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Contents

| | <i>Paragraphs</i> | <i>Page</i> |
|---|-------------------|-------------|
| I. Situation analysis..... | 1-5 | 2 |
| II. Past cooperation and lessons learned..... | 6-11 | 2 |
| III. Proposed programme..... | 12-16 | 4 |
| IV. Programme management, monitoring and evaluation..... | 17-19 | 5 |
| Annex 1 Results and resources framework for Armenia (2010-2015) | | 6 |
| Annex 2 UNDAF results matrix | | 8 |

I. Situation analysis

1. Armenia's economic policy has been shaped since the mid-1990s by market-oriented reforms and macroeconomic 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. 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.

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.

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.

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 preschooling. 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%.

II. Past cooperation and lessons learned

6. During the implementation of the previous Country Programme, 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 programme 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.

7. *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.

8. *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.

9. *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/programme 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.

10. *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 programme 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 programme.

11. *Main lessons.* To achieve maximum impact in the next country programme, 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.

III. Proposed programme

12. The new country programme 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 programme and ensure synchronicity between the UNDAF and UNDP activities. In line with the UNDAF, UNDP 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.

13. *Economic and social governance.* UNDP will contribute to the achievement of four outcomes:

(a) 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. b) UNDP will contribute to increase access of vulnerable groups to economic opportunities. Market-oriented

vocational education, training and life-long education initiatives 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.

c) 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.

d) 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.

14. *Democratic governance.* UNDP will contribute to the achievement of three outcomes:

(a) 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. Support to public institutions in meeting international anti-corruption commitments will continue. Capacities to manage borders and migration, to combat trafficking and effectively protect rights of migrants will be enhanced. In cooperation with other partners, formulation and implementation of national policies that protect women's rights and promote women's empowerment in decision making will be supported. Key child protection bodies at various levels will be strengthened to protect the rights of children and to implement the CRC.

b) 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.

c) 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. Initiatives are aimed at helping expand citizens' access to information. The capacities of media will be improved to provide quality information. 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. 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.

15. *Environmental governance.* UNDP will contribute to the achievement of two outcomes:

a) 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.

b) UNDP will assist in strengthening national capacities for Disaster Risk Management. National capacity for crisis prevention, recovery and disaster risk management will be improved. 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.

16. Recognizing the need to integrate human rights into all aspects of its work, UNDP will use a rights-based approach. In each area of cooperation, UNDP will implement programmes that: (a) help the Government, as a principal duty-bearer, protect the rights of citizens; (b) create an enabling environment for the achievement of rights; and (c) strengthen the capacity of citizens to exercise their rights. International and local technical experts will be identified to support separate components. Where appropriate, UNDP will draw on its global network to ensure that relevant and up-to-date practices are used in programme execution. UNDP will synchronize areas of cooperation to ensure maximum impact and, where appropriate, apply lessons learned in one area to the others.

IV. Programme management, monitoring & evaluation

17. *Programme management.* UNDP will use national execution as the main modality for programme management. To ensure effectiveness, the country office will continue to provide extensive operational

backstopping for national executing agencies. Yearly Annual Work Plans will be developed based on the Country Programme and UNDAF, which will be signed by the UNDP Resident Representative and a National Director. To reach resource mobilization targets, a comprehensive strategy will be adopted aimed at ensuring cost-sharing by the Government and generating additional donor support. To ensure effective programme management and resource mobilization, the capacity of the country office to build partnerships and manage directly delivered services will be significantly strengthened.

18. *Monitoring and evaluation.* To ensure the effectiveness of the UNDP programme the monitoring and evaluation (M&E) system established during the last programme cycle will continue its operation and be improved. This system includes (a) an annual review of the programme through the outcome boards; (b) annual reporting against targets; (c) an annual review of the CPD/CPAP indicators' framework; (d) mid-term reporting and review, and (e) on-going monitoring of the results through field visits and other methods. An end-of-cycle review of the Country Programme 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.

19. In addition, UNDP will work closely with the Resident Coordinator Coordination Unit and UNDAF Steering Committee and Outcome Groups to annually update the monitoring and evaluation plan and synchronize UNDP's plans with other agencies and with the national social monitoring system. At least three decentralized outcome evaluations covering the key areas of cooperation will be conducted and serve as input for the UNDAF evaluation.

