



UNITED NATIONS
ARMENIA



THE GOVERNMENT OF ARMENIA
& THE UNITED NATIONS

**SUSTAINABLE DEVELOPMENT
COOPERATION FRAMEWORK**

2026–2030





Declaration of Commitment and Signature Page

Between the Government of the Republic of Armenia and the United Nations Country Team Towards the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026–2030.

Preamble

The Government of the Republic of Armenia and the United Nations Country Team (UNCT), reaffirming their longstanding partnership and shared commitment to sustainable development, hereby endorse the United Nations Sustainable Development Cooperation Framework (UNSDCF) for the period 2026–2030. This Cooperation Framework is the principal instrument for planning and implementing the UN’s development activities in Armenia, aligned with national priorities, the 2030 Agenda for Sustainable Development, and international obligations.

Commitment

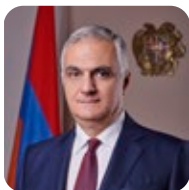
- **Joint Implementation:** Work collaboratively to implement the UNSDCF 2026–2030, ensuring coherence, complementarity, and alignment with Armenia’s national development strategies, including the Armenia Transformation Strategy 2050 and the “Crossroads of Peace” initiative.
- **Inclusive Development:** Promote inclusive, equitable, and sustainable development, ensuring that no one is left behind, with particular attention to vulnerable groups including women, youth, refugees, stateless persons and those at risk

of statelessness, persons with disabilities, and those affected by conflict and climate change.

- **Resilience and Innovation:** Foster resilience through integrated approaches that link humanitarian response, development, and peacebuilding, support innovative solutions to complex challenges, and strengthen disaster risk management.
- **Environmental Sustainability:** Advance Armenia’s climate commitments and environmental goals, including through support for the national Climate Law, green transition, and biodiversity conservation.
- **Monitoring and Accountability:** Ensure robust monitoring, evaluation, and mutual accountability mechanisms to track progress and adapt to emerging needs and opportunities.
- **Resource Mobilization and Partnerships:** Mobilize resources and strengthen partnerships with civil society, the private sector, academia, and international development actors to achieve the UNSDCF outcomes.
- **Endorsement:** In signing this Declaration, the Government of Armenia and the United Nations Country Team affirm their shared vision and commitment to achieving the results outlined in the UNSDCF 2026–2030.

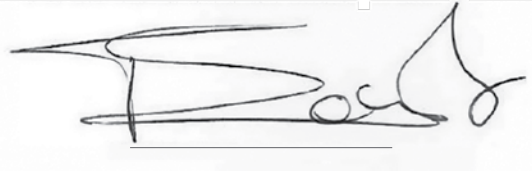
Signed in Yerevan, December 19, 2025

For the Government of the Republic of Armenia

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For the United Nations Country Team




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List of Abbreviations

ADB	Asian Development Bank
ADA	Austrian Development Agency
BOS	Business Operations Strategy
CCA	Common Country Analysis
CSO	Civil Society Organization
COP17	17th Conference of the Parties to the UN Convention on Biological Diversity
EBRD	European Bank for Reconstruction and Development
FA	Food and Agriculture Organization
GBV	Gender-Based Violence
HIV	Human Immunodeficiency Virus
ILO	International Labour Organization
IOM	International Organization for Migration
IMF	International Monetary Fund
IFIs	International Financial Institutions
JSC	Joint Steering Committee
LNOB	Leave No One Behind
MIC	Middle-Income Country
OHCHR	Office of the High Commissioner for Human Rights
OMT	Operations Management Team
PSEA	Prevention of Sexual Exploitation and Abuse
SDG	Sustainable Development Goal
SEA	Sexual Exploitation and Abuse
SDGi	Sustainable Development Goal Indicators
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UPR	Universal Periodic Review
UNV	United Nations Volunteers
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNSDCF	United Nations Sustainable Development Cooperation Framework
VNR	Voluntary National Review
WFP	World Food Programme
WHO	World Health Organization



UNSDCF Armenia 2026-2030: A Collaborative Endeavor

Armenia is a landlocked developing and middle-income country in the South Caucasus region committed to peace and democracy, a robust reform agenda, human capital development, and a green and just transition that will usher in transformational change, bringing prosperity and well-being for all. To support this ambitious agenda, we are pleased to present the next generation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Armenia for the period 2026-2030, a strategic partnership between the Government of Armenia and the United Nations to advance the Sustainable Development Goals (SDGs), aligned with national priorities and objectives, as well as international commitments.

The UNSDCF aims to help Armenia to achieve by 2030 sustainable, green, and inclusive development, improved living standards, social cohesion by leaving no one behind, and strengthened human rights, rule of law, peace, security, and equality, underpinned by equitable access to quality services and transparent governance systems. The UNSDCF is built on inclusive and broad consultations and partnerships with government ministries, independent institutions, local authorities, civil society, private sector, academia, and development partners including IFIs and bilateral donors.

The framework adopts cross-cutting principles such as inclusion and equity, human rights and gender equality, accountability, digital transformation, capacity strengthening, emergency preparedness, and refugee inclusion. It emphasizes adaptability to shocks, and leverages Armenia's hosting of COP17 and the peace agenda as strategic accelerators. It emphasizes coordination, policy advice, capacity strengthening, and financing mobilization.

The UNSDCF identifies four strategic priorities aligned with the SDGs and Armenia's national strategies: i) Human Capital and Wellbeing; ii) Inclusive Economic Development; iii) Green Transition for Resilience; and iv) Governance for a Sustainable Future.

Priority I: Human Capital and Wellbeing

By 2030, all people, especially vulnerable groups, will have access to quality, inclusive, gender- and shock-responsive education, health, and social protection services to build their potential and resilience. Efforts will prioritize education reform, stronger healthcare, expanded social protection, and demographic resilience. The UN will support evidence-based reforms, capacity building, inclusive policies, integrated data systems, and youth engagement to improve outcomes in learning, health, social security, and demographic sustainability.

Priority II: Inclusive Economic Development

By 2030, Armenians will benefit from green, inclusive economic development, sustainable livelihoods, and decent work opportunities. The framework targets inclusive livelihoods, local economic development, resilient food systems, decent work promotion, women's economic empowerment, sustainable urban infrastructure, and cultural heritage preservation. The UN will aid in developing policies and programs that promote entrepreneurship, market access, climate-smart agriculture, labor rights, gender equality, urban planning, and tourism development, fostering equitable growth and social cohesion.

Priority III: Green Transition for Resilience

By 2030, Armenia aims to advance climate adaptation and mitigation, protect biodiversity, and manage resources sustainably using inclusive, gender-responsive methods as set out in the Nationally Determined Contributions (NDCs) and the 2025 National Biodiversity Strategy and Action Plan. Priorities include climate action, disaster risk reduction, and raising public awareness. The UN will support Armenia by mobilizing climate finance, promoting nature-based solutions, improving disaster preparedness, implementing biodiversity strategies, and encouraging community involvement for environmental sustainability.

Priority IV: Governance for a Sustainable Future

By 2030, governance institutions will deliver services to citizens in a responsive, effective and accountable manner, and uphold human rights and gender equality. Attention will be on public administration reform, inclusive governance, human rights and justice sector reform, migration and asylum management, participatory governance, and peacebuilding. The UN will support strengthening institutional capacity, legal reforms, digital transformation, civic engagement, conflict prevention, and social cohesion to foster trust, reduce inequality, and enhance resilience.

Implementation

UNSDCF implementation is coordinated by the UN Resident Coordinator and the Government of Armenia, supported by the UN Country Team with active engagement of civil society, academia, and private sector. Governance is structured with a Joint Steering Committee, Joint Coordination Committee and four Results Groups aligned with the priority

outcomes, co-led by UN agencies and government counterparts to ensure strategic oversight and coordination.

The framework prioritizes national ownership, capacity development, alignment with national priorities, and integration of sustainability in program design and monitoring. It promotes local leadership, innovation, continuous learning, and resource mobilization, including innovative SDG financing.

The UNSDCF will be delivered through joint programmes and partnerships with the Government, IFIs, civil society, private sector, and development partners. It emphasizes financing for development, leveraging domestic resources and innovative funding mechanisms. The UNSDCF's implementation will be aligned with UN reform agendas for strengthened organizational efficiency and effectiveness.

Progress will be tracked through a Results Framework aligned with the SDGs and national indicators, with annual reviews and a mid-term evaluation, ensuring transparency and adaptive management.





CHAPTER 1:

PROGRESS TOWARDS THE 2030 AGENDA

The 2025 Sustainable Development Report¹ indicates that Armenia has made moderate progress toward reaching the targets of the 2030 Agenda, with a rank of 50 out of 167 countries. Around 45% of target indicators were achieved or on track, 29% showed limited advancement, and performance regressed for 26% of indicators. Armenia's score of 74.3 surpasses those of its neighboring countries. Armenia showcased the second fastest SDG growth among Eastern European and Central Asian countries and the fastest SDG improvement among upper middle-income countries.²

Armenia has made significant strides under SDG 10 (Reduced Inequalities) and under SDG 1 (Poverty Reduction). Obstacles persist in achieving Zero Hunger (SDG 2), where most targets have recorded setbacks. Despite recent advancements, Armenia continues to grapple with fossil fuel dependence and persistent pollution, hindering progress on Affordable and Clean Energy (SDG 7) and Sustainable Cities and Communities (SDG 11). Challenges remain in relation to Life on Land (SDG 15).

The 3rd Voluntary National Review³ highlighted achievements and best practices, including Armenia's progress in nationalizing SDG framework.⁴ The review emphasized how the ongoing regional security situation and border blockades have seriously hampered Armenia's SDG progress (SDG 3, SDG 4, SDG 8, SDG 9 and SDG 16), while also underscoring the country's ongoing peacebuilding efforts. It emphasized the Humanitarian–Development–Peace (HDP) nexus as the foundation for future actions.



I. National Context

Armenia, located in the South Caucasus, is a landlocked country with 3.08 million residents. Children and older persons (age 65+) comprise 22.3% and 17.5% of the population respectively.^{5,6} Armenia's large diaspora significantly shapes the country's development.⁷ With democratic institutions and a Human Development Index (HDI) of 0.811, Armenia ranks 69th globally in human development, placing the country in the "high human development" category.⁸

In a complex geopolitical environment, Armenia is balancing traditional alliances with emerging partnerships to enhance trade, connectivity, and resilience, thereby promoting peace and security. Achieving peace is key to unlocking long-term security, transboundary cooperation and sustainable growth. The Government's Crossroads of Peace initiative is a vital component of this. The recent initialing of the peace agreement by the foreign ministers of Armenia and Azerbaijan and signing of the "Joint Declaration" by the leaders of Armenia, Azerbaijan, and the United States of America has created momentum for the normalisation of relations. The Declaration also lays the foundation for enhancing inclusive and equitable regional transportation links based on the involved countries' sovereignty, territorial integrity and jurisdiction, thereby benefiting trade and economic development for communities across borders. Constituting an integral component

of the Crossroads of Peace initiative, the TRIPP connectivity project will unlock Armenia's transit potential, transforming it into a logistics hub. During the previous UNSDCF cycle, the country pursued deep economic and political reforms while simultaneously responding to the impacts of COVID-19, military conflict, the influx of over 115,000 ethnic Armenian refugees from Karabakh – representing a demographic and socio-economic shock but also an opportunity to advance inclusive development, natural disasters, as well as external economic and geopolitical pressures. These led to a 7.2% GDP contraction in 2020.⁹ Recovery followed with 12.6% growth in 2022 and 8.3% in 2023. In 2024, GDP growth was 5.9%, exceeding the global average,¹⁰ but is expected to moderate further to 4% in 2025.¹¹ Meanwhile, unemployment remained at 13.5%,¹² informal employment at 32.5%,¹³ poverty at 23.7%, and child poverty at 31.7%.¹⁴

Armenia's economic growth faces challenges such as limited industrial diversification, geopolitical uncertainties, and reliance on remittances.¹⁵ To address these, the country is working to improve trade, diversify its economy, and support employment, including for groups at risk of being left behind, while strengthening shock-responsive systems. These efforts are helping to build a more resilient and inclusive economy, laying the groundwork for further progress during the 2026–2030 UNSDCF cycle.

II. Development Reform, Governance and Institutional Capacities

Armenia has made notable strides in public administration reform, emphasizing transparency and better service delivery. Key milestones include the 2022 Public Administration Reform Strategy¹⁶ in the 2024 UN E-Government Development Index, marking the country's entry into the "Very High EGD" group.¹⁷ The World Bank's Government

Effectiveness Indicator improved to 43.9% in 2023,¹⁸ and progress was also noted in governance indicators like voice and accountability and control of corruption.^{19 20 21 22} Armenia ranks 63rd in the 2024 Global Innovation Index, improving from 72nd in 2023,²³ and is now in the "Evolving" tier of the Global Cybersecurity Index.²⁴

The country has reinforced anti-corruption efforts by adopting an Anti-Corruption Strategy and establishing a Corruption Prevention Commission. However, challenges persist in whistleblower protection, conflict-of-interest management, asset declaration, and public procurement. The creation of the Supreme Judicial Council and adoption of the Strategy for Judicial and Legal Reforms 2022-2026²⁵ enhanced governance, but ongoing attention is needed. Additional efforts target electoral cybersecurity, gender-sensitive legislation, police

reform, and better communication between MPs and constituents. Collectively, these reforms aim to build a more transparent, accountable, and effective public sector for sustainable growth and strengthened rule of law. Strengthening institutional and organisational capacities at national and sub national levels will be a key pre-condition to accelerate the full realization of the Government's reform agenda. This includes reinforcing governance systems relevant to migration and asylum management, reducing statelessness, and enhancing inclusive service delivery.

III. Environment and Climate Change

Green Transition and Natural Resource Management

Armenia's progress relies on responsible use of resources, reducing pollution, protecting ecosystems, and expanding renewable energy and recycling. The country is considered a global biodiversity hotspot and was selected to host COP-17 in 2026. This brings a tremendous opportunity to prioritize ecosystem protection and commit to long-term sustainable environmental policies that are risk informed and inclusive of communities most affected. It can be a catalyst for economic growth, particularly through tourism and agri-business.

