle-income context, many of which were revealed by the socioeconomic impact assessment of COVID-19.<sup>6</sup> It will also entail support for a renewed social contract between citizens and the State; rebuilding social cohesion and trust; investing in science and developing national research and development capacities; supporting the private sector to adopt sustainable models for a green recovery; and helping the Government build its strategic view of territorial development, linked to addressing depopulation in remote rural areas and secondary towns. UNDP will support Armenia to reimagine and evolve its governance systems, making them more agile, effective, service-oriented and shock-resilient, underpinned by a strong civic culture and linked to real investments in human capital development. Moreover, as a result of the escalation, the number of border communities within Armenia has doubled. These communities are vulnerable also due to the proximity of foreign military forces and the absence of adequate infrastructure. The implementation of programmes aimed at the development of border communities, including the creation and rehabilitation of infrastructure, particularly in the southern regions of Armenia, is a priority.

16. The country programme is firmly grounded in a human-rights-based and risk-informed approach to development, guided by national priorities, the 2030 Agenda for Sustainable Development, the UNSDCF and the UNDP Strategic Plan 2018-2021. To ensure that the programme effectively tackles the interconnected nature and root causes of development challenges, systems thinking and participatory approaches are being applied.

17. The country programme aims to achieve results across four key areas: (a) sustainable and inclusive socioeconomic development; (b) environmental sustainability and resilience; (c) democratic governance and gender equality; and (d) evidence-based policy, financing and innovation aligned to the Sustainable Development Goals.

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<sup>6</sup> <https://www.am.undp.org/content/armenia/en/home/library/socio-economic-impact-assessment-of-the-covid-19-outbreak-in-arm.html>.

18. The pathway to **sustainable and inclusive socioeconomic development** will entail initiatives that promote early recovery and community resilience, including in border communities, targeting the most vulnerable groups such as war veterans, persons affected by conflict, women and children. Efforts will be directed towards risk-informed and sustainable urban and rural planning; income and employment generation for vulnerable groups, including in agriculture; infrastructure rehabilitation and development, including housing solutions; and the realization of the country's human capital potential. UNDP will contribute to increasing competitiveness and connectivity in Armenia, thus helping to mitigate negative migration trends. Solutions that use participatory approaches at local level will be pursued, with a focus on fostering a culture of active citizenry where women and men enjoy equal rights and opportunities to influence and benefit from proportional territorial development. UNDP will further expand its work to strengthen livelihoods, promote a predictable, fair and competitive business environment and build social cohesion and resilience in areas affected by the Nagorno-Karabakh conflict.

19. Support will include: (a) improving preparedness for socioeconomic and environmental shocks in rural communities and secondary cities; (b) the transition from subsistence agriculture to value addition, processing and precise agriculture using climate-smart, green and digital technologies, including irrigation systems; (c) investments in small and medium-sized enterprises, local start-up initiatives and tourism development; (d) boosting entrepreneurship, especially for women, and facilitation of trade, investment and exports; (e) income-generation and employment initiatives, including rehabilitation and integration into social and economic life for war veterans, wounded and disabled during the recent military escalation in the Nagorno-Karabakh conflict area; and (f) the development of a future-proof labour market.

