COUNTRY PROGRAMME ACTION PLAN BETWEEN
THE GOVERNMENT OF THE REPUBLIC OF ARMENIA AND
THE UNITED NATIONS DEVELOPMENT PROGRAMME
2016-2020

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REPUBLIC OF ARMENIA AND UNDP
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THE FRAMEWORK
The Government of the Republic of Armenia and the UNDP Armenia Country Office are in mutual agreement to
the content of this document and their responsibilities in the implementation of the country programme.

Furthering their mutual agreement and cooperation for the realization of the Sustainable Development Goals
and the United Nations Conventions and Summits to which the Government of the Republic of Armenia and
UNDP are committed,

Building upon the experience gained and progress made during the implementation of the previous Country
Programme (2010 to 2015),

Entering into a new period of cooperation (2016 to 2020),

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

PART I. BASIS OF RELATIONSHIP
1.1 WHEREAS the Government of the Republic of Armenia (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 8 March 1995. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision this CPAP together with an Annual Work Plan (AWP), which shall form part of this CPAP and is incorporated herein by reference, concluded hereunder constitute together a project document as referred to in the SBAA. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and AWPs.

PART II. SITUATION ANALYSIS
2.1 The Republic of Armenia is a landlocked, lower-middle-income country of 3 million people, in the southern Caucasus. It is bordered by Azerbaijan, Georgia, Iran, and Turkey, although borders with Azerbaijan and Turkey remain closed, compounding the challenge of a landlocked state and constraining economic development. The closure of the borders by Azerbaijan and Turkey has a negative influence on the living standards of the Republic of Armenia, especially its vulnerable groups, and on their social and economic rights.

2.2 Armenia’s Human Development Index is 0.733 in the ‘high human development’ category, with high

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1 According to Armenia’s Universal Periodic Review Report, 2014.
indicators for education and life expectancy. As a result of the financial crisis, its gross domestic product contracted by 14 per cent in 2009, but returned to 7 per cent growth by 2012 and 3.5 per cent in 2014\(^1\) with a greater focus on information technology, manufacturing, mining, and agriculture. The latter engages 35 per cent of the total employed population and accounts for 20.5 per cent of gross domestic product (2014)\(^1\). In the past 10 years, development has been linked to the transition to a knowledge-based economy drawing on the skilled labour force. Armenia has made considerable progress in establishing a national innovation system. In 2014, the internet was accessible for the 54.6 per cent of households\(^5\).

2.3 Facilitation of trade and market access promotion are high priorities for the Government. Russia is one of the main trading and investment partners of Armenia. In January 2015, Armenia joined the Eurasian Economic Union (with Belarus, Kazakhstan, and the Russian Federation). The Government continues cooperation with the European Union on a wide range of areas, from political dialogue, human rights, justice, mobility, migration to institutional reforms and capacity building.

2.4 Thirty per cent of the population live below the national poverty line and disparities among regions based on income are reflected in the Gini index of 0.373 (2014)\(^6\). Poverty rates are highest in Shirak (45.9 per cent), while Tavush saw one of the highest rates of poverty increase (2008-2014)\(^7\). The poor are mostly involved in agriculture, are made up of female-headed households. The poverty rate of female-headed households is higher compared to the male-headed households (31.5 per cent versus 29.4 per cent in 2014). Compared to the national average, female-headed households with children below 6 years of age are at the higher risk of being poor (1.3 times). The poor have lower labour market participation\(^8\).

2.5 Unemployment is at 17.6 per cent (2014), with rates high outside the capital, and among youth (37 per cent, 2014)\(^9\). Small and medium enterprises play a crucial role in poverty reduction and job creation. Fostering entrepreneurship and stimulating the growth of small and medium enterprises are priorities for the Government. Agricultural small and medium enterprises lack access to markets due to a number of constrains such as poor understanding of the export end market, limited investment in and application of new technologies, poor adherence to international grades and standards, and fragmented value chains, and limited professional business services\(^10\). Vocational education and training in agriculture is a priority in educational reform necessitated by the enhancement of productivity of human resources\(^11\).

2.6 Women comprise 52 per cent of the population\(^12\), although their current level of representation in governance is low: 12 per cent of ministers and deputy ministers, and about 8 per cent in local government (2014). Women own 11 per cent of micro-, small and medium enterprises\(^13\). Although a law on equal rights and opportunities was adopted in 2013, the concept of equality between women and men (gender equality)\(^14\), is frequently misunderstood.

2.7 The Strategic Programme of Prospective Development, 2014-2025\(^15\), is the main Government strategy. It highlights the need for sustainable and inclusive growth, particularly: greater access to economic opportunities, in line with sustainable development principles; increased capacity of citizens to participate and exercise their rights and responsibilities, and of the Government to comply with respect for human rights; and promotion of environmentally sound technologies and effective natural resources management (including sectoral considerations) in accordance with the sustainable development goals. While the Government, together with

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4 ibid.
8 ibid.
9 ibid.
10 “Rapid Assessment of Value-Chain Opportunities in Armenia”, United States Agency for International Development.
14 For the purpose of brevity, “gender equality” term will be used in the document. According to UNDP definition, “gender equality” refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality between women and men is seen both as a human rights issue and a precondition for, and indicator of, sustainable people-centered development.” http://www.undp.org/content/dam/undp/library/gender/GenderEqualityStrategy2014-17.pdf.
15 Strategic Programme of Prospective Development of Armenia 2014-2025.
the international community, progressed to increase the knowledge about prevalence of the rule of law and the rights and responsibilities among the citizens, further efforts are necessary to strengthen the rule of law and access to justice; prevent torture and ill-treatment, as well as societal discrimination against vulnerable and minority groups.

2.8 Armenia is dependent on imported hydrocarbons. Fuel prices show rising trends, making low-income households, which spend 10 per cent of their income on electricity and gas, more vulnerable. Promotion of low-carbon development and introduction of energy-efficient technologies, including renewables, are government priorities. Armenia is prone to natural disasters, particularly earthquakes, floods and drought. The annual cost of damage caused by hydro-meteorological events is estimated at about 5 per cent of the budget. Floods, mudslides, and landslides are aggravated by unsustainable use of natural resources and by climate change. Improper mining, deforestation, overgrazing, and water management practices result in high rates of land degradation, and loss of habits and species. Weak infrastructure and limited measures for environmental protection have led to significant pollution. There are 7,100 tons of contaminated soil and 1,050 tons of pesticides requiring environmentally safe disposal.

