
COUNTRY PROGRAM ACTION PLAN BETWEEN THE GOVERNMENT OF THE REPUBLIC OF ARMENIA AND UNDP 2010 – 2015

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 program.

Furthering their mutual agreement and cooperation for the realization of the Millennium 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 Program (2005 to 2009),

Entering into a new into a new period of cooperation (2010 to 2015),

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

PART I BASIS OF RELATIONSHIP

WHEREAS the Government of the Republic of Armenia (hereinafter referred to as "the Government") and the United Nations Development Program (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 the 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 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.

PART II SITUATION ANALYSIS

2.1 Armenia's economic policy has been shaped since the mid-1990s by market-oriented reforms and macro-economic stability frameworks. These "first generation" reforms stimulated average annual growth of 12% in 2001-2007. However, growth remains narrowly based, with exports concentrated in a few products. Deficiencies in the business environment are a particular handicap for small and medium-sized firms. The economy makes insufficient use of knowledge and innovation. Poverty reduction has relied significantly on fiscal transfers and private remittances. As a result, unemployment still affects one-fifth of the labor force, with rates especially high outside the capital. Regional economic disparities remain pronounced. Income per capita averaged US\$2,100 in 2007.

2.2 Vulnerable groups face heightened inequalities and poverty. Residents of small and medium-sized towns are most at risk and have experienced a slower reduction in poverty than have other groups. Children under

five are the most vulnerable age group, with 5.6% under the minimum level of dietary energy consumption; poverty reduction has been particularly slow for this age group. The elderly, migrants, and refugees have also benefited less from recent economic growth and often lack basic social services.

2.3 High joblessness and uneven distribution of the fruits of growth have caused social dissatisfaction, but governance weaknesses are also to blame. According to the World Bank index of "Governance Atmosphere," governance has improved overall in Armenia. However, indicators covering accountability, rule of law, corruption, and media freedom are less favorable. Measures to reduce corruption, improve public services, and increase respect for human and political rights are necessary to ensure sustainable development in Armenia.

2.4 Armenia is at high risk to climate change, with lower precipitation, higher temperatures and more extreme events predicted. Increased economic activity has already put Armenian natural resources under pressure. Land conservation and biodiversity preservation are challenges. Deforestation and illegal logging persist owing to poor law enforcement. Inadequate waste management poses danger to public health and the environment. Radioactive waste from the Metzamor nuclear power plant is another concern given the possible decommissioning of the plant and plans for the construction of a new one. Improved water management is critical, as growth increases demand for water increases and climate change reduces supply. Climate volatility increases the urgency to invest in disaster preparedness to reduce vulnerability and promote adaptation.

2.5 To address these challenges, the government has updated the Poverty Reduction Strategy Paper (PRSP) adopted in 2003. The new Strategy of Sustainable Development (known as PRSP-2), prepared in 2008, has five priorities:

- (a) Ensuring sustainable economic growth through reliance on competition, innovation, and equal opportunity for all, and reducing income differentials;
- (b) Developing effective public governance and continuing the fight against corruption;
- (c) Promoting education and science, with the goal of improving the quality of education and increasing access of disadvantaged groups, with special attention to higher education, vocational and educational training and pre-schooling. Education spending should reach 3.5% of GDP in 2012;
- (d) Advancing equality in regional development through an in-depth reform of territorial administration, together with an increase in community budgets and access to public services;
- (e) Strengthening the social security system and expanding targeted social programs, with a focus on health care and pensions. Social security spending should reach 6.2% of GDP in 2012, and health, 2.2%.

PART III PAST COOPERATION AND LESSONS LEARNED

3.1 During the implementation of the previous Country Program, the creation of National Directors at the Deputy Ministerial level, who were entrusted with the overall guidance and coordination of UNDP projects and programs, yielded stronger ownership of UNDP programs. Assigning such functions at the highest possible level secured alignment with national development priorities and policies. A proactive effort was made to avoid fragmentation in projects and use of resources, and the program was streamlined to ensure consistency and impact around the two main development priorities for the period: to ensure participation and to address inequalities. Further effort will need to be made in 2010-2015 to better mainstream the emerging challenge of climate change into all development planning and policy making, and to continue mainstreaming gender issues. Efforts to promote human rights and to strengthen the Human Rights Defender's Office were successful, setting a sound basis for integrating a rights-based approach into all UNDP programs during the next cycle.

3.2 *Democratic governance.* UNDP interventions in this area were aimed at promoting and protecting human rights, including combating drug and human trafficking and fighting corruption. The institutional capacity of the Human Rights Defender's Office was strengthened and a tolerance center was established. Surveys and baseline studies on human rights and human rights education (including tolerance education) revealed deficiencies at various levels. Recommendations of assessments of institutional frameworks, existing policies and capacities were incorporated in the second-generation Anti-trafficking National Action Plan to provide an adequate institutional response, and drug-related legislation was improved and harmonized. Despite tangible progress made in this area, victims of trafficking continued to be stigmatized. In support to the implementation of the UN Convention against Corruption (UNCAC), a gap analysis on the compatibility of national legislation and procedures with UNCAC requirements was conducted. Recommendations from this gap analysis were presented

for incorporation into the national anti-corruption strategy and policy documents.

3.3 Socio-economic governance. Activities in this area introduced systemic, institutional, and behavioral change in some sectors. The concept of human development was promoted and integrated into national strategies, including the PRSP-2. The main thrust has been at the local level, while maintaining vertical links with national policy making. Local self governance and local economic development offered the best possibilities to address poverty reduction and regional disparities, and to improve civil engagement and participation. The establishment of a municipal service system aimed at establishing a corps of professional, well-trained and legally protected municipal servants has improved the delivery of basic services in communities. The introduction of strategic planning and performance budgeting at the municipality level has provided an effective entry point and mechanism for enhancing the planning and monitoring capacities of elected authorities, and for ensuring transparency and accountability in public service delivery. UNDP helped to rehabilitate social and economic infrastructure and generate sustainable income in more than 150 rural and urban communities using participatory, community-based models. Small and medium-sized enterprises (SMEs) were promoted through provision of quality business services, introduction of innovative funding mechanisms and capacity building. Investments channeled through public-private partnerships were aimed at improving community based public services. UNDP also worked with diaspora partners to introduce innovative income-generation schemes and to rehabilitate social and economic infrastructure.

3.4 Environmental governance. UNDP activities in the environment sector contributed to the development of regulatory frameworks for strengthening environmental management to ensure adherence to sustainable development practices. Policy papers, analytical studies, recommendations and pilot activities were developed and conducted to: (a) improve legislative frameworks to increase energy efficiency; (b) introduce new technologies for renewable energy; (c) rehabilitate municipal heat and water supply systems, (d) enhance national capacity to meet global climate change commitments, and (e) elaborate climate change adaptation programs in vulnerable sectors, as well as mainstream adequate climate change response measures into national development activities. UNDP assisted the Government in revising and updating national environmental policy as an initial platform for broader policy/program development and coordination towards achievement of MDG and PRSP targets while integrating the concept of sustainable development into national strategies and plans. The new National Environment Action Plan links environmental problems with sectoral challenges (such as health, industry, education, and agriculture). Furthermore, a local Environmental Action Plan was developed and implemented aimed at strengthening abilities of pilot communities to solve local environmental concerns with an eye to reducing concrete threats to the population's health, the ecosystem, and the economy.

3.5 Cross-cutting areas. UNDP's contributed in several cross-cutting areas:

(a) In *HIV/AIDS*, UNDP worked with partners to facilitate multi-sectoral responses. Legislative and policy frameworks were introduced, an HIV/AIDS prevention system was established in penitentiaries, police units and the military and at-risk groups participated actively in prevention activities. UNDP used the PRSP process to increase public awareness of HIV/AIDS and to mainstream HIV/AIDS issues into this key strategic policy document.

(b) In *disaster management*, UNDP launched a capacity building program to strengthen the national disaster preparedness and risk reduction system. It has piloted the Local Level Risk Management (LLRM) module in the Ararat region, and strengthened the information management capacity of the Armenian Rescue Service. UNDP promoted public awareness activities on disaster risk reduction at the national level, contributed to instilling a culture of disaster prevention and advocated for mainstreaming of disaster risk reduction in other development practices. UNDP also contributed to the UN Country Team's disaster preparedness and response efforts by maintaining the Disaster Management Team and ensuring inter-agency contingency planning.

(c) In *climate change*, UNDP undertook several pilot activities to address adaptation planning in Armenia at both community and regional and national levels. These included climate proofing in Lusadzor community and a variety of assessments of climate change impact. These activities made Armenia one of the most advanced countries in the region in identifying and integrating climate change concerns into the development planning process.

(d) In *gender*, UNDP supported the implementation of the National Action Plan on Advancement of Women through capacity building for leading public institutions. A comprehensive gap analysis of legislation through a gender lens resulted in the development of a draft Law on Equal Rights and Equal Opportunities, and country-wide public awareness campaigns were aimed at combating gender stereotypes. These efforts led the Government to consider the promotion of gender equality as a priority in its 2008-2012 program.

3.6 *Main lessons.* To achieve maximum impact in the current country program, past experience suggests that UNDP should continue to streamline its activities to use scarce resources most effectively. UNDP should focus on key strategic areas such as promoting human rights, climate change adaptation, promoting corporate social responsibility and private sector engagement, and preparing itself conceptually to support Armenia's efforts in confidence building in light of likely improvement in relations with neighboring countries. Resource mobilization will remain a major challenge and partnerships with the Armenian Diaspora and the European Commission will have to be strengthened and broadened.