20. This will be enabled through the promotion of technology-based education, including improved literacy in information and communication technology; professional exchanges without discrimination by age or disability status; inclusive and active labour-market policies with focus on new skills, new jobs and talent management; lifelong learning and re/up-skilling, including through vocational education and training; and protection of labour rights. To strengthen social protection, UNDP will work with the Government to upgrade public service models and strengthen local capacities to deliver people-centred and shock-responsive services, including through digital and innovative modalities. These approaches are necessary to foster sustainable connectivity, including transport, which in turn will improve the services and assistance available to the regions. The pathway to **environmental sustainability and resilience** will comprise efforts to mainstream environmental issues into national and regional development processes, thus helping the country to transition into a low-carbon, resource-efficient, resilient and socially-inclusive green economy that is able to adapt to and mitigate the effects of climate change. UNDP interventions will be geared towards identifying, piloting and scaling up data-driven and tech-based smart policies and solutions that are environmentally and climate-friendly, risk-informed and long lasting. UNDP will work on: (a) improving the institutional and regulatory frameworks governing the environmental sector; (b) providing technical and financial support, including through small grants, for promotion of community engagement in co-management and monitoring to increase local ownership, improve livelihoods and reduce poverty; and (c) mainstreaming ecosystem-based approaches into sectoral policymaking, community development and landscape restoration. UNDP will advocate for a new social contract, turning people, particularly women and youth, and businesses into actively contributing development partners. This will require all-of-society engagement, environmental education, behavioural changes, new types of economic and fiscal instruments and public-private partnerships, including tapping the potential of the country's tech sector. UNDP will address energy poverty and insecurity by investing in energy infrastructure, unlocking retrofit markets for energy-efficient and renewable sources and facilitate access to international climate

financing mechanisms for mitigation and adaptation, including through climate budgeting frameworks.

21. In light of the compound crisis, a green and resilient recovery will be boosted by promoting sustainable city concepts through low-emission and circular-economy models; helping to design and translate nationally determined contributions; and including climate adaptation into sectoral strategies and action plans in line with the Paris Agreement. Stimulus packages will be developed to protect and promote nature-based/green jobs and livelihood opportunities in communities, specifically for the rural poor and other vulnerable groups such as war veterans, the newly disabled and the widowed and their families. National capacities for resilience-building will be strengthened and gender-responsive public and private investments in disaster risk management will be stimulated. UNDP will pay particular attention to the environment-health nexus by mainstreaming a 'one-health approach' into cross-sectoral policies, financing and actions. This encompasses reducing risks to human health through sound management of waste, chemicals, air and water pollution and green transformation of urban mobility and industry.

22. The pathway to **democratic governance and gender equality** includes efforts that will help strengthen trust in governance systems and service delivery capacity in Armenia. The focus will be on building democratic, effective and accountable institutions capable of upholding human rights and the rule of law; preventing discriminatory practices and violence; and strengthening the public administration system to ensure effective and human-centred service delivery for all. UNDP will work to improve the transparency and accountability of decision-making and service delivery; strengthen access to justice and combat corruption; address inequalities and protect human rights; reinforce the legislative and electoral systems; improve service orientation and promote excellence in the public sector, including the customs service and the police; and support the development of a new generation of smart public services for improved fairness and accountability at national and local levels.

23. UNDP will promote participatory decision-making; strengthen the notion of the citizen as the 'client' of public institutions; support access to education, learning and self-realization; support ambitious future-proof strategies which build on people's collective aspirations; and build social cohesion and help to foster a new social contract. The work will be based on the principles of inclusiveness and address emerging vulnerabilities with a human-centred approach. This includes the creation of psychosocial and economic support mechanisms and the provision of medical care, particularly for war veterans. UNDP will also promote transformation (including digital) of the Parliament and other institutions to enhance checks and balances and ensure a 'whole-of-government' approach, strengthened separation of powers and cross-party work.

24. UNDP continues to be a key partner to the Government and Parliament in the design, implementation and promotion of open governance policies. The Parliament will play a key role, serving as an important platform for evidence-based policymaking and citizen engagement. UNDP will seek to eliminate gender inequalities through targeted gender-focused initiatives that consider the unique experiences, potential, needs and contributions of women, girls, men and boys. This will include efforts to dismantle structural barriers and promote the leadership and wide participation of women and youth in decision-making and help the Government to ensure that its strategies, plans and programmes are gender-responsive. The programme will continue to focus on implementation and oversight of the Human Rights Strategy and Action Plan; enhancing accountability of law-enforcement bodies, efficiency and public trust in the judiciary; promoting non-discrimination; and strengthening capacities of the office of the Human Rights Defender of the Republic of Armenia.

