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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 people. It is an upper middle-income country¹ with a Human Development Index (HDI) score of 0.760, putting Armenia in the high human development category.²

2. Despite an increase in HDI of more than 20 per cent since 1991, 23.5 per cent of the population still lived below the poverty line in 2018,³ with 2.7 per cent classified as vulnerable to multidimensional poverty in 2019.⁴ Disparities between urban and rural areas, gender inequality, outward migration, high climate change exposure and the complex regional context further impact the resilience, competitiveness and well-being of the society. These pre-existing inequalities and vulnerabilities were amplified by the coronavirus disease (COVID-19) pandemic, driven by extensive businesses disruption, income insecurity/loss and the deterioration of people's health and social well-being. Armenia holds one of the region's highest per capita rates of COVID-19 infection, with a disproportionate impact on people in poverty, older persons, women, youth, children, persons with disabilities, labour migrants, informal workers, entrepreneurs and remittance-dependent households.

3. 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, human capital investments 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.

4. 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 at all levels to facilitate more inclusive solutions across the 2030 Agenda for Sustainable Development: at upstream policy level, advising on legal and policy frameworks; and at downstream level, turning projects into policies and policies into actions. With the aim to leverage the wider United Nations system, UNDP works with national and local governments to promote evidence-based policymaking and planning.

5. The development challenges facing Armenia are complex and require “out of the box” solutions. The UNDP national innovation platforms (the National Sustainable Development Goals Innovation Lab, the Kolba Lab and the ImpactAim Accelerator) 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.

6. 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 evaluation⁵ 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

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

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

³ <https://www.armstat.am/en/>

⁴ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/ARM.pdf

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

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.

7. UNDP underwent a sense-making review in February 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.

8. 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 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, and help to forge deeper partnerships, including with the private sector, to generate a whole-of-society approach to sustainable development.

9. A key direction of the UNSDCF is to address the socioeconomic impacts of the COVID-19 pandemic. Building on the socioeconomic 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.

10. Building on its innovation expertise and widely adopted "platform approach" for improved cross-sectoral and cross-agency collaboration, UNDP plays an important role in joint programming and implementation in Armenia. In 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 to innovation globally and efforts to scale this approach will be further explored during this programme cycle through South-South and/or triangular cooperation. The aim is to improve the exchange of proven innovative approaches, methods and tools to enhance the more systemic and transformative effects of UNDP innovation efforts.

11. 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

12. 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, skilful 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) a knowledge-based, green and competitive economy that is capable of attracting investments, creating jobs and facilitating the return of migrants.

13. The COVID-19 crisis has exacerbated issues in Armenian society that limit its potential, competitiveness and capabilities at both individual and institutional levels. In this context 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, including those affecting the middle class in the upper-middle-income context of Armenia, many of which were revealed by the assessment of the socioeconomic impact of COVID-19. 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 as a pathway for a new green deal in Armenia; 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

14. 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 UNDSCF 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.

15. Looking towards 2025, the country programme sets out 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.

16. The pathway to **sustainable and inclusive socioeconomic development** will entail initiatives that promote community resilience and bring prosperity for all. Efforts will be directed towards risk-informed and sustainable urban and rural development; income and employment generation; 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. UNDP will seek solutions that use participatory and bottom-up approaches for regional and local development, 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. In line with national priorities, UNDP will further expand its work to strengthen livelihoods, promote a predictable, fair and competitive business environment and build social cohesion and resilience, including in the most vulnerable communities.

17. 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; (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; and (e) the development of a future-proof labour market. 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 at national and local levels, UNDP will work with the Government to upgrade current public service models and strengthen local capacities to deliver people-centred and shock-responsive services, including through digital and innovative modalities.

18. 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 instruments, 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 at all levels. This will require all-of-society engagement, environmental education/awareness, 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 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 such as climate tagging.

19. In light of the COVID-19 crisis, 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. 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 nature-based/green jobs and livelihood opportunities in communities, specifically for the rural poor and other vulnerable groups. National capacities for resilience-building will be strengthened and gender-responsive public and private investments in disaster risk management will be stimulated.

20. The pathway to **democratic governance and gender equality** includes efforts that will help strengthen the 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. The priorities described in the 2019-2023 Strategy of Judicial and Legal Reforms, the National Strategy and the 2019-2022 Action Plan on Anti-Corruption Reforms will lay the foundation for programming in the governance field. Overall, UNDP will work to improve the transparency and accountability of decision-making and service delivery at all levels; strengthen access to justice and combat corruption; address inequalities and protect human rights, reinforce the legislative and electoral systems; raise 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.

21. UNDP governance work will be based on the principles of connectivity and inclusiveness and address emerging vulnerabilities with a human-centred approach. 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, covering State-to-citizen and citizen-to-citizen relationships, while considering the rights of future generations. UNDP will 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.