PART IV PROPOSED PROGRAM

4.1 The new country program was developed under the leadership of the Government and in close consultation with civil society and development partners. During the preparation of the country's United Nations Development Assistance Framework (UNDAF), six working groups, each co-chaired by a Government official and UN representative, and including a broad range of partners, met to develop strategies for each of the areas of cooperation. Following the completion of the UNDAF, these groups continued to meet to develop the UNDP country program and ensure synchronicity between the UNDAF and UNDP activities.

4.2 In line with the UNDAF, and UNDP's Program Components as outlined in its corporate Strategic Plan, the UNDP Armenia Country Office will help to support the four UNDAF Outcomes by focusing on four national priorities: a) ensure access to enhanced economic opportunities, b) increase the capacity of citizens to participate and exercise their rights and responsibilities, and of government institutions to comply with their obligations, c) ensure access to quality social services, d) improve effective management of natural resources.

4.3 The Country Program supports the empowerment of the poorest and most vulnerable by promoting and protecting their rights and creating an enabling environment to realize their full participation. Gender Equality, and right-based approach are cross-cutting themes.

4.4 The Programs overall strategy will focus on policy reforms, institution and capacity building and area-based community development, through strategic partnerships with key stakeholders. This will enable UNDP to strategically assist the Government in addressing emerging initiatives and other challenges facing the country with its comparative advantage in identified practice areas and service lines.

4.5. In response to the goals and the targets of the MDGs and the Convention on the Elimination of All Forms of Discrimination against Woman (CEDAW) UNDP's program will advocate and promote gender equality and women's empowerment. UNDP will ensure that policies, programs, projects and approaches are gender-responsive, rights-based, results-oriented and participatory. Further, UNDP will partner with Government, civil society - particularly with women's organizations, business, development agencies, as well as communities towards the realization of human rights, gender equality, and women's empowerment.

4.6 UNV will support activities aimed at promoting volunteerism to support peace and development by advocating for volunteerism, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers. In particular, the recently established UNV program in Armenia will empower citizens in taking an active role in their country's development by strengthening inclusiveness, sharing expertise and mobilizing resources at both national and international levels.

Economic and social governance – related to UNDP program component "Poverty eradication and achievement of internationally agreed development goals, including the MDGs"

4.7 UNDP will help to reduce disparities between regions and specific socio-economic groups. Innovative and diversified income-generating practices in local communities will be developed. Regulatory frameworks and mechanisms to revitalize SMEs will be strengthened:

4.8 UNDP will assist in strengthening national and local capacities to develop and implement innovative and diversified income generating policies and practices targeting the most vulnerable groups. New income generating and agricultural schemes will be developed and introduced. It is expected that at least two third of the trained farmers benefitting from those schemes will have applied those innovative schemes for generating income. Considering the role of small and medium entrepreneurship in new workplaces creation, improvement

of the population standard of living, formation of the middle class, ensuring social and political stability, the SME sector development has become one of the main priorities for economic growth of the country. UNDP will expand its support to SMEs in terms of rising of knowledge and business skills of operating and start-up SMEs, and in terms of enhancing capacities of business supporting organizations to deliver services to SMEs.

4.9 UNDP will provide support to develop and introduce policy frameworks and mechanisms to build a knowledge economy. The program will assist to establish new businesses with elements of innovation/advanced technologies and supports the Government in providing technical advice for the formulation of policy documents promoting knowledge economy.

4.10 UNDP will provide assistance to strengthen regulatory frameworks and mechanisms (including access to credit and entrepreneurship training) to revitalize the SME sector. Interventions will be supported which include i) provision of training to registered businesses and entrepreneurs, ii) conducting of surveys to assess level of performance of SME Development National Centers, iii) developing / formulating regulatory documents promoting SMEs in the country.

4.11 UNDP will contribute to increase access of vulnerable groups to economic opportunities. Market-oriented vocational education, training and life-long education initiatives will provide skills and knowledge to targeted beneficiaries. UNDP will help to develop policies and practices on public private partnerships and corporate social responsibility to promote private sector engagement.

4.12 In order to meet the demands of the labor market vocational education training (VET) and life-long education programs will provide the necessary skills and knowledge to the labor force. Regional Multifunctional Centers will be rehabilitated and refurbished in line with EU technical requirements, VET teachers will receive professional training, outcome-based modular curricula will be developed for VET schools, and VET policy papers will be developed and introduced.

4.13 Private Public Partnerships will be created in targeted areas to increase capacities for improved service provision and to increase livelihood opportunities. UNDP will assist in operationalising the existing PPP concept and in revising related legal acts.

4.14 In terms of promoting Corporate Social Responsibility and Social Investments as essential elements of business culture in Armenia UNDP (through the Global Compact) will provide assistance to GC network members to produce COP reports and to assist in the implementation of CSR/CSI projects.

4.15 UNDP will assist to strengthen National systems of data collection, reporting and monitoring of human development. Capacities of national and local institutions will be strengthened to collect, update, analyze and manage disaggregated socio-economic data for evidence-based policy-making

4.16 UNDP will help strengthen national and local institutions to collect, update, analyze and manage sex and age disaggregated socio-economic data for evidence-based analysis and policy making. In this connection DEVINFO will introduced at regional level. In terms of monitoring human development and MDGs, UNDP supports the building of capacities of agencies and data providers in monitoring respective targets through active participation in organizing policy dialogues and exchange towards enhancing capacities in line with international standards in methodology in progress measuring to generate gender-disaggregated data.

4.17 UNDP will contribute to strengthen institutional capacities and mechanisms to respond to the needs of vulnerable groups. Governmental institutions and bodies will be strengthened to develop and implement social protection services and social policies.

4.18 UNDP will promote the concept of Public Administration Reforms and Community Development in Armenia. In this context, UNDP will focus on strengthening the capacities of governmental institutions at national and local levels through provision of training to staff of national and local governments, CSOs and regional/community-based institutions. Professional and well protected public/municipal servants, decentralized and effective public administration, active and demanding civil society/citizens, and quality public services at community level are the objectives of UNDP in this area. Also, UNDP will generate community-based processes of prioritization of community and district development needs. Furthermore, partnership-based implementation structures will be created to convert the plans into investment realities, focusing on rehabilitation of economic and social infrastructure, on economic development priorities and on income generation in the poorest and

most disadvantaged communities in Armenia.

4.19 Strategies to be employed under this component include multi-stakeholder approach, capacity building, strengthening of institutional mechanisms, unleashing entrepreneurship, and increasing access to credit and productive resources, mobilizing private sector support, advocacy for internal and external resource mobilization.

Democratic Governance – related to UNDP program component "Democratic Governance"

4.20 UNDP will help improve structures and mechanisms at different levels to ensure the progressive realization of human rights. Support to the Human Rights Defender's Office will expand, promoting a rights-based approach and the protection of human rights in line with international commitments. Key child protection bodies at various levels will be strengthened to protect the rights of children and to implement the CRC.

4.21 In cooperation with other partners, UNDP will support the formulation and implementation of national policies that protect women's rights and promote women's empowerment in decision making. The second phase National Action Plan on advancement of women will be developed based on CEDAW recommendations.

4.22 UNDP will assist in enhancing capacities to manage borders and migration, to combat trafficking and effectively protect rights of migrants. The formulation of policy documents to combat trafficking will be developed for adoption by the government and assistance will be provided to have Victim of Trafficking Assistance (VoT) nationalized. UNDP initiatives further address improvement of border management procedures harmonized with EU procedures.

4.23 UNDP will continue to support public institutions in meeting international anti-corruption commitments will continue. Civil Society monitoring of Anti-Corruption initiatives will be enhanced and the Anti-Corruption policy and institutional framework will be UNCAC compliant.

4.24 UNDP will help to improve the capacity of local government bodies to ensure transparency, accountability, and inclusiveness. Legal and institutional frameworks to promote decentralization will be strengthened. Capacities of local self government bodies, municipal servants and regional authorities in targeted communities will increase. UNDP's intervention will help create operational Inter Community Unions and assist authorities in the development of related legal framework. Pilot activities will address capacity building needs of targeted municipalities.

4.25 UNDP will assist communities and people to have the capacities to claim their rights and participate in decision making processes. UNDP will concentrate on strengthening participatory mechanisms to develop, implement and monitor strategic policies and programs at national, regional and local levels. Interventions will help strengthen capacities of Local Self Government bodies for improved planning to deliver public goods and services in an accountable manner and to monitor and evaluate the implementation of social policies.

4.26 To ensure the rights of the citizens, especially women and the vulnerable, in all governance reforms, UNDP supports efforts to empower the citizens and provide them opportunities to engage in governance processes by enhancing their awareness and understanding, knowledge and analytical skills on policies, programs and mechanisms, increasing their access to public information, providing venues for policy dialogues, strengthening their capacities to monitor government and non-government's performance and practices. Mechanisms will be developed to ensure Civil Society participation in the development, implementation and monitoring of strategic policies and programs at all levels. In this connection initiatives are aimed at helping expand citizens' access to information. The capacities of media will be improved to provide quality information.

4.27 Awareness and knowledge of human rights will be mainstreamed in curricula for both formal and non-formal education. Emphasis will be put on promoting tolerance awareness and expanding the capacity of citizens to monitor policies and programs.

4.28 In light of likely improvement in relations with neighboring countries, UNDP will be prepared to support and advocate for confidence-building and dialogue on various levels in cooperation with local and international partners. This component of the program will contribute to confidence-building and dialogue processes. Strategies include: i) building capacities of key actors for confidence-building, ii) supporting government-civil society partnerships to strengthen the constituency for confidence-building in the country, with substantial involvement of women given they are proven to be effective peace educators, iii) establishing strategic partnerships towards

mobilizing resources for sustained confidence-building.