25. The pathway to **evidence-based policy, financing and innovation aligned to the Sustainable Development Goals** builds on the UNDP integrator and convening roles and on established platforms for innovation, collaboration and financing/impact investments. In line with the reform of the United Nations development system, UNDP will provide integrated policy and programme solutions; support the development of an integrated ecosystem for collection and analysis of data on the Goals; support the development of evidence-based policies and frameworks aligned to the Goals using state-of-the-art tools for data collection, modelling and forecasting; and transfer knowledge, behavioural insights and innovation to help pioneer new ways of ‘doing development’”. Specifically, UNDP will pioneer an innovative portfolio approach to the development of the country’s secondary cities, using innovative practices for reimagined urban development. UNDP will also work closely with the Government to create links between policies, planning and budgeting processes and the Goals, and deploy innovative mechanisms to leverage partnerships and multiple sources of development finance.

26. The programme will prioritize co-designing a road map for an integrated national financing framework to help the Government mobilize the resources needed to realize development priorities. UNDP will initiate dialogues between the Government, the private sector and investors to provide a common understanding of financing and investments for the Goals; stimulate innovative solutions through the implementation of impact acceleration programmes; and provide platforms for developing and piloting innovative financing tools such as ‘pay for success’ mechanisms or impact bonds.

27. National and local ownership, diverse partnerships and deployment of local capacities will be priorities. UNDP will expand its collaboration with all branches of the Government, including through exploring government co-funding modalities, and seeking to enlarge its network of civil society and development organizations, media, innovation centres, think tanks, universities, the private sector, diaspora organizations and others.

28. UNDP will strive to strengthen partnerships with multiple bilateral donors, international organizations and other emerging partners. UNDP will partner with IFIs, with a focus on scaling up key development accelerators related to regional and urban development, social protection and data. Other key priorities are scaled-up partnerships with the private sector and diaspora organizations to catalyse development financing and the design of new solutions that will help Armenia leapfrog, development wise. The Adaptation Fund, the Global Environment Facility, the Green Climate Fund and other vertical multilateral funds will remain critical partners, with a vision to scale up existing and introduce new programming areas in line with government priorities. In line with the reform agenda of the United Nations, UNDP will expand its portfolio of inter-agency partnerships, especially around the issue-based coalitions on social protection, food security and environmental sustainability, with a focus on supporting cohesive and integrated United Nations action, under the leadership of the Resident Coordinator. UNDP will champion South-South and triangular exchange, facilitating sharing of knowledge and experience on such topics as disaster risk reduction, innovation and private sector development.

### III. Programme and risk management

29. The UNSDCF and this country programme were developed through an inclusive virtual consultation process with public, private and civil society stakeholders. National priorities were jointly determined within the United Nations country team, building on the Common Country Analysis, national strategies, the COVID-19 socioeconomic impact assessment and feedback received through online surveys. The findings of the independent country programme evaluation served as a basis for both programme orientation and anticipating and mitigating programmatic risks.

30. UNDP will focus on portfolio/cross-sectoral programming and overcoming siloes, through a new generation of policy and programmatic initiatives being designed at the intersection of the four outcomes. Systems thinking will underpin this work, ensuring holistic approaches to complex problems. Projects will be clustered and interlinked across portfolios for dense knowledge flows and spillovers and for risk diversification. To ensure sustainability and maximum impact, programmes will be designed with scaling-up and national ownership in mind.

31. To ensure agility and an effective response to underlying programmatic risks in Armenia, including the complex regional context, socioeconomic disparities, climate change and vulnerability to natural disasters such as earthquakes, UNDP will strengthen its procedures for risk recognition, mitigation and diversification. This will include applying a cross-practice/portfolio approach to programming and resource mobilization through partnerships, joint projects and dialogues with international and national stakeholders and United Nations agencies. Early warning and risk management will be enhanced through a risk dashboard and a grievance-reporting mechanism.

