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**Country programme document for Armenia (2026–2030)**

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<sup>1</sup> Please note: Although this is the fifth Armenia country programme document submitted to the Executive Board, the symbol DP/DCP/ARM/5 was inadvertently assigned to the previous cycle (2021–2025). To maintain consistency in the United Nations documentation system, this document has been issued as DP/DCP/ARM/6.



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

1. Armenia is a landlocked country in the South Caucasus with a population of 2.97 million and an upper-middle-income economy demonstrating steady socio-economic progress. With a Human Development Index of 0.811, it ranks in the very high human development category, reflecting gains in education, healthcare and governance.<sup>2</sup> Substantive reforms are ongoing to address remaining structural challenges, including institutional weaknesses, multidimensional inequalities, regional security threats and exposure to economic shocks. Labour market imbalances, an ageing population, climate-related vulnerabilities and biodiversity loss remain pressing issues.

2. Over the past five years, Armenia has faced compounded security, socio-economic and environmental challenges. The coronavirus pandemic and the military hostilities in and around Nagorno-Karabakh triggered significant humanitarian and development setbacks, including a 7.2 per cent gross domestic product contraction in 2020.<sup>3</sup> Recovery followed, with growth of 12.6 per cent in 2022, 8.3 per cent in 2023 and 5.9 per cent in 2024,<sup>4</sup> driven by services—such as tourism and information and communications technology—and increased investment in public infrastructure. However, unemployment remains high, projected at 13.5 per cent in 2025,<sup>5</sup> and informal employment accounted for 32.5 per cent in 2023,<sup>6</sup> leaving many without legal protection or socio-economic security. An estimated 23.7 per cent of the population lives below the national poverty line, while child poverty affects 31.7<sup>7</sup> per cent. Structural disparities continue to impact women, refugees, older individuals, persons with disabilities and informal workers. Climate change presents further risks, with projected patterns of drier summers and wetter winters threatening agricultural productivity<sup>8</sup> and increasing the frequency of natural disasters.

3. The influx of over 115,000 refugees from Nagorno-Karabakh—equivalent to roughly 4 per cent of the population—has resulted in a refugee crisis presenting complex humanitarian, socio-economic and integration challenges. Public services have come under significant strain, especially for women, children and older persons within both refugee and host communities. Despite the Government response, which was immediate and robust, persistent challenges remain in securing employment, sustainable livelihoods, and adequate housing for refugees.

4. Against this backdrop, the country programme aims to address critical challenges and advance the national development vision articulated in the 2021-2026 Government Programme and Action Plan and the Armenia Transformation Strategy 2050. Guided by findings from the Independent Country Programme Evaluation (ICPE), UNDP will seek to: (a) build on its programmatic depth and breadth; (b) continue serving as a trusted and strategic development partner; (c) foster synergy between urgent crisis response and long-term resilience-building at the Humanitarian–Development–Peace nexus; and (d) leverage diversified financing to test innovative solutions, alongside increased national co-financing to support scalable and sustainable results. With its systems thinking capabilities and broad mandate, UNDP is well positioned to address complex challenges and systemic transformation. Its global expertise and strong local presence will facilitate the transfer and scaling of solutions tailored to local needs.

<sup>2</sup> UNDP. “Human Development Report 2023: Armenia.” <https://hdr.undp.org/data-center/specific-country-data#/countries/ARM>

<sup>3</sup> Armstat, <https://armstat.am/am/?nid=12&id=01001>

<sup>4</sup> Ibid.

<sup>5</sup> IMF, <https://www.imf.org/en/News/Articles/2024/12/17/pr24477-armenia-imf-executive-board-completes-4th-review-under-the-stand-by-arrangement>

<sup>6</sup> Statistical Committee of the Republic of Armenia (ArmStat) “Yearbook, 2022-2023” page 118-119

<sup>7</sup> Statistical Committee of the Republic of Armenia (ArmStat). “Social Snapshot and Poverty in Armenia, 2023.” <https://armstat.am/en/?nid=82&id=2617>

<sup>8</sup> Strata (2024). Geospatial insights for a changing world. See: <https://strata.earthmap.org/?aoi=am>

5. As the development arm of the United Nations, UNDP - will advance the outcomes of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026-2030. The country programme will prioritise environmentally sustainable and broad-based socio-economic development, climate resilience and effective governance, expanding opportunities for vulnerable groups, including women, youth, refugees, and marginalised communities, as a cross-cutting priority. The country programme is grounded in a robust theory of change (ToC) that ensures interventions are structured, evidence-based and responsive to evolving risks and opportunities, while aligning with the long-term development trajectory of Armenia. It assumes progress toward sustainable development that reduces vulnerability among marginalised groups and enhances national resilience. However, systemic barriers—including structural inequalities, institutional inefficiencies and environmental and security-related risks threaten this trajectory. Accordingly, the country programme integrates risk-informed programming, adaptability, and flexible financing mechanisms to ensure agility and responsiveness in dynamic contexts. The ToC is aligned with, and contributes to, the vision of the UNSDCF.