The impacts of climate change and heightened risk of desertification in certain regions are well documented and have been vigorously addressed in the past five years. In the past century temperatures have risen by 1.23°C (1929–2016), faster than the global average, while precipitation has reduced by 9% (1935–2016). Around 82% of Armenia's land is at risk of desertification,²⁶ with only 11.2% of the territory covered in forests.²⁷ Reforestation and afforestation efforts have expanded in the past five years to increase the current forest coverage of 11.2%. Armenia faces extreme water stress, with a Water Exploitation Index nearing 40%.²⁸ River flows may decline 14-39% by 2100, threatening water for agriculture, energy, and domestic use.²⁹ Armenia is working on strengthening water management

and improving agricultural resilience, which are key to reducing rural poverty.³⁰ The country aims to decrease fossil fuel dependency by increasing the share of electricity produced from renewable energy sources in gross final electricity consumption, including large hydropower plants, which will reach approximately 50% in 2030 and 60% in 2040.³¹ Adhering to the UN's 2030 Agenda and the Paris Agreement, Armenia has recently adjusted its Nationally Determined Commitments and is making continuous efforts to create an attractive investment environment and legislative framework for renewable energy and efficiency. The Energy Sector Development Strategic Programme to 2040 of the Republic of Armenia outlines priorities and actions for modernization and upgrade of existing capacities and infrastructure.

In Yerevan, exceedances of national air quality standards are primarily recorded for dust (total suspended particulates) and nitrogen dioxide.³² Air, water and soil quality is being addressed by a systematic combination of evidence-based policies, scientific data enhancement, legislative changes, expansion of the regulatory framework, and shifting of incentives. The introduction of eco-friendly mining standards through the adoption of the new Mining Sector Development Strategy,³³ necessary step to address some of these problems. In addition, the adoption of and investment in modern technologies in industries and food systems, upgrading of waste



management facilities, adoption of new transport and mobility strategies, and general awareness raising among the general population⁶⁷ business sector are being undertaken. The next five years will be critical to meaningfully register progress in matching global health and environmental standards.

Food Systems: Unlocking Armenia's Agricultural Potential and Promoting Nutritious Diets

Armenia's food system faces interlinked ecological, economic and social challenges that require urgent systemic transformation. Food insecurity stands at 20%. An additional 54% of households are at risk of becoming food insecure in case of a new shock or prolonged crisis.³⁴ Over 54% of Armenia's population cannot afford a healthy diet, with rural households, women and youth among the most food-insecure groups. Armenia also faces the double burden of malnutrition: 7.2% of children under the age of five years are estimated to be stunted, 11.5% are overweight,³⁵ and Armenia leads 50 countries in adolescent sweets consumption.³⁶ Food price inflation further exacerbates the lack of access to adequate nutrition.³⁷ Malnutrition and dietary shifts toward processed and sugary foods are driving rising health costs and loss of traditional food culture. According to The State of Food and Agriculture (SOFA) 2023,³⁸ the hidden costs of Armenia's agrifood system are USD 7.9 billion annually (20% of GDP), with 87% linked to productivity losses and health impacts from poor diets.

Land degradation and biodiversity loss exacerbate the crisis. 86% of Armenia's land is degraded and 44% is undergoing desertification, primarily due to monoculture practices, chemical overuse and poor soil management. Despite agriculture occupying 73% of land, only 11% of the land is cultivated,³⁹ and irrigation covers 26% of arable land.⁴⁰ Armenia, a centre of origin for cultivated plants, has seen its local seed systems eroded by import dependency, undermining resilience and agrobiodiversity. The dairy sector comprising 170,000 cattle-breeding households faces low productivity, poor market access and unsustainable grazing. Climate change is exacerbating the problem. By 2050, crop and livestock yields could decline by as much as 37%,

resulting in over \$363 million in lost agricultural productivity.⁴¹

Despite these challenges, Armenia is well positioned to become a regional leader in biodiversity-positive food systems, leveraging global momentum and national priorities. The country's rich agrobiodiversity and heritage of dairy and seed production offer pathways for branding sustainable, local products. The Government is driving reforms through four interconnected pathways of change that together create systemic impact across the value chain: strengthening production systems, enabling market access, unlocking impact-oriented finance, and empowering communities.

Resilience to Shocks and Disaster Risk Reduction

Armenia has high exposure to natural disasters, with large spatial variation. The country is exposed to frequent floods, droughts, hail, and landslides. Over the past 25 years, climate-related hazards have caused more than \$1.5 billion in assessed damages and losses (an average 0.6% of GDP each year). Armenia also lies in a region of high seismicity and earthquakes. With more than 2.5 million people in 48 cities located in seismically active areas, it is estimated that a 250-year earthquake would cost more than 80 percent of the country's GDP.⁴²

On average, floods could cost Armenia 0.8-2.3 % of GDP annually in asset damages, (e.g. to roads, buildings including schools and hospitals and agricultural land). These costs may worsen under the impacts of climate change. Direct flood damages impose significant disproportionate cost on households. Nationally, 39% of the poorest households (bottom 10%) live in dilapidated homes, which are more vulnerable to flood risks. The 2024 floods highlighted the need for advance preparation, forecasting and risk modeling, and investments in preventive mechanisms.⁴³

To address these challenges, Armenia has developed the third Disaster Risk Management Strategy (2023–2030) and Action Plan (2023–2026),⁴⁴ which aim to integrate disaster planning into key sectors and⁴⁴ strengthen resilience, especially for groups at risk of being left behind.

IV. Human Capital and Demographic Resilience

Education and Health

Armenia's Human Capital Index is 0.58,⁴⁵ below the regional average of 0.69, highlighting disparities across regions, rural-urban areas, and socioeconomic groups. This implies that children born in Armenia today will only reach 58% of their potential productivity if current levels of access to health and education remain unchanged.

Preschool attendance is low, with only 36.2% of children enrolled (39.1% in 2024),⁴⁶ and significant disparities between urban and rural areas.⁴⁷ The Government plans to boost enrolment to 85% by building or refurbishing 500 preschools by 2026.⁴⁸ School enrollment rates are 93% (102% in 2024) for primary, 91.2% (99.7% in 2024) for secondary, and 56% for high school (60.9% in 2024),⁴⁹ with many choosing vocational paths.⁵⁰ ⁵¹ About 60% of teachers have received recent training, and half of schools have adapted infrastructure for children with disabilities.⁵² Basic school facilities still need improvement.⁵³

Learning quality is still a concern, with 27% of late-primary children not proficient in reading and 20% not meeting basic standards by the end of primary school.⁵⁴ Despite improvements in math, science scores have declined.⁵⁵ Outdated curricula and teaching quality issues have prompted reforms, including a new national curriculum and better teacher training.

Malnutrition among Armenian children reflects a "double burden" of undernutrition (micro- and macro-nutrient deficiencies) alongside overweight³⁵ obesity. Overweight and obesity levels among primary school children are estimated at 28 and 13% respectively, with boys more affected than girls. While the Government has launched a school feeding strategy and continued regional programmes handed over by WFP in 2023, urban school infrastructure remains poorly suited for such initiatives due to both infrastructural gaps and limited institutional capacity. About one third of

urban schools require full canteen renovation, 21% need maintenance repairs, and another 20% need minor improvements.⁵⁶

In recent years, Armenia's education spending, as a share of GDP, has decreased to 2.5% in 2022, substantially lower than the EU (4.7%) and regional averages (7%).⁵⁷ However, the budget allocation is expected to increase, with projected rise to 3.1% of GDP by 2026.⁵⁸

While Armenia has reduced under-five and neonatal mortality, sustaining progress requires continuous efforts.⁵⁹ Armenia's adolescent mental health issues are⁵⁹ rising, with diagnosed disorders in 15-17 year olds nearly tripling in seven years.⁶⁰ Since 2020, successive crises have exacerbated psychosocial distress, particularly among refugees. An assessment conducted in late 2023 indicated that 26% of newly arrived refugee households included members facing mental health or psychosocial challenges, underscoring the need for targeted MHPSS support.⁶¹

Health spending, at 1.5% of GDP, remains among the lowest in the WHO European Region, well below the 5.8% upper-middle-income country average.⁶² More funding is needed to improve health outcomes, reduce inequalities, and meet Armenia's commitments. By 2026, this budget is expected to rise to 2.2% of GDP.⁶³

The Government has prioritized expanding universal health coverage and strengthening primary health care as key strategies to improve financial protection and service delivery. Non-communicable diseases (NCDs) account for 83.4% of deaths in Armenia, with cardiovascular diseases (53%) and cancer (31%) as the leading causes. Tobacco use and dietary risks remain major contributors to this burden.⁶⁴ Although communicable diseases have declined, controlling and eliminating TB, HIV/AIDS, viral hepatitis, STIs, and vaccine-preventable infections (VPI) remains a priority. Strong surveillance, vaccination, and



preparedness and response frameworks are essential to safeguard national and regional health security.

Healthcare improvements include better quality of care and services, improved immunization coverage, upgraded control of communicable and non-communicable diseases, mental health and rehabilitation services, and digital transformation. Yet, financial barriers and urban-rural disparities persist. While efforts have been made to improve financial risk protection, particularly for vulnerable groups, the overall health financing landscape requires further reforms to ensure sustainability and equitable coverage via a universal health insurance system, which is currently being developed with the aim of significantly reducing citizens' out-of-pocket expenditures for healthcare services.⁶⁵ Armenia launched the Universal Health Coverage Program in 2022, supported via a loan programme of \$160 million from ADB and World Bank.⁶⁶

Demography

A comparison of population data from 1990 and 2024 shows several trends: a decrease in population from 3,514,900 to 3,076,200; over 50% reduction in births; high infertility rates at 16.8%; a 25% decline in child and young populations; an aging population;⁶⁷ and significant emigration, with over 1 million people having left Armenia since 1990.⁶⁸ Armenia's 2024–2040 Demographic Strategy⁶⁹ growth, family-friendly policies, attracting skilled labor, particularly from the diaspora, and investing in human capital to drive economic growth and sustainability and reduce emigration.

Refugee Inclusion and Demographic Renewal

Since 2023, Armenia has received more than 115,000 ethnic Armenian refugees from Karabakh –around 4% of the national population. This demographic shift initially placed pressure on public services but also accelerated reforms in the health, education, and protection systems, underscoring Armenia's resilience and commitment to inclusive growth. Framed through the HDP nexus, refugee inclusion is not only a humanitarian imperative but

also a pathway to strengthen institutions, reduce inequalities, and reinforce social cohesion.

Building on this momentum, the Government has initiated the National Framework on Inclusive Livelihoods for Refugees and Host Communities (2025–2027).⁷⁰ Anchored in the national priorities, this initiative transforms an immediate humanitarian challenge into a long-term demographic investment by expanding social protection, housing, employment, and livelihoods. By positioning refugee inclusion as integral to human capital and demographic renewal, Armenia demonstrates how protection and solutions can reinforce national resilience and sustainable development.

Since its initial commitments in 2019 under the Global Compact on Refugees (GCR), Armenia has made significant progress in transitioning to rights-based systems for emergency response, refugee protection, and inclusive integration. Through 13 formal pledges, Armenia has institutionalized several important areas, including the provision of asylum, the prevention of statelessness, and progress in health, education, housing, and social protection, as well as the protection of women and children.

Social Well-Being and Social Services Delivery

At the end of 2023, Armenia's poverty rate was 23.7%, down 1.1 percentage points from 2022, while extreme poverty was 1.1%, a 0.1-point decrease. Poverty affected 31.7% of children with 17.3% experiencing multidimensional poverty, and with disparities based on gender, age, and location. Extreme poverty affected 1.9% of girls and 1.7% of boys.⁷¹ Refugees and those in disaster-, climate-, or conflict-affected areas face higher risks of poverty and of losing assets or income.

The social protection system is being adjusted to address coverage, benefit adequacy, and financing. While Armenia has a relatively well-developed social protection system, more than half (57%) of those who remain in poverty are not reached by any social assistance benefit.⁷² This especially affects members of groups at risk of being left behind, who disproportionately rely on social protection, including

persons with disabilities, older persons, single-parent households, and refugees. The situation is aggravated by the fragmented administration of various cash benefits and services, which disproportionately affects women, who are more likely to engage in unpaid care work, face barriers to formal employment, and rely on social protection for economic stability. A new family vulnerability assessment system offering a new, more effective assessment leading to entitlement for a family benefit is currently introduced in two regions, with plans to expand it nationwide. The new Social Assistance Law (November 2024) aims to improve resilience and the quality of assistance and child protection. A recent report by UNICEF and the World Bank highlights the

need for more investment in social services and stronger family-friendly policies.⁷³ Socio-economic inclusion programs are being introduced to ensure graduation from social assistance schemes and to support sustainable income generation.

Adverse childhood experiences often overlap with domestic violence, with children present in 34% of cases involving violence against women.⁷⁴ About 950 children – mostly with disabilities – remain in state-run orphanages and special schools.⁷⁵ Challenges such as harmful social norms, weak regulations, limited community services, a lack of qualified professionals, and poor coordination hinder effective child protection and support.

V. Human Rights and Non-Discrimination

Armenia has shown a strong commitment to human rights and democracy through notable reforms, such as the National Strategy for Human Rights Protection,⁷⁶ the Legal and Judicial Reforms Strategy,⁷⁷ and updated legislation addressing domestic violence, police reform, disability rights, and child protection. The Human Rights Action Plan is being updated for 2026-2028, informed by Armenia's international human rights commitments. Established in line with international best practice on national coordination mechanisms, the National Mechanism for Implementation, Reporting and Follow-up⁷⁸ (NMIRF) has been operational since 2024, pursuant to Prime Minister's Decree No. 1031-A of 18 November 2024. The NMIRF serves as the institutional framework for ensuring coherence between national reforms and Armenia's human rights commitments under the United Nations human rights system, including the Treaty Bodies, Special Procedures, and the Universal Periodic Review, as well as under the Council of Europe's human rights monitoring mechanisms. In line with the Paris Principles, the Human Rights Defender's Office (HRDO), serving as Armenia's National Human Rights Institution, is accredited with A-status by the Global Alliance of National Human Rights Institutions (GANHRI).⁷⁹

Independent media are growing but need more skills to tackle issues like environmental threats and corruption. Civil society organizations remain active, providing services and advocating for reforms. However, changes in international funding pose new challenges for both media outlets and civil society organizations.