32. In line with global priorities, UNDP will enhance its focus on thought leadership, strengthening capabilities related to data and research, digital solutions, policy analysis and innovative financial tools. UNDP will tap the potential of volunteering, local and diaspora-based expert networks, the private sector and inter-office exchanges as sources of skills and expertise.

33. This country programme document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and internal control framework.

34. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to force majeure. The harmonized approach to cash transfers will be used in a coordinated fashion with other United Nations agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

#### **IV. Monitoring and evaluation**

35. Monitoring and evaluation of the country programme are aligned with monitoring, reporting and evaluation of the UNSDCF. UNDP will contribute to annual reviews of the UNSDCF and the joint evaluation of outcomes to validate progress in relation to envisaged short-term and long-term results.

36. Drawing lessons from the independent country programme evaluation and country office evaluations, UNDP has strengthened its learning and adaptive management policies, thus becoming a more agile and effective partner of choice. In addition to the results and resources framework and project result frameworks to monitor outputs and outcomes, the UNDP social and environmental standards and accountability mechanism will be used to identify, monitor and mitigate risks. Annual reviews will assess and validate progress towards results with special attention to multidimensional challenges.

37. UNDP, in collaboration with other United Nations agencies, will continue to support the Statistical Committee of Armenia (ArmStat) and other counterparts to upgrade government statistical capacities, support the development of evidence-based policies and strategies and strengthen analysis for tracking progress towards the Sustainable Development Goals and



transformative changes on the ground, with particular emphasis on gender-disaggregated statistics.

38. In line with the recommendations of the independent country programme evaluation, UNDP has enhanced its monitoring and evaluation frameworks and staff capabilities and will aim for higher-quality evaluations to inform programming and decision-making and promote learning. UNDP uses specific, measurable, achievable, relevant and time-bound indicators to monitor outputs and results. Stronger results-based management, together with communication and outreach, will ensure more effective reporting on impact and partnership achievements.

## Annex. Results and resources framework for Armenia (2021-2025)

NATIONAL PRIORITY OR GOAL: 2019-2023 Government Programme and Action Plan, Section 5. Armenia Transformation Strategy 2050.				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1: UNSDCF Outcome 4: People, communities and regions benefit from equitable economic opportunities, decent work and sustainable livelihoods, enabled through competitiveness and inclusive green growth				
RELATED STRATEGIC PLAN OUTCOME: Outcome 1 - Advance poverty eradication in all its forms and dimensions				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (\$)
<p><b>Indicator:</b> Poverty rate decreased Baseline (2018): 23.5% Target (2024): 20%</p> <p><b>Indicator (SDG 8.5.2):</b> Unemployment rate decreased Baseline (2018): 19% Women: 20.4% Men: 17.9% Youth: 24.9% Rural: 11.3% Urban: 24.9%</p> <p>Target (2024): 17% Women: 18% Men: 17% Youth: 22% Rural: 10% Urban: 23%</p> <p><b>Indicator:</b> Rural population per capita average monthly gross income level increased Baseline (2018): 63,338 Target (2024): 75,000</p> <p><b>Indicator (SDG 8.6.1):</b> Proportion of youth (aged 15–24 years) not in education, employment or training Baseline (2018): 11.3% Target (2024): 10%</p>	<ul style="list-style-type: none"> <li>ArmStat, annually</li> <li>SDG National Reporting Tool (ArmSDG), annually</li> <li>Social Snapshot Report in Armenia, annually</li> <li>MESCS, MTAI, MLSA and Labour Inspectorate, annually</li> <li>Reports, assessments, surveys, media analytics, United Nations/UNDP data, annually</li> </ul>	<p><b>Output 1.1 Marginalized groups are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs (IRRF<sup>7</sup> 1.1.2)</b></p> <ul style="list-style-type: none"> <li><b>Indicator 1.1.1:</b> Number of jobs created in communities Baseline (2020): 1,500 (805 men; 695 women) Target (2025): 2,000 (1,050 men; 950 women) 10% increase women entrepreneurs, UNDP, annually</li> <li><b>Indicator 1.1.2:</b> Number of persons with improved livelihoods Baseline (2020): 28,000 (12,000 men; 16,000 women) Target (2025): 40,000 (18,000 men; 22,000 women), UNDP, annually</li> <li><b>Indicator 1.1.3:</b> Number of economic actors benefiting from improved productive capacities and strengthened value chains Baseline (2020): 240 Target (2025): 390 (25% women-led), UNDP, annually</li> </ul> <p><b>Output 1.2 Capacities at national and subnational levels strengthened to promote inclusive local economic development and deliver inclusive public services (IRRF 1.2.1)</b></p>	Ministries: of Territorial Administration and Infrastructure (MTAI); of Finance (MF); of Economy (MEc); of Labour and Social Affairs (MLSA); of Education, Science, Culture and Sport (MESCS); of Health (MoH), Local self-government bodies, Educational institutions Community-based organizations, Private sector organizations, UNICEF, FAO, WFP, ILO	<p><b>Regular: \$ 832,000</b></p> <p><b>Other: \$19,615,981</b></p>