## II. Programme Priorities and Partnerships

6. The UNDP country programme for Armenia (2026–2030) envisions a future where all people, particularly those most at risk of being left behind, benefit from sustainable development that is environmentally sound and socially equitable. Over the next five years UNDP will make a strategic and catalytic contribution to expanding socio-economic prosperity, strengthening green transition and resilience, and enhancing governance effectiveness, focused on broad-based access to opportunities and resources for all. The programme will integrate support for policy reforms, institutional capacity-building and local implementation to help ensure that ambitious strategies and frameworks deliver measurable development outcomes. The strategic direction of the programme is grounded in a multi-layered consultative process with the Government and other national stakeholders, and is anchored in systems thinking, predictive analytics and science-based solutions.

### Inclusive Socio-Economic Development and Prosperity

7. UNDP contribution to sustainable development will integrate policy-level support with community-based solutions, expanding socio-economic opportunities for individuals and entrepreneurs by addressing underlying challenges and building resilience. To this end, UNDP will work with the Ministry of Economy (MOE), the Ministry of Territorial Administration and Infrastructure (MTAI), the Ministry of Finance (MOF), the Ministry of Labour and Social Affairs (MLSA), the Ministry of Education, Science, Culture and Sport (MESCS), as well as other national authorities, civil society organizations (CSOs), the private sector and academia.

8. UNDP will contribute to maintaining an enabling policy environment for foreign and domestic investment, increasing productivity and competitiveness, and expanding livelihoods and employment opportunities—particularly for women, youth, and refugees. Support will be provided for policy reforms in areas such as public finance, taxation and customs, vocational education and training (VET), employment, tourism and regional development. Through innovative public–private partnerships, the programme will facilitate the mobilisation of additional investments for economic transformation, attracting global expertise and financing to advance the Sustainable Development Goals. Greater private sector engagement in programming will be prioritised to ensure that Armenia continues to benefit from international financial flows.

9. Community resilience will be strengthened through institutional capacity development for innovative, adaptive and evidence-based decision-making. Support will include upgrading local infrastructure, enhancing service delivery and broader access to

essential resources—reinforcing preparedness, particularly in border and conflict-affected communities. UNDP will support the empowerment of women by reducing unpaid care burdens, promoting family-friendly workplace policies, and advancing legal protections for equality, participation and community resilience.

10. To sustain momentum in poverty reduction, UNDP will support over 1,400 micro and small enterprises, while operationalising the national employment strategy and promoting economic participation of vulnerable youth.<sup>9</sup> Interventions will address structural barriers, expand financial inclusion, and increase productivity in key sectors by embedding work-based learning models, future-oriented skills, and labour policies. Efforts will be made to promote more women-led enterprises, offer tailored credit mechanisms for women entrepreneurs and implement mentorship schemes to support them in traditionally male-dominated sectors. With an expanded focus on dynamic urban and rural development, UNDP will facilitate the transition from subsistence agriculture to higher-value economic activity. This will include mobilising the resources, expertise and partnerships to address persistent development challenges and support vibrant local business ecosystems, benefitting over 100,000 individuals.

11. As a co-lead of the “Inclusive Livelihoods National Framework” for refugees and host communities, developed jointly with the Office of the United Nations High Commissioner for Refugees (UNHCR), UNDP will utilize its signature portfolio approach to help ensure that the long-term needs of refugees from Nagorno-Karabakh are addressed comprehensively and without duplication. Crisis-response and recovery capacity-building will be mainstreamed across the programme.

### **Green Transition and Climate Resilience**

12. UNDP will promote low-emission, nature-positive and climate-smart solutions to support green transition, balancing economic development priorities with environmental sustainability. Partnerships will be strengthened with the Ministry of Environment (MoEnv), the Ministry of Internal Affairs (MIA), the Ministry of Foreign Affairs (MFA), MTAI, MOF, MOE, and other institutions, CSOs, the private sector and academia.

13. UNDP will continue supporting implementation of Armenia’s international climate commitments. This will include legal and policy support, including the advancement of a national Climate Law developed with UNDP support. These efforts aim to improve coordination across institutions, expand climate-related financing and enable a just green transition.

14. UNDP will accelerate the national shift toward a low-carbon economy by promoting renewable energy and energy efficiency. This dual-track approach is designed to help reduce carbon emissions in accordance with commitments set by the Nationally Determined Contributions (2021-2030<sup>10</sup>) and Long-Term Low Greenhouse Gas Emission Development Strategy. It will also contribute to energy security by lowering dependence on fossil fuels and supporting implementation of the Strategic Programme for the Development of the Energy Sector and the Programme on Energy Saving and Renewable Energy 2022-2030.