4.29 In recent years, recognition has grown that this fact not only contravenes the right of women to participate in decisions that affect their lives, but that for a sustainable peace to take hold, women must be involved and take an equal role in shaping the peace. The perspective and experience of women are critical to stability and inclusive governance. It is equally recognized that peace-building from the gender perspective helps changing the dynamics that led into the crisis. It is for this reasons that the program will address the gender dimensions of confidence-building by ensuring improved access by women to services and resources and increasing awareness and knowledge on women's rights.

4.30 The strategy of this program component will emphasize the progressive realization and implementation of the standards of human rights and institutionalization of reforms for democratic governance. The human rights approach underscores rights as entitlements of the people as "claim-holders", particularly the women and vulnerable. The human rights approach emphasizes the trinity of state and non-state obligations to respect protect and promote people's rights. It calls to task the "duty bearers" and capacitates them to perform their obligations in providing the enabling environment for expanding opportunities for human freedoms and human development. The approach for democratic governance involves reforms in the areas of policies, structures, programs and processes towards achieving more accountable, transparent, gender sensitive and participatory governance institutions and processes. To ensure the rights of the citizens, especially women and the vulnerable, UNDP support in all governance reforms efforts to empower the citizens and provide them opportunities to engage in governance processes by i) enhancing awareness and understanding, knowledge and analytical skills on policies, programs and mechanisms; ii) increasing their access to public information; iii) providing venues for policy dialogues; iv) strengthening capacities to monitor government and non-government's performance and practices.

Environmental Governance – related to UNDP program component "Environment and sustainable development"

4.31 UNDP will assist the country to address key environmental challenges including climate change adaptation and mitigation and natural resource management. UNDP will support the development and introduction of policy frameworks to ensure conservation and sustainable use of national resources at national and local levels, including climate change adaptation and mitigation. To this end, UNDP will support the introduction of instruments to ensure the implementation of national environment policies and the fulfillment of international obligations. UNDP will in particular support the development of innovative policies and practices for environmentally-sound and energy-efficient technologies, promoting the application of the UN Framework Convention on Climate Change Clean Development Mechanism and assisting in negotiations on post-Kyoto financial mechanisms.

4.32 UNDP will support efforts aimed at introducing and mainstreaming Sustainable Development principles in national environmental and policy frameworks and education curricula. Major sectoral policy documents will be developed and regional development plans incorporating Sustainable Development principles. Initiatives will further strengthen capacities for sectoral reporting under integrated environmental data/information management and monitoring system.

4.33 The program will help strengthen national and local capacities to develop innovative policies and practices to address climate change mitigation and adaptation. In this connection the Climate Change related assessment (i.e. greenhouse gas inventory) will be up-dated and the Climate Change adaptation action plan developed. The third National Communication will be developed and project formulated to address implementation of the Climate Change adaptation strategy. The program will also promote consideration of ecosystems approach for addressing climate change related issues. Innovative techniques such as drip irrigation practices will be introduced and disseminated through pilot initiatives. Soil protection concept will be developed with consideration of Land use, land Use Change and Forestry components (LULUCF). To promote the development and implementation of innovative practices for environmentally sound and energy efficient technologies and clean production, the program will introduce the use of energy efficiency labels for targeted appliances. Legal acts on promotion of energy efficiency in buildings will be developed/up-dated and related pilot initiatives be implemented.

4.34 UNDP will assist in strengthening national capacities for Disaster Risk Management. National capacity for disaster risk management will be improved to prepare, mitigate and respond to natural and technological

hazards, and public health threats. Emphasis will be put on identifying climate-related risks, assessing the economic impact of climate change, inclusion of adaptation and mitigation measures in national and local policies and supporting monitoring and mapping mechanisms to enhance early-warning systems.

PART V PARTNERSHIP STRATEGY

5.1 To ensure that UNDP's Country Program is synchronised with other development partners and that sufficient resources are available for implementation, UNDP will operationalise its Country Program under the leadership of the Government and on the basis of a comprehensive partnership strategy aimed at leveraging human, financial and technical assets and capacities.

5.2 As a United Nations Agency, UNDP's main strategic partner will be the Government of Armenia. As part of on-going efforts to facilitate responsible "donor ship", UNDP will also work in close cooperation with the agencies, organisations, institutions, foundations, missions and companies that are committed to the UNDAF goal of reducing political, social and economic inequality and to the efficient implementation of UNDP's Country Program.

5.3 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 by helping to build bridges between the Government and civil society and to promote cooperation with leading national and international businesses based on the principles of social responsibility and public-private partnership.

Partners: UNDP's partners will include:

- **The Government of the Republic of Armenia**, which 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 Steering Committee, UNDAF Thematic Groups, and other joint monitoring and evaluation structures; and (vi) demonstrating strong political commitment to the human rights-based approach.
- **Regional Administrations**, which 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, UNDAF Thematic Groups, and other joint monitoring and evaluation structures; and (vi) demonstrating strong political commitment to the human rights-based approach.
- **Local Self-Governing Communities**, which 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 Steering Committee, UNDAF Thematic Groups, and other joint monitoring and evaluation structures; and (vi) demonstrating strong political commitment to the human rights-based approach.
- **The UN Country Team**, which will contribute by: (i) implementing joint rights-based 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 international Working Groups, the UNDAF Steering Committee and UNDAF Thematic Groups.

- **Multilateral and Bilateral Donors and International Financial Institutions and the EU**, which 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) participating in the formulation, implementation, monitoring and evaluation of programs; (v) implementing parallel programs in support of Country Program outcomes; and (vi) participating in international Working Groups, the UNDAF Steering Committee and UNDAF Thematic Groups.
- **Civil Society**, which will contribute by: (i) providing consultative and advisory services; (ii) implementing joint rights-based programs and identifying mechanisms for program 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 Steering Committee and UNDAF Thematic Groups.
- **The Private Sector**, which 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 Steering Committee and UNDAF Thematic Groups.
- **Universities and Research Institutions**, which will contribute by: (i) providing consultative and advisory services; (ii) introducing MDGs 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**, which will contribute by: (i) providing advice on the formulation, implementation, monitoring and evaluation of programs; and (ii) channeling funding to priority programs.
- **Diaspora Organizations**, which 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.

5.4 **UNDP's Role:** UNDP will contribute by:

- Assisting the Government of Armenia in its donor coordination function with financial and technical resources;
- Identifying key partners and facilitating access to global and local policy, practice and advocacy networks;
- Co-leading and participating advocacy initiatives and policy dialogues;
- Complementing and supporting the Government's resource mobilization efforts;
- Designing and formulating new programs 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 program components and the management framework.

5.5 **Forums:** UNDP's partnership networks will be facilitated through a series of forums including:

- **The PRSP/SDP Steering Committee and Working Group**, where issues related to implementation and adjustment of the PRSP/SDP will be discussed and agreed.
- **The UNDAF Steering Committee**, where strategic issues related to the impact of the UNDAF and Country Program 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 Program and joint programs will be discussed and agreed.
- **UNDAF Thematic Groups**, where strategic issues related to implementation of relevant program

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 program 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 PROGRAM MANAGEMENT

6.1 The program will be nationally executed under the overall coordination of the Ministry of Foreign Affairs (Government Coordinating Agency). Government ministries, NGOs, IGOs, UN agencies including UNDP will implement the program activities. The Government Coordinating Agency will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP assisted AWP. The AWP describe the specific results to be achieved and will form the basic agreement between UNDP and each implementing partner on the use of resources. The reference to "Implementing Partner(s)" shall mean "Executing Agency (ies)" as used in the SBAA.

6.2 In program design and implementation, UNDP works closely with key partners. The country program builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, and program resources frameworks in the CPAP and the AWP. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWP to implement programmatic initiatives. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWP. UNDP will sign the project documents with partners to in accordance with corporate practices and local requirements. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened to cultivate new program and geographical convergence.

6.3 Atlas contributes to timely, efficient delivery of activities and effective financial monitoring to manage projects and the UNDP program.

6.4 All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.

6.5 Cash transfers for activities detailed in AWP can be made by UNDP using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

6.6 Direct cash transfers shall be requested and released for program implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

6.7 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

6.8 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities

may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as an accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.

6.9 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of program implementation based on the findings of program monitoring, expenditure monitoring and reporting, and audits.

6.10 Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the program. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the program.

PART VII MONITORING AND EVALUATION

7.1 To ensure the effectiveness of the UNDP program the monitoring and evaluation (M&E) system established during the last program cycle will continue its operation and be improved. This system includes (a) a semi-annual review of the program through the outcome boards; (b) annual reporting against targets; (c) an annual review of the CPD/CPAP indicators' framework; and (d) on-going monitoring of the results through field visits and other methods. An end-of-cycle review of the Country Program will be conducted in the framework of the UNDAF evaluation. In particular, an indicator framework will be elaborated based on the UNDAF M&E framework, and an evaluation plan will be developed based on the UNDAF M&E calendar. UNDP will actively participate in the work of UNDAF outcome groups where appropriate and make inputs in reporting against UNDAF outcomes.

7.2 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of program resources as well as accountability, transparency and integrity. The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.

7.3 The Millennium Development Goals Report (MDGR) that is developed for Armenia will serve as the primary means for reporting on UNDAF activities, complemented by the Annual Report and Work plan of the Resident Coordinator. A linkage will be established between the indicators used to measure UNDAF outputs and the contribution of these outputs to the achievement of the MDGs.

7.4 Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
2. Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. UNDP, in collaboration with other UN agencies and in consultation with the coordinating Ministry, will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

7.5 To facilitate assurance activities, Implementing partners and UNDP may agree to use a program monitoring and financial control tool allowing data sharing and analysis.