PART III. PAST COOPERATION AND LESSONS LEARNED

3.1 The Assessment of Development Results of Armenia conducted in 2014 and covering the period of the two programme cycles highlighted a number of key findings, including: UNDP initiatives were relevant to Armenia’s development and were aligned to national needs and government priorities. The initiatives were efficiently implemented, most outputs were timely delivered with adequate quality, most outcomes were considered sustainable. There was strong national ownership of results. Local capacity was enhanced. The report emphasized that UNDP was the most effective in: (i) supporting formulation or reform of national policies and strategies, (ii) developing and strengthening national institutional capacities, (iii) implementing large and complex projects, (iv) administering resources, and (v) piloting innovative solutions. Below are a few examples of UNDP most significant contributions.

3.2 UNDP’s contributions to poverty reduction and support to the implementation of the Millennium Development Goals (MDGs) helped to strengthen regulatory frameworks and mechanisms to establish and revitalize small and medium-size enterprises. UNDP support strengthened national and local capacities to develop and implement innovative and diversified income-generating policies and practices targeting vulnerable groups, with the aim of reducing inequalities. UNDP has been successful in engaging civil society organizations and private stakeholders in discussions about vocational education training, public-private partnership and corporate social responsibility. UNDP was effective in helping the Government to strengthen capacities at community, regional, and national levels for decentralization, planning, management, delivery of public goods and services, monitoring, data collection and systematization.

3.3 UNDP’s contributions to democratic governance helped to strengthen institutional capacities and mechanisms to address human rights issues in the following broad areas: fights against human trafficking, drug trafficking, and corruption. Under gender equality and women’s empowerment, UNDP effectively contributed to the development of the State Gender Equality Policy Concept and the Law on Equal Rights and Equal Opportunities. In relation to youth, UNDP was particularly effective in increasing youth participation in decision-making.

3.4 UNDP’s contributions to environment and sustainable development progressed towards frameworks for

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16 Social cohesion survey, UNDP, 2011.
17 Strategic Programme of Prospective Development of Armenia 2014-2025.
19 Strategic Programme of Prospective Development of Armenia 2014-2025.
20 Index for Risk Management.
strengthening environmental management. On ozone layer protection, UNDP enabled the Government to meet its commitments under the Montreal Protocol on the phase out of chlorofluorocarbons. With UNDP’s assistance, Armenia submitted its Third National Communications report to the United Nations Framework Convention on Climate Change (UNFCCC), prepared a greenhouse gas (GHG) inventory, Armenia’s Intended Nationally Determined Contributions for Paris Agreement and helped Government to implement the requirements of the Convention on Biological Diversity. With UNDP’s financial and technical support, Armenia’s protected areas system was expanded by 38,828 hectares. Regulatory framework was revised to enable communities to participate in protected areas management. In water ecosystems, UNDP promoted cooperation of the concerned countries on trans-boundary degradation of the Kura-Araks river basin. In disaster risk reduction, UNDP helped to build a functioning DRR system in Armenia, at both national and local levels, including support to the development and implementation of DRR National Strategy, the establishment of DRR National Platform and regional Crisis Management Centres in Armenia.

3.5 The ADR provided seven recommendations for the new programme cycle 2016-2020, stated below together with the key management response actions: i) UNDP should hold further discussions with Government stakeholders to redefine a more consultative relationship with regard to strategic prioritization of resources, identification and selection of programme theme and beneficiaries. To address that, UNDP will lead ongoing UNDAF and CPD discussions with the Government and will revise the National Director approach. ii) Develop the next programme with a focus on fewer and more specific outcomes. To address, UNDP will further focus its programme, among other issues, to be strongly aligned with country needs and UNDP comparative advantages. iii) Capitalize on the opportunities brought by Integrated Border Management initiatives. To address that, a strategy leveraging synergies of IBM work with other development issues will be developed. iv) Effectively document and disseminate successful experience and lessons learned in programme. To address that, UNDP communications, public outreach and knowledge management will be diversified. v) Adopt more holistic, sustained, and multipronged approach to gender equality in programming. To address that, it will be ensured that gender mainstreaming interventions will focus not only gender-responsive but also gender-transformative contributions. vi) Explore how to integrate disaster risk reduction in programming. UNDP will address that through revisiting its programming procedures. vii) Further improve results-based management and M&E at the outcome level. To address that, more evidence-based data will be produced and used through programme and project cycles. Overall, UNDP will focus on strengthening synergies between border management and development, and further mainstreaming gender and disaster-risk reduction across the programme.

PART IV. PROPOSED PROGRAMME

4.1 The new UNDP programme is informed by government strategies and programmes, the new sustainable development goals and national consultations on the post-2015 development agenda; the United Nations Development Assistance Framework, 2016-2020; the strategic plan, 2014-2017; initiatives such as ‘Sustainable Energy for All’ and ‘Rights up Front’; citizens’ views (through ‘The World We Want’ discussions and crowdsourcing ideas through a Facebook survey) and an Assessment of Development Results.

4.2 The Country Programme Action Plan contributes to the three pillars and four outcomes of UNDAF 2016-2020, namely: Pillar 1: Equitable, sustainable economic development and poverty reduction. Outcome 1: By 2020, Armenia’s competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities. Pillar 2: Democratic Governance. Outcome 2: By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights. Outcome 3: By 2020, Armenia has achieved greater progress in reducing gender inequality, and women are more empowered and less likely to suffer domestic violence. Pillar 4: Environmental sustainability and resilience-building. Outcome 7: By 2020, Sustainable development principles and good practices for environmental sustainability resilience building, climate change, adaptation and mitigation, and green economy are introduced and applied. Also, the Country Programme Action Plan is aligned with UNDP corporate Strategic Plan and complements the strategies of other international actors working in Armenia.

4.3 The overarching theory of change in this Country Programme Action Plan 2016-2020 is that human development is possible when people participate in decision-making and are empowered to contribute and share the benefits of economic growth in a sustainable environment. In inclusive and sustainable economic growth,
UNDP will collaborate and coordinate more with United Nations organizations, including on joint activities aimed at supporting local communities in improving planning and project implementation. In democratic governance, UNDP will focus on fostering demand-driven initiatives by non-governmental actors in public policy deliberations, monitoring and evaluation, including the application of innovative methods. UNDP will expand its work on promoting gender equality, human rights and the empowerment of women with a sharper focus on communications and disseminating results. In the area of environmental sustainability and resilience, UNDP will pay closer attention to promoting cross-sector considerations.