15. Given the heightened exposure of Armenia to rising temperatures, extreme weather events and disaster risks, priority will be placed on adaptation and addressing loss and damage, to reduce vulnerabilities through infrastructure resilience and institutional strengthening. Programming will take into account recommendations from the UNDP-led Post-Disaster Needs Assessment following the May 2024 flooding in Lori and Tavush regions. National adaptation actions will be supported through systemic and

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<sup>9</sup> Youth who are not in education, employment or training (NEET).

<sup>10</sup> Development of the NDC 2025 –2035 is ongoing, supported by UNDP.

innovative approaches, including nature-based solutions with biodiversity and mitigation co-benefits.

16. UNDP will prioritize sustainable management of water systems and infrastructure, land and biodiversity to protect ecosystems and support rural communities. This will include replication of proven models for smart water and land use, as well as promotion of sustainable finance for biodiversity conservation and improvement of air quality management systems. Synergies across climate action, air quality, and industrial emissions will be leveraged to achieve economies of scale and greater impact. The approach will integrate capacity-building, innovation and policy advocacy to ensure long-term sustainability. In recognition of the role of Armenia as host of the 2026 Conference of the Parties to the Convention on Biological Diversity (COP 17), UNDP will support advancement of the biodiversity agenda, including implementation of the National Biodiversity Strategy and Action Plan.

17. UNDP will strengthen disaster risk management (DRM) in Armenia by enhancing national capacities for anticipation, preparedness, response and recovery. This will include capacity-building, participatory risk assessments, improved inter-agency coordination and data-informed policymaking. The programme will also support forecasting capabilities, risk modelling and modernised early warning systems to improve civic protection and reduce disaster-related vulnerabilities.

18. UNDP will promote community-led action and behavioural change through innovative grassroots initiatives. Efforts will centre on empowering local communities to lead environmental solutions through awareness-raising, education and participatory approaches that foster ownership and sustainability of results.

### **Effective Governance for Sustainable Future**

19. UNDP will support the consolidation of democratic governance, the advancement of human rights, and the promotion of transparent, effective and accountable institutions in close coordination with respective stakeholders, including: the Office of the Prime Minister (PMO), the Office of the Deputy Prime Minister (DPMO), the National Assembly (NA), electoral management bodies (EMB), the Human Rights Defender (HRD), the Ministry of Justice (MOJ), MFA, MLSA, MIA, CSOs and academia.

20. To promote fair, credible and accessible elections, UNDP will support electoral administration, digitalization of electoral systems and participatory voter outreach. Efforts will also focus on enhancing parliamentary oversight, policymaking capabilities and public engagement. Support for decentralisation and improved local service delivery will contribute to strengthened local governance and broader civic participation.

21. UNDP will contribute to strengthening the rule of law by enhancing capacities of human rights and justice-sector bodies and supporting comprehensive judicial reforms. Efforts will aim to ensure equitable access to justice and legal aid—particularly for vulnerable groups such as refugees and persons with disabilities—while promoting judicial independence, addressing court backlogs and advancing alternative dispute resolution mechanisms and digital justice platforms. Collaboration with law enforcement agencies will prioritise professionalisation, empowerment of women, and community-oriented policing.

22. UNDP will contribute to public administration reform by improving institutional effectiveness, enhancing quality of policies and services, and expanding financing for sustainable development. This will include support for transparent and accountable governance, use of data-driven and digital systems, and technology-enabled public engagement to improve decision-making at all levels. Mission-oriented, human-centred and behaviourally informed approaches will be promoted to strengthen the impact of reforms. Specific attention will be given to anti-corruption efforts, civil service reform, institutional resilience and development of an agile and innovative governance ecosystem. National capacities will also be supported in managing large-scale infrastructure projects and advancing humanitarian mine action, including through

training and equipment upgrades. Community resilience and social cohesion will be enhanced through participatory governance and civic engagement, with emphasis on empowering women and youth.

23. Across all 3 outcomes, UNDP strategic Accelerators - Gender Equality, Digital and Artificial Intelligence Transformation and Sustainable Finance - will boost the country programme. UNDP will collaborate with government institutions to ensure that women are positioned at the centre of policy dialogues, including in crisis settings. Opportunities emerging from digitalization and artificial intelligence will be harnessed to accelerate systemic change while avoiding new forms of exclusion. Innovative and sustainable financing mechanisms will be utilized to attract private capital, blended with public co-financing, to support a forward-looking, well-resourced and knowledge-based development trajectory.

24. As cross-cutting priority, UNDP will strengthen national institutional capacities in line with the principle of leaving no one behind, with a particular focus on vulnerable groups, including refugees and enhance national and local data systems to support evidence-based policies, programming and monitoring.

25. UNDP will work collectively with a broad-based partnership ecosystem to advance this vision. South–South and triangular cooperation will enable Armenia to adopt best global practices, while also sharing national experience and solutions. The United Nations Volunteers programme will further promote local engagement, community mobilisation and civic participation.