7.6 The audits will be commissioned by UNDP and undertaken by private audit services.

7.7 Assessments and audits of non-government Implementing Partners will be conducted in accordance with

the policies and procedures of UNDP.

7.8 During the monitoring process, special attention will be given to tracking the major risks and assumptions that may impact positively or negatively on the achievement of the Country Program's objectives including: (a) Impact of the global financial crisis on the development of Armenia's economy and social sectors, the rate of its growth and consequently, impact on Armenia's poverty reduction efforts during the period covered by the Country Program. (b) Continued relevance of the PRSP (SDP) as a national development plan during the period covered by the Country Program. (c) Possible peace agreement on the Nagorno-Karabakh conflict, and full establishment of diplomatic relations with Turkey, that will boost Armenia's development potential. (d) Possible impact of climate change on Armenia's economy and social development. (e) The inability of duty-bearers to perform properly their functions. (f) Lack of Capacity or commitment of national institutions and civil society organizations to implement high quality programs and projects. (g) Lack of commitment from donors to support the achievements of the MDGs; and (h) lack of sufficient collaboration among UN Agencies. (i) Lack of sufficient resources to fully implement the Country Program, particularly in the context of the global economic and financial crisis.

PART VIII COMMITMENTS OF UNDP

8.1 UNDP will ensure coherence between the CPAP/AWP, UNDAF results matrix and MDGs, including M & E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and implementing partners will be emphasized.

8.2 Where more than one UN agency provides cash to the same Implementing Partner, program monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

8.3 UNDP will allocate from its regular resources US\$ 7,643,000 for the Country Program. Under the leadership of the Government, UNDP will endeavor to mobilize an additional US\$ 28,200,000 subject to interest by funding partners¹.

8.4 At the Government's request, UNDP will:

- (i) Recruit program specialists and experts in consultation with National Portfolio Directors and procure goods and services in accordance with UNDP regulations, rules, policies and procedures;
- (ii) Facilitate training activities, including fellowships and study tours;
- (iii) Provide access to UNDP-managed global information systems, including rosters of consultants and providers of development services
- (iv) Provide access to the network of specialized UN agencies, funds and programs.

8.5 UNDP will use the annual and program 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 on the Privileges and Immunities of the United Nations agencies with regard to UNDP's property, funds, and assets and to its officials and consultants, and to other persons performing services on behalf of UNDP.

9.2 As a contribution to the Country Program, the Government will allocate at least ten percent of program costs, estimated at approximately USD 3,584,300, and where possible, additional funds to ensure successful program implementation.

¹ This amount includes 10% of Government Cost Sharing as reflected in paragraph 9.2

- (i) Any cost-sharing contribution by the Government to the Country Program through the Country Program Action Plan should be transferred to the UNDP Armenia HSBC Bank Armenia bank account:

Account numbers:

001-186857-050 (for AMD transfer)

001-186857-150 (for USD transfer)

- (ii) The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the CPAP may be reduced, suspended or terminated by UNDP.
- (iii) The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of CPAP delivery.
- (iv) UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
- (v) All financial accounts and statements shall be expressed in United States dollars.
- (vi) If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
- (vii) If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [vi] above is not forthcoming from the Government or other sources, the assistance to be provided to the CPAP under this Agreement may be reduced, suspended or terminated by UNDP.
- (viii) Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures
- (ix) In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 3%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
- The aggregate of the amounts budgeted for the CPAP, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the CPAP under this agreement.
- (x) Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
- (xi) The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP

9.3 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country program involving civil society and other development partners will be implemented. The Government is also committed to organize periodic program review, planning and joint strategy meetings and where appropriate, coordina-

tion of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector, and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of program resources. 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.

9.4 In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.

9.5 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by UNDP;
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

9.6 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash.
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to the UN agencies, on a quarterly basis (or as locally agreed).

PART X OTHER PROVISIONS

10.1 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force for six years until end of 2015.

10.2 This CPAP may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

10.3 Nothing in this CPAP shall in any way be construed to waive the protection of UNDP accorded by the contents and substance of the United Nations Convention on Privileges and Immunities to which the Government is a signatory.

10.4 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.

UNDP COUNTRY PROGRAM ACTION PLAN (CPAP)

9.6 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash.
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to the UN agencies, on a quarterly basis (or as locally agreed).

Part X. Other Provisions

10.1 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force for six years until end of 2015.

10.2 This CPAP may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

10.3 Nothing in this CPAP shall in any way be construed to waive the protection of UNDP accorded by the contents and substance of the United Nations Convention on Privileges and Immunities to which the Government is a signatory.

10.4 This CPAP supersedes any previously signed CPAP between UNDP and the Government of the Republic of Armenia 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 Program Action Plan on this day of 7th June, 2010 in Yerevan, Republic of Armenia.

For the United Nations Development Programme
Armenia Office

Signature: _____

Name: **Dafina GERCHEVA**

Title: **UN Resident Coordinator,
UNDP Resident Representative**

For the Government of the Republic of Armenia

Signature: _____

Name: **Edward NALBANDIAN**

Title: **Minister of Foreign Affairs**

ANNEXES:

Annex I: Country Program Action Plan Results and Resources Framework

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)																					
					<table border="1"> <thead> <tr> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	2010	2011	2012	2013	2014	2015	Total														
2010	2011	2012	2013	2014	2015	Total																				
<p>Inclusive and sustainable growth is promoted by reducing disparities and expanding economic and social opportunities for vulnerable groups.</p> <p>Poverty eradication and achievement of internationally agreed development goals, including the MDGs. (<i>Strategic Plan 08-11, Focus Area 1</i>)</p>	<p>OUTCOME 1.1 National policies, strategies and programmes reduce disparities between regions and specific vulnerable groups. Ind.1.1: % decrease in the Gini coefficient B: Gini coefficient of income concentration, % - 0,37 in 2008 T: Gini coefficient decrease up to 0,31%. Ind.2: Unemployment rates at national and regional levels (disaggregated by sex and region). B: According to official and HS data unemployment rate is 6,3% and 28,4% for 2008 accordingly. Highest unemployment is registered at Kotayk (38,2%), Shirak (35,5%) and Lori (34,1%) marzes. T: Unemployment rate - 15% (ILO methodology) by 2015 Ind.3: Ratio of poverty level outside capital to poverty level in capital. B: 1.4 (2007) T: <1.2 (1.9)</p>	<p>OUTPUT 1.1.1 National and local capacities to develop and implement innovative and diversified income-generating policies and practices targeting the most vulnerable groups strengthened.</p>	<p>Ind.: 1. No. of new and innovative income generating schemes introduced 2. No. of farmers applying innovative income generating schemes out of those received training on the topic. 3. No. of infrastructure (social, cultural, economic, ecological) restored/established to promote income-generation in the communities. B: 1. By 2009 new income generating schemes: equity financing, secondary leasing, loan guarantee developed and introduced by UNDP; 2. By 2009 around 450 farmers were trained on innovative agricultural schemes. 3. 24 social, cultural, economic infrastructure rehabilitated. 4. Around 60 innovative ideas promoted by the end of 2009. T: 1. At least 3 new schemes and 5 new business models introduced by the end of 2015 2. At least 750 community members are trained on new and innovative income generating schemes by the end of 2015 (around 100 yearly); At least 2/3-rd of trained farmers apply innovative schemes for income generating; 3. At least 15 (around 3 per year) social, cultural, economic, ecological infrastructure rehabilitated by the end of 2015.</p>	<p>Ministry of Territorial Administration Ministry of Economy Ministry of Agriculture LSGs SME DNC</p>	<p>Regular Resources (TRAC1, 2&3)</p> <table border="1"> <tbody> <tr> <td>250</td> <td>250</td> <td>200</td> <td>200</td> <td>150</td> <td>150</td> <td>1.2</td> </tr> <tr> <td colspan="7" style="text-align: center;">Other Resources</td> </tr> <tr> <td>350</td> <td>350</td> <td>350</td> <td>350</td> <td>300</td> <td>300</td> <td>2</td> </tr> </tbody> </table>	250	250	200	200	150	150	1.2	Other Resources							350	350	350	350	300	300	2
250	250	200	200	150	150	1.2																				
Other Resources																										
350	350	350	350	300	300	2																				