Key human rights challenges that continue to warrant attention include ensuring equal protection against discrimination on various grounds, preventing ill-treatment, improving detention conditions, strengthening judicial independence, and safeguarding the freedoms of expression and peaceful assembly. Further efforts are also needed to strengthen the protection of children within the justice system and to ensure that child-sensitive procedures are effectively implemented. International monitoring bodies have recommended the adoption of comprehensive anti-discrimination legislation, reinforced safeguards for journalists and freedom of assembly, strengthened law enforcement accountability mechanisms, and accelerated implementation of child protection reforms.



Armenia is working to strengthen economic, social, and cultural rights-especially in health, housing, education, and employment⁸⁰ at risk of being left behind, such as women, children, people with disabilities, minorities, refugees, asylum seekers, and migrants, stateless persons and those at-risk of statelessness. However, recent Gini index results⁸¹ reducing inequality has slowed, highlighting the

need for stronger efforts to ensure equal rights and support for low-income households and groups at risk of being left behind.⁸²

In May 2025, Armenia underwent its fourth Universal Periodic Review before the Human Rights Council, supporting 239 out of the 274 recommendations received.⁸³

VI. Gender Equality

Armenia has made notable strides in narrowing the gender gap, now standing as a leader for gender equality among Central Asian countries.⁸⁴ However, challenges, persist, as highlighted by the Committee on the Elimination of Discrimination Against Women (CEDAW)⁸⁵ and the 2021 Survey on Domestic Violence Against Women.⁸⁶ The latter found that 35.9% of surveyed Armenian women had been subjected to physical, sexual, or psychological violence. Amendments to domestic violence legislation have been made to enhance the effectiveness of domestic violence response and to improve access to services for survivors.

In early 2025, the Government of Armenia approved the National Gender Strategy, marking a key step toward gender equality. The strategy aims to remove barriers to justice and human rights for women, challenge gender stereotypes, and ensure equal opportunities in education, work,

healthcare and other areas. In 2025, Armenia also ratified ILO Convention No. 190 on Violence and Harassment in the World of Work, which further strengthens the national legal and policy framework for preventing and addressing violence and harassment and for promoting safe, inclusive, and respectful workplaces.

The Government aims to reduce the gender wage gap and boost women's workforce participation (currently 56% for women, 68.3% for men⁸⁷), and address other identified discrepancies.⁸⁸ Recent steps include increasing women's representation in the National Assembly (38.3% of seats⁸⁹), integrating gender equality into the Public Administration Reforms⁸⁹ Strategy, adopting the Gender Equality Seal for Public Institutions, and finalising Armenia's third Women, Peace and Security National Action Plan. These actions support greater involvement of women in leadership and decision-making roles.⁹⁰

VII. Digitalisation and Data Systems

Armenia is advancing in the digital age, as highlighted by the comprehensive evaluation conducted by the International Telecommunication Union (ITU) in 2025. The ICT Development Index (IDI) improved by

over two points in 2025, reaching a score of 86.9 compared to a score of 85.1 in 2023, showcasing its strong regulatory framework and resilient infrastructure.¹ Although 88% of the population

1 Measuring digital development – ICT Development Index 2025. <https://www.itu.int/itu-d/reports/statistics/idi2025/>

is near fiber and mobile coverage is widespread, broadband adoption remains low among lower-income households and small businesses. Reports highlight obstacles in digital literacy and access, and gender disparities – only 35% of women have basic digital skills versus 55% of men.^{91 92} Internet usage has risen from 66.5% in 2019 to 80% in 2023, but age-based inequalities persist.⁹³ With nearly 67% of children under 14 years old and 88.8% of adolescents aged 15–24 years using the Internet,⁹⁴ online violence is an emerging concern. More focus is needed to ensure that the digital transformation is inclusive, addressing the needs and aspirations of groups at risk of being left behind – including through alternative solutions.⁹⁵ The UN is supporting the digitalization of key governance systems, including an electronic asylum case management system and digitized disaster risk management planning, to enable more anticipatory and inclusive preparedness. The UN Armenia Thematic Brief (2024)⁹⁶ calls for targeted efforts to improve digital inclusion, focusing on underserved groups through collaborative, society-wide strategies.

The Armenian Government’s Digital Transformation Strategy 2021-2025 focuses on enhancing digital infrastructure, governance, and services, including projects like e-government platforms, cybersecurity centers, electronic tax filing, and e-health systems.⁹⁷ Armenia continues to make steady progress

in cybersecurity and digitalization. The Global Cybersecurity Index 2024 placed Armenia in the “Evolving” tier, with a total score indicating that the country is in the early stages of its cybersecurity development. Armenia has shown relative strength in legal and cooperation measures, reflecting a strong legal framework and active international collaboration in cybersecurity initiatives. However, the country still has areas of growth in technical and organizational measures, as well as capacity development. By focusing on these areas, Armenia can further strengthen its cybersecurity infrastructure and advance its position in future global rankings.

From 2026 to 2030, the emphasis will shift to growth and innovation. Draft cybersecurity legislation is nearing submission to the National Assembly, while discussions around the National Strategy for “Broadband Communications” need to be reinvigorated.⁹⁸ A central pillar of the strategy is to develop artificial intelligence (AI) underscoring investments in research, engineering, data infrastructure, education and talent development, as well as strategic partnerships with the private sector and academia, which combined would make Armenia a regional hub.



VIII. Groups at Risk of Being Left Behind

The UNSDCF places a Leaving No One Behind (LNOB) perspective at the centre of the UN's work, identifying the following groups at risk of being left behind that will be specifically targeted:

Migrants, Refugees, Asylum Seekers, and Stateless Persons

Migration has increased in the post-pandemic period, making Armenia an important destination for labour mobility. Migrants contribute to the economy, yet many remain in informal employment, where risks of exploitation and trafficking are higher. Strengthened labour rights will be essential to safeguard migrants and ensure their contributions are recognised in Armenia's development.

Armenia hosts over 115,000 Karabakh Armenians, along with more than 4,000 refugees from other regions. Many continue to face barriers in accessing housing, healthcare, education, and employment. Ongoing national and UN-supported efforts focus on durable solutions and social inclusion, enabling refugees and displaced persons to rebuild their lives and contribute to Armenia's development and community resilience.

Since 2022, the number of asylum applications has steadily increased—around 1,000 annually—underscoring the need to further strengthen protection systems and ensure equitable access to rights and opportunities.

The number of stateless persons in Armenia is gradually declining, with 160 individuals documented as of June 2025. Recent legislative reforms provide an opportunity to align more closely with international standards and strengthen protection pathways. Due to the amendments made to the Law on Citizenship (2021, 2023), statelessness in Armenia has been reduced by 80% since 2020.

Persons Living in Poverty and Near-Poverty

As of 2023, 23.7% of Armenia's population lives below the poverty line. These individuals struggle to meet basic needs and remain highly vulnerable to economic shocks like inflation and unemployment, perpetuating cycles of deprivation despite a decline in overall poverty.

Women and Girls

Women and girls in Armenia face persistent inequalities: restrictive stereotypes, weak institutional support, and discrimination that limit their rights and opportunities. Particularly at risk are women with disabilities, survivors of gender-based and domestic violence, and those from minority or rural backgrounds. Legal gaps, social stigma, and underreporting hinder access to justice and support—despite legislative reforms like the 2024 domestic violence law amendments. Economic disparities persist, with lower workforce participation, wage gaps, and underrepresentation in leadership, especially in STEM and politics. Structural barriers, such as insufficient childcare and disability services, further limit participation. Real change requires strict enforcement of laws, broader access to services, and policies that support women's full participation.⁹⁹

Persons with Disabilities

Despite legal progress on accessibility and anti-discrimination, persons with disabilities face entrenched barriers to inclusion, employment, and education—especially outside Yerevan. The 2023 rollout of the International Classification of Functioning, Disability, and Health has improved rehabilitation, yet rural access remains unequal. The refugee crisis has exposed vulnerabilities: 30% of refugee households include a person with a disability, with mental health needs often unmet. Women and girls with disabilities face increased risks of violence. Inclusive systems, human rights-based approaches and targeted measures are crucial for equality and the fulfillment of rights.

Youth Facing Diverse Vulnerabilities

Young people with disabilities, mental health issues, learning difficulties, or caregiving roles face intersecting obstacles. Other at-risk groups include pregnant girls, young parents, youth living in vulnerable border communities, disaster-prone zones, and areas with limited economic opportunities. Poverty intensifies these challenges, limiting access to education and health. Since 2022, the National Commission of Child Rights Protection has advanced strategies and legal packages to address child welfare and insurance.

Older Persons

Many older persons lack income security despite pension entitlements and suffer social exclusion. As their share of the population grows, so do their care and health needs, which are often compounded by disability. Supporting their active engagement and access to services is essential.

Minority Groups and Persons Experiencing Discrimination

Ethnic, religious, linguistic, and other minority groups contribute to Armenia's diversity. Many continue to face challenges in participation, access to information, and services. Continued efforts are needed to ensure equality and protection for all persons, including national, ethnic, and religious minorities, irrespective of gender, disability, age, sexual orientation or other status.

Persons Facing Intersecting Forms of Discrimination

Individuals facing multiple forms of marginalization—based on intersecting identity factors, such as gender, age, disability, migration, etc.—encounter compounded risks. For example, women with HIV/AIDS face double discrimination and poor medical access. Rural women farmers face resource and social protection barriers. Those in remote areas suffer increased exclusion, especially if they also have disabilities or are older. The UN will focus on those most at risk of being left behind, and will target those affected by intersectional discrimination in Armenia.



CHAPTER 2:

UN Development System Support to the 2030 Agenda

I. Priorities for cooperation

The UNSDCF identifies four strategic cooperation priorities and four expected outcomes, which are outlined further below. Aligned with the 2030 Agenda for Sustainable Development, these priorities and outcomes foster cross-sectoral and thematic changes through partnerships to support Armenia's goals. The UNSDCF supports the UN's unified policy advisory, technical assistance, technology transfer, programme management, and capacity strengthening, and coordinated results with Armenia's Government, civil society, private sector, development partners, and communities until 2030. It focuses on agility, coordination, and responsiveness to Armenia's changing needs, emphasizing sustainable human capital, green economic development and climate resilience, and good governance. The UNSDCF builds on past successes and lessons learned, and outlines how partners will collaborate to deliver results through coordinated implementation and effective monitoring.¹⁰⁰



This framework focuses on priorities that align with the SDGs and the Government’s current, upcoming, and planned strategies for reforms in various sectors such as employment, education, demographic resilience, judicial and legal reform, labour, social services, agriculture, disaster risk reduction and management, human rights protection, energy sector development, regional connectivity, and peace through:

- Government of Armenia Action Plan (2021–2026)¹⁰¹ and other reform strategies.¹⁰²
- Sustainable Development Goals (SDGs) and nationalized targets.¹⁰³
- Human rights commitments of Armenia and other agreed international and regional development goals and treaty obligations.¹⁰⁴
- Government’s commitments to climate change resilience, biodiversity protection, and green agenda as outlined in the NDC 3.0 and NBSAP.¹⁰⁵
- Government’s peace agenda, including the “Crossroads of Peace” initiative.¹⁰⁶
- LLDCs Programme of Action 2024–2034¹⁰⁷ and the Fourth Conference on Funding for Development outcome document.¹⁰⁸
- The Humanitarian Development-Peace Nexus via crisis-response measures, flexible resource allocation, and enhanced coordination.¹⁰⁹
- Government’s commitment to refugee inclusion,

asylum system strengthening, and statelessness prevention and reduction, as outlined in the Global Compact on Refugees and Armenia’s pledges at the Global Refugee Forum, and the National Framework on Inclusive Livelihoods for Refugees and Host Communities (2025–2027).

- Disaster Risk Management Strategy 2023–2030 and the DRM Law (2025), which guide preparedness, early warning, and population protection in displacement contexts.
- Education Sector Development Strategy¹¹⁰ Convention on the Rights of the Child (CRC)

The Government of Armenia and the UN system share accountability for achieving the UNSDCF results. The framework brings together the work of all UN entities active in Armenia. UN agencies provide policy advice for legislative and regulatory reforms aligned with international standards, and support capacity strengthening to implement and monitor Armenia’s development strategies. Additionally, the UN will assist Armenia in addressing disparities, developing models and pilots, and mobilizing financing for development. Public administration and decentralization reforms emphasize capacity-building and collaboration with local governments and civil society through integrated and multi-sectoral programming.

II. Theory of Change - Strengthening Armenia’s Sustainable Development Through Integrated Strategies

Achieving the SDGs in Armenia requires an integrated, inclusive, multidimensional, and coordinated approach across all partners and stakeholders, working toward a shared vision for sustainable and resilient development. The UNSDCF builds on Armenia’s national development vision and is informed by extensive consultations with the Government, civil society, the private sector, and communities, including groups at risk of being left behind. It is aligned with Armenia’s international commitments on human rights, climate change, biodiversity, gender equality,

and the 2030 Agenda for Sustainable Development.

Rationale: Armenia faces interlinked challenges, including environmental degradation, demographic and human capital pressures, natural hazards and climate risks, structural economic vulnerabilities, governance bottlenecks, and insufficient access to high-quality social services. These factors exacerbate inequality, constrain sustainable growth, and threaten social cohesion and resilience, including in the context of displacement pressures.

Addressing these challenges requires a long-term approach that simultaneously invests in human capital, strengthens governance, advances green economic transformation, and builds resilience.