26. An integrated approach will be pursued through partnerships with United Nations entities and multilateral institutions. Future cooperation will deepen synergies across governance, resilience and climate action, including joint efforts with the United Nations Children’s Fund and UNHCR on social protection and refugee integration; with the United Nations Entity for Gender Equality and the Empowerment of Women on advancing the empowerment of women; with the International Labour Organization on labour rights; and with the Food and Agriculture Organization on sustainable agri-rural development. UNDP will also coordinate with the World Food Programme, the United Nations Environment Programme and the United Nations Office for the Coordination of Humanitarian Affairs on comprehensive environmental risk management. These efforts will strengthen institutional frameworks and extend the reach of essential public services. UNDP will deepen existing alliances and cultivate new partnerships—with the European Union, bilateral donors, vertical funds and international financial institutions, including the World Bank, the European Investment Bank, the European Bank for Reconstruction and Development and the Asian Development Bank—to leverage additional resources and technical expertise in support of Armenia development priorities.

### **III. Programme and Risk Management**

27. This country programme document outlines UNDP contributions to national development results and serves as the primary unit of accountability to the Executive Board for alignment of results and allocation of resources at the country level. The accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the UNDP Programme and Operations Policies and Procedures and its Internal Control Framework.

28. 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 Harmonised Approach to Cash Transfers will be applied in coordination with other United Nations entities to manage financial risks. Cost definitions and classifications related to programme and development effectiveness will be charged to the respective projects.

29. Programme oversight will be carried out within the framework of UNSDCF annual reviews, in accordance with the relevant mechanisms to be established for this purpose. Projects and portfolios will be implemented in cooperation with national and local institutions and will be overseen by project boards.

30. National ownership will be further strengthened through government co-financing of the UNDP country programme, where applicable, and active collaboration in programme delivery. This will reflect the commitment of the Government to co-lead transformative interventions. In view of the evolving donor landscape, predictable and adequate financing for programmatic activities—including through the use of innovative financial mechanisms, new funding sources and government contributions—will be essential for overall programme success.

31. The country programme is based on several key assumptions and acknowledges risks that could affect its implementation:

32. First, geopolitical and internal stability is expected to allow national partners and UNDP to pursue the planned development trajectory. If needed, the programme will adapt to new demands while sustaining momentum toward sustainable development.

33. Second, the Government is expected to maintain a strong reform orientation in areas such as governance, economic transformation and green transition, supported by adequate domestic resources and external development financing. UNDP will accompany these efforts and help galvanise broad-based support for reforms, leveraging its expertise to mobilise financing through public, private and international partnerships.

34. Third, the programme assumes continued strong collaboration across stakeholders to maximise development outcomes. To mitigate potential risks such as reduced national ownership or erosion of public trust, UNDP will maintain close alignment with national priorities and promote participatory engagement.

35. Robust risk management will be applied throughout the programme cycle in accordance with the UNDP Enterprise Risk Management Policy. This will enable ongoing monitoring and mitigation of political, socio-economic, environmental, institutional, financial and operational risks. UNDP will also apply its Social and Environmental Standards to enhance outcomes, prevent adverse impacts and ensure stakeholder engagement. Efforts to diversify and expand partnerships will continue, with the aim of sustaining anticipated funding levels and attracting additional resources.

## IV. Monitoring and Evaluation

36. UNDP monitoring and evaluation framework for the country programme will rely on close coordination with national and local authorities, and engagement with the United Nations country team, to systematically track progress and ensure coherence in data collection, analysis and reporting. UNDP will leverage national and subnational systems to strengthen statistical capacity in Armenia. Collaboration with the State Statistical Committee, academia and CSOs will help reduce data gaps and promote transparency. The evaluation plan will include a mid-term review, annual performance tracking and a final programme evaluation, culminating in an ICPE as an independent validation mechanism.

37. By prioritising joint monitoring, the programme will foster multi-stakeholder engagement through the UNSDCF oversight mechanism, project/portfolio board meetings, and sectoral consultations. Lessons learned, best practices and innovative approaches will be systematically integrated into programming. Knowledge-sharing partnerships will help expand national capacity for data-driven governance. A minimum of five per cent of programme resources will be allocated to monitoring and evaluation.