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)																					
					2010	2011	2012	2013	2014	2015	Total															
		OUTPUT 1.1.2 Policy framework and mechanisms to build a knowledge economy introduced.	<p>Ind.:</p> <ol style="list-style-type: none"> No. of new businesses with elements of innovation/ advanced technologies established. Number of policy documents to promote knowledge economy developed. <p>B:</p> <ol style="list-style-type: none"> Concept on Technological parks developed by UNDP National Programme on Innovation developed. <p>T:</p> <ol style="list-style-type: none"> Around 20 businesses incorporated in Technological Parks. At least one policy document (concept, law, etc.) to promote knowledge economy developed by the end of 2014 	<p>Ministry of Economy</p> <p>SME DNC</p>	<p>Regular Resources (TRAC1, 2&3)</p> <table border="1"> <tr> <td>40</td> <td>40</td> <td>40</td> <td>30</td> <td>30</td> <td>20</td> <td>200</td> </tr> <tr> <td colspan="7">Other Resources</td> </tr> <tr> <td>60</td> <td>60</td> <td>60</td> <td>40</td> <td>40</td> <td>40</td> <td>300</td> </tr> </table>	40	40	40	30	30	20	200	Other Resources							60	60	60	40	40	40	300
40	40	40	30	30	20	200																				
Other Resources																										
60	60	60	40	40	40	300																				
		OUTPUT 1.1.3 Regulatory framework and mechanisms/enabling environment including access to credit and entrepreneurship training, to establish and revitalize SME(s) strengthened.	<p>Ind.:</p> <ol style="list-style-type: none"> No. new businesses/SMEs established by the graduates of "Support to start-ups" Programme. Level of satisfaction of the services provided by SME DNC. No. of regulatory documents promoting SMEs developed and introduced. <p>B:</p> <ol style="list-style-type: none"> 409 entrepreneurs trained, 90 registered new businesses, (2006-09) System of Indicators to evaluate SME development projects elaborated; Monitoring Handbook developed with the support of OSCE By the end of 2009 a number of new mechanisms developed and introduced to promote SME sector, such as: equity financing, secondary leasing, loan guarantee. <p>T:</p> <ol style="list-style-type: none"> 10 clusters developed, 250 new businesses established out of around 900 entrepreneurs trained. (2010-15) Survey to assess the level of satisfaction of the services provided by SME DNC conducted in 2012. At least 3 regulatory documents promoting SMEs developed by the end of 2015 	<p>Ministry of Economy</p> <p>SME DNC</p>	<p>Regular Resources (TRAC1, 2&3)</p> <table border="1"> <tr> <td>200</td> <td>200</td> <td>150</td> <td>150</td> <td>150</td> <td>150</td> <td>1</td> </tr> <tr> <td colspan="7">Other Resources</td> </tr> <tr> <td>200</td> <td>250</td> <td>200</td> <td>200</td> <td>200</td> <td>150</td> <td>1.2</td> </tr> </table>	200	200	150	150	150	150	1	Other Resources							200	250	200	200	200	150	1.2
200	200	150	150	150	150	1																				
Other Resources																										
200	250	200	200	200	150	1.2																				

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)													
					2010	2011	2012	2013	2014	2015	Total							
					<p>OUTCOME 1.2 Vulnerable groups, in particular women and youth, have greater access to economic opportunities in the regions of Armenia</p> <p>Ind.1: % decrease in unemployment level of women/youth</p> <p>B: Real unemployment level is 28,4 in Armenia. Level for 16-24 age group is more than twice higher – 57,6%.</p> <p>T: At least 5% decrease in unemployment level for women and youth.</p> <p>Ind.2: Proportion of employed population living in poverty (national poverty line)</p> <p>B: 22,4% (2006)</p> <p>T: <5% (5,0)</p> <p>Ind.3: Ratio of Unemployment rate of women to the unemployment rate of men.</p> <p>B: 1,6 in 2007.</p> <p>T: <1,3 in 2015</p>	<p>OUTPUT 1.2.1 Vocational education, training (VET) and life-long education programmes provide with the skills and knowledge to meet the demands of labour market.</p>	<p>Ind.: 1. % increase in enrolment in VET system disaggregated by sex and region (marzes) 2. Increased integration level into European Vocational Education environment. 3. Active labour market instruments introduced in VET system.</p> <p>B: 1. Gross enrolment in the VET system-25% 2. Only 22 middle professional education qualification standards and 2 preliminary professional education standards have been already updated out of 120 existing ones. There are only 9 up to date (newly published in Armenian language) manuals/text books for VET system.</p> <p>T: 1. Gross enrolment in the VET system increased by 5%. 2. A) At least 12 VET Regional Multifunctional Centers rehabilitated and refurbished in line with EU technical requirements by the end of 2012 B) Around 300 VET teachers receive professional training per year by the end of 2015C) At least 5 new learning outcomes based modular curricula developed for VET Schools by the end of 2011. D) At least 4 VET Policy Papers are developed and introduced by the end of 2012. E) Meeting eligibility criteria for Copenhagen process in the VET sector (2013-15) 3. A) Income Generating Model in place by the end of 2010. B) 5 % of the training programmes support active labour market policies by the end of 2014</p>	<p>Ministry of Education and Sciences</p> <p>Ministry of Labour and Social Issues</p> <p>National Center for VET</p> <p>State Employment Agency</p>	<p>Regular Resources (TRAC1, 2&3)</p> <table border="1"> <tr> <td>50</td> <td>50</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>500</td> </tr> </table> <p>Other Resources</p> <table border="1"> <tr> <td>1</td> <td>1</td> <td>250</td> <td>90</td> <td>80</td> <td>80</td> <td>2500</td> </tr> </table>	50	50	100	100	100	100	500	1	1
50	50	100	100	100	100	500												
1	1	250	90	80	80	2500												
<p>OUTPUT 1.2.2 Private public partnerships (PPP) are created in targeted areas to provide alternative livelihood opportunities and improved service provision.</p>	<p>Ind.: 1. No. of PPPs implemented. 2. Regulatory framework promoting PPPs in place.</p> <p>B: PPP Concept is developed with the support of UNDP and approved by the Government in 2008.</p> <p>T: 1. Around 10 PPPs established by the end of 2015</p>	<p>Ministry of Economy</p> <p>Private Sector Reps.</p>	<p>Regular Resources (TRAC1, 2&3)</p> <table border="1"> <tr> <td>50</td> <td>90</td> <td>90</td> <td>90</td> <td>90</td> <td>90</td> <td>500</td> </tr> </table> <p>Other Resources</p> <table border="1"> <tr> <td>150</td> <td>250</td> <td>250</td> <td>250</td> <td>300</td> <td>300</td> <td>1500</td> </tr> </table>	50	90	90	90	90	90	500	150	250	250	250	300	300	1500	
50	90	90	90	90	90	500												
150	250	250	250	300	300	1500												

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)																					
					2010	2011	2012	2013	2014	2015	Total															
Democratic governance is strengthened by improving accountability, promoting institutional and capacity development and expanding people's participation.																										
Democratic governance <i>(Strategic Plan 08-11, Focus Area 2)</i>	<p>OUTCOME 2.1 Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights.</p> <p>Ind.1: No. of recommendations from UN Human Rights Treaty Bodies acted upon (as percentage of total)</p> <p>B: Only in 2008 Armenia should present 6 national reports on HR sector. Country's UPR is planned for 2010.</p> <p>T: At least 30% of recommendations implemented.</p> <p>Ind.2: Gender-related Development Index (GDI).</p> <p>B: 0.773 value (rank 74) (HDR 2008)</p> <p>T: GDI reaches value 0.800 (rank 60)</p> <p>Ind.3: Transparency Int. Corruption Index.</p> <p>B: 3.0 (2008)</p> <p>T: 5.0 (MDG report)</p>	<p>OUTPUT 2.1.1 Strengthened legal and institutional capacities of the HR Defender's Office and other institutions to promote/protect HR at national and local levels.</p>	<p>Ind.:</p> <p>1. % of HRDO staff with increased knowledge on application of international HR instruments.</p> <p>2. No. of claims submitted to HRDO and those with positive outcome (disaggregated by regions).</p> <p>3. No. of HRDO recommendations reflected in policy level documents.</p> <p>B:</p> <p>1. HRDO was established in 2004 and although there is significant progress there is still need for further capacity development.</p> <p>2. HRDO received 4090 complaints in 2008, out of which 64.8% submitted from Yerevan.</p> <p>3. HRDO has presented a number of recommendations to the Government (electoral legislation, property rights etc). Constitutional court accepted HRDO claim as fully justified. Based on HRDO recommendations a course on the application of selected UN conventions was incorporated in the curriculum of the Judicial School.</p> <p>T:</p> <p>1. More than 90% of respective HRDO staff is knowledgeable about and able to apply international HR instruments by the end of 2015.</p> <p>2. Increase of regional outreach of HRDO through "mobile offices" by the end of 2012. At least 1 regional HRDO branch is established by the end of 2015. No. of claims to HRDO increased by at least 50% in claims from marzes and additional 50% of claims addressed by the end of 2015.</p> <p>3. Around 50% of HRDO recommendations are reflected in policy level documents by the end of 2015.</p>	<p>HRDO Ministry of Foreign Affairs National Assembly Regional and local authorities EU Council of Europe OSCE</p>	<p>Regular Resources (TRAC1, 2&3)</p> <table border="1"> <tr> <td>50</td> <td>50</td> <td>50</td> <td>50</td> <td>50</td> <td>50</td> <td>300</td> </tr> <tr> <td colspan="7" style="text-align: center;">Other Resources</td> </tr> <tr> <td>150</td> <td>200</td> <td>200</td> <td>150</td> <td>150</td> <td>150</td> <td>1,00</td> </tr> </table>	50	50	50	50	50	50	300	Other Resources							150	200	200	150	150	150	1,00
50	50	50	50	50	50	300																				
Other Resources																										
150	200	200	150	150	150	1,00																				