Annex 1. RESULTS AND RESOURCE FRAMEWORK for Armenia 2010-2015

| NATIONAL PRIORITY 1: Access to social services and enhanced economic opportunities, in line with sustainable development principles | | | | | |
|---|---|---|---|---|------------------------------------|
| UNDAF Outcome 1: Inclusive and sustainable growth is promoted by reducing disparities and expanding economic and social opportunities for vulnerable groups. | | | | | |
| Programme Component | Country programme outcomes, including outcome Indicators, Baselines and Targets | Country programme outputs | Output Indicators, Baselines and Targets | Indicative Resources by Goal | |
| Poverty eradication and achievement of internationally agreed development goals, including the MDGs. (Strategic Plan 08-11, Focus Area 1) | OUTCOME 1.1 National policies, strategies and programmes reduce disparities between regions and specific vulnerable groups. Ind.: % decrease in the Gini coefficient B: Gini coefficient of income concentration, % - 0,37 in 2008 T: Gini coefficient decrease up to 0,31%. | OUTPUT 1.1.1 National and local capacities to develop and implement innovative/diversified income-generating practices strengthened. | Ind.: No. of new income generating schemes introduced B: By 2008 new income generating schemes: equity financing, secondary leasing, loan guarantee developed and introduced by UNDP T: At least 2 new schemes introduced | Regular 1,200,000 Other 2,000,000 | |
| | | OUTPUT 1.1.2 Policy framework and mechanisms to build a knowledge economy introduced. | Ind.: No. of businesses developed in technology parks. B: Concept on Technological parks developed by UNDP T: At least 1 new technological park established | Regular 200,000 Other 300,000 | |
| | | OUTPUT 1.1.3 Regulatory framework and mechanisms/enabling environment to revitalize SME(s) strengthened. | Ind.: No. of start up businesses established B: 409 entrepreneurs trained, 90 registered businesses, (2006-09) T: More than 150 new businesses established | Regular 1,000,000 Other 1,200,000 | |
| | OUTCOME 1.2 Vulnerable groups, in particular women and youth, have greater access to economic opportunities in the regions of Armenia Ind.: % decrease in unemployment level of women/youth B: Real unemployment level is 28,4 in Armenia. Level for 16-24 age group is more than twice higher – 57,6%. Highest unemployment registered in Kotayk– 38,5%, Shirak-35,6% and Lori – 34,1% marzes. T: At least 5% decrease in unemployment level for women and youth | 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. | Ind.: % increase in enrolment in VET system disaggregated by sex and region (marzes) B: Gross enrolment in the VET system-25% T: Gross enrolment in the VET system increased by 5%. | Regular 500,000 Other 2,500,000 | |
| | | OUTPUT 1.2.2 Private public partnerships (PPP) are created in targeted areas to provide alternative livelihood opportunities and improved service provision. | Ind.: No. of companies participating in PPPs B: PPP Concept is developed with the support of UNDP and approved by the Government in 2008. T: Around 10 PPPs established with support of UN agencies. | Regular 500,000 Other 1,500,000 | |
| | | OUTPUT 1.2.3 Companies develop and implement CSR strategies. | Ind.: No. of companies signing up for the GC B: First time the CSR is reflected in Government Programme 2008 T: At least, 45 companies are members of GC. | Regular 293,000 Other 500,000 | |
| | OUTCOME 1.3 National systems of data collection, reporting and monitoring of HD strengthened. Ind.: National data collection/analysis system enhanced B: 2 nd Nat. MDGR published. DevInfo introduced T: DevInfo is used by national authorities at all levels. | OUTPUT 1.3.1 Capacities of national and local institutions to [collect, update, analyze and manage] gender and age disaggregated socio-economic data to inform evidence-based analysis and policy making is strengthened | Ind.: DevInfo introduced at regional level B: DevInfo introduced at Gegharkunik region. T: DevInfo introduced at 3 more regions at least. | Regular 50,000 Other 550,000 | |
| | | NATIONAL PRIORITY 2: Increase the capacity of citizens to participate, exercise their rights and responsibilities and government institutions to comply with their obligations | | | |
| | UNDAF Outcome 2: Democratic governance is strengthened by improving accountability, promoting institutional and capacity development and expanding people's participation. | | | | |
| | Democratic governance (Strategic Plan 08-11, Focus Area 2) | OUTCOME 2.1 Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights Ind.: No. of recommendations from UN Human Rights Treaty Bodies acted upon (as percentage of total) B: Only in 2008 Armenia should present 6 national reports on HR sector. T: At least 20% of recommendations implemented | 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. | Ind.: No. of claims submitted to HRDO and has positive outcome B: HRDO received 4090 complaints in 2008, out of which 64.8% submitted from Yerevan. T: No. of claims to HRDO increased by at least 50% | Regular 300,000 Other 1,000,000 |
| | | | 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. | Ind.: Child protection institutions have increased knowledge of Child Rights and fulfill their obligations. B: Evaluation of Child Protection in Armenia done in 2007. T: At least 25% of staff of child protection institutions are trained | Regular 50,000 Other 400,000 |
| | | | OUTPUT 2.1.3 Increased national and local capacities to ensure gender equality & the empowerment of women. | Ind.: No. of women running for elections and % of those elected. B: 8.4% in parliament, 2% among community heads, 4% in councils. T: At least 15% increase in no. of women running for elections. | Regular 100,000 Other 1,000,000 |
| OUTPUT 2.1.4 Capacity of government institutions to manage borders, migration, combat trafficking and effectively protect their rights enhanced. | | | Ind.: No. of policies on migration and trafficking complying with international standards B: Policy frameworks on trafficking / migration are being established. T: At least 3 policy-level documents developed and operationalized. | Regular 250,000 Other 1,500,000 | |
| OUTPUT 2.1.5 Capacity of public institutions to meet anti-corruption obligations under inter. commitments and of CS to monitor AC initiatives enhanced. | | | Ind.: No. of policy and institutional mechanisms developed B: Armenia joined UNCAC in 2006; AC Strategy adopted in 2003. 2009-12 AC Strategy to be adopted in 2009. T: AC policy and institutional framework is UNCAC-compliant. | Regular 300,000 Other 800,000 | |
| OUTCOME 2.2 Capacity at different levels of governance to enhance transparency, accountability and inclusiveness is | | OUTPUT 2.2.1 Legal & institutional frameworks to promote decentralization are strengthened | Ind.: No. of Inter-community Unions (ICU) created and operational. B: Amendment to the Law on LSG is in the Parliament for adoption. T: Legal framework on ICUs in place;3 ICU created and operational | Regular 400,000 Other 1,000,000 | |