## ANNEX A: RESULTS AND RESOURCES FRAMEWORK

NATIONAL PRIORITY OR GOAL: 2021-2026 Government Programme and Action Plan. Armenia Transformation Strategy 2050.				
COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #1. By 2030, people benefit from green, inclusive, economic development, sustainable livelihoods and decent work opportunities				
RELATED STRATEGIC PLAN OUTCOME: Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS ( <i>including indicators, baselines targets</i> )	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
<b>Indicator (SDG 1.2.1):</b> Poverty rate Baseline (2024): 23.7% Urban: 21.5% Rural: 27% Male: 23.8% Female: 23.7%  Target (2030): 21% Urban: 19% Rural: 23.9% Male: 21% Female: 20.9%  <b>Indicator (SDG 8.5.2):</b> Unemployment rate Baseline (2024): 12.4% Male: 11.7% Female: 13.2% Urban: 15% Rural: 8% Youth: 21.3%  Target (2030): 0% Male: 9.4% Female: 10.6% Urban: 12% Rural: 6.4% Youth: 18%	ArmStat, annually  SDG National Reporting Tool (ArmSDG), annually  Social Snapshot and Poverty in Armenia, annually  Labour Market in Armenia  United Nations/UNDP data, annually  Global Innovation Index (GII)  Reports, assessments, surveys, media analytics	<b>Output 1.1</b> Inclusive, green economic development is promoted through a strengthened ecosystem that enhances productivity, competitiveness, income, employment and equal opportunities for all, while reducing disparities. <ul style="list-style-type: none"> <li><b>Indicator 1.1.1</b> Number of inclusive policies/strategies (incl. employment, VET, tourism, regional development), supported aimed at promoting nature-positive sustainable and equitable economic development and reducing disparities. Baseline (2025): 0 Target (2030): 10 Government, UNDP, annually</li> <li><b>Indicator 1.1.2</b> Number of innovative public-private-partnership (PPP) mechanisms adapted to provide alignment between market incentives, national priorities and SDGs [SP-IRRF2.1.3] Baseline (2025): 0 Target (2030): 4 Government, UNDP, annually</li> <li><b>Indicator 1.1.3</b> Volume of public and private investments leveraged towards sustainable development priorities [SP-IRRF5.2.3] Baseline (2025): 0 Target (2030): USD 150 million (o.w. \$15 million through UNDP) Government, UNDP, annually</li> </ul> <b>Output 1.2</b> Community resilience is enhanced through adaptive strategic planning and implementation capacity, equitable access to services, including to family-friendly services, and upgraded infrastructure, ensuring communities are adequately equipped to thrive, adapt and recover from crises. <ul style="list-style-type: none"> <li><b>Indicator 1.2.1</b> Number of women and men, including refugees, accessing basic services, with UNDP support [SP-IRRF 1.3.1]</li> </ul>	PMO, DPMO, MFA, MTAI, MoE, MLSA, MESCS, Governor Offices, Local Self-Government Bodies (LSGs), CSOs, Private Sector, Academia  UN agencies (UNA), Development Partners (DP)	<b>Regular:</b> <b>\$567,195</b>  <b>Other:</b> <b>\$25,643,250</b>



<p><b>Indicator:</b> Per capita average monthly gross income level of rural population Baseline (2024): 71,847 AMD Target (2030): 93,400 AMD</p> <p><b>Indicator:</b> Human Development Index Baseline (2023): 0.811 Target (2030): 0.825</p> <p><b>Indicator:</b> Improvement in national innovation capacity and global ranking Baseline (2024): 63 rank, 33.2 score Target (2030): 55rank, 38 score z</p>		<p>Baseline (2025): 0 Target (2030): 119,500 (56,400 men, 63,100 women; 6,000 refugees) UNDP, annually</p> <ul style="list-style-type: none"> <li><b>Indicator 1.2.2</b> Number of vulnerable households, benefiting from family-friendly (care) services introduced with public and private sector. Baseline (2025): 0 Target (2030): 500 UNDP, annually</li> <li><b>Indicator 1.2.3</b> Number of settlements with improved infrastructure benefitting host communities and refugees [SP-IRRF3.3.2] Baseline (2025): 0 Target (2030): 50 UNDP, annually</li> <li><b>Indicator 1.2.4</b> Number of municipalities demonstrating capacity for transformative strategic and portfolio planning and partnerships building to enhance sustainable development and resilience. Baseline (2025): 0 Target (2030): 4 UNDP, annually</li> </ul> <p><b>Output 1.3</b> Balanced territorial development promoted by supporting entrepreneurship and Micro and Small Enterprises (MSEs), through innovative rural and urban development, inclusive nature-positive regional growth and improved livelihoods particularly for women, youth, and refugees, especially in remote and bordering communities.</p> <ul style="list-style-type: none"> <li><b>Indicator 1.3.1.</b> Number of enterprises/MSEs with improved performance, transactions, and/or income generation Baseline (2025): 0 Target (2030): 1,400 (600 men-owned, 800 women-owned; 100 refugee-owned) UNDP, annually</li> <li><b>Indicator 1.3.2</b> Number of vulnerable women and men with improved livelihoods [SP-IRRF3.3.1] Baseline (2025): 0 Target (2030): 100,000 (48,000 men, 52,000 women; 5,000 refugees) UNDP, annually</li> <li><b>Indicator 1.3.3</b> Number of jobs, including green jobs and jobs within care economy, created in communities for women and men. Baseline (2025): 0 Target (2030): 4,400 (1,630 men, 2,770 women; 500 refugees, 400 green) UNDP, annually</li> </ul>		
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<b>NATIONAL PRIORITY OR GOAL:</b> 2021-2026 Government Programme and Action Plan. Armenia Transformation Strategy 2050.				
<b>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #2/By 2030, climate change adaptation and mitigation, biodiversity protection, and sustainable natural resources management is strengthened, through gender-responsive, inclusive and innovative approaches</b>				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.				
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 (US\$)
<p><b>Indicator (SDG 9.4.1 adapted):</b> CO2 emissions per GDP (in 2021 PPP) Baseline (2023): 0.13 Target (2030): 0.08</p> <p><b>Indicator:</b> Existence of national biodiversity strategy and targets aligned with Convention on Biological Diversity</p>	<p>National greenhouse gas inventory, reports</p> <p>Reports to the Green Climate Fund, UNFCCC, biennially</p> <p>Armenia Government Program on Energy Saving and Renewable Energy 2022-2030</p>	<p><b>Output 2.1</b> Green transition advanced through mainstreaming low-emission and climate resilient objectives into sectoral plans and policies and advancing inclusive renewable energy, energy efficiency, and transparency measures.</p> <ul style="list-style-type: none"> <li><b>Indicator 2.1.1</b> Number of inclusive policies/strategies/plans adopted with targets for low-emission, climate resilient and nature-positive development. Baseline (2025): 0 Target (2030): 4 MOE, annually</li> </ul>	<p>PMO, DPMOs, MoEnv; MIA; MFA; MTAI, MOF, MOE, Urban Development Committee, LSGs</p> <p>DP; CSOs, Vertical Funds, UNA</p>	<p><b>Regular:</b> <b>\$712,744</b></p> <p><b>Other:</b> <b>\$32,226,000</b></p>