To address these challenges, if these four integrated priorities are implemented:

1. **Accelerated, equitable social investments** in education, health, and social protection to reduce poverty, improve well-being, and strengthen resilience, supported by policy solutions to optimize fiscal space for social spending. **(HUMAN CAPITAL DEVELOPMENT)**
2. **Inclusive, green economic transformation** and private sector engagement to drive decent work creation, regional connectivity, and digital innovation, reducing structural vulnerabilities and increasing shared prosperity. **(INCLUSIVE ECONOMIC DEVELOPMENT)**
3. **Low-carbon development and sustainable natural resource management**, including biodiversity protection, clean energy transitions, climate change adaptation and mitigation, sustainable water and irrigation infrastructure management and ecosystem restoration, while addressing the human impacts of climate risks, including potential displacement, to strengthen Armenia's environmental and economic resilience. **(GREEN TRANSITION FOR RESILIENCE)**
4. **Governance reforms for accountable, transparent, and rights-based institutions**, protection of civic space, enhanced access to justice and human rights, and strengthened social cohesion and public trust. **(GOVERNANCE FOR A SUSTAINABLE FUTURE)**

THEN By 2030, Armenia achieves sustainable, green and inclusive development; improved living standards and social cohesion; and strengthened human rights, rule of law, peace, security, and equality and non-discrimination, including based on gender. This vision is anchored in ensuring equitable access to quality services, transparent and effective governance systems, and robust institutional capacity to facilitate and uphold such development.

The **UN** will contribute by applying its collective mandates and comparative advantages to:

- **Provide policy advice** aligned with international standards and human rights obligations, including recommendations from UN human rights mechanisms.
- **Support inclusive, data-driven governance** through capacity building, digitalization, and evidence-based decision-making.
- **Foster innovation** and cross-sectoral solutions linking social protection, health, education, climate action, sustainable food systems and digital transformation.
- **Strengthen partnerships** for SDG financing, leveraging private sector engagement, diaspora networks, and international development partners.
- **Advance gender equality and women's empowerment** as accelerators of inclusive development.
- **Ensure that human rights** and the needs of groups at risk of being left behind are at the center of all programming.



III. Guiding Cross-Cutting Principles and Entry Points

The UNSDCF adopts the following cross-cutting principles and priorities:

- a. inclusion and equity to ‘leave no one behind’;
- b. human rights, gender equality and the empowerment of women (GEWE);
- c. accountability, including data systems, evidence-based policy making and SDG financing;
- d. digital transformation;
- e. national capacity strengthening strategy; and
- f. emergency preparedness and disaster risk management.

It also aligns with the UN’s Disability Inclusion Strategy, ensuring inclusion and non-discrimination of persons with disabilities across all areas of work, as well as the Government-led National Framework on Inclusive Livelihoods for Refugees and Host Communities in Armenia and complementary efforts to strengthen the asylum and statelessness systems.

The UNSDCF will ensure the alignment of UN activities in Armenia with government strategies and action plans, national long-term priorities, as well as global development strategies,¹¹¹ notably the Programme of Action for the LLDCs 2024–2034 and the FFD4 outcome document.¹¹²

Building on the lessons learned during the implementation of the UNSDCF for 2021–2025, this new cooperation framework will embed adaptability and flexibility to address unforeseen shocks, such as natural disasters, at national and regional levels.

The UN will invest in emergency preparedness and response and disaster risk management, by strengthening national and local systems for risk-informed planning, contingency planning and preparedness, as well as trainings, simulations, and capacity strengthening. These efforts will enhance Armenia’s ability to prevent, prepare for, and respond effectively to large-scale crises, while

ensuring that resilience-building is integrated into sustainable development and inclusive recovery strategies.

Armenia’s hosting of COP-17 in autumn 2026 will be a key accelerator for the country’s just, green transition and promotion of biodiversity.

The Government’s peace agenda, reflected in the initialing of a peace agreement between Armenia and Azerbaijan and the Government’s flagship “Crossroads of Peace” initiative, will be leveraged to identify emerging entry points for building peace, connectivity, transboundary cooperation and people-to-people contacts. By embedding peacebuilding activities across relevant sectors of the Cooperation Framework, the UN will promote trust-building, dialogue, social cohesion and shared benefits within ongoing development programmes. These efforts will create opportunities to gradually expand the scope of peace dividends, strengthen community resilience, and mobilize a broader mix of development and peace-focused funding sources over time.

National and local data systems will be strengthened and expanded during the Cooperation Framework’s implementation to support evidence-based policies, programming and monitoring, and SDG financing. The UN will work with Armstat to ensure that SDG tracking is mainstreamed across line ministries.

Delivering these results will require moving beyond sectoral silos to leverage synergies across all priorities. Integrated solutions, such as climate-resilient social services, digital governance for equitable access, gender-responsive fiscal policies, and sustainable infrastructure will amplify impact.

The UN in Armenia will leverage its normative expertise, convening power, and operational presence to support national partners in meeting their development goals, mobilizing regional and

global expertise, and fostering partnerships across government, civil society, private sector, academia, and international actors.

Through these pathways, Armenia will build resilience to shocks, accelerate equitable and inclusive human development, transition toward a low-carbon and innovation-driven economy, protect its natural capital, and strengthen trust between institutions and citizens—ensuring sustainable development that leaves no one behind.

Protection from Sexual Exploitation and Abuse (PSEA) is a key priority for the UN country team (UNCT) in Armenia and in this Cooperation Framework reaffirms the UN's zero tolerance of sexual exploitation and abuse (SEA), and its commitment to uphold the highest standards of conduct, integrity, and accountability. The

UNCT places the rights and dignity of victims and survivors at the centre of its response, ensuring access to safe, confidential, and survivor-centred reporting and assistance mechanisms.

In delivering this Cooperation Framework, the UNCT and the Government of Armenia commit to: (i) adhere to UN principles and values on PSEA; (ii) strengthen prevention through awareness-raising, training, and safe programming; (iii) ensure timely and impartial handling of allegations in line with UN protocols; and (iv) guarantee survivor-centered support and accountability measures.

The UNCT will also work with implementing partners to embed these commitments across all programmes and strengthen inter-agency and national coordination to ensure an environment where SEA does not occur.

IV. Partnerships

Partnerships are central to this UNSDCF. From mid-2024 to the first quarter of 2025, extensive consultations were conducted with stakeholders through workshops, meetings, focus groups, and other forums. Jointly, the UN (resident and non-resident agencies) and partners identified Armenia's development trajectory and needs, evaluated progress and pinpointed gaps to support Armenia's priorities under the 2030 Agenda, UN norms, and international standards, as well as national priorities. These consultations, combining in-person and on-line formats, included representatives from the Armenian Government, CSOs, human rights institutions, academia, media, private sector, community groups, and development partners.¹¹³

The UN in Armenia will work through targeted partnerships that bring together the strengths of government, independent institutions, municipalities, civil society, private sector, academia, and international development partners. Collaboration with ministries and local authorities will focus on policy reform, service delivery, climate resilience, innovation, and human capital development. Civil society's engagement will strengthen accountability, protect human rights,

and promote inclusion of marginalized groups. Private sector partnerships will mobilize sustainable finance, drive technological innovation, and expand responsible business practices. Academia and think tanks will support evidence-based policymaking, data systems, and capacity development. Coordination with bilateral, regional, and multilateral partners will align investments and technical support with Armenia's SDG priorities, ensuring coherent and impactful action across sectors.

The implementation of the UNSDCF will entail technical, policy-orientated and financial collaboration with the following partners:

Government of Armenia

The Government of Armenia and the United Nations collaborate to advance sustainable development, human rights, and governance reforms, aligning national priorities with global frameworks to foster resilience, inclusive growth, and institutional modernization. Here is a list of key institutions and areas where they work with the UN:



- **Ministry of Foreign Affairs** – oversees Armenia’s engagement with the UN system and international cooperation.
- **Ministry of Environment** – climate resilience, biodiversity conservation, and sustainable development initiatives.
- **Ministry of Economy** – economic development, innovation, and inclusive growth strategies, including agriculture and food systems.
- **Ministry of Labor and Social Affairs** – labour law and employment, social protection, human rights, and support for groups at risk of being left behind.
- **Ministry of Territorial Administration and Infrastructure** – regional development, infrastructure, and governance reforms.
- **Ministry of Internal Affairs** – migration and asylum policies and services, emergency response and disaster risk reduction, police and internal security services.
- **Ministry of Justice** – human rights protection, judicial reforms, and anti-corruption efforts.
- **Ministry of Education, Science, Culture and Sports** – education, including sustainable school feeding, and human capital development.
- **Ministry of Finance** – budgetary policies, central for sustainable development and financing for sustainability.
- **Ministry of Health** – healthcare policy and human capital development.
- **Ministry of High-Tech Industry** – data policy and tech sector.
- Other national institutions such as the Electoral Commission, the Urban Development Committee, and the Tourism Board.

Independent Institutions

The **Human Rights Defender of Armenia** works with the UN on human rights advocacy, information exchange and legal reforms.

Local Government / Municipalities

Besides central government bodies, municipalities and local authorities will remain key partners in implementing the UNSDCF. As Armenia decentralizes and reforms, their responsibilities in service delivery, social protection, economic

development, and infrastructure continue to grow. The UN will support municipalities to build capacity, enhance inclusive governance, and expand community-based SDG initiatives at the local level.

Civil Society

Civil society plays a crucial role in advocating for inclusive, gender-responsive development, human rights and holding authorities accountable. Civil society actors include local volunteer initiatives, community-based and nonprofit organizations, anti-corruption bodies, and organizations representing specific groups, such as women, youth, refugees, asylum seekers, stateless persons, migrants, persons with disabilities, members of ethnic, religious and other minority groups, and older persons. Workers’ and employers’ organizations are key partners in promoting social dialogue and inclusive policy development. The UN will work with civil society actors through policy dialogues, joint advocacy campaigns, or as direct implementing partners to ensure that their voices are included.

Private Sector

The UN in Armenia will engage the private sector as a key driver of financing for development and achievement of the SDGs in Armenia. Partnerships will mobilize capital through sustainable financing models, impact investment, and public-private partnerships, while fostering innovation and technology solutions that address national development priorities. By aligning business practices with the SDGs, the UN in Armenia will work with companies to expand green and inclusive investments, promote responsible value chains, and strengthen corporate contributions to climate action, decent work, and equitable economic growth.

Academia

The UN in Armenia will collaborate with academia and private think tanks in the areas of data and research, policy analysis and advisory, capacity building, innovation, and monitoring and evaluation.

Development Partners

The UN in Armenia will strengthen collaboration with development partners, including bilateral and multilateral donors, IFIs, and development agencies, across the full spectrum of support from joint advocacy and policy dialogue to mobilizing and aligning funding, coordinating technical assistance, and implementing transformative programmes. Building on the Development Partners Coordination Forum and other mechanisms, these partnerships will ensure coherence in financing and action for Armenia's national priorities and the

SDGs, while leveraging each partner's comparative strengths to maximize impact.

Since 2016, forums have evolved with shifting priorities, including the latest Development Partners Coordination Forum co-chaired by the Deputy Prime Minister and the UN Resident Coordinator. For the 2026-2030 cycle, the UN and the Armenian Government will work to further strengthen this mechanism, collaborating with partners such as the EU, bilateral donors (e.g., Sweden, UK, Russia, Switzerland, and Germany), IFIs (World Bank, IMF, ADB, EBRD), and development agencies (GIZ, ADA).

V. Risks and Assumptions

Risks:

- **Political Dynamics:** Risks stemming from internal or external political developments that could undermine progress.
- **Peace Agenda Stagnation:** Delays or lack of progress in the peace agreement could disrupt stability and development cooperation.
- **Reduction in Funding:** Potential reductions in financial support from state budgets, donors, or private sector investments.
- **External Economic Shocks:** Vulnerabilities to global economic fluctuations that may impact local resources and economic output.
- **Environmental and Natural Hazards:** Threats from natural disasters and human-made environmental hazards
- **Institutional Capacity:** Gaps in institutional readiness to implement reforms, manage crisis and absorb assistance.

Assumptions:

- **Strong Government Commitment:** Continued political will and institutional support for sustainable development reforms.
- **Effective Multistakeholder Collaboration:** Active engagement from government, civil society, private sector, and international partners.
- **Stable Economic, Political and Social Conditions:** A conducive environment for inclusive growth, social protection, and resilience-building.
- **Adequate Funding and Resource Mobilization:** Sustainable financing from national budgets, donors, and private sector investments.
- **Data-Driven Decision-Making:** Reliable monitoring, evaluation, and evidence-based policymaking to track progress.
- **Public Awareness and Participation:** Strong citizen engagement to ensure accountability and inclusivity in development efforts.



VI. Cooperation Framework Outcomes

Priority I. Human Capital and Wellbeing

Theory of change



If the education system is capacitated to develop policies and revamp sector reforms informed by evidence-based research for implementing gender sensitive, critical citizenship, learner-centered and social mobility targeting inclusive education across all the levels from early childhood to post-graduate



If universal access to quality health services is strengthened, and health system preparedness and institutional capacities are enhanced for delivering inclusive, affordable, gender-responsive care, sexual and reproductive health services and non-communicable disease care



If social protection systems are reformed to be inclusive, gender-responsive, shock-responsive, and digitally enabled with improved targeting, benefit adequacy, and workforce capacity at both national and local levels - integrated with child protection and care services



If family-friendly and aging-responsive policies informed by demographic data and analysis are adopted and effectively implemented including through migration policies that effectively integrate skilled labor

OUTCOME 1

Then by 2030, people of Armenia, particularly the groups at risk of being left behind, enjoy higher quality, inclusive and gender responsive, and shock responsive services and develop their full potential to lead healthy and resilient lives.

Key Assumptions:

- Government is committed to investing in inclusive and quality education, health, and social protection systems.
- Fiscal space allows for gradual increases in social sector financing, including through policy reforms or reallocation.
- Communities are receptive to behavioral change initiatives (e.g. early childhood education, care reforms, health-seeking behavior).
- Civil society and local governments have the capacity and interest to co-deliver and monitor services.
- Data systems can be strengthened to inform equitable and evidence-based policymaking.