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|---|--|--|--|---|---|
| | improved. Ind.: WB Government Effectiveness Index B: Government Effectiveness Index 46,4 (percentage rating, 0-100) T: Government Effectiveness Index 71,5 by 2015 | OUTPUT 2.2.2 Capacities of LSGs for accountable and improved planning, management and delivery of public goods and services strengthened. | Ind.: No. of LSG bodies accepting programme-based package of LSG strategic planning and budgeting increased. B: Strategic planning and PB piloted in more than 25 municipalities. T: At least 30% of LSGs accepted programme-based package | Regular 700,000 Other 700,000 | |
| | OUTCOME 2.3 Communities and people have the capacities to claim their rights and participate in decision making processes Ind.: Social Partnership Institute is operational. B: Social Partnership Agreement for SDP/PRSP2 signed by Government and key civil society actors in 2009. T: Social Partnership Institute expanded to cover all major strategic policies and programmes. | OUTPUT 2.2.3 The national capacities to monitor & evaluate the implementation of social policies strengthened | Ind.: No. of nat. institutions with effectively functioning M&E systems B: M&E structures established in 4 ministries. T: At least 30% of regional authorities have functioning M&E structure | Regular 50,000 Other 500,000 | |
| | | OUTPUT 2.3.1 Mechanisms to ensure CS participation in the development, implementation and monitoring of strategic policies/programs at all levels developed. | Ind.: No. of CSOs & CBOs involved in policy making B: CSO and CBO participation in policy development and implementation was facilitated in more than 50 communities. T: CS involved in policy development in at least 20% of communities | Regular 40,000 Other 750,000 | |
| | | OUTPUT 2.3.2 Independent media is strengthened and access to information especially for vulnerable groups improved. | Ind.: No. of journalists and media professionals trained B: IREX Media Sustainability Index 2008 states that in Armenia the media does not provide objective and balanced information; T: At least 30% of media representatives trained | Regular 200,000 Other 1,000,000 | |
| | | OUTPUT 2.3.3 Awareness and knowledge of human rights increased through mainstreaming in the curricula for both formal and non-formal education and dissemination of information. | Ind.: Policy mechanisms developed to strengthen HR education at all levels of educational system B: In absence of HR education strategy, HR curriculum introduced in general education, some universities and civil servants training. T: HR Education Action Plan is adopted and introduced. | Regular 50,000 Other 800,000 | |
| | | OUTPUT 2.3.4 Confidence-building and dialogue processes on all levels are developed and implemented. | Ind.: No. of confidence building/sensitization initiatives implemented B: Some indications for possible improvement of regional situation. T: At least five initiatives on confidence building implemented | Regular 400,000 Other 1,000,000 | |
| | | NATIONAL PRIORITY 3: Access to social services in line with sustainable development principles UNDAF Outcome 3: Access and quality of social services is improved especially for vulnerable groups. | | | |
| | Poverty eradication and achievement of internationally agreed development goals, including the MDGs. (Strategic Plan, Focus Area 1) | 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% | OUTPUT 3.1.1 Capacity of governmental institutions to develop and implement social policies and social services strengthened. | Ind.: Proportion of staff of the national and local Government, CSOs and regional/community-based institutions with increased knowledge and skills in delivery of quality social services B: Limited responsibilities to provide social services are with LSGs. T: At least 25% of staff of the Government, CSOs and regional/community-based institutions trained | Regular 200,000 Other 1,000,000 |
| | NATIONAL PRIORITY 4: Promote Effective management of Natural Resources in line with Sustainable Development Principles 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) | OUTCOME 4.1 Armenia is better able to address key environmental challenges including climate change and natural resource management Ind.: Environmental Performance Index (EPI) B: Score 77.8, rank 62 T: Improvement of rank for 5 points | OUTPUT 4.1.1 National policies and tools for implementation of and compliance with international environmental agreements are developed and adopted. | Ind.: % of relevant laws amended to bring them into line with international standards. B: 26 international multilateral environmental agreements ratified. T: Nat. reports submitted to relevant secretariats at due reporting time. | Regular 0,000 Other 1,200,000 |
| OUTPUT 4.1.2 Sustainable development (SD) principles are introduced and mainstreamed in national environmental policy frameworks. | | | Ind.: No. of policy documents incorporating SD principles B: Sectorial policy documents mainly refer to the sector specific issues only. High level National Council for SD started its activities in 2008. T: All major sectorial policy documents incorporates SD principles | Regular 200,000 Other 600,000 | |
| OUTPUT 4.1.3 Sustainable Development principles introduced into the education curriculum. | | | Ind.: No. of educational institutions with courses on SD increased B: Government committed to promote Education for SD initiative. T: 5 Universities introduced curricula incorporating SD principles | Regular 10,000 Other 200,000 | |
| OUTPUT 4.1.4 National and local capacities to develop innovative policies and practices to address climate change mitigation and adaptation strengthened. | | | Ind.: No. of policy documents and instruments addressing climate change mitigation and adaptation issues B: RA institutional and legal framework needs improvements T: Climate change adaptation action plan developed and adopted | Regular 200,000 Other 2,400,000 | |
| OUTPUT 4.1.5 Innovative policies/ practices for environmentally sound, energy efficient technologies and clean production developed and implemented | | | Ind.: No. of enterprises adopting Cleaner Production principles (CPP) B: Only 10 enterprises using CPP is functioning in Armenia. T: National Cleaner Production center is established. At least 30 enterprises implementing Cleaner Production options. | Regular 250,000 Other 2,400,000 | |
| Crisis prevention and recovery (Strategic Plan 08-11, Focus Area 3) | | | OUTCOME 4.2 National capacities for DRM strengthened. Ind.: National DRR system is functioning B: Lack of a common framework for DRR; T: National platform for DRR established; national risk information system developed | 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. | Ind.: Disaster risk reduction (DRR) framework in place. Early warning system for major natural hazards is functioning B: National DRR strategy not available; Lack of nation-wide early warning system and standardized risk information structures T: National DRR strategy elaborated and approved; Early warning systems for major hazards b strengthened |