22. 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 all its strategies, plans and programmes are gender-responsive. The programme will continue its special 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 Human Rights Defender’s Office of the Republic of Armenia.

23. 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 at national, regional and local levels; support the development of an integrated ecosystem for collection and analysis of data on the Goals to help fast-track development progress; support 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, putting innovative practices to use in a complex task of reimagined urban development. UNDP will work closely with the Government to create clear links between policies, planning and budgeting processes and the Sustainable Development Goals, and deploy innovative mechanisms to leverage partnerships and multiple sources of finance towards underfinanced sectors and sectors which will have knock-on effects on others, thus promoting sustainable development across all dimensions of the 2030 Agenda.

24. The programme will prioritize conducting a development finance assessment and designing an integrated national financing framework road map to help the Government mobilize the resources needed to achieve national development priorities and results in the context of the 2030 Agenda. UNDP will initiate dialogues between the Government, the private sector and investors to provide a common understanding financing and investments for the Sustainable Development Goals; stimulate innovative solutions through the implementation of thematic impact acceleration programmes; and provide platforms for developing and piloting innovative financing tools such as “pay for success” mechanisms or impact bonds.

25. National and local ownership, diverse partnerships and deployment of local capacities will be at the heart of programme implementation. 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.

26. 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. The 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 Environmental 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

27. 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.

28. 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.

29. The escalation of the Nagorno-Karabakh conflict is exacerbating the socioeconomic consequences of the COVID-19 pandemic, and creating new needs and priorities impacting sustainable development. Adaptive programming approaches will be put in place to adjust the agency's programmes once the impact is better known, based on an agreed prioritization with the Government of Armenia, according to the established procedures. A joint review to elaborate these adjustments will be held at the earliest possibility in consultation with the Government. UNDP will moreover update its business continuity plans to strengthen programme resilience and safeguard the delivery of results.

30. 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 broad partnerships, joint projects and regular dialogues with international and national stakeholders

and United Nations agencies. Furthermore, early warning and risk management will be enhanced through a risk dashboard and a grievance-reporting mechanism.

31. 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.

32. 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.

33. 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

34. 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 joint evaluation of outcomes to validate progress in relation to envisaged short-term and long-term results.

35. 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, 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.

36. 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.

37. 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 principles, 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. | | | | |
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| 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>Indicator: Poverty rate decreased Baseline (2018): 23.5% Target (2024): 20%</p> <p>Indicator (SDG 8.5.2): 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>Indicator: Rural population per capita average monthly gross income level increased Baseline (2018): 63,338 Target (2024): 75,000</p> <p>Indicator (SDG 8.6.1): 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"> • ArmStat, annually • SDG National Reporting Tool (ArmSDG), annually • Social Snapshot Report in Armenia, annually • MESCS, MTAI, MLSA and Labour Inspectorate, annually • Reports, assessments, surveys, media analytics, United Nations/UNDP data, annually | <p>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 (IRRF⁶ 1.1.2)</p> <ul style="list-style-type: none"> • Indicator 1.1.1: 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 • Indicator 1.1.2: 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 • Indicator 1.1.3: Number of economic actors benefiting from improved productive capacities and strengthened value chains Baseline (2020): 240 Target (2025): 390 (25% women-led), UNDP, annually <p>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)</p> | <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> | <p>Regular: \$450,000</p> <p>Other: \$19,615,981</p> |