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)																										
					2010	2011	2012	2013	2014	2015	Total																				
		OUTPUT 2.1.2 Key child protection bodies at national and local levels are better able to protect the rights of children and implement the CRC.	<p>Ind.: Child oriented facilities are available in communities to provide with the opportunity for realization of child rights.</p> <p>B: 2 kindergartens, 2 schools, 2 musical schools and 2 cultural centers were rehabilitated in 5 communities by the end of 2008.</p> <p>T: At least 2 kindergartens corresponding national and international standards are rehabilitated.</p>	HRDO Ministry of Education and Science Local authorities, municipalities	<i>Regular Resources (TRAC1, 2&3)</i> <table border="1"> <tr> <td>0</td> <td>10</td> <td>10</td> <td>10</td> <td>10</td> <td>10</td> <td>50</td> </tr> <tr> <td colspan="7" style="text-align:center"><i>Other Resources</i></td> </tr> <tr> <td>0</td> <td>50</td> <td>100</td> <td>100</td> <td>100</td> <td>50</td> <td>400</td> </tr> </table>						0	10	10	10	10	10	50	<i>Other Resources</i>							0	50	100	100	100	50	400
0	10	10	10	10	10	50																									
<i>Other Resources</i>																															
0	50	100	100	100	50	400																									
		OUTPUT 2.1.3 Increased national and local capacities to ensure gender equality & the empowerment of women.	<p>Ind.: 1. Proportion of women-members of NA, ministers, governors, deputy ministers and proportion of women community heads. 2. No. of women running for elections at all levels and % of those elected. 3. No. of recommendations on gender issues incorporated in legal acts and policies and adopted by the Government.</p> <p>B: 1. 8.4% in National Assembly, 2% among community heads, 4% in councils. 86% of women occupy middle and lower level positions in public administration bodies with no participation in decision-making. 2. 2008-2012 Government programme recognizes promotion of GE as priority area; GE concept to be approved by end 2009; GE law pending Government approval; 2009 CEDAW recommendations for Armenia are presented and to be acted upon.</p> <p>T: 1. Proportion of women- members of NA, ministers, governors, deputy ministers >25%; Proportion of women community heads > 10% by the end of 2015 2. At least 15% increase in no. of women running for elections by the end of 2015. 3. Second phase NAP on advancement of women is developed based on CEDAW recommendations and at least 30% of actions are implemented by the end of 2015.</p>	Ministry of Labour and Social Issues Ministry of Territorial Administration Ministry of Foreign Affairs Gender NGOs Regional and local authorities	<i>Regular Resources (TRAC1, 2&3)</i> <table border="1"> <tr> <td>0</td> <td>20</td> <td>20</td> <td>20</td> <td>20</td> <td>20</td> <td>100</td> </tr> <tr> <td colspan="7" style="text-align:center"><i>Other Resources</i></td> </tr> <tr> <td>150</td> <td>200</td> <td>200</td> <td>150</td> <td>150</td> <td>150</td> <td>1,000</td> </tr> </table>						0	20	20	20	20	20	100	<i>Other Resources</i>							150	200	200	150	150	150	1,000
0	20	20	20	20	20	100																									
<i>Other Resources</i>																															
150	200	200	150	150	150	1,000																									

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)																					
					2010	2011	2012	2013	2014	2015	Total															
											Regular Resources (TRAC1, 2&3)															
		OUTPUT 2.1.4 Capacity of government institutions to manage borders, migration, combat trafficking and effectively protect human rights enhanced.	<p>Ind.:</p> <ol style="list-style-type: none"> No. of policies on migration and trafficking complying with international standards. No. of victims of trafficking assisted and reintegrated through National Referring Mechanism, including those prevented at the border (disaggregated by sex). Border crossing procedures improved and the movement of persons and goods across borders facilitated. <p>B:</p> <ol style="list-style-type: none"> Armenia was promoted to TIER 2 from TIER 2 Watch list in 2009 as per US State Department Trafficking in Persons Annual Report. National policy framework on trafficking and migration is in the process of reformulation. Second phase NAP on trafficking to be adopted for 2010-2012. NRM on trafficking is developed and operational, however further improvement is needed including capacity building of responsible agencies. VoT Assistance shelter is cost-shared by the Government. Border management and border crossing procedures are not yet fully harmonized in line with international standards and are time and effort-consuming. <p>T:</p> <ol style="list-style-type: none"> At least 3 policy-level documents combating trafficking developed and adopted by government by the end of 2015. VoT Assistance is fully nationalized by the end of 2014. No. of VoTs assisted is increased by at least 15% by the end of 2015. Border crossing procedures improved and harmonized with EC requirements and at least 1 BCP equipped by the end of 2012; Respective staff trained on improved border management procedures by the end of 2012; Integrated Border Management (IBM) strategy and Action Plan adopted by the end of 2013. 	<p>Ministry of Foreign Affairs</p> <p>Department of Migration</p> <p>Law enforcement agencies</p> <p>National Security Service (Border guards)</p> <p>Ministry of Labour and Social Issues</p> <p>Ministry of Health</p> <p>IOM</p> <p>OSCE</p> <p>EU</p> <p>US Embassy</p>	<table border="1"> <tr> <td>40</td> <td>60</td> <td>50</td> <td>50</td> <td>25</td> <td>25</td> <td>250</td> </tr> <tr> <td colspan="7">Other Resources</td> </tr> <tr> <td>300</td> <td>300</td> <td>300</td> <td>350</td> <td>150</td> <td>150</td> <td>1.5</td> </tr> </table>	40	60	50	50	25	25	250	Other Resources							300	300	300	350	150	150	1.5
40	60	50	50	25	25	250																				
Other Resources																										
300	300	300	350	150	150	1.5																				
		OUTPUT 2.1.5 Capacity of public institutions to meet anti-corruption obligations under inter.	<p>Ind.:</p> <ol style="list-style-type: none"> No. of AC policy and institutional mechanisms in line with UNCAC developed and introduced. No. of AC initiatives implemented by the civil society including those with engagement of the media. 	<p>AC council under PM's Office</p> <p>AC monitoring commission</p>	<table border="1"> <tr> <td>50</td> <td>50</td> <td>50</td> <td>50</td> <td>50</td> <td>50</td> <td>300</td> </tr> <tr> <td colspan="7">Other Resources</td> </tr> <tr> <td>150</td> <td>150</td> <td>150</td> <td>150</td> <td>100</td> <td>100</td> <td>800</td> </tr> </table>	50	50	50	50	50	50	300	Other Resources							150	150	150	150	100	100	800
50	50	50	50	50	50	300																				
Other Resources																										
150	150	150	150	100	100	800																				

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)														
					2010	2011	2012	2013	2014	2015	Total								
		commitments and of CS to monitor AC initiatives enhanced.	<p>B: Armenia joined UNCAC in 2006; Country's first self-assessment report under UNCAC was submitted in 2008; 2009-12 AC Strategy is adopted in 2009.</p> <p>T:</p> <ol style="list-style-type: none"> AC policy and institutional framework is at least 50% UNCAC-compliant by the end of 2015 as per UNCAC gap analysis. At least three AC monitoring initiatives implemented by civil society jointly with media by the end of 2015. 	<p>Ministry of Foreign Affairs</p> <p>NGOs, Media</p> <p>EU</p> <p>OSCE</p> <p>Council of Europe</p> <p>USAID</p> <p>Transparency International</p>															
	<p>OUTCOME 2.2</p> <p>Capacity at different levels of governance to enhance transparency, accountability and inclusiveness is improved.</p> <p>Ind.1 : WB Government Effectiveness Index</p> <p>B: Government Effectiveness Index 46.4 (percentage rating, 0-100)</p> <p>T: Government Effectiveness Index 71.5 by 2015</p>	<p>OUTPUT 2.2.1</p> <p>Legal & institutional frameworks to promote decentralization are strengthened</p>	<p>Ind.:</p> <ol style="list-style-type: none"> No. of Inter-community Unions (ICU) created and strengthened. No. of regulatory and legal documents promoting decentralization developed and introduced. Amendment to the Law on LSG is in the Parliament for adoption. Community database updated in 2009. <p>T:</p> <ol style="list-style-type: none"> 3 ICU created and operational by 2013 and covered by capacity building activities by 2014. Legal framework on ICUs in place 2011. 	<p>Ministry of Territorial Administration</p> <p>LSGs</p> <p>Community Association</p> <p>Community Finance Officers Association</p>	<p>Regular Resources (TRAC1, 2&3)</p> <table border="1"> <tr> <td>75</td> <td>75</td> <td>75</td> <td>75</td> <td>50</td> <td>50</td> <td>400</td> </tr> </table> <p>Other Resources</p> <table border="1"> <tr> <td>150</td> <td>150</td> <td>150</td> <td>150</td> <td>200</td> <td>200</td> <td>1</td> </tr> </table>	75	75	75	75	50	50	400	150	150	150	150	200	200	1
75	75	75	75	50	50	400													
150	150	150	150	200	200	1													
	<p>OUTPUT 2.2.2</p> <p>Capacities of LSGs for accountable and improved planning, management and delivery of public goods and services strengthened.</p>	<p>Ind.:</p> <ol style="list-style-type: none"> No. of LSG bodies accepting programme-based strategic planning and budgeting increased. Level of awareness on decentralization policies increased both among the general population, LSG bodies and other respective groups. No. of social and economic infrastructures rehabilitated to improve public service delivery <p>B: Strategic planning and PB piloted in more than 25 municipalities. PB manual developed.</p>	<p>Ministry of Territorial Administration</p> <p>LSGs</p> <p>Community Association</p> <p>Community Finance Officers Association</p>	<p>Regular Resources (TRAC1, 2&3)</p> <table border="1"> <tr> <td>150</td> <td>150</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>700</td> </tr> </table> <p>Other Resources</p> <table border="1"> <tr> <td>100</td> <td>150</td> <td>150</td> <td>100</td> <td>100</td> <td>100</td> <td>700</td> </tr> </table>	150	150	100	100	100	100	700	100	150	150	100	100	100	700	
150	150	100	100	100	100	700													
100	150	150	100	100	100	700													