Annex 2. UNDAF Armenia 2010-2015 Results Matrix

| NATIONAL PRIORITY 1: Access to enhanced economic opportunities, in line with sustainable development principles | | | |
|---|---|---|-------------------------------|
| UNDAF OUTCOME 1: Inclusive and sustainable growth is promoted by reducing disparities and expanding economic and social opportunities for vulnerable groups. | | | |
| Agency Outcomes | Agency Outputs | Role of Partners | Resource Mobilization Targets |
| Agency Outcome 1.1 National policies, strategies and programmes reduce disparities between regions and specific vulnerable groups. | AGENCY OUTPUT 1.1.1 Regulatory framework and mechanisms/enabling environment including access to credit and entrepreneurship training, to establish and revitalize SME(s) strengthened. | Leading UN Agency – UNDP UN Agencies contributing to output – UNIDO, FAO, UNESCO, ITC, ILO, UNV Key Governmental Partners: Ministry of Economy, Ministry of Territorial Administration, Ministry of Labour and Social Issues, Ministry of Agriculture, Ministry of Culture, SME DNC, Local Authorities Other Partners: Business Associations, Republican Union of Employers, Armenian Diaspora | 3.156.000 |
| | AGENCY OUTPUT 1.1.2 Policy framework and mechanisms to build a knowledge economy based on science technology and innovation introduced. | Leading UN Agency – UNESCO UN Agencies contributing to output – UNIDO, UNDP Key Governmental Partners: Ministry of Economy, Ministry of Education and Science Other Partners: Academic Institutions, Private sector, Armenian Diaspora | 870.000 |
| | AGENCY OUTPUT 1.1.3 Local producers are better able to meet international standards on quality management, safety and use of technologies. | Leading UN Agency – UNIDO UN Agencies contributing to output – FAO, ITC; WHO -technical expertise Key Governmental Partners: Ministry of Economy, Ministry of Agriculture, Ministry of Health, Ministry of Education and Science, Ministry of Finance Other Partners: Academic Institutions, Private sector, Laboratories | 7.000.000 |
| | AGENCY OUTPUT 1.1.4 National Occupational Safety and Health programme developed and introduced. | Leading UN Agency – ILO Key Governmental Partners: Ministry of Labour and Social Issues, Ministry of Economy, Ministry of Health Other Partners: Republican Union of Employers, Trade Unions Confederation, Business Associations, Private sector | 5.000 |
| Agency Outcome 1.2 Vulnerable groups have greater access to economic opportunities in targeted regions of Armenia | AGENCY OUTPUT 1.2.1 National and local capacities to develop and implement innovative and diversified income-generating policies and practices targeting the most vulnerable groups strengthened. | Leading UN Agency – UNDP UN Agencies contributing to output - FAO, WFP, UNHCR, UNESCO, UNIDO Key Governmental Partners: Ministry of Economy, Ministry of Territorial Administration, Ministry of Agriculture, Ministry of Culture, Local Authorities Other Partners: CBOs, Armenian Diaspora | 5.930.000 |
| | AGENCY OUTPUT 1.2.2 Vocational education, training and life-long education programmes provide vulnerable groups with the skills and knowledge necessary to meet the demands of the labour market. | Leading UN Agency – UNDP UN Agencies contributing to output – UNIDO, ILO, UNHCR, UNESCO, UNV Key Governmental Partners: Ministry of Economy, Ministry of Territorial Administration, Ministry of Education and Science, Ministry of Labour and Social Issues, Ministry of Sport and Youth Affaires Other Partners: Academic Institutions, Private sector | 3.556.000 |
| | AGENCY OUTPUT 1.2.3 Private public partnerships (PPPs) are created in targeted areas to provide alternative livelihood opportunities and improved service provision. | Leading UN Agency – UNDP UN Agencies contributing to output – FAO, UNHCR, UNESCO Key Governmental Partners: Ministry of Economy, Ministry of Territorial Administration Other Partners: Eurasia Foundation, British Council, American Chamber of Commerce in Armenia (AmCham), Union of Manufacturers and Businessmen (Employers) of Armenia (UMB(E)A), Business Associations, Private sector | 2.330.000 |
| | AGENCY OUTPUT 1.2.4 Companies develop and implement Corporate Social Responsibility (CSR) strategies. | Leading UN Agency – UNDP Key Governmental Partners: Ministry of Economy, Ministry of Territorial Administration Other Partners: Eurasia Foundation, British Council, AmCham, UMBA, Business Associations, Private sector | 793.000 |