4.4 The objective of UNDP in the Country Programme Action Plan 2016-2020 is to contribute to the sustainable development and an equitable society in Armenia. Its vision for development includes: a diversified rural economy; strong innovation and small and medium enterprises sector; an economy founded on ‘green’ or sustainable principles, including energy efficiency, renewables, and the sustainable use of natural resources; disaster preparedness and risk reduction; open governance; and effective implementation of human rights and equal opportunities’ legislation.

4.5 Country Programme Action Plan 2016-2020 seeks to contribute to the vision, organized around: (a) inclusive and sustainable economic growth; (b) democratic governance; and (c) environmental sustainability and resilience, working together in an integrated and synergistic way. Mainstreamed across work areas will be a human rights-based approach, results-based management, capacity development, gender equality, environmental sustainability, anti-corruption, and disaster-risk reduction. Building on keen Government engagement in the post-2015 development framework, UNDP will advocate for integration of sustainable development goals into national programmes and plans.

4.6 Building on lessons learned, the programme will explicitly reinforce links between programmes to reduce multi-dimensional poverty. It will target socially excluded and vulnerable groups including: people living below the national poverty line; women in rural areas, including women-headed households; persons with disabilities; youth, particularly unemployed youth; and border communities.

4.7 UNDP will expand its community development work to become an integrated rural development programme including environmental sustainability, disaster risk reduction and inequality considerations, especially targeting women and vulnerable border communities. This will include pro-poor participatory planning to identify needs and priorities in rehabilitation and income generation. In the agricultural sector, jointly with the Food and Agriculture Organization, the United Nations Industrial Development Organization, the European Union and other partners, UNDP will support producer group and value-chain development through the establishment of cooperatives, market access promotion, and sustainable agricultural practices incorporating disaster preparedness, using innovative citizen engagement techniques and targeting. Moreover, jointly with FAO, UNDP will continue providing technical assistance to Armenia’s post-independence full-scale agricultural census. Support will continue to stimulate the development of small and medium enterprises in areas to be defined with the Government, and to address challenges such as marketing capabilities and introducing new mechanisms for public-private partnerships. UNDP will assist in meeting agricultural export standards for by upgrading phyto-sanitary conditions. It will build on its work in vocational educational training to address diverse farming and rural development needs. Should relations improve with neighboring countries, UNDP will support and advocate for confidence-building and dialogue in cooperation with local and international partners. UNDP will continue providing policy advice in the area of decentralization and regional development, contributing socio-economic indicators and analysis. Partnerships with foundations and with the private sector will be explored for opportunities to encourage the establishment of social enterprises and job creation.

4.8 Support to the Government will be provided in developing and implementing a strategy for the ‘green economy’ by 2018, developing economic instruments, including methodology for calculation of damage to the environment by economic activities and integration of ‘green’ indicators into macro-economic calculations. UNDP will facilitate better management of the protected area network by establishing institutional set-up, providing technical and financial support, by promoting community co-management modalities to increase local ownership and improve livelihoods. UNDP will promote application of ‘sustainable energy for all’ principles and address integrated water resource management in the Kura river basin through local management plans. UNDP will promote mainstreaming of sustainable resource management practices by enhancing the legal, policy and institutional framework, environmental education and public awareness; protecting the environment and reducing the risk to human health through sound management of hazardous chemicals and contaminated sites. UNDP will provide financial assistance, experience, knowledge and development of analytical products for
evidence-based decision-making, innovation and unconventional solutions.

4.9 In democratic governance, the programme will use policy development, institutional strengthening, participation and empowerment at national and local levels in priority areas of human rights, access to justice, accountability and transparency. UNDP will focus on better quality and accessibility of public services by improving citizen engagement with the Government, strengthening the culture of demand, negotiation and dialogue, and supporting the Government in working in an open and transparent manner, including through the Open Government Partnership, organising innovation challenges and prototyping solutions. At the policy and institution level, UNDP will support the development and implementation of an anti-corruption strategy and action plans through citizens’ engagement in innovative service design and monitoring, by strengthening capacities of respective agencies, civil society and ‘think tanks’ in impact assessments, and by mainstreaming anti-corruption in local development. With the Government, it will explore establishing stronger monitoring and evaluation systems, including progress towards new sustainable development goals.

4.10 UNDP will expand its successful work on human rights, assisting the Government in implementing its strategy, action plan and recommendations of international mechanisms, in coordination with the European Union, the Council of Europe, the Organization for Security and Co-operation in Europe, United Nations organizations and civil society, focusing on improved protection, access to justice, anti-discrimination, and tackling torture and ill-treatment. It will promote dialogue and tolerance by broadening human rights education.

4.11 UNDP will address gender equality and women’s empowerment through targeted interventions, mainstreaming, and strengthening the application of gender analysis throughout the programme. In partnership with women organizations, national and international counterparts UNDP will scale up its efforts to establish a critical mass of women leaders before the 2016 local elections. UNDP will continue supporting legal and policy frameworks to increase women’s participation in decision-making, introducing mechanisms for more balanced representation, and increasing public and private measures to advance women’s leadership. It will support development of national capacity for evidence-based gender strategies and policies through collection, dissemination and analysis of sex-disaggregated data. UNDP will promote equitable articulation of needs and access to resources.

4.12 Supporting the government priority, UNDP will continue to emphasize integrated border management, building on the national strategy and action plan and the modernization of three border crossings with Georgia. UNDP will reorient this work to create synergies, with support to economic growth and community development, with a study on how trade corridors can promote economic development. Building on successes in improvement of national and legal regulatory frameworks for drug control, UNDP will address the problem of falsified medicines in cooperation with the United Nations Office on Drugs and Crime and the World Health Organization.

4.13 With United Nations organizations and local authorities, UNDP will build on extensive work to mitigate the risk of natural disasters, including from climate change, forging new partnerships around the Sendai Framework for DRR (2015-2030). UNDP will support the update of DRR National Strategy to include the priorities of Sendai Framework for DRR and the SDGs, as well as the implementation of a disaster-risk reduction action plan, decentralization, mainstreaming, and climate-risk management principles into the development agenda in a gender sensitive manner. UNDP will continue to support Armenia in sharing its expertise on local-level risk management, city resilience, ICTs for DRR, and disaster-risk education and public awareness. UNDP will assist the Government in addressing climate change and energy efficiency through the formulation of mitigation and adaptation policies; improvement of legislation to promote efficiency; and low carbon development. UNDP will cooperate with investment banks such as the European Investment Bank for replication and scaling of pilots – for example, on energy efficiency targeting vulnerable groups. UNDP will assist in reporting under the international agreements so as to enable Armenia to access resources from the Adaptation Fund and the Green Climate Fund.