<p>Baseline (2024): No Target (2030): Yes</p> <p><b>Indicator (SDG 7.2.1):</b> Renewable energy share in the total final energy consumption Baseline (2023): 10.1 Target (2030): 13.2</p>	<p>MTAI, Yerevan Municipality data, annually</p> <p>WB; WEO; Projections under the LT-LEDS of Armenia, annually</p> <p>ArmStat, ArmSDG, Energy balance, annually</p> <p>United Nations/UNDP data, annually</p> <p>Reports, assessments, surveys, media analytics</p>	<ul style="list-style-type: none"> <li>• <b>Indicator 2.1.2</b> CO2 emissions reduction achieved (tons) Baseline (2025): 0 Target (2030): 36,500 Government, UNDP, annually</li> <li>• <b>Indicator 2.1.3</b> Installed renewable energy (solar) capacity, kW [SP-IRRF 5.2.1] Baseline (2025): 0 Target (2030): 1,300 Government, annually</li> <li>• <b>Indicator 2.1.4</b> Number of people (disaggregated by w/m, and refugees) benefitted from renewable energy and energy efficiency measures [SP-IRRF 5.1.1] Baseline (2025): 0 Target (2030): 26,500 (women 13,500; men 13,000; 2,000 refugees) Government, annually</li> <li>• <b>Indicator 2.1.5</b> Number of national reports, prepared in the framework of international conventions, supported. Baseline (2025): 0 Target (2030): 3 MOE, annually</li> </ul> <p><b>Output 2.2</b> Reduced vulnerability to the impacts of climate change through strengthening resilience, including in infrastructure sector; integration of adaptation in development planning, enhancing national capacities for adaptation, loss and damage.</p> <ul style="list-style-type: none"> <li>• <b>Indicator 2.2.1</b> Number of innovative adaptation practices introduced, including ecosystem-based adaptation with biodiversity benefits. Baseline (2025): 0 Target (2030): 3 (2 using nature-based solutions) UNDP, annually</li> <li>• <b>Indicator 2.2.2</b> Number of settlements with improvements in infrastructure and systems to enhance resilience to climate change [SP-IRRF4.2.2] Baseline (2025): 0 Target (2030): 12 Government, annually</li> <li>• <b>Indicator 2.2.3</b> Number of sectors supported with technical guidelines for the assessment of climate risks, losses and damages. Baseline (2025): 0 Target (2030): 2</li> </ul>		
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		<p><i>Government, annually</i></p> <p><b>Output 2.3</b> National and subnational authorities are empowered to sustainably manage water systems and infrastructure, land, biodiversity and reduce pollution through science-backed solutions, education, alliances, engagement of women and youth, and innovative financing.</p> <ul style="list-style-type: none"> <li> <p><b>Indicator 2.3.1</b> Number of development plans with targets for biodiversity conservation and financing elaborated.</p> <p>Baseline (2025): 0</p> <p>Target (2030): 2</p> <p><i>Government, CSOs, annually</i></p> </li> <li> <p><b>Indicator 2.3.2</b> Area (ha) of ecosystems/lands (landscapes) sustainably managed and rehabilitated.</p> <p>Baseline (2025): 0</p> <p>Target (2030): 120,000 and 600</p> <p><i>Government, annually</i></p> </li> </ul> <p><b>Indicator 2.3.3</b> Number of people (disaggregated by w/m, and refugees) with improved water security due to climate-smart practices and pilot investment projects [SP-IRRF 4.2.2]</p> <p>Baseline (2025): 0</p> <p>Target (2030): 42,200 (women 25,300; men 16,900; incl. 3,000 refugees)</p> <p><i>Government, annually</i></p> <ul style="list-style-type: none"> <li> <p><b>Indicator 2.3.4</b> Area (ha) of national forest cover benefiting from improved wildfire forecasting, preparedness and risk reduction measures [SP-IRRF4.1.2.a]</p> <p>Baseline (2025): 0</p> <p>Target (2030): 3,000</p> <p><i>Government, MOE, annually</i></p> </li> <li> <p><b>Indicator 2.3.5</b> Number of functional air quality monitoring stations/regulations established.</p> <p>Baseline (2025): 0</p> <p>Target (2030): 2 monitoring stations; 1 regulation</p> <p><i>MoE</i></p> </li> <li> <p><b>Indicator 2.3.6.</b> Number of capacity development programmes in the field of water systems and infrastructures</p> <p>Baseline (2025): 0</p> <p>Target (2030): 5</p> <p><i>Government, annually</i></p> </li> </ul>		
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		<p><b>Output 2.4</b> Disaster anticipation, preparedness, response and recovery capabilities advanced at all levels through enhanced ecosystem-based disaster risk reduction, risk-informed policies, innovative resilience-building solutions.</p> <ul style="list-style-type: none"> <li> <b>Indicator 2.4.1</b> Number of policies or solutions introduced to advance DRM[SP-IRRF3.1.3]  Baseline (2025): 0  Target (2030): 10 (2 ecosystem-based)  Government, annually </li> <li> <b>Indicator 2.4.2</b> Number of officials capacitated on risk-informed, gender-responsive policymaking.  Baseline (2025): 0  Target (2030): 500 (women/men)  Government, annually </li> <li> <b>Indicator 2.4.3</b> Number of people benefiting from sophisticated early warning systems, operationalized and linked to national DRM system [SP-IRRF 3.1.2]  Baseline (2025): 0  Target (2030): 600,000 (48% men, 52% women; 25,000 refugees)  Government, annually </li> <li> <b>Indicator 2.4.4</b> Percentage of population benefiting from advanced (1-3 km) numerical weather forecast system.  Baseline (2025): 0  Target (2030): 100%  Government, annually </li> <li> <b>Indicator 2.4.5:</b> Number of community-based measures implemented that prevent and reduce hazards, including floods, and enhance community resilience.  Baseline: 0  Target: 5  UNDP, annually </li> </ul> <p><b>Output 2.5</b> Public engagement in climate action and environmental protection is fostered through grassroot actions and behaviour change initiatives, involving women, youth and refugees.</p> <ul style="list-style-type: none"> <li> <b>Indicator 2.5.1</b> Number of communities integrating just green transition into development plans.  Baseline (2025): 0  Target (2030): 4  UNDP, annually </li> </ul>		
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<b>NATIONAL PRIORITY OR GOAL:</b> 2021-2026 Government Programme and Action Plan Chapter 5 and Chapter 6. Armenia Transformation Strategy 2050.				
<b>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #3/</b> By 2030, governance institutions and systems are more responsive, accountable, and transparent, upholding the rule of law, human rights, gender equality.				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> <i>Outcome 3: Resilience built to respond to systemic uncertainty and risk.)</i>				
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 (US\$)
<b>Indicator (SDG 16.3, 5, 6, 7, 10):</b> World Governance Indicators (WGI)  Baseline (2024): (1) Voice and Accountability: 50.5 (2) Government effectiveness: 43.87 (3) Regulatory quality: 52.8 (4) Rule of law: 49.1 (5) Control of corruption: 57.1  Target (2030): (1) 52.2 (2) 45.4 (3) 55.5 (4) 50.0 (5) 58.0	ArmStat, ArmSDG, annually  WGI, Transparency International Corruption Perceptions Index, annually  Gender Inequality Index, annually  Participatory Democracy Index  WB Inter-Parliamentary Union (IPU), annually  United Nations/UNDP data, annually	<b>Output 3.1</b> Capacities of electoral management bodies, the parliament, the constitutional reform process and local government strengthened enabling fair, credible, accountable and inclusive electoral processes, transparent, effective and responsive parliamentary oversight and legislative process, and decentralisation of powers and services.  <ul style="list-style-type: none"> <li><b>Indicator 3.1.1</b> Compliance with international standards for credible, inclusive, transparent, and sustainable electoral processes [SP-IRRF-2.4.1] Baseline (2021): Yes; 2025 – N/A; Target (2030): Yes OSCE/ODIHR, CEC, CSOs, per the electoral calendar</li> <li><b>Indicator 3.1.2</b> Percentage change in the Index of Parliamentary Perception, reflecting greater NA capacities and public engagement Baseline (2025): 35 (IPP 2024) Target (2030): 38 UNDP, IPP, annual</li> <li><b>Indicator 3.1.3</b> Number of local communities with improved capacity to implement self-government functions, develop and deliver inclusive human-</li> </ul>	PMO, DPMOs, NA, EMBs, HRD, Office of the Representative on international legal matters, Supreme Judicial Council, MOJ, MFA, MLSA, MIA, Corruption Prevention Commission, CSOs, UNA, OSCE  DP, IFIs	<b>Regular:</b> <b>\$893,103</b>  <b>Other:</b> <b>\$40,380,750</b>