| NATIONAL PRIORITY 2: Increase the capacity of citizens to participate, exercise their rights and responsibilities and government institutions to comply with their obligations. | | | |
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| UNDAF OUTCOME 2: Democratic governance is strengthened by improving accountability, promoting institutional and capacity development and expanding people's participation. | | | |
| Agency Outcomes | Agency Outputs | Role of Partners | Resource Mobilization Targets |
| Agency Outcome 2.1 Improved structures and mechanisms at both centralized and decentralized levels ensure the progressive realization of human rights. | AGENCY OUTPUT 2.1.1 Strengthened legal and institutional capacities of the Human Rights Defender's Office and other institutions to promote and protect human rights at national and local levels. | Leading UN Agency – UNDP UN Agencies contributing to output – UNICEF, UNHCR, UNESCO Key Governmental Partners: Human Rights Defender's Office, Ministry of Justice, National Assembly, Courts, State Migration Agency, Local Authorities Other Partners: Human Rights NGO Community, GTZ, USAID, OSCE, Council of Europe, EU/TACIS | 1.920.000 |
| | AGENCY 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 Convention of the Rights of Children (CRC). | Leading UN Agency – UNICEF UN Agencies contributing to output – UNDP Key Governmental Partners: Ministry of Labour and Social Issues, Ministry of Territorial Administration; Human Rights Defender's Office, Ministry of Justice, National Assembly, Courts, Local Authorities Other Partners: Child Rights NGO Community, EU/TACIS | 1.150.000 |
| | AGENCY OUTPUT 2.1.3 Increased national and local capacities to ensure gender equality and the empowerment of women. | Leading UN Agency – UNDP UN Agencies contributing to output – UNFPA, UNICEF, UNESCO Key Governmental Partners: Ministry of Foreign Affairs, Ministry of Labour and Social Issues, Ministry of Justice, Ministry of Territorial Administration, Ministry of Health, Ministry of Sport and Youth Affairs, Ministry of Education and Science, National Assembly, National Center of Labour and Social Research, Regional Authorities, Local governance bodies, Local Authorities, Human Rights Defender's Office, Police Department, Other Partners: CBOs, faith based organizations (FBOs), media, NGOs working in the field of gender equality and combating gender based violence | 1.520.000 |
| | AGENCY OUTPUT 2.1.4 Capacity of government institutions to manage borders, migration, combat trafficking and effectively protect rights of migrants, refugees and persons in need of international protection enhanced. | Leading UN Agency – UNHCR UN Agencies contributing to output – UNDP, UNICEF, ILO, UNFPA -technical expertise on trafficking and migration issues Key Governmental Partners: Ministry of Territorial Administration, Migration Agency, Ministry of Foreign Affairs, Ministry of Labour and Social Issues, Ministry of Justice, Ministry of Health, Ministry of Education and Science, National Assembly, Police Department, General prosecutor's Office, Local Authorities Other Partners: CBOs, NGOs | 2.105.000 |
| | AGENCY OUTPUT 2.1.5 Capacity of public institutions to meet anti-corruption obligations under international commitments and of civil society to monitor anti-corruption initiatives is enhanced. | Leading UN Agency – UNDP Key Governmental Partners: Ministry of Territorial Administration, Ministry of Foreign Affairs, Ministry of Justice, Ministry of Health, Ministry of Education and Science, National Assembly, Police Department, General prosecutor's Office, Local Authorities Other Partners: Anti-corruption CBOs, NGOs | 1.100.000 |
| Agency Outcome 2.2 The capacity of governmental bodies to ensure transparency, accountability and inclusiveness is improved. | AGENCY OUTPUT 2.2.1 Legal and institutional frameworks to promote decentralization are strengthened. | Leading UN Agency – UNDP UN Agencies contributing to output – UNICEF Key Governmental Partners: Ministry of Territorial Administration, Ministry of Justice, Ministry of Finance, National Assembly, Local Authorities Other Partners: Community Associations, Community Finance Officers Associations, GTZ, USAID, EU | 1.570.000 |
| | AGENCY OUTPUT 2.2.2 Capacities of Local Self Governance (LSG) bodies for accountable and improved planning, management and delivery of services strengthened. | Leading UN Agency – UNDP UN Agencies contributing to output – UNICEF Key Governmental Partners: Ministry of Territorial Administration, Ministry of Education and Science, Ministry of Health, Local Authorities Other Partners: Community Associations, Community Finance Officers Associations, GTZ, USAID, EU | 1.690.000 |