4.14 UNDP will further consolidate and systematize programme and operational processes to ensure sustainability and quality assurance through all stages of the programme and project cycle. In line with the recommendations of the assessment of development results, this will include strengthening results-based management, monitoring and evaluation systems, piloting and exit strategies.
PART V. PARTNERSHIP STRATEGY

5.1 UNDP’s main strategic partner will be the Government of Armenia. UNDP will assist the Government of Armenia in sharing the experience of Armenia, particularly in the areas of disaster-risk reduction and innovative solutions, and will draw on expertise from other countries to support programmatic work.

5.2 UNDP will work in close cooperation with partners that are committed to UNDAF and UNDP Country Programme Action Plan. To this end, UNDP will further expand global reach and partnerships with resident and non-resident United Nations organizations, international organizations and the donor community, private sector, academia and civil society, including the diaspora.

5.3 UNDP Armenia will expand its partnership base and will lead through innovative approaches to development through ‘Kolba Labs’ and by mainstreaming innovation and citizen engagement throughout the programme. It will continue to expand its reach amongst youth, innovators and social entrepreneurs, and broaden engagement of citizens in co-creating development solutions. It will drive more experimental approaches in programme design and communications, building on existing partnerships with global public sector innovations agencies, and will engage the Government in doing the same. There will be a greater emphasis on communications, on profiling programme experts using social media and external platforms such as blogs and op-eds, and creating a ‘Get Involved’ tab on the country office web page.

5.4 Using its unique position as a flexible, impartial organisation with countrywide coverage and consistent with its mandate to support coordination efforts, UNDP will continue to reinforce and expand social compacts to promote cooperation with Government, civil society, leading national and international businesses based on the principles of social responsibility and public-private partnership.

5.5 More specifically, UNDP’s partners contributions are envisioned as following:

- **The Government of the Republic of Armenia**, will contribute by: (i) coordinating development assistance at the national level through transparent and participatory mechanisms; (ii) providing financial or in-kind resources; (iii) promoting the involvement of civil society and the private sector in the formulation, implementation, monitoring and evaluation of programs; (iv) leading advocacy initiatives and policy discussions; (v) leading and participating in international Working Groups, the UNDAF and other Steering Committees and Results Groups, other joint monitoring and evaluation structures; and (vi) demonstrating strong commitment towards UNDAF and CPAP outcomes and expected results.

- **Regional Administrations**, will contribute by: (i) coordinating development assistance at the regional level through transparent and participatory mechanisms; (ii) providing in-kind or direct financial resources; (iii) promoting the involvement of communities and the private sector in the formulation, implementation, monitoring and evaluation of programs; (iv) collaborating on advocacy initiatives and contributing to policy discussions; (v) participating in international Working Groups, the UNDAF Steering Committee, the UNDAF and other Steering Committees and Results Groups, other joint monitoring and evaluation structures; and (vi) demonstrating strong commitment towards UNDAF and CPAP outcomes and expected results.

- **Local Self-Government Bodies, i.e. Rural and Urban Communities**, will contribute by: (i) coordinating development assistance at the community level through transparent and participatory mechanisms; (ii) providing in-kind and direct financial resources; (iii) participating in the formulation, implementation, monitoring and evaluation of programs; (iv) collaborating on advocacy initiatives and contributing to policy discussions; (v) participating in international Working Groups, the UNDAF and other Steering Committees and Results Groups, other joint monitoring and evaluation structures; and (vi) demonstrating strong commitment towards UNDAF and CPAP outcomes and expected results.

- **The UN Country Team**, will contribute by: (i) coordinating and implementing joint programs; (ii) contributing in-kind or direct financial resources; (iii) financing key administrative and substantive functions; (iv) mobilizing resources jointly; (v) participating in the UNDAF’s common monitoring and evaluation plan; (vi) collaborating on advocacy initiatives and leading and contributing to policy discussions; and (vii) participating in and coordinating international Working Groups, the UNDAF and other Steering Committees and Results Groups.

- **Multilateral and Bilateral Donors and International Financial Institutions and the European Union**, will contribute by: (i) providing consultative and advisory services; (ii) contributing in-kind or direct financial resources; (iii) collaborating on advocacy initiatives and leading and contributing to policy discussions; (iv)
collaborating for formulation, implementation, monitoring and evaluation of projects; (v) implementing parallel programs contributing to Country Programme Action Plan outcomes; and (vi) participating in international Working Groups, the UNDAF and other Steering Committees and Results Groups.

- **Civil Society**, will contribute by: (i) providing consultative and advisory services; (ii) implementing joint programs and identifying mechanisms for programme sustainability; (iii) identifying alternative methods of service delivery; (iv) mobilizing local in-kind or direct financial resources; (v) collaborating on advocacy initiatives and contributing to policy discussions; (vi) mobilizing communities, at-risk groups and beneficiaries; (vii) participating in the formulation, implementation, monitoring and evaluation of programs; and (viii) participating in international Working Groups, the UNDAF and other Steering Committees and Results Groups.

- **The Private Sector**, will contribute by: (i) providing consultative and advisory services; (ii) mobilizing in-kind and direct financial resources; (iii) collaborating on advocacy initiatives and contributing to policy discussions; (iv) upholding Global Compact principles; (v) participating in the formulation, implementation, monitoring and evaluation of public-private partnerships; and (vi) participating in international Working Groups, the UNDAF and other Steering Committees and Results Groups.

- **Universities and Research Institutions**, will contribute by: (i) providing consultative and advisory services; (ii) introducing the SDGs and human development related research into academic programs; (iii) organizing high-level discussions on policy issues; and (iv) facilitating knowledge generation and management.

- **Global Funds**, will contribute by: (i) providing advice on the formulation, implementation, monitoring and evaluation of programs; and (ii) channelling funding to priority programs.

- **Diaspora Organizations**, will contribute to the partnership networks by: (i) providing consultative and advisory services; (ii) mobilizing in-kind and direct financial resources; (iii) and collaborating on advocacy initiatives and contributing to policy discussions.

5.6 **UNDP** will contribute by:
- Assisting the Government of Armenia in its donor coordination function with technical resources;
- Identifying key partners and facilitating access to global and local policy, practice and advocacy networks;
- Co-leading and participating in advocacy initiatives and policy dialogues;
- Complementing and supporting the Government’s resource mobilization efforts;
- Designing and formulating new programmes in accordance with national priorities;
- Introducing innovative initiatives and best practices and providing catalytic funding for ground-breaking initiatives;
- Providing advisory and development services, including training, procurement and evaluation;
- Conducting internal evaluations of programme components and the management framework.