Armenia's 4th cycle UPR recommendations (2025) advanced:

146.115-142, 146.144-167, 146.215, 146.222-224, 146.226-244, 146.261-263, 146.265

UN agencies involved:





Rationale

Armenia is well-positioned to transform its human capital into a driver of inclusive growth and resilience. While there are development constraints – such as regional disparities, demographic shifts, and gaps in access to quality services – these also offer entry points for systemic reform. Strategic investment in education, health, and social protection, particularly for underserved groups and groups at risk of being left behind, can reduce inequality and significantly improve well-being and the fulfillment of socio-economic rights, thus strengthening social mobility and cohesion. Unlocking this potential requires stronger institutional capacity, targeted financing, and inclusive responsive public policies that consider demographic trends to ensure equitable and resilient human capital development, including for refugees and displaced populations, in line with Armenia’s national commitments.

This outcome will be achieved through four interdependent pathways focused on **education, health, social protection, and demographic resilience**. Each contributes to individual well-being and the fulfillment of socio-economic rights – including the rights to education, health, an adequate standard of living – and the rights of children, persons with disabilities, refugees and asylum seekers, persons living in or near poverty, including those in rural areas, and other groups at risk of being left behind, while reinforcing broader societal and economic stability.

1.1: Education: Armenia is seeking to enhance its education system to deliver inclusive, high-quality, and gender-responsive learning opportunities at all levels from early childhood development to higher education and lifelong learning, designed to equip learners with the skills and competencies required for a rapidly changing economy and society. This includes nurturing care in the early years, strong foundational literacy and numeracy, and advanced digital and green economy skills. Education pathways will be better aligned with labor market needs and Armenia’s strategic priorities, including digital transformation and sustainable economic diversification, enabling smoother school-to-work transitions and fostering social mobility.

The UN will contribute by supporting evidence-based education reforms that strengthen institutional governance, financing mechanisms, and teacher capacity while promoting innovation in pedagogy and learning environments. Vocational and technical training systems will be modernized to meet the demands of emerging industries and rural development, including entrepreneurship opportunities for youth and women. Early childhood care and education will be expanded and made more equitable, particularly in underserved rural and border areas, to reduce regional disparities. The UN will support efforts to increase coverage of essential services in education, especially for rural communities and groups at risk of being left behind.

The UN will support the implementation of Armenia’s youth policy through the creation of enabling regulatory frameworks, youth engagement platforms, and professionalized youth worker networks, ensuring that young people, including adolescent girls, boys, and those in vulnerable communities, are actively involved in shaping education and skills agendas. Digital learning infrastructure and inclusive, gender-sensitive curricula will be scaled up to foster critical thinking, civic engagement, and lifelong learning, preparing all learners not only for employment but also for active citizenship and community resilience.

To improve child nutrition and education, the UN will support national school feeding programmes through direct assistance and technical expertise, develop sustainable financing strategies, and enhance infrastructure such as school kitchens. This support includes professional training for communities, the promotion of local economies through food value chains, and the creation of policy frameworks for long-term success.

UN agencies will jointly support institutionalizing the “Healthy Lifestyle” curriculum nationwide, ensuring systematic teacher training and integration into alternative learning settings to reach out-of-school youth. This will be paired with behaviourally informed campaigns to promote positive health and gender norms among adolescents. Targeted digital and green skills training programmes will be rolled out through upgraded TVET institutions, particularly in rural and border regions, linking them to entrepreneurship and area-based development programmes. As part of

the peace dividends approach, youth skill-building and civic engagement initiatives will be prioritized in communities affected by displacement and conflict, fostering cross-community collaboration.

1.2: Healthcare: Armenia aims to have a resilient, inclusive, and gender-responsive health system that ensures universal access to affordable, high-quality health services, including essential sexual and reproductive health care and the prevention and treatment of non-communicable diseases and drug use disorders. Health services will be designed to reach underserved rural and border areas, eliminate financial and social barriers to care, and address the specific needs of women, men, adolescents, and persons with disabilities, thereby improving equity and reducing health disparities.

The UN will contribute by supporting the development and implementation of rights-based health policies and strategies that advance universal health coverage, strengthen primary health care, and integrate nutrition and mental health as core components of service delivery. Emphasis will be placed on preparedness and response capacities, including building a shock-responsive and sustainably financed health care system that is capable of withstanding public health emergencies and climate-related challenges.

To enable evidence-based planning and integrated service delivery, Armenia's health information management systems will be strengthened through UN support, improving data availability, quality, and interoperability across institutions. This will facilitate better monitoring of health outcomes, timely response to emerging health threats, and alignment with the International Health Regulations (IHR). Investments in workforce development, digital health solutions, and community health initiatives will further reduce preventable illness and mortality, while fostering population-level resilience and trust in health institutions.

As a flagship under this outcome, the UN will implement the One Health initiative to address the interconnected health of people, animals, and the environment, strengthening disease surveillance, antimicrobial resistance prevention, and food safety systems. Jointly with the Ministry of Health, comprehensive HPV vaccination and cervical

cancer screening programmes will be scaled up, alongside improved maternal health services to reduce unnecessary C-sections. The UN will also explore opportunities to support the rehabilitation of health facilities and, where feasible, mobile health services in border and conflict-affected areas.

1.3: Social Protection: Armenia has initiated several reforms to create an inclusive, gender- and shock-responsive social protection system that effectively reduces poverty and vulnerability, closes coverage gaps, and protects individuals and families from social and economic shocks. The aim is to establish a social protection system that is digitally enabled and better targeted to meet the needs of those most at risk of being left behind, including children, persons with disabilities, older persons, low-income households, and people living in rural and border communities. The UN will support the expansion of social protection services in the regions and the development of the local social plans that are aligned with community five-year development strategies.

The UN will contribute by supporting the development and implementation of financially sustainable comprehensive national social protection policies that expand coverage, improve benefit adequacy, and integrate care and child protection priorities. Policy and technical support will facilitate the professionalization and regulation of the child protection workforce at the local level, introducing measures to prevent and respond to violence, neglect, and unnecessary separation of children from their families.

Digital delivery platforms and data systems will be strengthened by the UN to ensure transparency, efficiency, and evidence-based targeting, while fostering greater engagement from civil society and local governments in monitoring and co-delivery. The UN will support the gradual integration of shock-responsive delivery mechanisms into the national social protection system. Efforts will also focus on improving data interoperability across the social, health, and education sectors to enhance targeting and reduce the risk of exclusion. This work will be complemented by investments in resilient social infrastructure, including affordable and adequate housing for vulnerable groups, to ensure that policy reforms are matched with tangible improvements



in living conditions. These reforms will enhance Armenia's ability to respond to crises, adapt to demographic and labor market changes, and progressively realize the right to social security for all, including people facing multidimensional poverty and displaced populations, where relevant.

1.4: Demographic Resilience: Armenia has recently adopted a new demographic strategy that aims to enhance demographic resilience, supported through family-friendly, gender- and aging-responsive policies that help working parents balance work and care responsibilities, enable healthy and active aging, and create an environment attractive to skilled labor. Individuals and couples will have equitable access to the full spectrum of sexual and reproductive health services, empowering them to achieve their fertility aspirations and make informed life choices.

The UN will support the enhancement of Armenia's demographic data systems, including

census, population registry, and vital statistics, to provide high-quality, disaggregated evidence for policymaking. This will help ensure that fertility, aging, and migration trends are effectively integrated into national development strategies. Access to comprehensive sexual and reproductive health services, including family planning, will be expanded to enable individuals and couples to achieve their fertility goals. Policies and community programmes promoting healthy and active ageing will be advanced, alongside measures to monitor and address migration patterns, particularly in rural and border areas. Youth participation in demographic policy dialogue will be encouraged to ensure that intergenerational perspectives are reflected in resilience strategies.

These measures will reduce the push factors of outmigration, strengthen social cohesion, and promote balanced population dynamics that support sustainable human capital development and long-term socio-economic resilience.



Priority II.

Inclusive Economic Development

Theory of change



If institutions are capacitated to design and implement policies that expand livelihood opportunities for vulnerable populations, including refugees and host communities, and improve equitable access to jobs and markets



If institutions are capacitated to design and implement cross-sectoral food system policies and align the governance structure with the National Pathway for Food Systems to ensure inclusive participation and resilience



If innovative financing mechanisms and modern technologies are available and accessible for the industry



If gender discrimination in the labor market is removed, women have equal access to jobs, digital tools, and finance, in addition to care systems being expanded to redistribute unpaid work



If inclusive and green economic growth is advanced through regional connectivity, digitalization and equitable market access



If institutions have the capacities and recourses to preserve, sustainably manage and promote cultural heritage assets including through eco-tourism and creative economy initiatives

OUTCOME 2

Then by 2030, people will benefit from green, inclusive, economic development, sustainable livelihoods and decent work opportunities.

Key Assumptions:

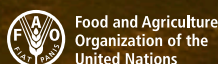
- Government maintains commitment to inclusive, green, and innovation-driven economic reforms, including investments in rural development, SME growth, and sustainable infrastructure.
- Private sector actors engage in policy dialogue, skills-development initiatives, and job creation, and are committed to invest.
- Fiscal and regulatory environments remain stable and conducive to public-private partnerships, sustainable financing, and entrepreneurship.
- Climate and environmental risks are effectively integrated into economic planning and do not disrupt key sectors such as agriculture or tourism.



Armenia's 4th cycle UPR recommendations (2025) advanced:

146.108-110, 146.112-114, 146.168, 146.174-175, 146.181-185, 146.189-200

UN agencies involved:





Rationale

Armenia's economy has shown signs of resilience and dynamism in recent years, maintaining positive trends in GDP growth and advances in key sectors. Key drivers of recent economic growth include the strong performance of the service industry, particularly the IT sector, copper and gold exports, an inflow of skilled migrants and capital from Russia, and remittances-backed consumption. Nonetheless, the country faces hurdles such as income inequalities, limited access to decent jobs, and low labor productivity, especially in rural areas, as well as weak connectivity to markets and insufficient digital and physical infrastructure. These barriers disproportionately impact women, youth, rural communities, persons with disabilities, refugees, asylum seekers, migrants, and other groups at risk of being left behind. Strategic investments in livelihoods, local economies, and skills development, paired with inclusive policies, including support for the care economy, can transform Armenia's economic trajectory. Unlocking this potential requires private sector engagement, formalization of the economy and employment, effective institutions, and infrastructure that leaves no one behind.

This outcome will be realized through seven interdependent pathways: **livelihoods, local economic development, food systems, decent work, gender equality, smart infrastructure, and cultural heritage**. These pathways aim to strengthen Armenia's resilience and equity while advancing green, inclusive, and innovation-driven growth. They will also contribute to the fulfilment of gender equality and social, economic and cultural rights, including the right to food, decent work, and an adequate standard of living.

2.1 Livelihoods: Armenia aims to have inclusive and resilient local economies that provide equitable access to decent work and sustainable livelihoods for vulnerable populations, including refugees, host communities, and those at risk of being left behind. Rural communities, particularly in under-resourced regions, will benefit from strengthened value chains, enhanced trade and transport connectivity, innovation, and climate-resilient infrastructure that support income diversification and green growth.

The UN is supporting the launch of the Inclusive Livelihoods National Framework for Refugees

and Host Communities. The framework aims to address not only the immediate vulnerabilities of refugees but also the systemic challenges impeding their socioeconomic integration. By adopting a structured roadmap for promoting self-reliance, enhancing social cohesion, and ensuring long-term stability, the framework serves as a key instrument for operationalizing Armenia's transition from humanitarian response to sustainable development—consistent with the principles of the humanitarian–development–peace (HDP) nexus. It underscores the importance of evidence-based policies, robust financing, and well-coordinated interventions that go beyond short-term humanitarian assistance. The five key pillars for intervention include: 1) co-financing for cash support; 2) social housing; 3) employment programmes; 4) support for small businesses and self-employment; and 5) livelihood support for non-engaged groups.

Building on these household-level and individual income security measures, the UN will also promote community-focused strategies that strengthen local economic foundations, improve market access, and create enabling conditions for sustainable local development.

2.2 Local Area-Based Economic Development:

The UN will support localised policy and institutional reforms that foster private sector development, entrepreneurship, and investments in micro, small, and medium-sized enterprises (MSMEs). These efforts will help improve productivity, enable the adoption of low-carbon technologies, and expand access to local, national, and regional markets. Capacity-building for business support services and workers' organizations will enhance employment opportunities and promote labour rights at the community level. Training systems will be aligned with labour market needs and complemented by lifelong learning opportunities, targeting groups facing barriers to employment such as women, youth, persons with disabilities, refugees and those in rural or border areas. These initiatives will be integrated into local economic development strategies, ensuring they respond to place-specific priorities and contribute to inclusive and sustainable growth. These efforts will reduce disparities between urban and rural areas, enhance social cohesion, and contribute to Armenia's transition to an inclusive, innovation-driven and low-carbon economy.

Inclusive local development strategies will also promote the integration of refugees and host communities in shared economic initiatives, strengthening social cohesion while expanding market opportunities. In parallel, efforts will support strengthening Armenia's export potential by fostering compliance with quality standards and facilitating access to regional and international markets.

2.3 Food Systems: Armenia has initiated reforms to build resilient, inclusive, and climate-smart food systems that strengthen food security, reduce malnutrition, and promote healthy, affordable, and culturally appropriate diets for all. Sustainable agricultural practices, combined with integrated and sustainable trade facilitation and value chains, will increase productivity, reduce post-harvest losses, and strengthen connections between producers, processors, and markets, including for smallholder and family farmers in rural and border communities. Food system governance, aligned with Armenia's National Pathway for Food Systems, will ensure inclusive participation of government, private sector, civil society, and local communities, enhancing accountability, equity, and responsiveness to climate and market shocks.

The UN will support this transformation by providing policy advice and technical expertise to design and implement cross-sectoral food and nutrition strategies, facilitating institutional capacity-building, and supporting investments in climate-smart agriculture, digital solutions, and environmentally sustainable value chain development integrating trade and transport connectivity. It will also contribute to strengthening markets, logistics, and infrastructure, connecting farmers to urban consumers. Refugees and host-community farmers will be supported to participate in value chains and benefit from climate-smart agriculture initiatives, ensuring their livelihoods and contributions are fully integrated into Armenia's food systems transformation.