<sup>7</sup> IRRF = UNDP integrated results and resources framework.

		<ul style="list-style-type: none"> <li>• <b>Indicator 1.2.1:</b> Number of inclusive local economic development plans/strategies and policies/frameworks in place Baseline (2020): 45 plans/strategies; 2 policies/mechanisms Target (2025): 60 plans/strategies; 6 policies/mechanisms, UNDP, annually</li> <li>• <b>Indicator 1.2.2:</b> Number of improved public service models Baseline (2020): 0 Target (2025): 6, UNDP, annually</li> </ul> <p><b>(UNSDCF-3) Output 1.3 Competitive labour force developed through promotion of innovative practices of skills-building and human capital development with focus on youth</b></p> <ul style="list-style-type: none"> <li>• <b>Indicator 1.3.1:</b> Number of new labour market-responsive Vocational Education and Training models supported Baseline (2020): 1 Target (2025): 3, MESCS, annually</li> <li>• <b>Indicator 1.3.2:</b> Number of partnerships/mechanisms in place to bridge the education and labour-market gap Baseline (2020): 0 Target (2025): 4, MESCS, annually</li> </ul> <p><b>(UNSDCF-2) Output 1.4 Capacities developed for progressive expansion of inclusive social protection systems</b></p> <ul style="list-style-type: none"> <li>• <b>Indicator 1.4.1:</b> Number of improved social protection services provided Baseline (2020): 0 Target (2025): 8, MLSA, MoH, annually</li> </ul>		
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<b>NATIONAL PRIORITY OR GOAL:</b> 2019-2023 Government Programme and Action Plan, Section 6. Armenia Transformation Strategy 2050.				
<b>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #2:</b> <b>UNSDCF Outcome 5:</b> Ecosystems are managed sustainably and people benefit from participatory and resilient development and climate-smart solutions				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Outcome 2 - Accelerate structural transformations for sustainable development				
<p><b>Indicator:</b> CO<sub>2</sub> emissions per GDP (in purchasing power parities) Baseline (2017): 0.22 tons/US\$ thousand Target (2025): 0.21 tons/US\$ thousand</p> <p><b>Indicator:</b> Share of renewables in the gross final energy consumption Baseline (2017): 14.9% Target (2025): 16.4%</p> <p><b>Indicator (SP<sup>8</sup> 2.7 revised):</b> Number of sectors that increased ability to adapt/mitigate to the adverse impacts of climate change, and foster carbon-neutral, climate-resilient development Baseline (2020): 0 Target (2025): 3</p> <p><b>Indicator (SP 2.9, SDG 15.1.2 revised):</b> Hectares of important sites for terrestrial and freshwater biodiversity under improved management Baseline (2020): 250,000 