5.7 **UNDP’s partnership networks will be facilitated also through a series of forums, including:**
- **The UNDAF Steering Committee**, where strategic issues related to the impact of the UNDAF and Country Programme will be discussed and overall strategies will be adjusted.
- **The United Nations Country Team**, where strategic issues related to the implementation and adjustment of the UNDAF, Country Programme and joint programs will be discussed and agreed.
- **UNDAF Results Groups**, where strategic issues related to implementation of relevant programme components will be discussed and agreed.
- **Donor Theme Groups**, where coordination issues in the particular areas of foci will be discussed and agreed.
- **International Working Groups**, where issues related to the formulation, implementation, monitoring and evaluation of programme components will be discussed.
- **Public-Private Partnership Working Group**, where issues related to the formulation, implementation, monitoring and evaluation of public-private partnerships will be discussed and agreed.
PART VI. PROGRAMME MANAGEMENT

6.1 The Country Programme will be executed in the modality of **Support to National Implementation** (Support to NIM) under the overall coordination of Government Coordinating Agency, which is the Ministry of Foreign Affairs. Direct implementation options will be applied in special cases.

6.2 The Government Coordinating Agency is responsible for attainment of country-level outcomes and will work closely with UNDP Country Office to ensure the achievement of CPAP expected results as per the Results and Resources Framework (see Annex I). The Government Coordinating Agency, which is the Ministry of Foreign Affairs, designates Implementing Partner for each project in consultation with UNDP.

6.3 **UNDP Country Office** is responsible for developing and managing Country Programme to ensure that the programme outputs are delivered as planned and contribute to the achievement of programme outcomes as per UNDAF and CPD. The **UNDP Programme Manager** is responsible for the successful programme management and contribution to the achievement of programme outcomes. The Programme Manager is also responsible for developing an evaluation plan and commissioning and using evaluations in accordance with the UNDP evaluation policy. The Programme Manager ensures that projects contribute to programme outcomes through delivery of planned outputs, via efficient and effective management of resources. Monitoring of interdependencies between projects and managing changes within and among projects will be a key focus area of this role. The UNDP Resident Representative holds the role of the Programme Manager, and can designate this role to another UNDP staff.

6.4 **Country Programme Board**: At programme management level, a Country Programme Board shall be set up as a mechanism for consultation and consensus building about decisions on programme issues. The Country Programme Board is responsible for the oversight of UNDP Country Programme implementation, as well as its contribution to the overall UN Country Team efforts (within UNDAF). The Country Programme Board is as a minimum composed of the Heads (or their designated representatives) of the Government Coordinating Agency and UNDP Country Office.

6.5 **Programme Assurance**: Programme Assurance is the responsibility of each Programme Board member. The Programme Assurance role supports respective Programme Board member in carrying out programme oversight and monitoring functions. This role ensures that appropriate programme management milestones are managed and completed.

6.6 **Outcome Group/Relevant Coordinating Mechanism**: In consultation with the Government Coordinating Agency, the UNDP Programme Manager (or designate) should ensure that there are sector wide or inter-agency groups around each major outcome or thematic area in which UNDP is working. Whenever relevant national structures exist, such as sector-wide coordination mechanisms, UNDP should engage them and participate in these rather than setting up parallel systems. In other words, sectoral/outcome-level coordinating mechanisms should ideally not be a UNDP management arrangement, but an existing national structure, which is already charged with the coordination of the sector from a development perspective within the national context. UNDP should engage with the Outcome Group for the following:

- To acknowledge the national ownership of all development results;
- To partner and dialogue within a coordinated mechanism comprising all relevant initiatives, projects and programmes that are relevant to the corresponding outcome;
- To align and position UNDP contribution with planning, monitoring and evaluation processes at national level;
- When relevant, to use the Outcome Group to serve as a forum to appraise UNDP funded projects;
- To effectively use and disseminate monitoring and evaluation information for decision making and in future planning/programming.

6.7 **Project Management Arrangements**: Establishing an effective project management structure is crucial for its success. Every project has a need for direction, management, control and communication, using a structure that differs from line management. As a project is normally cross-functional and involves partnership, its structure needs to be flexible, and is likely to require a broad base of skills for a specific period of time. The UNDP Project Management structure consists of roles and responsibilities that bring together the various interests and skills involved in and required by the project.
6.8 The **Implementing Partner** is the governmental unit directly responsible for the government's participation in each UNDP-supported project. It is typically the government ministry responsible for the functions or areas being addressed by the project at the outcome level and the output level for strategic direction and guidance. The Implementing Partner will be designated for each project in consultation between UNDP and the Government Coordinating Agency, which is the Ministry of Foreign Affairs. The Implementing Partner will sign together with UNDP the annual Combined Delivery Reports of the project.

6.9 The **Responsible Party** is responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of project resources. It acts on the basis of the signed CPAP and a Project Document. The Responsible Party manages the use of the procured goods and services to carry out project activities and produce outputs. For the implementation modality of Support to NIM, for this CPAP period, as mentioned in Article 6.1, UNDP will act as the Responsible Party.

6.10 **Project Board** (also called **Project Steering Committee**): The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP’s ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. Based on the approved annual work plan (AWP) or Project Document, the Project Board may review and approve project quarterly plans when required and authorize any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Potential members of the Project Board are reviewed and recommended for approval during the Project Appraisal Committee (PAC) meeting. Representatives of other stakeholders can be included in the Board as appropriate. The objective is to create a mechanism for effective project management. This group contains four roles:

6.10.1 **Project Director** (also called **Executive**): individual representing the project ownership to chair the group. There should be only one project executive, who should normally be a national counterpart.

6.10.2 **Development Partners** (also called **Supplier**): individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the project. Typically includes Implementing Partners, UNDP, donors.

6.10.3 **Beneficiary Representative**: individuals or groups of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often CSO representative(s) can fulfil this role.

6.10.4 **Project Assurance**: Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer, or M&E Officer, typically holds the Project Assurance role on behalf of UNDP.

6.11 **Project Manager**: The Project Manager has the authority to run the project on a day-to-day basis on behalf of Implementing Partner and Responsible Party within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results as specified in the project
document, to the required standard of quality and within the specified constraints of time and cost. UNDP will appoint the Project Manager in a competitive selection based on UNDP recruitment procedures. Prior to the approval of the project, the Project Developer role is performed by the UNDP staff member responsible for project management functions during formulation until the Project Manager is in place.

6.12 Project Support: The Project Support role provides project administration and technical support to the Project Manager as required by the needs of the individual project.