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)																		
					2010	2011	2012	2013	2014	2015	Total												
			<p>Law on municipal service adopted in 2004, normative-regulatory framework in 2005-07. First mandatory trainings implemented in 2007.</p> <p>24 social, cultural, economic infrastructure rehabilitated.</p> <p>T:</p> <p>1. At least 30% of LSGs accepted programme-based planning and budgeting by the end of 2012 and 70% by the end of 2015.</p> <p>2. Countrywide awareness campaign on decentralization policies implemented by the end of 2014.</p> <p>3. At least 18 (around 3 per year) social, cultural, economic, ecological infrastructure rehabilitated by the end of 2015.</p>																				
		<p>OUTPUT 2.2.3</p> <p>The national capacities to monitor & evaluate the implementation of social policies strengthened</p>	<p>Ind.:</p> <p>No. of nat. institutions with effectively functioning M&E systems</p> <p>B:</p> <p>M&E structures established in 4 ministries.</p> <p>T:</p> <p>At least 30% of regional and local authorities have functioning M&E structure by the end of 2015.</p>	<p>Ministry of Territorial Administration</p>	<p>Regular Resources (TRAC1, 2&3)</p> <table border="1"> <tr> <td>0</td> <td>10</td> <td>10</td> <td>10</td> <td>10</td> <td>10</td> <td>50</td> </tr> </table> <p>Other Resources</p> <table border="1"> <tr> <td>0</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>500</td> </tr> </table>	0	10	10	10	10	10	50	0	100	100	100	100	100	500				
0	10	10	10	10	10	50																	
0	100	100	100	100	100	500																	
	<p>OUTCOME 2.3</p> <p>Communities and people have the capacities to claim their rights and participate in decision making processes</p> <p>Ind.1: Voice and accountability, governance score</p> <p>B: -0.59 (2007)</p> <p>T: >+0.83</p> <p>Ind.2: Social Partnership Institute is operational.</p> <p>B: Social Partnership Agreement for SDP/PRSP2 signed by Government and key civil</p>	<p>OUTPUT 2.3.1</p> <p>Mechanisms to ensure CS participation in the development, implementation and monitoring of strategic policies/programs at all levels developed.</p>	<p>Ind.:</p> <p>1. No. of CSOs & CBOs established at community level and no. of those with developed capacity to conduct their functions.</p> <p>2. No. of policy/regulatory/legal documents developed in a participatory manner at local and national level and endorsed.</p> <p>B:</p> <p>CSO and CBO participation in policy development and implementation was facilitated in more than 50 communities.</p> <p>More than 30 local development plans and budgets developed with active participation of community members and CSOs.</p> <p>T:</p> <p>1. At least 4 CSOs established at community level by the end of 2012.</p> <p>2. At least 4 regulatory acts developed with active partici</p>	<p>Ministry of Territorial Administration</p> <p>Ministry of Foreign Affairs</p> <p>Community Association</p> <p>Community Finance Officers Association</p> <p>CSOs, CBOs</p>	<p>Regular Resources (TRAC1, 2&3)</p> <table border="1"> <tr> <td>0</td> <td>0</td> <td>10</td> <td>10</td> <td>10</td> <td>10</td> <td>40</td> </tr> </table> <p>Other Resources</p> <table border="1"> <tr> <td>150</td> <td>150</td> <td>150</td> <td>100</td> <td>100</td> <td>100</td> <td>750</td> </tr> </table>	0	0	10	10	10	10	40	150	150	150	100	100	100	750				
0	0	10	10	10	10	40																	
150	150	150	100	100	100	750																	

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)																										
					2010	2011	2012	2013	2014	2015	Total																				
			<p>B) At least 10 initiatives in HR non-formal education implemented by NGOs by the end of 2015.</p> <p>2. HR curriculum introduced in at least 2 universities curriculum by the end of 2014.</p> <p>3. At least 50% increase of knowledge identified by pre-post evaluations by the end of 2015.</p>																												
		<p>OUTPUT 2.3.4 Confidence-building and dialogue processes on all levels are developed and implemented.</p>	<p>Ind.: No. of confidence building/sensitization initiatives at national and sub-regional level implemented.</p> <p>B: Some indications for possible improvement of regional situation.</p> <p>T: A strategy on conflict prevention and confidence building at national and sub-regional level developed by the end of 2011. At least 2 pilot initiatives for the engagement of civil society in dialogue process implemented by the end of 2011. No. of officials, civil society and media representatives trained on confidence building and conflict prevention by the end of 2012. At least five joint initiatives on confidence building implemented by the end of 2015.</p>	<p>Ministry of Foreign Affairs HRDO CSOs/NGOs</p>	<table border="1"> <tr> <td colspan="5">Regular Resources (TRAC1, 2&3)</td> </tr> <tr> <td>100</td> <td>100</td> <td>50</td> <td>50</td> <td>50</td> <td>50</td> <td>400</td> </tr> <tr> <td colspan="7">Other Resources</td> </tr> <tr> <td>200</td> <td>200</td> <td>200</td> <td>200</td> <td>100</td> <td>100</td> <td>1</td> </tr> </table>	Regular Resources (TRAC1, 2&3)					100	100	50	50	50	50	400	Other Resources							200	200	200	200	100	100	1
Regular Resources (TRAC1, 2&3)																															
100	100	50	50	50	50	400																									
Other Resources																															
200	200	200	200	100	100	1																									
Access and quality of social services is improved especially for vulnerable groups.																															
<p>Poverty eradication and achievement of internationally agreed development goals, including the MDGs. (Strategic Plan, Focus Area 1)</p>	<p>OUTCOME 3.1 Institutional capacities strengthened & mechanisms in place to respond to the needs of the vulnerable groups Ind: Gov. expenditures for social sectors- % of GDP B: Health: 1.5%; Education: 3%; Social Prot.: 6% (08) T: 2015 Health- 2.5%; Edu.- 4%; Social Prot. 7.8%</p>	<p>OUTPUT 3.1.1 Capacity of governmental institutions at national and local levels to develop and implement social policies and social services strengthened.</p>	<p>Ind.: Proportion of staff of the national and local Government, CSOs and regional/community-based institutions with increased knowledge and skills in development and delivery of quality social services B: Limited responsibilities and financial/human resources to provide social services are with LSGs. T: At least 25% of staff of the Government institutions at national and local levels, CSOs and regional/community-based institutions trained to provide quality services by the end of 2015.</p>	<p>Ministry of Education Ministry of Territorial Administration LSGs CSOs</p>	<table border="1"> <tr> <td colspan="5">Regular Resources (TRAC1, 2&3)</td> </tr> <tr> <td>25</td> <td>25</td> <td>25</td> <td>25</td> <td>50</td> <td>50</td> <td>200</td> </tr> <tr> <td colspan="7">Other Resources</td> </tr> <tr> <td>150</td> <td>150</td> <td>150</td> <td>150</td> <td>200</td> <td>200</td> <td>1</td> </tr> </table>	Regular Resources (TRAC1, 2&3)					25	25	25	25	50	50	200	Other Resources							150	150	150	150	200	200	1
Regular Resources (TRAC1, 2&3)																															
25	25	25	25	50	50	200																									
Other Resources																															
150	150	150	150	200	200	1																									

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)					
					2010	2011	2012	2013	2014	2015
Expected UNDAF outcome #4: National authorities integrate environment and disaster risk reduction into national and local development frameworks										
Environment and sustainable development (Strategic Plan 08-11, Focus Area 4)	<p>OUTCOME 4.1 Armenia is better able to address key environmental challenges including climate change and natural resource sustainable management</p> <p>Ind.: Environmental Performance Index (EPI)</p> <p>B: Score 77.8, rank 62</p> <p>T: Improvement of rank for 5 point</p>	<p>OUTPUT 4.1.1 National policies and tools for implementation of and compliance with international environmental agreements are developed and adopted.</p>	<p>Ind.:</p> <ol style="list-style-type: none"> No. of relevant laws and legal acts and environmental convention implementation work plans adopted/amended by the Government No. of project proposals developed and funded targeted to facilitate implementation of international environmental agreements. No. of initiatives/no. of NGOs and CBOs addressing implementation of selected international environmental agreements in Armenia. No. of institutions with strengthened capacity in environmental monitoring and information management, able to provide quality data for national reporting. <p>B:</p> <p>26 international multilateral environmental agreements ratified or acceded. Environmental information monitoring system is underdeveloped, is not adequate to ensure informed decision making and is not demand driven. NGOs/CBOs are poorly involved in addressing of environmental issues.</p> <p>T:</p> <ol style="list-style-type: none"> At least 5 laws and legal acts developed and adopted by the end of 2015. National reports and communications submitted to relevant secretariats at due reporting time. At least 3 Convention implementation work plans are adopted by the Government by the end of 2015. At least 3 new project proposals funded by the end of 2015 At least 30 NGOs/CBOs are funded through UNDP/GEF small Grants Programme by the end of 2015. Institutional framework assessment conducted by the end of 2011; capacity building initiatives finalized by the end of 2013. 	<p>Ministry of Nature Protection</p> <p>Ministry of Agriculture</p> <p>Ministry of Urban Development</p> <p>Ministry of Energy and Natural Resources</p> <p>Ministry of Economy</p> <p>NGOs/CBOs</p>	Regular Resources (TRAC1, 2&3)					
					0					
					Other Resources					
250					200	250	150	200	150	1.2