The UN will also help establish participatory governance mechanisms, promote nutrition-sensitive social protection and school-feeding programs, and strengthen food security and nutrition data systems. These efforts will improve rural livelihoods, contribute to poverty reduction, foster healthier diets, and support

Armenia's transition to a low-carbon, innovation-driven economy while promoting environmental sustainability and social cohesion.

The UN will deliver a three-year joint programme to unlock sustainable finance for nutrition-sensitive, climate-smart food systems transformation in Armenia. The programme will pilot scalable models, develop institutional and community capacities, and mobilise blended finance, including through a Dairy Development Impact Bond (DIB). The latter will be structured to revolve investment returns into future rounds. Building on these pilots, the programme will scale successful models through increased investment and replication across other value chains and regions. The programme will integrate nature-based solutions, climate resilience, and biodiversity conservation into cross-sector interventions and will promote policy coherence and systemic transformation.

2.4 Decent Work: The UN will advance decent work by supporting active labour market policies, the formalization of informal employment, social dialogue, and the promotion and application of international labour standards. This includes strengthening labour inspection systems, promoting occupational safety and health, and supporting the transition from informal to formal employment. Partnerships with the private sector will focus on green job creation in renewable energy, sustainable tourism, agri-business, and care economy sectors, with targeted interventions for youth, women, persons with disabilities, and refugees, whose economic inclusion will be advanced through skills recognition, vocational training, and access to formal labour markets. Skills development programmes will integrate digital, green, and entrepreneurial competencies, aligning with Armenia's economic diversification strategies.

2.5 Women's Economic Empowerment and Inclusive Growth: Armenia strives to have an inclusive and gender-responsive economy in which everyone has equal opportunities to participate in and benefit from economic growth. Structural barriers to women's economic participation will be removed through gender-responsive economic policies, expanded and professionalized care systems, and infrastructure that reduces unpaid care burdens and facilitates access to economic



opportunities. Women will have improved access to digital tools, financial services, and skills development, enabling participation in high-value sectors, increased productivity, and resilience to labor market changes.

Inclusive economic policies will strengthen regional connectivity, accelerate digital transformation, and expand renewable energy infrastructure, creating equitable access to markets and opportunities for women, youth, refugees, and other vulnerable groups.

The UN will support this transformation by providing technical and policy assistance to eliminate labor market discrimination, reform labor and social protection policies, and strengthen care infrastructure. It will promote digital inclusion initiatives to improve women's access to technology and entrepreneurship opportunities, build institutional capacity for gender-responsive economic planning, and leverage Armenia's cultural heritage to promote sustainable tourism and creative industries. These efforts will increase women's labour force participation, drive inclusive and smart economic growth, and diversify livelihoods, particularly for women, youth, and rural communities.

2.6 Sustainable Urban and Infrastructure Development: Urbanization is a key driver of inclusive growth and service delivery in Armenia. Well-planned, climate-resilient, and gender-responsive cities and towns can expand decent jobs, improve access to housing and basic services, and strengthen connectivity with rural areas. Integrating urban policy, spatial planning, and sustainable infrastructure, guided by disaggregated data and community participation, will help reduce territorial disparities, protect biodiversity, and improve quality of life for vulnerable groups. Urban development strategies will also account for the housing and service needs of refugees and displaced populations, contributing to inclusive territorial development.

The UN will work with Armenia to gradually strengthen inclusive and climate-resilient infrastructure, in line with relevant global commitments such as the New Urban Agenda, including through public-private partnerships.

Efforts will focus on improving basic connectivity, public services, and access to markets, including in rural and border areas, while promoting the use of greener technologies where feasible. Collaboration with national and local authorities, the private sector, and other partners will help integrate sustainability considerations into urban planning, transport, and trade-related infrastructure to support balanced local development and economic opportunities.

The UN will also provide technical support for the preparation of a National Spatial Strategy and a National Urbanisation Strategy to guide balanced territorial development, strengthen urban-rural integration, and align sectoral policies with sustainable economic growth and cohesion objectives. The UN will work to improve urban economies and livelihoods by supporting secondary cities and towns in Armenia to develop urban and territorial economic strategies that diversify local economies, identify growth poles, and optimize value chains that expand employment opportunities. It will promote sustainable livelihoods through circular economy initiatives, sustainable construction practices, and renewable energy solutions in urban areas.

To ensure alignment with the environmental agenda, the UN will support climate-smart urban development by integrating urban greening, energy-efficient housing, and sustainable mobility to reduce emissions while creating green employment opportunities. It will support mobilisation of climate finance and partnerships with international financial institutions (IFI) to implement low-carbon transport, renewable energy, and resilient housing projects that generate decent work.

Lastly, the UN will mainstream urban development into governance, participation, and innovation by strengthening municipal capacities to plan and manage local economic development in a participatory, gender-responsive, and transparent way. It will promote digital urban platforms and smart city tools to improve access to markets, support entrepreneurs, and connect small businesses to wider value chains.

2.7 Cultural and Natural Heritage: Armenia can leverage its rich cultural heritage to drive

sustainable tourism and creative economy development, generating new income streams and decent jobs, particularly in rural and under-resourced areas. Heritage preservation will strengthen cultural identity, social cohesion, and community pride, while eco-tourism and creative industries will diversify livelihoods and contribute to inclusive, low-impact economic growth.

The UN will support this transformation by strengthening policies and institutional frameworks for cultural and natural heritage protection, promoting sustainable tourism

standards, and building capacity among local communities and creative entrepreneurs. Efforts will include promoting eco-tourism value chains, integrating local food and crafts into tourism offerings, and ensuring benefits are widely shared. In addition, the UN will promote leveraging cultural heritage and tourism in urban and peri-urban areas to create inclusive economic opportunities, especially for women and youth. These efforts will ensure that cultural assets are preserved for future generations while unlocking their potential to support resilient, environmentally responsible, and socially inclusive economic development.

Priority III.

Green transition for resilience

Theory of change



If government policies and planning are informed by climate change, and climate resilience is mainstreamed in the legal frameworks and policies across key development sectors



If early warning systems, local preparedness, and spatial planning is prioritized at the community level



If sustainable land use practices are adopted, air and water quality standards are implemented, and ecosystems are preserved and restored in line with the Convention on Biological Diversity



If public engagement in climate action is strengthened and women, youth, and rural communities are actively empowered to participate in climate decision-making and action

OUTCOME 3

Then by 2030, climate change adaptation and mitigation, biodiversity protection, and sustainable natural resources management will be strengthened, through gender-responsive, inclusive and innovative approaches.

Key Assumptions:

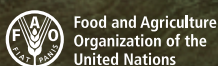
- Government remains committed to implementing climate, DRR, and biodiversity strategies with adequate financing.
- Institutions adopt a whole-of-government approach to ensure cross-sectoral coordination and policy coherence.
- International partners and the private sector provide technical and financial support for green transition priorities.
- Public engagement, awareness and practical support initiatives lead to widespread adoption of sustainable practices and behaviors.
- Data systems improve and support monitoring of climate, environmental, and disaster risk indicators.



Armenia's 4th cycle UPR recommendations (2025) advanced:

146.169-174

UN agencies involved:





Rationale

Armenia is increasingly vulnerable to the impacts of climate change, biodiversity loss, and environmental degradation. Floods, droughts, risks, and disasters are intensifying, affecting livelihoods, food security, and public health—especially in rural and border communities and among vulnerable groups, such as children, persons with disabilities, and older persons. Unsustainable land and water use, air and soil pollution, and weak regulatory enforcement threaten natural ecosystems and economic stability. Despite these risks, Armenia has a window of opportunity to shift toward a more sustainable and resilient development path—by investing in climate adaptation, low-emission solutions, and inclusive natural resource management. The upcoming COP17, which Armenia will host in 2026, offers a strategic platform to accelerate national commitments and strengthen international partnerships on climate and biodiversity action. Advancing the green transition will require robust policies, cross-sectoral coordination, and broad public engagement.

This outcome will be achieved through four mutually reinforcing pathways: **climate action and natural resource management, disaster risk reduction, biodiversity protection, land restoration and public awareness and shared responsibility.** Efforts will include adaptation and mitigation measures that address vulnerability to climate-induced and other risks. Together, these create a systemic response to Armenia’s environmental vulnerabilities and unlock the potential of nature-based and inclusive climate solutions. They also contribute to the fulfilment of the human right to a safe, clean, healthy and sustainable environment and protect groups particularly at risk from climate change and environmental degradation, including communities living in areas at risk of disasters and land degradation and those reliant on small-scale agriculture, persons living in or near poverty, children, persons with disabilities, older persons etc. Environmental action will be based on a human rights-based approach to ensure no one is left behind in the green transition.

3.1 Climate Action and Natural Resource Management: Armenia aims to pursue climate-resilient development pathways embedded across

all key sectors—energy, agriculture, housing, forestry, water management, urban development, and beyond—making climate change and natural resource management a cross-sectoral priority in national planning and policies. These pathways will be supported by legal frameworks and financing mechanisms that are evidence-based and gender-sensitive, ensuring that climate action is inclusive and grounded in data.

The UN will help Armenia access climate and green finance by developing bankable project pipelines for adaptation and mitigation, fostering public–private partnerships, and mobilizing resources from international funds such as the Green Climate Fund and the Global Environment Facility. Efforts will promote nature-based solutions—including reforestation, agroforestry, watershed restoration, and sustainable land management in erosion-prone and degraded areas—while rehabilitating conflict-affected agricultural lands to boost productivity and reduce competition over resources. Where feasible, pilots in border or displacement-affected municipalities will prioritize community-run restoration and efficient water-use schemes, generating quick livelihood gains and shared resource arrangements that strengthen resilience, social cohesion, and preparedness for potential displacement. Water resource resilience will be strengthened through climate-smart irrigation, drought-resistant crops, and integrated river basin management, including transboundary cooperation where relevant. The UN will work jointly with international financing institutions to develop sustainable water infrastructure management, including innovative financing mechanisms such as the Water Fund, digital monitoring systems, adaptive management models and public-private partnerships for the sustainability and modernization of water supply, sanitation and irrigation infrastructure.

Low-emission urban and rural transformation will be supported through renewable energy investments, energy efficiency upgrades in public buildings, and the development of sustainable urban transport systems. To combat air pollution, the UN will support the Government to reduce emissions from buildings, transport, industry, construction, and waste burning, especially in urban areas, and will support the development of new

partnerships for better financing of investments. As a potential flagship programme, the UN will support a National Clean Air Initiative focusing on Armenia's urban centres. This will combine measures to cut emissions from transport, heating, industry, and waste burning, alongside promoting cleaner technologies and community engagement in air quality monitoring. The UN will support Armenia in implementing its Nationally Determined Contributions (NDCs) under the Paris Agreement, and other multilateral environmental agreements and climate commitments, by strengthening cross-sectoral policy coherence, advancing gender-responsive and evidence-based climate plans, and enabling access to green and climate financing. Efforts will also include data-driven planning, early warning systems, and nature-based solutions to ensure sustainable forests, land, water, and ecosystem management.

In the mining and extractables sector the UN will provide technical assistance and advice to help the Armenian Government update legislative and regulatory frameworks, ensuring alignment with international standards. The UN will partner with the Armenian Government and local communities to restore ecosystems, including reforestation and water remediation in areas previously degraded by mining operations.

Where feasible, pilots in border or displacement-affected municipalities will prioritize community-run restoration and efficient water-use schemes, generating quick livelihood gains and shared resource arrangements that strengthen social cohesion around common environmental benefits. These measures will improve climate resilience, reduce vulnerability, and accelerate Armenia's transition to a green, inclusive, and climate-resilient economy.

3.2 Disaster Risk Reduction: Communities across Armenia can be better prepared and more resilient to multi-dimensional risks, including climate-induced and other natural hazards, with disaster risk reduction fully integrated into local development planning and spatial strategies. In line with Armenia's DRM Strategy (2023–2030) and the ongoing UN-supported disaster preparedness programme with national and local partners, DRR will also encompass displacement-sensitive and shock-inclusive measures to ensure that

refugees, asylum-seekers, and host communities are effectively included in contingency planning, simulation exercises, and local resilience strategies. Inclusive disaster risk management will ensure that early warning systems, preparedness measures, and recovery planning respond to the specific needs of children, persons with disabilities, rural populations, and other vulnerable groups.

The UN will support this transformation by strengthening community-level disaster risk reduction strategies, enhancing local capacities for risk assessment and response, and promoting inclusive participation of youth, civil society, and the private sector. It will also facilitate the use of digital and geospatial tools for risk mapping and early warning and support institutional coordination to integrate disaster risk reduction into climate adaptation and development frameworks. In addition, the UN will support coordination and institutional collaboration to strengthen national DRR strategies, early warning systems, and local resilience efforts. These efforts will reduce vulnerability, save lives, and build social cohesion while safeguarding livelihoods and infrastructure against climate-related and other hazards.

3.3 Biodiversity Protection: Armenia is committed to maintaining and restoring healthy ecosystems that support biodiversity, safeguard critical ecosystem services, and contribute to climate resilience and sustainable livelihoods. Degraded forests will be rehabilitated, land and water resources sustainably managed, and biodiversity protected through science-based, inclusive, and gender-sensitive strategies aligned with global commitments under the CBD.

The UN will support this transformation by providing technical and policy assistance to strengthen institutional capacity for sustainable natural resource management, promote community-based restoration initiatives, and implement the National Biodiversity Strategy and Action Plan. These efforts will improve ecosystem health, enhance climate resilience, and secure natural capital for the country and the broader region.

Hosting COP17 in 2026 offers Armenia a unique opportunity to accelerate its biodiversity agenda, showcase national progress, and foster



new partnerships for financing and technical cooperation. The UN will leverage this momentum to mobilise investment, align sectoral policies with ecosystem protection goals, and promote international cooperation on shared ecosystems and migratory species.