6.13 As mentioned above, UNDP will ensure accountability, transparency, effectiveness and efficiency of implementation. Within the framework of Support to NIM modality, UNDP will ensure the following major support services: (i) identification and recruitment of project personnel; (ii) procurement of goods and services; (iii) financial services.

6.14 UNDP will provide support services in compliance with UNDP rules and regulation. These services will include:

- Identification and recruitment of project personnel;
- Procurement of goods and services;
- Processing of payments to suppliers;
- Financial administration of funds;
- Overseeing financial expenditures against project budgets;
- Providing external audit services to projects;
- Ensuring that the reporting is undertaken in line with UNDP results-based reporting requirements and procedures,
- Facilitating project learning, exchange and outreach;
- Conducting mid-term and final evaluations and making necessary adjustment in the project design, based on the evaluation findings, recommendations and the management response.

6.15 Cash transfers for activities detailed in Project Document will be made by UNDP using the following modality: payments to vendors or third parties for obligations incurred by UNDP in support of activities fixed in Project documents.

6.16 The relevant provisions of the Standard Basic Assistance Agreement signed between the Government of Armenia and UNDP on 8 March 1995, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. Any claim or dispute arising under or in connection with the provision of support services by UNDP shall be handled pursuant to the relevant provisions of the SBAA.

6.17 To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed Project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents will be prepared using, inter alia, the relevant text from the CPAP. UNDP will sign the project documents with partners in accordance with corporate practices and particular requirements.

PART VII. MONITORING AND EVALUATION

7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and UNDAF monitoring and evaluation plan. A monitoring and evaluation plan specifically focused on monitoring and overseeing the results that are being supported by UNDP will be prepared and implemented within the UNDAF/National M&E processes. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, (including those needed to monitor outcomes), tools and conducting reviews in order to ensure continuous monitoring and evaluation of the CPAP, and with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. Quarterly reports on the progress, achievements and results of projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the Project documents will be provided by Project Manager to UNDP. The reporting
will be in accordance with UNDP procedures. To facilitate assurance activities, UNDP programme monitoring and financial control tool will be used.

7.2 Project audits and evaluations will be commissioned by UNDP and undertaken by private services. The audits and evaluations will be conducted in accordance with the policies and procedures of UNDP.

**PART VIII. COMMITMENTS OF UNDP**

8.1 UNDP will ensure coherence between the CPAP/Projects, UNDAF results matrix and SDGs, including M&E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and the Implementing Partners will be emphasized.

8.2 In case of payment to vendors or third parties for obligations incurred by UNDP in support of services as specified in Article 6.1, UNDP shall process the payment within 5 business days in case of no errors or missing information in payment documents submitted.

8.3 UNDP will allocate from its regular resources USD 1,853,000 for the Country Programme. Under the leadership of the Government, UNDP will endeavor to mobilize an additional USD 37,200,000 subject to interest by funding partners.

8.4 UNDP will use the annual and programme reviews generated by the UNDAF Monitoring and Evaluation System and prepared internally by UNDP to confirm, and, if necessary, adjust the responsibilities between the Government, UNDP and implementing partners.

**PART IX. COMMITMENTS OF THE GOVERNMENT**

9.1 The Government will honor its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 8 March 1995 and will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP’s property, funds, and assets and to its officials and consultants.

9.2 As a contribution to the Country Programme, the Government will allocate funds or will provide in-kind support in the amount of at least USD 1,000,000, to ensure successful programme implementation throughout the entire CPAP period.

9.3 Any cost-sharing contribution by the Government to the Country Programme through the Country Programme Action Plan shall be transferred to the UNDP Armenia bank account at the HSBC Bank Armenia.

   Account numbers:
   
   001-186857-050 (for transfers in Armenian Drams)
   001-186857-150 (for transfers in US dollars)

9.4 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.
PART X. OTHER PROVISIONS

10.1 Where a Government agency is the Implementing Partner of a particular project under this CPAP, consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, each Implementing Partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this CPAP, and its constituent AWPs.

Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document (CPAP and AWP) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Project Document.

The foregoing shall also apply to Projects under this CPAP where the Implementing Partner is an Inter-governmental organization that has signed a standard basic executing agency agreement with UNDP.

Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to a Project Document, are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered unto under each Project Document.

10.2 This CPAP is effective from 1 January 2016, for five years until 31 December 2020. In case of discrepancies between English and Armenian documents, the English prevails.

10.3 This CPAP supersedes any previously signed CPAP between the Government of the Republic of Armenia and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day of the 11th of April 2016 in Yerevan, Republic of Armenia

For the Government of the Republic of Armenia

Name: Edward NALBANDIAN
Title: Minister of Foreign Affairs

For the United Nations Development Programme Armenia Office

Name: Bradley BUSETTO
Title: UN Resident Coordinator
UNDP Resident Representative
## ANNEX I: CPAP RESULTS AND RESOURCES FRAMEWORK

**UNDAF Outcome 1.** By 2020, Armenia’s competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities.

**CPD Outcome 1 (10).** By 2020, Competitiveness is improved and population, including vulnerable groups, have greater access to sustainable economic opportunities.

Relevant UNDP Strategic Plan Outcome: 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

Relevant National priority or goal: Strategic Programme of Prospective Development 2014-2025: Growth of employment – Provide decent jobs for the population and expand the labour contribution to sustainable economic development.

### Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes

<table>
<thead>
<tr>
<th>Country programme outputs</th>
<th>Implementation modality and Implementing Partner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1.1.</strong> Local capacities strengthened to develop and implement innovative and diversified income-generating practices that are sustainable and employment and livelihood intensive targeting most vulnerable groups</td>
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<tr>
<td>1.1.1. Number of full-time equivalent jobs created in the communities for women and men</td>
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<tr>
<td><strong>Baseline:</strong> 69w, 302m, T: 371 (2014)</td>
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<tr>
<td><strong>Target:</strong> 130w, 400m, T: 530 (2020)</td>
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<tr>
<td>Data: Project monitoring, annual and donor reports, evaluation report, local self-government reports, media</td>
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<tr>
<td><strong>Support to NIM and DIM</strong></td>
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<tr>
<td>Ministry of Territorial Administration and Emergency Situations</td>
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<tr>
<td>Regular Resources</td>
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<td>100,000</td>
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<td><strong>Other Resources</strong></td>
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<tr>
<td>Government 500,000</td>
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<td>2,700,000</td>
<td>2,700,000</td>
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</table>

| 1.1.2. Number of women and men benefiting from strengthened livelihoods |
| **Baseline:** 111w, 499m, T: 610 (2014) |
| **Target:** 270w, 600m, T: 870 (2020) |
| Data: Project monitoring, annual and donor reports, evaluation report, local self-government reports, media |
| 1.1.3. Number of new/innovative mechanisms with use of sustainable production technologies introduced and applied in the communities |
| **Baseline:** 4 (2014) |
| **Target:** 14 (2020) |
| Data: Project monitoring, annual and donor reports, evaluation report, local self-government reports, media |