hectares Target (2025): 380,000 hectares</p> <p><b>Indicator (SP 1.7, SDG 7.1.2 revised):</b> Number of people benefited from affordable/clean energy technologies (disaggregated by sex). Baseline (2020): 4,000 Target (2025): 8,000 (55% women)</p> <p><b>Indicator (SDG 13.1 revised):</b> Number of funded strategies in place to strengthen resilience/adaptive capacity to climate-related hazards, natural disasters. Baseline (2020): 0 Target (2025): 5 (3 sectoral, 2 regional)</p>	<ul style="list-style-type: none"> <li>National greenhouse gas inventory, Biennial-annual update, MoE, biennially</li> <li>National greenhouse gas inventory reports, MTAI, Yerevan Municipality, Reports to the Green Climate Fund, UNFCCC, Nationally Determined Contributions (NDC)</li> <li>ArmSDG, ArmStat, Energy balance, annually</li> <li>MES, National Platform for Disaster Risk Reduction (NPDRR), annually</li> <li>Reports, assessments, surveys, media analytics (United Nations/UNDP)</li> </ul>	<p><b>Output 2.1 Low-emission and climate-resilient objectives addressed in development plans/policies on economic diversification and green growth (SP 2.1.1)</b></p> <ul style="list-style-type: none"> <li><b>Indicator 2.1.1:</b> Number of development plans/strategies with targets for low-emission and climate-resilient development adopted, including NDC, National Adaptation Plan and Low-Emission Development Strategy Baseline (2020): 0 Target (2025): 4, MEc, annually</li> <li><b>Indicator 2.1.2:</b> Number of institutional coordination mechanisms in place and operational in line with multilateral agreements Baseline (2020): 0 Target (2025): 2, MEc, MES, annually</li> <li><b>Indicator 2.1.3:</b> Number of cities with resilient/green development plans and financial commitments in place Baseline (2020): 0 Target (2024): 5, MTAI, annually</li> </ul> <p><b>Output 2.2 Low-emission measures, renewables and energy efficiency advanced and scaled</b></p> <ul style="list-style-type: none"> <li><b>Indicator 2.2.1:</b> Number of public and residential buildings benefiting from energy efficiency improvements Baseline (2019): 2 public, 3 residential Target (2024): 200 public, 300 residential, MTAI, annually</li> <li><b>Indicator 2.2.2:</b> Number of households benefiting from energy efficiency measures Baseline (2019): 88 (10% women-headed)</li> </ul>	<p>Ministries: of Environment (MoE); of Emergency Situations (MES); of Foreign Affairs (MFA); MTAI, MEc, MF Urban Development Committee, Local self-government bodies, UNICEF, IOM, UNFPA, UNIDO, WFP, OCHA, WHO</p>	<p><b>Regular: \$440,000</b></p> <p><b>Other: \$36,695,971</b></p>

<sup>8</sup> SP=UNDP Strategic Plan.