<p><b>Indicator (SDG 16.5):</b> Corruption perception index Baseline (2023): 47/100 Target (2030): 51/100</p> <p><b>Indicator (SDG 5.5.1; IRRF):</b> Proportion seats held by a) women in national parliaments and b) local governments. Baseline (2023): a) 36, b) 28 Target (2030): a) 40, b) 35</p> <p><b>Indicator:</b> Gender Inequality Index (GII) value UNDP Human Development Report Baseline (2022): 0.198 Target (2030): 0.178</p> <p><b>Indicator:</b> Greater citizen engagement and participation in public decision-making processes Baseline (2024): 0.32 Target (2030): 0.40</p>	Reports, assessments, surveys, media analytics	<p><i>centric and gender-responsive social community programs [SP-IRRF2.3.2]</i> Baseline: 0 Target: 45 (TBD) Government, UNDP, annual</p>		
		<p><b>Output 3.2</b> Capacities of human rights and rule of law institutions strengthened enabling enhanced protection of human rights, no-discrimination and access to justice for all.</p> <ul style="list-style-type: none"> <li>• <b>Indicator 3.2.1</b> Progress in implementation of the relevant human rights action plan [SP-IRRF-2.2.1] Baseline (2024): 60% of HRAP 2023-2025 delivered. Target (2030): 85%+ Government, annual</li> <li>• <b>Indicator 3.2.2</b> Increase in crime detection rate Baseline (2024): 58% Target (2030): 65%+ Government, annual</li> <li>• <b>Indicator 3.2.3</b> Increase in representation of women in Police and Rescue Service [SP-IRRF 6.2.1] Baseline (2024): 9%; 12.4% respectively Target (2030): 12%; 15% Government, annual</li> <li>• <b>Indicator 3.2.4</b> Percentage of population trusting the police (disaggregated by sex and age) Baseline (2024): 62% (o.w. women-64%, men-59%; 18-35 – 62%; 36-55 – 62%; 56+ - 61%) Target (2030): 66% (all groups) OSCE, IRI, annual</li> </ul>		
		<p><b>Output 3.3</b> Institutional capacities of the government strengthened and public administration reform advanced, fostering transparent, inclusive, accountable, and efficient governance, improved quality of public services, effective project management for critical infrastructure, and innovative, agile, and human-centred policymaking and implementation.</p> <ul style="list-style-type: none"> <li>• <b>Indicator 3.3.1</b> Number of government institutions with strengthened institutional capacity for innovative, participatory, refugee-aware, agile, adaptive, and evidence-based policymaking, and implementation [SP-IRRF 2.3.1] Baseline (2025): 0 Target (2030): 10 Government, UNDP, annual</li> </ul>		