3.4 Public Awareness and Shared Responsibility: Armenia acknowledges the critical importance of an informed and engaged population that understands climate risks, adopts sustainable behaviors, and actively contributes to climate action. Women, youth, and rural communities can become key drivers of local

solutions advancing inclusive and equitable climate policies and strengthening social cohesion.

The UN will support this by enhancing communication capacities within institutions, promoting climate education, public awareness campaigns, and community-based initiatives that build ownership and accountability for environmental stewardship, ensuring that climate responsibility is shared across society. This will include targeted awareness and preparedness activities in border and displacement-prone communities, aligned with national DRM priorities and UN-supported risk communication initiatives.



Priority IV: Governance for a Sustainable Future

Theory of change



If the capacities of public institutions are strengthened, along with anti-corruption and digitalization reforms to deliver transparent, inclusive, and accountable governance



If the capacities of the public institutions are strengthened to deliver on the commitments of Armenia under human rights law and international standards, including the recommendations received from UN human rights mechanisms



If right-holders are empowered through civic engagement initiatives to influence community-level decision-making, and trust, tolerance, and cooperation between institutions, civil society, and diverse community groups are strengthened to counter discrimination and division



If local governments, communities, and the justice sector are equipped with conflict-sensitive planning, mediation, community policing, early warning systems, and human rights safeguards, and can improve trust between citizens and state institutions

OUTCOME 4

Then by 2030, governance institutions and systems will be more responsive, accountable, and transparent, upholding the rule of law, human rights, gender equality.

Key Assumptions:

- Government maintains commitment to democratic reforms, civic participation, and inclusive governance.
- A stable political and regional environment supports sustained reform implementation.
- CSOs and communities are enabled and willing to engage in policymaking and rights-based advocacy.
- Digital transformation strategies are implemented with attention to inclusion and accessibility.
- Public demand for transparency and accountability drives momentum for institutional innovation.



Armenia's 4th cycle UPR recommendations (2025) advanced:

146.19-21, 146.23-44, 146.46-58, 146.70-81, 146.83-91, 146.94-107, 146.178, 146.180-188, 146.194-225, 146.230-238, 146.245-254, 146.256, 146.258-259, 146.261-263, 146.265

UN agencies involved:





Rationale

Armenia has made progress in strengthening its governance institutions, building greater transparency, accountability, and civic participation. Reforms in public administration, anti-corruption, and justice systems provide a strong foundation to deepen democratic governance and uphold human rights. At the same time, opportunities remain to further promote inclusivity, expand civic space, and ensure that all groups—especially women, youth, refugees, and other groups at risk of being left behind — have a voice in shaping public life. By investing in responsive institutions, inclusive decision-making, and digital transformation, Armenia can foster trust between people and the state, reduce inequality, and strengthen resilience to social, economic, environmental and displacement related challenges.

This outcome will be achieved through six interconnected pathways: **public administration, inclusive governance, human rights and justice sector reform, migration and asylum management, participatory governance, and peace, social cohesion and resilience.** It will aim to ensure that everyone, particularly those most at risk of being left behind, including people living in poverty, persons with disabilities, people living in vulnerable border communities and areas with limited economic opportunities, and refugees, benefit from integrated and shock-responsive protection and justice systems and evidence-informed human rights monitoring and coordination mechanisms. This will contribute to the overall fulfillment of human rights, the rule of law, and non-discrimination.

4.1 Public Administration: With the implementation of public administration reform Armenia will have strengthened transparent, inclusive, and accountable governance systems capable of delivering high-quality public services and ensuring broad citizen participation in decision-making. Reinforced public institutions will use evidence-based policymaking, digital innovation, and anti-corruption measures to enhance trust and efficiency at both central and local levels.

Inclusive governance supported by effective social dialogue mechanisms will safeguard civic space, facilitate the full application of international

standards, and promote meaningful engagement with civil society, workers’ and employers’ organisations and other actors. It will ensure digital inclusion for women, youth, refugees and migrants, and persons with disabilities, expanding their representation and influence in public decision-making. Enhanced protection of human rights defenders and environmental activists will be institutionalized, ensuring a safe environment for civic participation.

The UN will support this transformation by building institutional and human resource capacity for digital service delivery, effective regulation, and transparent public financial management. It will facilitate legal and policy reforms to advance women’s leadership and participation in public institutions, elected bodies, and peacebuilding mechanisms, while promoting anti-corruption reforms and digital solutions to strengthen public trust and accountability. These efforts will deepen democratic governance, advance gender equality, and foster a more resilient and rights-based public administration.

4.2 Inclusive Governance: The UN will work with legislative, electoral, and local government bodies to strengthen legal and institutional frameworks for accountable, inclusive, and transparent governance. This includes supporting electoral reforms in line with international standards, building capacities for fair, transparent, and inclusive elections, and promoting digital tools for electoral management and civic engagement. The UN will encourage inclusive decision-making structures, ensuring the representation of women, youth, persons with disabilities, and displaced populations in governance processes. Partnerships with civil society will promote oversight, civic education, and integrity in public office, contributing to long-term stability and to peace dividends through stronger trust between citizens and institutions.

4.3 Human Rights, Justice, Migration and Asylum Management: Armenia is implementing reforms to strengthen its justice and human rights system, making it more accessible, independent, and aligned with international standards. These efforts aim to ensure that all individuals, including those from vulnerable groups, have better access to justice through stronger legal aid services, transparent and

independent courts, and effective mechanisms to prevent and address human rights violations.

The UN will support the implementation of Armenia's commitments under international human rights law and the recommendations of UN human rights mechanisms by strengthening national institutions, enhancing legal and policy frameworks, and building capacities for rights-based governance. National capacities for crime prevention and criminal justice will be strengthened, including combating transnational organized crime, cybercrime and drug trafficking. Targeted reforms will improve police service delivery, strengthen community-police trust, and enhance accountability in law enforcement. Detention and penitentiary systems will be modernized to meet human rights standards, focusing on rehabilitation and reintegration of offenders. Efforts will also ensure that justice and legal aid systems are accessible to refugees, asylum-seekers, and stateless persons, guaranteeing equal access to rights and remedies in line with Armenia's international obligations.

In addition, the UN will support the institutionalization of conflict prevention mechanisms—including early warning, mediation, and restorative justice approaches—to address local tensions before they escalate, serving as peace dividends by reducing risks of violence and strengthening community resilience. Efforts will also enhance capacities to respond to security threats, including terrorism, within the framework of human rights and the rule of law.

4.4 Migration and Asylum Management:

With the UN's support, migration and asylum management will be modernized to ensure they are transparent, efficient, and rights based. The digitalization of asylum case management systems will build on ongoing initiatives to strengthen efficiency, due process, and reinforce protection safeguards in line with international standards. Inter-agency coordination, and policy and legal reforms will be advanced to align with international refugee, statelessness, and human rights law. This includes strengthening institutional capacities of the asylum, migration, and border management authorities, enhancing their ability to process cases efficiently, ensure due process, and protect the rights of migrants, refugees, asylum seekers, and stateless persons. National migration data

systems will be strengthened to improve evidence-based policymaking, including through regional cooperation on migration data exchange.

4.5 Participatory Governance: For Armenia to have more inclusive, trusted, and responsive local institutions, they need to be shaped by active citizen participation and strengthened cooperation between communities, civil society, and state actors. Empowered right-holders, especially women, youth, and vulnerable groups, will have greater influence over local decision-making, resulting in policies and services that better address community needs. Strengthened trust, tolerance, and collaboration across diverse groups will reduce discrimination and social divisions, foster mutual understanding, and build social cohesion.

The UN will support this transformation by providing technical assistance in the conduct of elections, and facilitating inclusive platforms and local decision-making, including through support for youth councils, women's leadership programmes, and community-driven planning processes, with special outreach to rural and border communities. Institutionalized feedback loops will be established for citizens to provide input on government performance, including digital participation platforms, mobile feedback apps, and in-person community consultations. The UN's support will strengthen meaningful participation of civil society in monitoring reforms through work with parliamentary oversight bodies, human rights institutions, and independent watchdogs. These efforts will empower communities, reinforce inclusive governance, and strengthen Armenia's social fabric.

4.6 Peace, Social Cohesion, and Resilience:

The UN will support the Government in localizing the peace agenda in Armenia by promoting inclusive democratic processes through the enhancement of parliamentary oversight, legislative processes, cross-party dialogue, and broad civic participation. This includes convening multi-stakeholder forums bringing together the Government, civil society, and community leaders, and other stakeholders to jointly address issues of concern for the country, thereby building trust and strengthening social cohesion.

Inclusive local development and conflict-sensitive planning will be prioritised in border, conflict-

affected, and refugee-hosting communities, addressing vulnerabilities and building resilience.

Efforts will combine infrastructure rehabilitation, improved service delivery, and participatory local governance platforms that bring together state actors, civil society, refugees, women, and youth to jointly set and monitor development priorities. Community dialogue initiatives, youth and women's leadership programmes, and targeted behaviour-

change campaigns will counter discrimination, disinformation, and harmful social norms, foster mutual understanding and reduce tensions.

These measures will be complemented by community safety and human security initiatives, inclusive policing, legal aid, strengthening the capacity of legal aid providers, and disaster risk reduction, including participatory risk assessments and early warning systems in targeted border communities.



CHAPTER 3

IMPLEMENTATION PLAN

I. Mechanisms for Implementing the Cooperation Framework

The implementation of the 2026–2030 UNSDCF will be driven by coordination structures that enable coherence, accountability, and national ownership.

The UN Resident Coordinator, in coordination with the UN Country Team, will ensure strategic coherence and consistency; coordinate inter-agency collaboration; and maintain high-level dialogue with the Government of Armenia.

The Government of Armenia will co-lead implementation and joint reviews, primarily through the Deputy Prime Minister’s Office and the Ministry of Foreign Affairs, supported by respective line ministries and sectoral agencies.

The UNCT will provide coordinated support based on agency mandates and comparative advantages. The configuration of the UN Country Team may be further shaped by the outcomes of the ongoing UN80 initiative, led by the UN Secretary General.

Civil society, academia, and private sector actors will be actively engaged in the co-design and implementation of initiatives. The UN will also promote inclusive governance and civic participation to ensure no one is left behind.

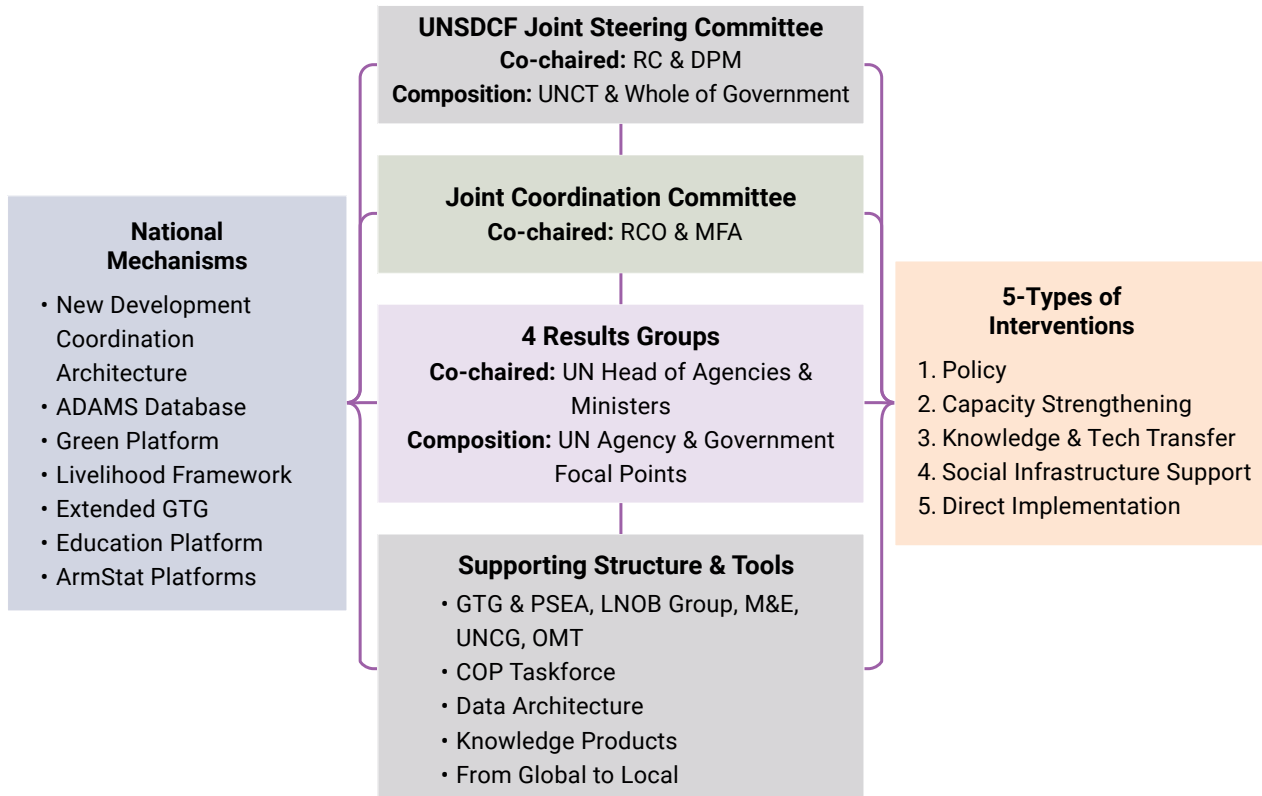


II. Governance and Management Structure

The Cooperation Framework governance is structured into a three-tier system with the Joint Steering Committee (JSC), Joint Coordination Committee (JCC), and four Results Groups (RGs). Coordination is supported by groups such as the Gender Theme Group (GTG), Leave No One Behind (LNOB) Group, Monitoring and Evaluation (M&E) Group, UN Communications Group (UNCG), and the Operations Management Team (OMT). Additionally, national coordination mechanisms co-led by the UN—including the Green Platform, Livelihood Framework, Extended GTG, and Education Coordination Platform—inform CF operations by aligning efforts with national development priorities, though they are not formally part of the CF structure (see Figure below).