		<p>Target (2024): 45,000 (15% women-headed),</p> <ul style="list-style-type: none"> <li>Evaluations, Local self-governing bodies, annually</li> <li><b>Indicator 2.2.3:</b> Number of communities benefiting from renewable energy sources Baseline (2020): 80 Target (2024): 100, Local self-governing bodies, annually</li> </ul> <p><b>Output 2.3: Improved national and local governments capacities to introduce environmentally sound management practices for ecosystems, waste and chemicals</b></p> <ul style="list-style-type: none"> <li><b>Indicator 2.3.1:</b> Amount of chemicals and waste reduced and/or safely disposed Baseline (2020): 0 Target (2024): 1,100 tons of persistent organic pollutant waste is prevented from release through elimination/secure storage, MoE, biennially</li> <li><b>Indicator 2.3.2:</b> Hectares of ecosystems/lands rehabilitated or sustainably managed, including through innovative spatial/urban plans and rural community-based solutions Baseline (2020): 0 Target (2025): 130,000, Line ministries, local self-government bodies, annually</li> <li><b>Indicator 2.3.3:</b> Number of innovative mechanisms and tools used by the Government for participatory decision-making for conservation and sustainable use of natural resources Baseline (2020): 0 Target (2025): 2, MoE, annually</li> <li><b>Indicator 2.3.4:</b> Number of improved policies and frameworks adopted on the conservation and sustainable use of natural resources in place Baseline (2020): 0 Target (2025): 10,</li> </ul>		
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<b>NATIONAL PRIORITY OR GOAL:</b> 2019-2023 Government Programme and Action Plan Section 3. Armenia Transformation Strategy 2050.				
<p><b>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #3:</b></p> <p><b>UNSDCF Outcome 6:</b> People benefit from effective and accountable governance systems and institutions that safeguard human rights, uphold the rule of law, and public administration that ensures effective and human-centred service delivery for all</p>				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Outcome 2 - Accelerate structural transformations for sustainable development				
<p><b>Indicator:</b> Government effectiveness, transparency and accountability Baseline (2018): Worldwide Governance Indicators (WGIs): Voice and Accountability: 40.39 Government effectiveness: 51.44 Control of corruption: 42.79</p>	<ul style="list-style-type: none"> <li>ArmStat, ArmSDG, annually</li> <li>WGI, annually; Transparency International Corruption Perceptions Index, OGP, annually</li> <li>Caucasus Barometer, biennially</li> </ul>	<p><b>Output 3.1: Constitution-making, electoral, parliamentary processes/institutions strengthened to promote inclusion, transparency and accountability (IRRF 2.2.2)</b></p> <ul style="list-style-type: none"> <li><b>Indicator 3.1.1:</b> Electoral management bodies capacities strengthened to conduct inclusive and credible elections Baseline (2019): 53% trust in Central Electoral Commission (CEC); fairness 63%</li> </ul>	<p>Parliament, Electoral management bodies Prime Minister Office Deputy Prime Minister Offices; Ministry of Justice (MoJ); MTAI, Ombudsman,</p>	<p><b>Regular: \$430,000</b></p> <p><b>Other: \$13,349,919</b></p>