		<ul style="list-style-type: none"> <li>• <b>Indicator 3.3.2</b> Number of partnerships for innovation ecosystem formed, that accelerate systemic shifts in governance effectiveness, agility and impact through technologies, frontier innovations and behavioural insights [SP-IRRF E2.1] Baseline (2025): 0 Target (2030): 2 Government, UNDP, annual</li> <li>• <b>Indicator 3.3.3</b> % Implementation of the PAR strategy and roadmap Baseline (2025): (TBD) Target (2030): 80% Government, annual</li> <li>• <b>Indicator 3.3.4</b> Number of policies and practices implemented to promote women's participation and social inclusion in public policies and enhance access to essential services, ensuring social protection, economic opportunities, and livelihood support prioritizing women-headed households. [SP-IRRF6.2.1] Baseline (2025): 0 Target (2030): 10 Government, annual</li> <li>• <b>Indicator 3.3.5</b> Number of public, private and civic institutions with enhanced capacity to leverage data, technology, digital solutions, AI, for transformative change [SP-IRRF-E1.2] Baseline (2025): 0 Target (2030): 10 Government, UNDP, annual</li> <li>• <b>Indicator 3.3.6</b> Number of critical infrastructure modernization/rehabilitation successfully completed by the Government and IFIs, with UNDP support Baseline (2024): 0 Target (2030): Over 20. Government, UNDP, IFIs, annual</li> <li>• <b>Indicator 3.3.7</b> Volume of the land, released for productive and social use as a result of the humanitarian Mine Action Baseline (2024): 200,000 sq.m. Target (2030): 2,000,000+ sq.m. CHDE, annual</li> </ul> <p><b>Output 3.4</b> An efficient public finance system that supports sustainable development by implementing a new (or improved) Tax Code which aligns with national priorities and SDGs, improving the effectiveness of public expenditure management and fostering public trust in Government.</p>		
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