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| | AGENCY OUTPUT 2.2.3 The capacity of national and local bodies to effectively monitor and evaluate the implementation of social policies and programmes strengthened. | Leading UN Agency – UNICEF UN Agencies contributing to output – UNFPA, UNDP, UNESCO, ILO Key Governmental Partners: Ministry of Foreign Affairs, Ministry of Economy, Ministry of Labour and Social Issues, National Institute of Labour and Social Research, National Statistical Service, Ministry of Education and Science, Ministry of Health, Regional and Local Authorities, State Migration Agency Other Partners: NGOs | 1.442.000 |
| Agency Outcome 2.3 National systems of data collection, reporting and monitoring of human development strengthened. | AGENCY OUTPUT 2.3.1 National Census completed in 2011 and results analyzed, disseminated and used by National Statistical Service and line ministries. | Leading UN Agency – UNFPA Key Governmental Partners: National Statistical Service, Ministry of Finance, all line ministries Other Partners: NGOs | 800.000 |
| | AGENCY OUTPUT 2.3.2 Capacities of national and local institutions to collect, update, analyze and manage sex and age disaggregated socio-economic data to inform evidence-based analysis and policy making is strengthened | Leading UN Agency – UNICEF UN Agencies contributing to output – UNFPA, UNHCR, UNDP, WHO, UNESCO, ILO Key Governmental Partners: National Statistical Service, Ministry of Finance, Ministry of Economy, Ministry of Labour and Social Affairs, Ministry of Territorial Administration, National Institute of Labour and Social Research, Ministry of Health, Ministry of Education and Science, State Migration Agency Other Partners: NGOs | 1.982.000 |
| Agency Outcome 2.4 Communities and people have the capacities to claim their rights and participate in decision making processes. | AGENCY OUTPUT 2.4.1 Mechanisms to ensure participation of communities, and CSOs/CBOs/VIOs in the development, implementation & monitoring of strategic policies and programs at national & local levels developed. | Leading UN Agency – UNDP UN Agencies contributing to output – UNHCR, UNICEF, UNESCO, ILO, UNV Key Governmental Partners: Ministry of Economy, Ministry of Territorial Administration, Ministry of Labour and Social Issues, Regional and Local Authorities Other Partners: CBOs/CSOs, NGOs, VIOs | 1.304.000 |
| | AGENCY OUTPUT 2.4.2 Independent media is strengthened and access to information especially for vulnerable groups improved. | Leading UN Agency – UNDP UN Agencies contributing to output – UNESCO, UNICEF Key Governmental Partners: Ministry of Foreign Affairs, Ministry of Territorial Administration Other Partners: Community Associations, Freedom of Information NGO, OSCE, OSI, USAID, GTZ, EU, Yerevan Press Club, Caucasus Media Institute, local media | 1.480.000 |
| | AGENCY OUTPUT 2.4.3 Awareness and knowledge of human rights increased through its mainstreaming in the curricula for both formal and non-formal education and dissemination of information. | Leading UN Agency – UNDP UN Agencies contributing to output – UNFPA, UNHCR, UNESCO, UNICEF Key Governmental Partners: Ministry of Foreign Affairs, Ministry of Territorial Administration, Ministry of Education and Science, Ministry of Justice, Ministry of Youth and Sports, Ministry of Labour and Social Issues, Ministry of Health, Ministry of Culture, Human Rights Defender's Office, Police Department, NSS, General Prosecutor's Office, Civil Service Council, National Assembly, Local Authorities Other Partners: Government of Norway, Human Rights NGO Community, FBOs, CSOs, OSCE, EU, British council, SIDA, ICHD, AAWUE, SAMSA, Media | 1.210.000 |
| | AGENCY OUTPUT 2.4.4 Confidence-building and dialogue processes on local, national and regional levels are developed and implemented. | Leading UN Agency – UNDP UN Agencies contributing to output – UNHCR, UNESCO Key Governmental Partners: Ministry of Foreign Affairs, Ministry of Territorial Administration, Ministry of Culture, Human Rights Defender's Office, National Assembly, Local Authorities Other Partners: CBOs, NGOs, Armenian Diaspora | 1.550.000 |