<p>Open Government Partnership (OGP): 2021-2023 Action Plan implementation: 60%</p> <p>Target (2025): WGI: Voice and Accountability: 42 Government Effectiveness: 52.2 Control of Corruption: 43.2 OGP 2021-2023 Action Plan implementation: 80%</p> <p><b>Indicator:</b> Independence, accountability, professionalism of judicial system Baseline (2020): WGI Rule of Law: 48.56 Target (2025): WGI Rule of Law: 50</p> <p><b>Indicator (SDG 16.6.2 revised):</b> Availability of platforms/tools to measure the proportion of the population satisfied with their last experience with public services; and (SDG 16.7.2) who believe decision-making is inclusive Baseline (2020): ArmStat collects data in the health and education sectors Target 2025): 3 public service data platforms/tools established</p> <p><b>Indicator (SDG 5.5.1,5.5.2):</b> Women's representation in Parliament, Government, Local self-government bodies, increased Baseline (2020): Parliament: 24% Ministries: 24%; Local self-government bodies:10% Target (2025): Parliament: 30% Local self-government bodies: 30% Ministries: 27%</p>	<ul style="list-style-type: none"> <li>• Reports, assessments, surveys, media analytics</li> <li>• Universal Periodic Review (UPR) 2024, International Republican Institute (IRI) (biennially; Judicial Reform Strategy Action Plan reporting, annually</li> <li>• Gender Inequality Index, Gender Development Index, Gender Global Gap Report and other gender indicators, annually</li> </ul>	<p>Target (2025): 10 % increase (trust 63%; fairness 73%), CEC, IRI, Caucasus Barometer, biennially</p> <ul style="list-style-type: none"> <li>• <b>Indicator 3.1.2:</b> Parliament capacity improved to undertake inclusive, effective and accountable law-making, oversight and representation Baseline (2019): 33% public trust. Target (2024): 43% public trust UNDP, Caucasus Barometer, Public Opinion Poll, biennially</li> <li>• <b>Indicator 3.1.3.</b> Number of citizen-centric scalable innovative solutions introduced aimed at democratic processes Baseline (2020): 5 Target (2025): 23, Government, annually</li> <li>• <b>Indicator 3.1.4.</b> Number of initiatives to promote connectivity Baseline (2020): 3 Target (2025): 5, Government, biennially</li> </ul> <p><b>Output 3.2. Capacities, functions and financing of rule of law, national human rights institutions/systems strengthened to protect human rights, expand access to justice and combat discrimination, with a focus on women and marginalized groups (IRRF 2.2.3)</b></p> <ul style="list-style-type: none"> <li>• <b>Indicator 3.2.1:</b> Number of non-discriminatory policies and laws in place Baseline (2019): no stand-alone law on equality Target (2024): 1 law and 1 policy adopted, Parliament, annually</li> <li>• <b>Indicator 3.2.2:</b> Strengthened institutions/systems to implement human rights obligations: Baseline (2020): Human Rights Action Plan 2020-2022 adopted Target (2025): 80% implemented, UPR, MoJ, Human Right Defender's Office, annually</li> </ul>	<p>Civil society, UNICEF, UNFPA, IOM, OHCHR, UN-Women, UNHCR, UNODC</p>	
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<b>NATIONAL PRIORITY OR GOAL:</b> 2019-2023 Government Programme and Action Plan Sections 7-8. Armenia Transformation Strategy 2050.				
<b>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #4:</b> <b>UNSDCF Outcome 7:</b> People benefit from evidence-based, human-centric and Sustainable Development Goals-aligned policies supported by diversified sources of financing, innovation and partnerships for sustainable development for all				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Outcome 2 - Accelerate structural transformations for sustainable development				
<b>Indicator (SDG 17.14.1 revised):</b> Number of policies, frameworks and mechanisms aligned to the Sustainable Development Goals in place to enhance policy coherence for sustainable development Baseline (2020): 0 Target (2025): 3	<ul style="list-style-type: none"> <li>• ArmStat, ArmSDG, annually</li> <li>• Voluntary national review, United Nations/UNDP, Government, Development Assistance Database, Development Foundation of Armenia</li> </ul>	<b>Output 4.1. New mechanism and partnerships established to support impact-driven innovation ecosystems for the Goals</b> <ul style="list-style-type: none"> <li>• <b>Indicator 4.1.1</b> Number of innovative Goals-aligned mechanisms and partnerships developed Baseline (2020): 10 mechanisms; 5 partnerships Target (2025): 20 mechanisms, 10 partnerships, Government, annually</li> </ul> <b>Output 4.2 Enabling environment/institutional capacities developed to leverage public and private financing for the t Goals</b> <ul style="list-style-type: none"> <li>• <b>Indicator 4.2.1:</b> Number of mechanisms developed to realign/catalyse public and/or private financing Baseline (2020): 2 Target (2025): 5, UNDP, annually</li> </ul>	Prime Minister Office Deputy Prime Minister Offices, Line ministries, Civil society, Private sector, UNICEF, WFP, UN-Women, UNIDO	<b>Regular: \$430,000</b>  <b>Other: \$4,035,428</b>



		<b>Output 4.3 National and local governments use innovative, impact-oriented and data-driven solutions for policymaking</b> <ul style="list-style-type: none"><li>• <b>Indicator 4.3.1</b> Number of innovative, impact-oriented and data-driven tools developed Baseline (2020): 5 Target (2025): 10, UNDP, annually</li></ul>		
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