### Gender Marker Rating - 2
1.5. Per capita average monthly gross income level of rural population increased

Baseline: Average monthly income per capita: AMD 41,514 (2013)
Target: AMD 51,500 (2020)

Output 1.2. National capacities strengthened to develop and implement policies and practices harmonized with international standards to generate employment and enhance livelihoods

1.2.1. Extent to which policies, systems and/or institutional measures are in place at national and subnational levels to generate and strengthen employment and livelihoods targeting most vulnerable groups

Baseline: 2/4* (2014)
Target: 4/4* (2020)
Data: National policy papers, Government reports, donor reports (annual), media

Support to NIM and DIM
Ministry of Territorial Administration and Emergency Situations
Ministry of Education and Science

Output 1.3. Capacities of national and local institutions enhanced to collect, update, analyse and manage disaggregated socio-economic data for evidence-based policy making

1.3.1. Existence mechanisms/ methodologies at national level for collection and analysis of disaggregated data for evidence-based policymaking

Baseline: 2/4* (2014)
Target: 4/4* (2020)
Data: Project monitoring and annual reports, Government reports and websites

Support to NIM and DIM
Ministry of Territorial Administration and Emergency Situations
National Statistical Service

UNDAF Outcome 2. By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.

CPD Outcome 2 (11). By 2020, people’s expectations for voice, accountability, transparency, and protection of human rights are met by improved systems of democratic governance.

Relevant UNDP Strategic Plan Outcome: 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Relevant National priority or goal: Strategic Programme of Prospective Development 2014-2025: Institutional modernization of the public administration and governance.

2.1. Transparency International Corruption Perception Index (TI/CPI) improved

Baseline: TI/CPI ranks Armenia 94th out of 175 countries (2014)
Target: TI/CPI ranks Armenia in the 60-70 group of countries (2020)

2.2. Percentage of recommendations from United Nations human rights mechanisms acted upon (% of total)

Target: Action Plan implemented by at least 70%

Output 2.1. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders

2.1.1. Number of proposals planned, being developed or adopted to mitigate sector specific corruption risks.

Target: Sectoral action plans implemented by at least 70% (2020)
Data: Government reports and evaluations, civil society reports and evaluations, social media, Convention against Corruption, Caucasus Research Resource Centre annual ‘corruption barometer’

Support to NIM and DIM
Ministry of Justice

Support to NIM and DIM
Ministry of Territorial Administration and Emergency Situations

Regular Resources

Other Resource

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<td>Other</td>
<td>1,200,000</td>
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</table>
2.3. Availability of integrated and modernized border management system at three border crossing points, in line with international integrated border management standards

**Baseline:** Infrastructure of the three border crossing points copes with processing of cross-border turnover but does not comply with integrated border management requirements (2014)

**Target:** Three border crossing points equipped with the border, customs, veterinary-phytosanitary and sanitary control equipment; information technology solutions installed and operated by professionally trained personnel (2020)

2.4. Voice and accountability indicator on the World Bank Governance Index improved

**Baseline:** Percentile rank 29.4 (2013)

**Target:** Percentile rank 64 (2020)

**Output 2.2.** Institutions and systems strengthened to improve protection of human rights

**2.2.1.** Extent to which national institutions have capacity to support fulfilment of nationally and internationally ratified human rights obligations


**Target:** 2014-17 Action Plan implemented by at least 70% (2017)

**Data:** United Nations human rights mechanisms reports, annual reports of the Human Rights Defender, social media

**2.2.2.** Availability of the second-generation Human Rights Action Plan (2017) developed and implemented with civil society

**Baseline:** 2014-17 Action Plan developed in consultations with leading human rights non-governmental organizations (2014)

**Target:** Next iteration of Action Plan developed based on evaluation reports and in partnership with civil society, the Human Development Report Office and international organizations (2020)

**Data:** Government data and reports, report and recommendations from United Nations human rights mechanisms, UNDP programme annual reports, civil society reports, Facebook, Twitter, evaluations

**Gender Marker Rating – 2**

**Support to NIM and DIM**

Ministry of Justice
### Output 2.3. Capacities of government institutions to effectively manage borders and facilitate trade and legal flow of people in line with integrated border management standards enhanced

2.3.1. Number of initiatives to strengthen capacities of border agencies

| Baseline: 0 | Target: 3 |
---|---|
| Baseline: 3 | Target: 0 |

Data: Government data and reports, UNDP programme annual reports, media

2.3.2. Number of new key initiatives seeking to improve integrated border management system, address emerging cross-border issues and facilitate legal flows of people and goods

| Baseline: 0 | Target: 2 |
---|---|
| Baseline: 2 | Target: 0 |

Data: Official government reports, media, project reports (annual)

Gender Marker Rating – 2

### Output 2.4. Frameworks and dialogue processes engaged for effective, transparent engagement of civil society and citizens in national and local development

2.4.1. Number of mechanisms in place for meaningful citizen participation in policy-making at local and national levels

| Baseline: 3 (Institute on Youth Studies, SMS polling tool, Kolba), (2013) | Target: 6 (2020) |
---|---|

Data: Government data and reports, UNDP programme annual reports, media, Facebook, Twitter, evaluations

Gender Marker Rating – 2

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**UNDAF Outcome 3.** By 2020, Armenia has achieved greater progress in reducing gender inequality and women are more empowered and less likely to suffer domestic violence.

**CPD Outcome 3 (12).** By 2020, Armenia has achieved greater progress in reducing gender inequality, and gender-based violence and in promoting women’s empowerment.

**Relevant UNDP Strategic Plan outcome:** 4. Faster progress is achieved in reducing gender inequality, and promoting women’s empowerment.