| NATIONAL PRIORITY 3: Access to social services in line with sustainable development principles | | | |
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| UNDAF OUTCOME 3: Access and quality of social services is improved especially for vulnerable groups. | | | |
| Agency Outcomes | Agency Outputs | Role of Partners | Resource Mobilization Targets |
| Agency OUTCOME 3.1 Policies and legislation promoted to ensure universal access to health. | AGENCY OUTPUT 3.1.1 Policies and legislation to ensure universal access to health, particularly maternal and child health, sexual and reproductive health services for vulnerable groups especially for children, youth, women and those with disabilities developed and implemented. | Leading UN Agency – WHO UN Agencies contributing to output – UNICEF, UNFPA Key Governmental Partners: Ministry of Health, Ministry of Labour and Social Issues, Ministry of Youth and Sport Affairs, Ministry of Education and Science, Ministry of Defense, National Assembly Other Partners: Institute of Perinatology, Obstetrics and Gynecology (IPOG); CE (Council of Europe); EC (European Commission); IPPF (International Planned Parenthood Federation); EPF (European Parliamentary Forum); Y-PEER (Youth-Peer); PAFHA (For Family and Health Pan-Armenian Association), SAMSA (Scientific Association of Medical Students of Armenia) | 1.150.000 |
| | AGENCY OUTPUT 3.1.2 Policy framework to ensure equitable health financing is developed and implemented | Leading UN Agency – WHO UN Agencies contributing to output – UNICEF, UNFPA Key Governmental Partners: Ministry of Health, National Assembly Other Partners: IPOG; World Bank, USAID | 320.000 |
| | AGENCY OUTPUT 3.1.3 The capacities of the Ministry of Health to exercise its stewardship function strengthened. | Leading UN Agency – WHO UN Agencies contributing to output – UNICEF Key Governmental Partners: Ministry of Health, all ministries, National Assembly Other Partners: IPOG; World Bank | 490.000 |
| | AGENCY OUTPUT 3.1.4 Performance assessment mechanisms and tools to ensure consistent evidence-based policies for the development and effective running of health systems developed | Leading UN Agency – WHO UN Agencies contributing to output – UNICEF, UNFPA Key Governmental Partners: Ministry of Health, National Assembly Other Partners: IPOG; (NIH) National Institute of Health; World Bank, Armenian Diaspora | 860.000 |
| AGENCY OUTCOME 3.2 Health care providers ensure equitable access to improved quality services in targeted areas of Armenia. | AGENCY OUTPUT 3.2.1 National capacities to develop and strengthen nutrition policies and strategies that target vulnerable groups, especially the poor, women, disabled and children enhanced. | Leading UN Agency – UNICEF UN Agencies contributing to output – WHO, FAO, WFP Key Governmental Partners: Ministry of Health, Ministry of Agriculture Other Partners: CBOs, Armenian Center for Health and Education NGO, National Alliance for Flour Fortification | 534.000 |
| | AGENCY OUTPUT 3.2.2 The capacity of service providers to provide quality mother and child health (MCH) and sexual and reproductive health (SRH) care services strengthened | Leading UN Agency – UNICEF UN Agencies contributing to output – WHO, UNFPA Key Governmental Partners: Ministry of Health, Ministry of Sport and Youth Affairs, Ministry of Education and Science, National Assembly, Local Authorities Other Partners: IPOG; NIH (National Institute of Health), YSMU (Yerevan State Medical University), Armenian Diaspora | 1.525.000 |
| | AGENCY OUTPUT 3.2.3 Access to quality HIV and Tuberculosis prevention, treatment, care and support services is enhanced and the protection of people living with and affected by HIV increased | Leading UN Agency – UNAIDS UN Agencies contributing to output – WHO, UNFPA, UNICEF, UNHCR, ILO Key Governmental Partners: Ministry of Health, Ministry of Labour and Social Issues, National Center for AIDS Prevention, National Assembly, Local Authorities Other Partners: GFATM (Global Fund to Fight AIDS, Tuberculosis and Malaria), Country Coordination Commission on HIV/AIDS, TB and Malaria issues in the Republic of Armenia (CCM), IPOG (Institute of Perinatology, Obstetrics and Gynecology), NIH (National Institute of Health), YSMU (Yerevan State Medical University), “Real World Real People” NGO, ANAF (Armenian National AIDS Foundation), APEC (AIDS Prevention Education and Care), PHA (Public Health Association), MSF-France, ICRC, GOPA, Mission Armenia NGO, Republican Union of Employers, Trade Union Confederation | 1.548.000 |

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| | <p>AGENCY OUTPUT 3.2.4</p> <p>Youth and adolescents have the knowledge and awareness to exercise their sexual and reproductive rights.</p> | <p>Leading UN Agency – UNFPA</p> <p>UN Agencies contributing to output – UNESCO</p> <p>Key Governmental Partners: Ministry of Labour and Social Issues, Ministry of Sport and Youth Affairs, Ministry of Defense, Ministry of Health, Ministry of Education and Sciences, Police Department, National Assembly</p> <p>Other Partners: Council of Europe, Media, EU, SAMSA, Armenian Apostolic Church, International Planned Parenthood Federation, European Parliamentary Forum, YouAct, Y-Peer, For Family and Health Pan-Armenian Association, SAMSA, AIDS Prevention and Education Center, FBOs</p> | 375.000 |
| | <p>AGENCY OUTPUT 3.2.5</p> <p>Awareness of and demand for health services, particularly among women, children, youth, elderly and refugees increased.</p> | <p>Leading UN Agency – UNFPA</p> <p>UN Agencies contributing to output – WHO, UNICEF, UNHCR</p> <p>Key Governmental Partners: Ministry of Health, National Assembly, Ministry of Defense</p> <p>Other Partners: IPOG (Institute of Perinatology, Obstetrics and Gynecology), Regional Authorities, Mission Armenia NGO, ARCS (Armenian Red Cross Society), NGOs</p> | 1.550.000 |
| <p>AGENCY OUTCOME 3.3</p> <p>Inclusive education policies and strategies ensure access to, retention in and quality schooling for the most vulnerable.</p> | <p>AGENCY OUTPUT 3.3.1</p> <p>The capacity of the Ministry of Education and Science at the national and sub-national level to ensure inclusive equal access to quality educations is strengthened.</p> | <p>Leading UN Agency – UNICEF</p> <p>UN Agencies contributing to output – UNESCO, UNHCR</p> <p>Key Governmental Partners: Ministry of Education and Science, Ministry of Territorial Administration, Regional Authorities</p> <p>Other Partners: Bridge of Hope NGO</p> | 610.000 |
| | <p>AGENCY OUTPUT 3.3.2</p> <p>Child friendly schools mainstreamed into national standards to enhance quality in primary and secondary education.</p> | <p>Leading UN Agency – UNICEF</p> <p>UN Agencies contributing to output – UNESCO</p> <p>Key Governmental Partners: Ministry of Education and Science, Regional Authorities</p> <p>Other Partners: Partnership and Teaching NGO, Schools</p> | 450.000 |
| | <p>AGENCY OUTPUT 3.3.3</p> <p>National capacity to improve children’s developmental readiness to start primary school on time, especially for vulnerable children developed.</p> | <p>Leading UN Agency – UNICEF</p> <p>UN Agencies contributing to output – UNESCO</p> <p>Key Governmental Partners: Ministry of Education and Science, Ministry of Territorial Administration</p> <p>Other Partners: World Bank, Step by Step BF, Save the Children, Regional Authorities</p> | 450.000 |
| <p>AGENCY OUTCOME 3.4</p> <p>Institutional capacities strengthened and mechanisms in place to respond to the needs of the vulnerable groups.</p> | <p>AGENCY OUTPUT 3.4.1</p> <p>Capacity of governmental institutions to develop and provide social policies and social protection services strengthened.</p> | <p>Leading UN Agency – UNFPA</p> <p>UN Agencies contributing to output – UNDP, UNICEF, UNHCR, UNESCO, ILO, WFP</p> <p>Key Governmental Partners: Ministry of Foreign Affairs, Ministry of Labour and Social Issues, Ministry of Economy, Ministry of Finance, National Statistical Service, National Institute of Labour and Social Research, State Migration Agency, ARCS, Regional and Local Authorities</p> <p>Other Partners: Mission Armenia NGO, Armenian Health and Education Center, other NGO’s, National Institutions, FBOs</p> | 3.680.000 |
| | <p>AGENCY OUTPUT 3.4.2</p> <p>Increased national and community level action to combat violence against women</p> | <p>Leading UN Agency – UNFPA</p> <p>UN Agencies contributing to output – UNHCR, UNDP, UNICEF</p> <p>Key Governmental Partners: Ministry of Foreign Affairs, Ministry of Labour and Social Issues, Ministry of Justice, Ministry of Territorial Administration, National Assembly, Police Department, Ministry of Health, National Institute of Labour and Social Research</p> <p>Other Partners: Government of Norway, SIDA, Mission Armenia NGO, ARCS, Armenian Center for Health and Education NGO, FBOs</p> | 190.000 |