⁶ IRRF = UNDP integrated results and resources framework

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| | | <ul style="list-style-type: none"> • Indicator 1.2.1: 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 • Indicator 1.2.2: Number of improved public service models Baseline (2020): 0 Target (2025): 6, UNDP, annually <p>(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</p> <ul style="list-style-type: none"> • Indicator 1.3.1: Number of new labour market-responsive Vocational Education and Training models supported Baseline (2020): 1 Target (2025): 3, MESCS, annually • Indicator 1.3.2: Number of partnerships/mechanisms in place to bridge the education and labour-market gap Baseline (2020): 0 Target (2025): 4, MESCS, annually <p>(UNSDCF-2) Output 1.4 Capacities developed for progressive expansion of inclusive social protection systems</p> <ul style="list-style-type: none"> • Indicator 1.4.1: Number of improved social protection services provided Baseline (2020): 0 Target (2025): 8, MLSA, MoH, annually | | |
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| NATIONAL PRIORITY OR GOAL: 2019-2023 Government Programme and Action Plan, Section 6. Armenia Transformation Strategy 2050. | | | | |
| COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #2: UNSDCF Outcome 5: Ecosystems are managed sustainably and people benefit from participatory and resilient development and climate-smart solutions | | | | |
| RELATED STRATEGIC PLAN OUTCOME: Outcome 2 - Accelerate structural transformations for sustainable development | | | | |
| <p>Indicator: CO₂ emissions per GDP (in purchasing power parities) Baseline (2017): 0.22 tons/US\$ thousand Target (2025): 0.21 tons/US\$ thousand</p> <p>Indicator: Share of renewables in the gross final energy consumption Baseline (2017): 14.9% Target (2025): 16.4%</p> <p>Indicator (SP⁷ 2.7 revised): 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>Indicator (SP 2.9, SDG 15.1.2 revised): Hectares of important sites for terrestrial and freshwater biodiversity under improved management Baseline (2020): 250,000 hectares Target (2025): 380,000 hectares</p> <p>Indicator (SP 1.7, SDG 7.1.2 revised): Number of people benefited from affordable/clean energy technologies (disaggregated by sex). Baseline (2020): 4,000 Target (2025): 8,000 (55% women)</p> <p>Indicator (SDG 13.1 revised): Number of funded strategies in place to strengthen resilience/adaptive capacity to climate-related hazards, natural disasters. Baseline (2020): 0</p> | <ul style="list-style-type: none"> National greenhouse gas inventory, Biennial-annual update, MoE, biennially National greenhouse gas inventory reports, MTAI, Yerevan Municipality, Reports to the Green Climate Fund, UNFCCC, Nationally Determined Contributions (NDC) ArmSDG, ArmStat, Energy balance, annually MES, National Platform for Disaster Risk Reduction (NPDRR), annually Reports, assessments, surveys, media analytics (United Nations/UNDP) | <p>Output 2.1 Low-emission and climate-resilient objectives addressed in development plans/policies on economic diversification and green growth (SP 2.1.1)</p> <ul style="list-style-type: none"> Indicator 2.1.1: 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 Indicator 2.1.2: Number of institutional coordination mechanisms in place and operational in line with multilateral agreements Baseline (2020): 0 Target (2025): 2, MEc, MES, annually Indicator 2.1.3. Number of cities with resilient/green development plans and financial commitments in place Baseline (2020): 0 Target (2024): 5, MTAI, annually <p>Output 2.2 Low-emission measures, renewables and energy efficiency advanced and scaled</p> <ul style="list-style-type: none"> Indicator 2.2.1: 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 | <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>Regular: \$440,000</p> |
| | | | | <p>Other: \$36,695,971</p> |

⁷ SP=UNDP Strategic Plan

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| Target (2025): 5 (3 sectoral, 2 regional) | | <ul style="list-style-type: none"> • Indicator 2.2.2: Number of households benefiting from energy efficiency measures Baseline (2019): 88 (10% women-headed) Target (2024): 45,000 (15% women-headed), • Evaluations, Local self-governing bodies, annually • Indicator 2.2.3: Number of communities benefiting from renewable energy sources Baseline (2020): 80 Target (2024): 100, Local self-governing bodies, annually <p>Output 2.3: Improved national and local governments capacities to introduce environmentally sound management practices for ecosystems, waste and chemicals</p> <ul style="list-style-type: none"> • Indicator 2.3.1: 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 • Indicator 2.3.2: 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 • Indicator 2.3.3: 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 • Indicator 2.3.4: Number of improved policies and frameworks adopted on the conservation and sustainable use of natural resources in place | | |
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| | | <p>Baseline (2020): 0 Target (2025): 10, MoE, annually</p> <p>Output 2.4 Improved national and local capacities to integrate resilience to climate change and disasters into development plans and practices</p> <ul style="list-style-type: none"> • Indicator 2.4.1: Number of communities with funded disaster risk management frameworks, gender-responsive disaster risk management/adaptation plans, and coordination and monitoring mechanisms in place Baseline (2016): 109 Target (2025): 200, Armenian Rescue Service (ARS), NPDRR, MES, annually • Indicator 2.4.2: Number of health institutions with Hospital Safety Index modules in place, including gender-responsive contingency plans Baseline (2020): 0 Target (2025): 25, MoH, ARS, annually • Indicator 2.4.3: Innovative digital platforms and reports in practice for risk-informed, evidence-based, gender-disaggregated policymaking Baseline (2020): 1 Target (2025): 4, MoE, annually | | |
| NATIONAL PRIORITY OR GOAL: 2019-2023 Government Programme and Action Plan Section 3. Armenia Transformation Strategy 2050. | | | | |
| <p>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #3: UNSDCF Outcome 6: 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> | | | | |
| RELATED STRATEGIC PLAN OUTCOME: Outcome 2 - Accelerate structural transformations for sustainable development | | | | |
| <p>Indicator: Government effectiveness, transparency and accountability Baseline (2018): Worldwide Governance Indicators (WGIs): Voice and Accountability: 40.39</p> | <ul style="list-style-type: none"> • ArmStat, ArmSDG, annually • WGI, annually; Transparency International Corruption Perceptions Index, OGP, annually | <p>Output 3.1: Constitution-making, electoral, parliamentary processes/institutions strengthened to promote inclusion, transparency and accountability (IRRF 2.2.2)</p> | <p>Parliament, Electoral management bodies Prime Minister Office</p> | Regular: \$430,000 |
| | | | | Other: \$13,349,919 |