**Relevant National priority or goal:** Gender Policy Concept Paper, 2010: the Government recognizes gender equality, which refers to the equal enjoyment of rights and opportunities by men and women in economic, social and political life, as the first-priority in policy

### Output 3.1. Measures in place to increase women’s participation in decision-making

3.1.1. Availability of new or strengthened laws and policies to increase women’s participation in decision-making

---|---|

Data: Parliamentary website, Central Electoral Commission reports, Websites

Support to NIM and DIM

#### Support to NIM and DIM

<table>
<thead>
<tr>
<th>Support to NIM and DIM</th>
<th>Ministry of Finance</th>
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<tbody>
<tr>
<td>Regular Resources</td>
<td>40,000</td>
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<tr>
<td>Other Resources</td>
<td>440,000</td>
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</tbody>
</table>

### Support to NIM and DIM

**Office of the Prime Minister**
3.1.2. Number of women benefitting from private/public measures to support women’s preparedness for leadership and decision-making roles

Baseline: 1,300 (2014)
Target: 2,448 (2020)
Data: Government data and reports, civil society reports, Facebook, Twitter, evaluations
Gender Marker Rating - 3

Support to NIM and DIM
Ministry of Labour and Social Affairs

3.2. Global gender gap index improved

Baseline: 0,662 (2014)
Economic participation: 0,648
Political empowerment: 0,068
Health and survival: 0,933
Educational attainment: 1
Target: 0,665 (2017)
Economic participation: 0,658
Political empowerment: 0,071
Health and survival: 0,944
Educational attainment: 1

Output 3.2. Evidence-informed national strategies and partnerships to advance gender equality and women’s empowerment

3.2.1. Availability of mechanisms to collect, disseminate sex-disaggregated data and gender statistics, and apply gender analysis (qualitative)

Baseline: Little evidence (2014)
Target: Moderate evidence (2020)
Data: Government data and reports, statistical service (annual)
Gender Marker Rating - 3

UNDGF Outcome 7/CPD Outcome 4 (13). By 2020, sustainable development principles and good practices for environmental sustainability and resilience building, climate change adaptation and mitigation, and green economy are introduced and applied.

Relevant UNDP Strategic Plan outcome: 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.
Relevant National priority or goal: Strategic Programme of Prospective Development 2014-2025: Sections 9 Nature Protection and 11.4 Energy: The cornerstone of the environmental component of sustainable development is the protection of the balanced environment through conducting a resource-efficient economy.

4.1. Number of innovative tools/approaches introduced to promote environmental sustainability and resilience principles

Baseline: 0
Target: 20

Output 4.1. Regulatory framework of social, environmental and economic sectors is updated to better address environmental sustainability and resilience principles

4.1.1. Number of approved legal documents addressing environmental sustainability and resilience

Baseline: 0
Target: 3 national and 10 local level development documents addressing environmental sustainability and resilience: Methodology for Valuation of Damage to the Ecosystems as a result of economic activities introduced. Financial expenditure framework improved and environmental indicators are introduced into main macroeconomic calculations.
Data: Official reports, UNDP website, FaceBook, Twitter, evaluations
Gender Marker Rating - 2

Support to NIM and DIM
Ministry of Nature Protection
Ministry of Territorial Administration and Emergency Situations

Regular Resources

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<thead>
<tr>
<th></th>
<th>130,600</th>
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<th>653,000</th>
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<tr>
<td>Other Resources</td>
<td>3,300,000</td>
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<td>3,300,000</td>
<td>3,300,000</td>
<td>3,300,000</td>
<td>16,500,000</td>
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<tr>
<td>Output 4.2. Innovative climate change and disaster-risk reduction/resilience measures and practices applied and replicated across the country</td>
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<tr>
<td><strong>4.2.1.</strong> Percentage of communities incorporated disaster-risk reduction and risk analyses into local development strategies. Number of measures and practices applied; number replicated</td>
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<td><strong>Baseline:</strong> 0</td>
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<td><strong>Target:</strong> 40% communities incorporated disaster-risk reduction and risk analyses into local development strategies. 150 rural communities and 20 cities apply innovative tools. 30 apply innovative climate change and disaster-risk adaptation measures (including gender and disability considerations). Additional 20 communities replicated.</td>
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<tr>
<td><strong>Data:</strong> Official report; Government, national disaster-risk reduction platform; UNDP</td>
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<thead>
<tr>
<th>Output 4.3. Government uses innovative mechanisms and tools for evaluation and decision-making over the conservation and sustainable use of natural resources</th>
</tr>
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<tbody>
<tr>
<td><strong>4.3.1.</strong> Number of innovative tools and practices developed, approved and applied. Natural resources used or returned to sustainable management mode</td>
</tr>
<tr>
<td><strong>Baseline:</strong> 0</td>
</tr>
<tr>
<td><strong>Target:</strong> 3 national-level interventions conducted for improved decision-making. 5,000 ha. degraded mountain ecosystems restored in sustainable manner; 95% known obsolete pesticides, namely persistent organic pollutants, disposed of in an environmentally sound manner (measured in tons)</td>
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<tr>
<td><strong>Data:</strong> Website of the Ministries of Nature Protection and Agriculture; national reports, including communication to conventions</td>
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<th>Support to NIM and DIM</th>
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<tbody>
<tr>
<td>Ministry of Territorial Administration and Emergency Situations</td>
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<tr>
<td>Ministry of Nature Protection</td>
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</table>

| Gender Marker Rating - 2 |
| Support to NIM and DIM |
| Ministry of Nature Protection |
### Output 4.4. Low carbon and ‘green economy’ issues become priority for the Government, supported by relevant regulatory framework and activities

**4.4.1.** Availability of regulatory documents developed and approved to promote low-carbon and ‘green economy’ issues. No. of practices applied

**Baseline:** 0

**Target:**
- Low carbon development and green economy strategies are developed (with consideration of cross-sectoral considerations such as poverty and environment).
- Minimum energy performance requirements adopted for public procurement; building code amended with requirements for energy efficiency; regulatory framework amended to phase out incandescent lamps.
- Grass roots-level adaptation and mitigation activities implemented.

**Data:** Official government website; Climate Change Armenia website; national official reports (annual)

**Gender Marker Rating:** 2

### Output 4.5. New production and consumption patterns are introduced; new ‘green’ jobs are created

**4.5.1.** New patterns introduced. Number of ‘green’ jobs created

**Baseline:** 0

**Target:**
- 600

**Data:**
- UNDP Armenia website; small grants programme website (http://www.sgp.am); public sites, articles and official reports

**4.5.2.** Number of tools addressing poverty and environment

**Baseline:** 0

**Target:** 2

**Data:**
- Government website (annual)

**Gender Marker Rating:** 2

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*Note: Gender Rating: 3 - Gender equality is a principal objective of the output; 2 - Gender equality is a significant objective of the output; 1 - Outputs that will contribute in some way to gender equality but not significantly; 0 - Outputs that are not expected to contribute noticeably to gender equality. Include a one sentence motivation as to the reason for the chosen rating.*

* Indicator Methodological Guidance of UNDP SP IRRF