| NATIONAL PRIORITY 4: Promote effective management of natural resources in line with sustainable development principles | | | |
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| UNDAF OUTCOME 4: Environment and disaster risk management is integrated into national and local development frameworks. | | | |
| Agency Outcomes | Agency Outputs | Role of Partners | Resource Mobilization Targets |
| Agency OUTCOME 4.1 Armenia is better able to address key environmental challenges including climate change and natural resource management. | AGENCY OUTPUT 4.1.1 National policies and tools for implementation of and compliance with international environmental agreements are developed and adopted. | Leading UN Agency – UNDP UN Agencies contributing to output – UNIDO, FAO, UNESCO, UNHCR Key Governmental Partners: Ministry of Nature Protection, Ministry of Energy and Natural Resources, Ministry of Foreign Affairs Other Partners: Environmental NGOs | 2.750.000 |
| | AGENCY OUTPUT 4.1.2 Sustainable development principles are introduced and mainstreamed in national policy frameworks. | Leading UN Agency – UNDP UN Agencies contributing to output – UNIDO, FAO – technical expertise Key Governmental Partners: Ministry of Nature Protection, Ministry of Energy and Natural Resources, Ministry of Economy, Ministry of Agriculture, Ministry of Health, Local Authorities Other Partners: Environmental NGOs | 800.000 |
| | AGENCY OUTPUT 4.1.3 Sustainable Development principles introduced into the education curriculum. | Leading UN Agency – UNESCO UN Agencies contributing to output – UNDP, UNICEF Key Governmental Partners: Ministry of Nature Protection, Ministry of Energy and Natural Resources, Ministry of Education and Science, Local Authorities Other Partners: Environmental NGOs | 530.000 |
| | AGENCY OUTPUT 4.1.4 National and local capacities to develop innovative policies and practices to address climate change mitigation and adaptation strengthened. | Leading UN Agency – UNDP UN Agencies contributing to output – FAO, UNHCR, UNIDO – technical expertise Key Governmental Partners: Ministry of Nature Protection, Ministry of Energy and Natural Resources, Ministry of Economy, Ministry of Agriculture, Local Authorities Other Partners: Environmental NGOs, Private Sector | 2.950.000 |
| | AGENCY OUTPUT 4.1.5 Innovative policies and practices for environmentally sound, energy efficient technologies and cleaner production developed and implemented. | Leading UN Agency – UNIDO UN Agencies contributing to output – UNDP, FAO Key Governmental Partners: Ministry of Nature Protection, Ministry of Energy and Natural Resources, Ministry of Economy, Ministry of Agriculture, Local Authorities Other Partners: Environmental NGOs, Private Sector, Armenian Diaspora | 3.850.000 |
| | AGENCY OUTCOME 4.2 National capacities for Disaster Risk Management (DRM) strengthened. | AGENCY 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. | Leading UN Agency – UNDP UN Agencies contributing to output – FAO, UNHCR, UNFPA, UNICEF, WHO, UNIDO – technical expertise Key Governmental Partners: Ministry of Emergency Situations, Ministry of Territorial Administration, Ministry of Nature Protection, Ministry of Energy and Natural Resources, Ministry of Health, Ministry of Economy, Ministry of Agriculture, Ministry of Foreign Affairs, Ministry of Urban Development, Ministry of Health, National Statistical Service, Local Authorities Other Partners: Environmental NGOs, Armenian Diaspora |
| AGENCY OUTPUT 4.2.2 International Health Regulations (IHR) National Focal Point is functional, ensuring adherence to reporting requirements and verification of public health events of international concern. | | Leading UN Agency – WHO Key Governmental Partners: Ministry of Health, National Assembly Other Partners: NGOs | 470.000 |