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| <p>Government effectiveness: 51.44 Control of corruption: 42.79 Open Government Partnership (OGP): 2021-2023 Action Plan implementation: 60% 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>Indicator: Independence, accountability, professionalism of judicial system Baseline (2020): WGI Rule of Law: 48.56 Target (2025): WGI Rule of Law: 50</p> <p>Indicator (SDG 16.6.2 revised): 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>Indicator (SDG 5.5.1,5.5.2): 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"> • Caucasus Barometer, biennially • Reports, assessments, surveys, media analytics • Universal Periodic Review (UPR) 2024, International Republican Institute (IRI) (biennially; Judicial Reform Strategy Action Plan reporting, annually • Gender Inequality Index, Gender Development Index, Gender Global Gap Report and other gender indicators, annually | <ul style="list-style-type: none"> • Indicator 3.1.1: Electoral management bodies capacities strengthened to conduct inclusive and credible elections Baseline (2019): 53% trust in Central Electoral Commission (CEC); fairness 63% Target (2025): 10 % increase (trust 63%; fairness 73%), CEC, IRI, Caucasus Barometer, biennially • Indicator 3.1.2: 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 • Indicator 3.1.3. Number of citizen-centric scalable innovative solutions introduced aimed at democratic processes Baseline (2020): 5 Target (2025): 23, Government, annually • Indicator 3.1.4. Number of initiatives to promote connectivity Baseline (2020): 3 Target (2025): 5, Government, biennially <p>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)</p> <ul style="list-style-type: none"> • Indicator 3.2.1: 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 • Indicator 3.2.2: Strengthened institutions/systems to implement human rights obligations: Baseline (2020): Human Rights Action Plan 2020-2022 adopted | <p>Deputy Prime Minister Offices; Ministry of Justice (MoJ); MTAI, Ombudsman, Civil society, UNICEF, UNFPA, IOM, OHCHR, UN-Women, UNHCR, UNODC</p> | |
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| | | <p>Target (2025): 80% implemented, UPR, MoJ, Human Right Defender's Office, annually</p> <ul style="list-style-type: none"> Indicator 3.2.3: Number of digital transparency/accountability mechanisms co-established with the Government and/or citizens Baseline (2020): 2 Target (2024): 20, UNDP, Government, annually <p>(UNSDCF-8) Output 3.3. Systems/ mechanisms to ensure equal opportunities/rights to participate in decision-making</p> <ul style="list-style-type: none"> Indicator 3.3.1: Number of gender-responsive laws, policies, programmes and practices at national and local levels Baseline (2020): 5 Target (2025): 30, MTAI, MLSA, local self-government bodies, annually | | |
| NATIONAL PRIORITY OR GOAL: 2019-2023 Government Programme and Action Plan Sections 7-8. Armenia Transformation Strategy 2050. | | | | |
| COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #4: UNSDCF Outcome 7: 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 | | | | |
| RELATED STRATEGIC PLAN OUTCOME: Outcome 2 - Accelerate structural transformations for sustainable development | | | | |
| Indicator (SDG 17.14.1 revised): 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"> ArmStat, ArmSDG, annually Voluntary national review, United Nations/UNDP, Government, Development Assistance Database, Development Foundation of Armenia | Output 4.1. New mechanism and partnerships established to support impact-driven innovation ecosystems for the Sustainable Development Goals <ul style="list-style-type: none"> Indicator 4.1.1 Number of innovative Sustainable Development Goals-aligned mechanisms and partnerships developed Baseline (2020): 10 mechanisms; 5 partnerships Target (2025): 20 mechanisms, 10 partnerships, Government, annually Output 4.2 Enabling environment/institutional capacities developed to leverage public and private financing for the Sustainable Development Goals | Prime Minister Office Deputy Prime Minister Offices, Line ministries, Civil society, Private sector, UNICEF, WFP, UN-Women, UNIDO | Regular: \$430,000 Other: \$4,035,428 |

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| | | <ul style="list-style-type: none">• Indicator 4.2.1: Number of mechanisms developed to realign/catalyse public and/or private financing Baseline (2020): 2 Target (2025): 5, UNDP, annually <p>Output 4.3 National and local governments use innovative, impact-oriented and data-driven solutions for policymaking</p> <ul style="list-style-type: none">• Indicator 4.3.1 Number of innovative, impact-oriented and data-driven tools developed Baseline (2020): 5 Target (2025): 10, UNDP, annually | | |
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