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)																											
					2010	2011	2012	2013	2014	2015	Total																					
					<p>OUTPUT 4.1.2 Sustainable development (SD) principles are introduced and mainstreamed in national environmental policy frameworks.</p> <p>Ind.: 1. No. of policy documents incorporating SD principles 2. No. of recommendations elaborated by the National Council for Sustainable Development /NCS/ and communicated to respective institutions. 3. No. of regional development plans addressing environmental sustainability principles. 4. No. of sectors reporting under integrated environmental data/information management and monitoring system.</p> <p>B: Sectoral policy documents mainly refer to the sector specific issues only. High level National Council for SD started its activities in 2008.</p> <p>T: 1. At least 3 major sectoral policy documents incorporate SD principles by the end of 2015. 2. At least 5 meetings of NCS/ are convened and recommendations elaborated and communicated by the end of 2015. 3. Environmental Sustainability principles integrated into at least 3 regional development plans by the end of 2015. 4. At least 3 sectors (Energy, Agriculture, Water) reporting under integrated environmental data/information management and monitoring system by the end of 2014.</p>						<p><i>Regular Resources (TRAC1, 2&3)</i></p> <table border="1"> <tr> <td>50</td> <td>30</td> <td>30</td> <td>30</td> <td>30</td> <td>30</td> <td>200</td> </tr> <tr> <td colspan="7" style="text-align: center;"><i>Other Resources</i></td> </tr> <tr> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>600</td> </tr> </table>						50	30	30	30	30	30	200	<i>Other Resources</i>							100	100
50	30	30	30	30	30	200																										
<i>Other Resources</i>																																
100	100	100	100	100	100	600																										
<p>OUTPUT 4.1.3 Sustainable development principles introduced into the education curriculum.</p> <p>Ind.: 1. No. of educational institutions with courses on SD increased. 2. No. of training modules and manuals on SD issues developed and introduced. 3. No. of trainers with capacity to train SD courses.</p> <p>B: Government committed to promote Education for SD initiative.</p> <p>T: 1. At least 5 educational institutions introduced curricula incorporating SD principles by the end of 2015.</p>						<p><i>Regular Resources (TRAC1, 2&3)</i></p> <table border="1"> <tr> <td>0</td> <td>0</td> <td>0</td> <td>10</td> <td>0</td> <td>0</td> <td>10</td> </tr> <tr> <td colspan="7" style="text-align: center;"><i>Other Resources</i></td> </tr> <tr> <td>20</td> <td>25</td> <td>35</td> <td>40</td> <td>40</td> <td>40</td> <td>200</td> </tr> </table>						0	0	0	10	0	0	10	<i>Other Resources</i>							20	25	35	40	40	40	200
0	0	0	10	0	0	10																										
<i>Other Resources</i>																																
20	25	35	40	40	40	200																										

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)																				
					2010	2011	2012	2013	2014	2015	Total														
			<p>2. At least 3 new training modules developed and introduced 10 training sessions conducted by the end of 2015.</p> <p>3. At least 20 trainers have capacity to conduct a SD course.</p>																						
	<p>OUTPUT 4.1.4 National and local capacities to develop innovative policies and practices to address climate change mitigation and adaptation strengthened.</p>	<p>Ind.:</p> <ol style="list-style-type: none"> No. of policy documents and instruments addressing climate change /CC/ mitigation and adaptation issues. No. of sectoral strategies addressing CC related challenges and risks. No. of officials and community members knowledgeable about the CC related risks. National adaptation plan of activities and similar document developed with consideration of ecosystem approach Number of pilot sites for drip irrigation introduced in Armenia Number of sub legislative acts adopted to promote energy efficiency in Buildings <p>B: RA institutional and legal framework needs improvements to better address CC related issues. CC activities are based on sectoral solutions rather than ecosystem approach</p> <p>B: Construction standards are not addressing measures to increase Energy Efficiency in Buildings</p> <p>B: Current trends of Land Use changes are not sustainable</p> <p>T:</p> <ol style="list-style-type: none"> Update CC related assessment including: greenhouse gases inventory, by the end of 2013; CC adaptation action plan developed and adopted by the end of 2015; 3rd National Communication to UNFCCC is developed by the end of 2015; At least 3 project proposals to address implementation of the CC adaptation strategy developed and approved by the end of 2015. Drip irrigation practices are disseminated through at least 2 pilot sites by the end of 2015. 	<p>Office of Prime Minister</p> <p>Ministry of Nature Protection</p> <p>Ministry of Agriculture</p> <p>Ministry of Urban Development</p> <p>Ministry of Energy and Natural Resources</p> <p>Ministry of Economy</p> <p>NGOs/CBOs</p>	<p><i>Regular Resources (TRAC1, 2&3)</i></p> <table border="1"> <tr> <td>50</td> <td>50</td> <td>50</td> <td>50</td> <td>0</td> <td>0</td> <td>200</td> </tr> <tr> <td colspan="7" style="text-align: center;"><i>Other Resources</i></td> </tr> <tr> <td>400</td> <td>500</td> <td>500</td> <td>500</td> <td>300</td> <td>200</td> <td>2400</td> </tr> </table>	50	50	50	50	0	0	200	<i>Other Resources</i>							400	500	500	500	300	200	2400
50	50	50	50	0	0	200																			
<i>Other Resources</i>																									
400	500	500	500	300	200	2400																			

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)																										
					2010	2011	2012	2013	2014	2015	Total																				
			<p>4. At least 10 stakeholder institutions and 200 individuals are trained on the CC related risks by the end of 2013.</p> <p>5. The principle of the ecosystems approach for addressing the climate change issues is introduced by 2013</p> <p>6. At least two pilot sites on drip irrigation are introduced by the end of 2015</p> <p>7. Land use, land use change and forestry components of soil (LULUCF) protection concept are introduced by 2015</p> <p>8. Legislative acts promoting energy efficiency in the buildings are developed and introduced before the end of 2015.</p>																												
		<p>OUTPUT 4.1.5 Innovative policies/ practices for environmentally sound, energy efficient technologies and clean production developed and implemented</p>	<p>Ind.:</p> <ol style="list-style-type: none"> No. of environmental rating and labeling practices introduced. No. of laws and legal acts promoting energy efficiency adopted.. No. of initiatives promoting energy efficiency developed and implemented. <p>B: Around 28% of GDP growth was ensured through construction activities however no EE standards were followed. Innovative EE practices have limited implications in Armenia.</p> <p>T:</p> <ol style="list-style-type: none"> Energy efficiency labels are introduced for at least 1 type of appliances by the end of 2011. Legal acts on promotion of energy efficiency in buildings developed and updated by the end of 2015. At least 1 building piloted under new energy efficiency approach by the end of 2015. 	<p>Ministry of Nature Protection</p> <p>Ministry of Energy and Natural Resources</p> <p>Ministry of Economy</p> <p>NGOs/CBOs</p>	<table border="1"> <tr> <td colspan="5">Regular Resources (TRAC1, 2&3)</td> </tr> <tr> <td>60</td> <td>60</td> <td>60</td> <td>60</td> <td>10</td> <td>0</td> <td>250</td> </tr> <tr> <td colspan="7">Other Resources</td> </tr> <tr> <td>300</td> <td>600</td> <td>600</td> <td>500</td> <td>250</td> <td>150</td> <td>2.4</td> </tr> </table>	Regular Resources (TRAC1, 2&3)					60	60	60	60	10	0	250	Other Resources							300	600	600	500	250	150	2.4
Regular Resources (TRAC1, 2&3)																															
60	60	60	60	10	0	250																									
Other Resources																															
300	600	600	500	250	150	2.4																									
<p>Crisis prevention and recovery (Strategic Plan 08-11, Focus Area 3)</p>	<p>OUTCOME 4.2 National capacities for DRM strengthened. Ind.: National DRR system is functioning B: Lack of a common framework for DRR;</p>	<p>OUTPUT 4.2.1 Capacities for disaster risk reduction are strengthened on national and local levels to prepare, mitigate and respond to natural and technological hazards, and public health threats.</p>	<p>Ind.:</p> <ol style="list-style-type: none"> No. of risk reduction strategies at different levels developed based on the multi-hazard disaster risk profile. No. of policy documents incorporating national risk information and disaster statistics. No. of policy and legal documents developed and introduced to strengthen institutional set-up for effective disaster prevention, emergency preparedness, response and recovery. 	<p>Ministry of Territorial Administration</p> <p>Ministry of Emergency Situations</p> <p>Armenian Rescue Service</p>	<table border="1"> <tr> <td colspan="5">Regular Resources (TRAC1, 2&3)</td> </tr> <tr> <td>150</td> <td>40</td> <td>10</td> <td>0</td> <td>0</td> <td>0</td> <td>200</td> </tr> <tr> <td colspan="7">Other Resources</td> </tr> <tr> <td>300</td> <td>300</td> <td>400</td> <td>200</td> <td>200</td> <td>0</td> <td>1.4</td> </tr> </table>	Regular Resources (TRAC1, 2&3)					150	40	10	0	0	0	200	Other Resources							300	300	400	200	200	0	1.4
Regular Resources (TRAC1, 2&3)																															
150	40	10	0	0	0	200																									
Other Resources																															
300	300	400	200	200	0	1.4																									

UNDP programme component	Expected Outcomes	Expected Outputs	Annualized Output targets and indicators	Implementing Partners	Indicative Resources by programme component (per year, 1000 US\$)					
					2010	2011	2012	2013	2014	2015
	<p>T: National platform for DRR established; national risk information system developed</p>		<p>B: National DRR strategy not available; Lack of nation-wide early warning system and standardized risk information structures</p> <p>T: 1. A) National disaster risk, exposure and vulnerability assessment including gender analysis conducted and report communicated to respective institutions by the end of 2010. B) Risk reduction measures and their application in national and local policies identified and presented by the end of 2011; 2.A) National observatory for disaster statistics established by the end of 2011. B) Regular dissemination of disaster risk related information to relevant institutions is facilitated by the end of 2012; C) Early warning systems for major hazards based on the improved databases and risk information systems established by the end of 2012. 3.A) Institutional framework and legislation for various aspects of disaster management revised and recommendation presented by the end of 2010; Action plan for the establishment of inter-agency coordination mechanism for national and international efforts developed and introduced by the end of 2010. B) National disaster risk reduction strategy is elaborated and presented to the government by the end of 2011; C) No. of national and regional authorities have better capacity for effective disaster management by the end of 2011. D) Armenia's reporting on compliance with the HFA facilitated in 2013. E) Implementation of national disaster risk reduction strategy is evaluated by the end of 2014.</p>	<p>National Seismic Service Department of Hydrometeorology National Statistical Service</p>						