The Joint Steering Committee (JSC) will serve as the highest governing body of the Cooperation Framework. Co-chaired by the UN RC and the senior government representative, the JSC will provide strategic guidance, ensure alignment with Armenia’s national priorities and SDG commitments, and oversee the overall implementation of the CF. To ensure continuous coordination between annual JSC meetings, a Joint Coordination Committee (JCC) will operate below the JSC. Coordinated by the Ministry of Foreign Affairs, the JCC will meet quarterly to follow up on JSC decisions, review progress and address implementation bottlenecks to ensure coherence across Results Groups and thematic coordination platforms and alignment with national priorities.

2026–2030 CF: Governance Structure



Previous CF cycles highlight the need for a simpler governance structure to improve accountability, efficiency, and effectiveness. The 2026–2030 governance model will focus on four Results Groups aligned with Cooperation Framework outcomes.

1. Human Capital and Well-Being
2. Inclusive Economic Development
3. Green Transition for Resilience
4. Governance for a Sustainable Future

Each Results Group is co-led by a UN agency head and a designated government counterpart, and is responsible for joint planning, implementation oversight, and progress monitoring of the respective outcome area. High level, senior representation will ensure strategic guidance and effective collaboration.

III. Sustainability

Ensuring the sustainability of the Cooperation Framework is central to achieving long-term development results in Armenia. The Cooperation Framework adopts an integrated strategy that embeds sustainability across all stages of programme design, implementation, and monitoring. This approach is rooted in national ownership, capacity development, and the alignment of Cooperation Framework activities with Armenia’s development priorities and SDG commitments.

To reinforce sustainability, the Cooperation Framework will prioritize building resilient national systems and institutions. Joint initiatives will focus on strengthening governance structures, promoting inclusive participation, and supporting robust data systems for evidence-based decision-making. The UN will collaborate with the Government and diverse partners—including civil society, academia, and the private sector—to foster local leadership and innovation, ensuring that interventions are adaptable and responsive to evolving needs.

The Cooperation Framework will also institutionalize a culture of continuous learning and improvement. By linking capacity-building efforts to formal education systems and civil service training, the Cooperation Framework aims to embed skills and knowledge that endure beyond individual project cycles. Partnerships will be leveraged to mobilize resources and expertise for sustainable financing solutions, such as blended finance and green bonds, aligning with the UN 2.0 reform agenda. Triangular cooperation between

the UN, Armenia, and advanced third countries will be encouraged through technical exchanges, technology and knowledge transfer, as well as peer-to-peer platforms supported by the UN (including IBC and other platforms).

A robust monitoring and evaluation framework will track progress, promote accountability, and facilitate adaptive management. Disaggregated data collection and inter-ministerial data sharing will support policy development and measure progress toward child-related SDGs and other national priorities. Through these measures, the Cooperation Framework will ensure that its impact is lasting, inclusive, and aligned with the aspirations of the Armenian people.

The Cooperation Framework will also support the development of a pilot multilateral framework for localized UN engagement to promote modern, locally anchored multilateral presence rooted in proximity to people and responsive to local needs. The UN, in close partnership with the Government, development partners, and local authorities, will explore the establishment of an integrated humanitarian–development hub that brings together UN entities and partners to strengthen resilience, expand access to essential services, and promote localization of SDGs. Designed as a model for coordinated field-based multilateral action, this pilot will reinforce inclusive local development, advance human security, and support approaches that combine humanitarian, development, and peace outcomes within a coherent subnational framework.



IV. Resource Requirements and Financing Strategy

UN agencies will provide support to the development and implementation of activities within the Cooperation Framework, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system entities' support may be provided to non-governmental and civil society organizations as agreed within the framework of the individual workplans and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN specialized agencies, funds and programmes. UN agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the Cooperation framework. These budgets will be reviewed and further detailed in the workplans and project documents. By mutual consent between the Government and the UN development system entities, funds not

earmarked by donors to UN development system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

An indicative budget for the CF 2026–2030 will be developed jointly and reviewed annually. While core resources remain limited, implementation will rely on mobilizing non-core and earmarked funding through diverse partnerships.

A joint financing strategy will be developed to address funding gaps and accelerate SDG progress. It will promote cost-sharing, private sector engagement—including corporate and individual donors—and explore innovative financing mechanisms, such as pooled funds, blended finance, climate funds, green and diaspora bonds. The strategy will align with the UN 80 and UN 2.0 reform agendas, supporting system-wide efficiencies, improved mandate delivery, and structural coherence.

Key financing partners will include:

- International Financial Institutions (e.g. World Bank, EBRD, ADB),
- The European Union and bilateral donors,
- Climate and development finance platforms.

The UNCT will also collaborate with the Government to strengthen domestic resource mobilization and create policy conditions conducive to private sector partnerships in SDG-aligned initiatives.

V. Derivation of UN Entity Programing Instruments

In line with the UNSDCF's priorities and results framework, the country programming instruments

of UN entities are derived directly from the Cooperation Framework. This ensures that each

agency's interventions are coherent, coordinated, and collectively contribute to the achievement of the SDGs and Armenia's national development objectives.

The derivation process is collaborative and consultative, involving strategic dialogue with national stakeholders, including Government ministries, the National Assembly, development partners, civil society, the private sector, and other stakeholders. This approach ensures that UN entity programming instruments reflect Armenia's

evolving priorities and policy directions, as well as emerging challenges and opportunities.

This integrated approach enables UN entities to operationalize the UNSDCF through tailored instruments, while promoting policy coherence, resource efficiency, and collective accountability for progress toward child-related SDGs and other national priorities. Ongoing collaboration and regular review of programming instruments ensure responsiveness to Armenia's development context and aspirations.

VI. Joint Work Plans

Each Result Group will prepare a multi-agency Joint Workplan every two years (or annually, if necessary) outlining expected outputs and sub-outputs, responsible agencies, national implementation partners, indicative budgets, and timelines.

These workplans will:

- Be aligned with national priorities and budgets.
- Integrate cross-cutting principles, including

gender equality, human rights, and disability inclusion.

- Serve as key instruments for resource tracking and UN Info reporting.

The Joint Workplans will be reviewed annually, ensuring relevance and responsiveness to emerging challenges, including regional instability, economic pressures, and multidimensional risks, including climate related risks.

VII. Business Operations Strategy

The UN is implementing the Business Operation Strategy (BOS) in Armenia to improve efficiency by consolidating business operations, reducing duplication, and maximizing economies of scale through shared agreements and services. The current BOS (2021–2025) builds on previous successes, generating \$2.2 million in avoided costs to date, with \$0.5 million saved in 2024. Key savings come from joint procurement agreements, office space optimization, and improved cost-sharing among agencies.

Following a 2024 review, some services—such as electronic signatures, joint recruitment panels, landline phones, and macro assessment—were dropped due

to reduced efficiency or agency preferences. New areas for collaboration now include financial service provider contracts, energy monitoring, generator maintenance, and stationery procurement.

Looking ahead, the UN plans to further refine its approach, adopting best practices and updated policies to drive more efficiencies post-2025, including establishing common back office services for the UN in areas such as transport, procurement and IT. Armenia's experience underscores the value of continual engagement, collective agreements, and flexible management to achieve significant cost savings and enhance operational effectiveness in support of UN priorities.



CHAPTER 4

MONITORING, EVALUATION AND LEARNING PLAN

The UN will create and implement a costed Monitoring, Evaluation, and Learning (MEL) Plan based on the CF Results Framework. The UN M&E Group, co-chaired by the RCO and a UN agency with MEL expertise, will offer technical oversight and quality assurance, as well as support efforts to build the M&E capacities of national institutions.

To ensure the continued relevance and effectiveness of UN support, the implementation of the CF will be guided by regular reviews, reporting, and adaptive planning processes.

Each Results Group, under the leadership of the UN RC and RG leads, will hold an Annual Performance Review in the last quarter of the year, engaging stakeholders to reflect on achievements, challenges, and lessons. Reviews will be conducted with data from UN INFO and may lead to adjustments in Joint Workplans or the CF itself.



In addition, bi-annual Results Group meetings will be held to review progress and coordinate ongoing implementation.

Joint Workplan monitoring will be performed annually through UN INFO, providing real-time tracking of outputs and financial delivery.

Findings from UN INFO, Annual Reviews, and CCA updates will inform the UN Country Results Report, which captures the full scope of UN support to national priorities and SDG progress.

The Results Report will feed into the Joint Steering Committee's Annual Review, guiding strategic reflection and adaptive planning at the highest level.

Ongoing engagement with civil society organizations and representatives of groups at risk of being left behind will be ensured, for instance through the Gender Theme Group (GTG), which includes representatives of civil society and women's organizations, and the UNCT Coordination Mechanism for Engaging Organizations of Persons with Disabilities, which institutionalizes meaningful consultation, participation, and partnerships with Organizations of Persons with Disabilities (OPDs) and holds regular consultations, and other platforms for consultation and exchange with key stakeholders.

Together, these mechanisms form a continuous feedback loop, supporting evidence-based decision-making and enabling agile, responsive implementation of the Cooperation Framework.

A final independent evaluation of the CF will be conducted in the penultimate year of the cycle (2029) as a key input for shaping the next programming period. The evaluation will be commissioned by the UN RC Office and carried out by an independent consultant or evaluation team, ensuring objectivity and impartiality.

The evaluation will follow UNEG norms and standards and adopt a participatory and inclusive approach, engaging a broad range of stakeholders through methods such as interviews, focus group discussions, surveys, and workshops. Special attention will be given to assessing how the CF addressed the needs of those furthest behind, drawing on disaggregated data and Leave No One Behind (LNOB) analysis.

In line with the UN Reform and UN 80 vision, efforts will be made to maximize efficiency and reduce transaction costs by coordinating the CF evaluation with relevant evaluations by UN agencies. Where feasible, a joint or harmonized evaluation approach will be pursued to ensure coherence, streamline stakeholder engagement, and enhance collective learning.

Annex A Results Framework

United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026-2030

Principles and Priorities

Principles

To ensure full alignment of United Nations (UN) activities in Armenia with the Government strategies and action plans, as well as national long-term priorities, the new Cooperation Framework (CF) should go hand in hand with the relevant strategic documents. Apart from key UN documents on sustainable development, it should also reflect the Programme of Action for Landlocked Developing Countries (LLDCs) 2024-2034, and the outcome document of the Fourth International Conference on Financing for Development (FFD4).

Building on the lessons learnt from the CF for 2021-2025, efforts are needed to introduce a new approach, which will ensure the Framework's

adaptability to potential challenges, and shocks at national and regional levels, as well as any developments in the context of the Government's peace agenda and its flagship "Crossroads of Peace" initiative. It is also important that this adaptability be reinforced with sustainable, adequate, and predictable funding, including for any contingency.

To ensure an integrated approach there is a strong need to identify a set of cross-cutting priorities that will be incorporated in all priority areas and be an integral part of the projects to be implemented under the CF.

CF 2026-2030 structure and priorities

The structure of the Cooperation Framework is informed by deliberations and inputs from the CF 2026-2030 high-level launch meeting (23 January 2025), the draft UN proposal on CF priorities, and comments/observations received from the line ministries and government agencies. This structure is also guided by the Government's innovative approach of strategic governance².

² 1. Human well-being and Development, 2. Security, 3. Public Governance, 4. Development of Judicial system, 5. Economic transition and sustainable development, 6. Territorial and Infrastructure development.

United Nations Sustainable Development Cooperation Framework 2026-2030: Strategic Priorities and Results

Human Capital & Well-being	Inclusive Economic Development	Green transition for resilience	Governance for a sustainable future
<p>Synopsis: Accelerated, equitable investments in education, health, and social protection to reduce poverty, improve well-being, and foster resilience. Policy solutions to reduce vulnerability and optimize fiscal space for social spending.</p>  <p>Outcome 1: By 2030, people, particularly the most vulnerable, enjoy higher quality, inclusive and gender responsive, and shock responsive services and develop their full potential to lead healthy and resilient lives.</p> <ul style="list-style-type: none"> • Social Protection: Social protection and care systems are strengthened to provide inclusive services and support the care economy, focusing on the digitalization of services. Accessibility to social assistance, housing and social housing stock and services for women and girls the most vulnerable populations is improved. • Health: The health system has increased capacity to deliver effective and efficient, people-centred services, ensuring universal health coverage, equitable access, and emergency preparedness. 	<p>Synopsis: A stronger policy and regulatory environment and increased collaboration with the private sector to spur green and inclusive economic growth and create decent jobs.</p>  <p>Outcome 2: By 2030, people benefit from green, inclusive, economic development, sustainable livelihoods, and decent work opportunities.</p> <ul style="list-style-type: none"> • Livelihoods: Ethnic Armenian refugees, host communities, and vulnerable groups, particularly in conflict-affected border and rural areas, benefit from inclusive economic opportunities, resilient livelihoods, and decent jobs. • Local Area-Based Economic Development: Inclusive economic development is enhanced by promoting diversification, transition from commodity base economy, entrepreneurship and private sector growth, innovation, sustainable trade, and the green agenda. • Food Systems: People benefit from resilient food systems and improved food security and nutrition, driven by sustainable and smart agricultural solutions and value chains, emphasizing land consolidation and efficient use of natural resources. 	<p>Synopsis: Advance low-carbon development, clean energy systems, biodiversity and strengthened natural resource management.</p>  <p>Outcome 3: By 2030, climate change adaptation and mitigation, biodiversity protection, and sustainable natural resources management is strengthened, through gender-responsive, inclusive and innovative approaches.</p> <ul style="list-style-type: none"> • Natural resources & Climate Action: Policies and programs are strengthened for sustainable resource, including water, management, climate change adaptation and mitigation, low-emission development, and just transition, preventing pollution (air, water, and soil) as well as addressing the loss and damage. • Disaster Risk Management: Disaster risk management is strengthened through increased institutional responsiveness in planning and providing services, integrated and gender-responsive frameworks for anticipatory action, early warning, preparedness, risk reduction, response, loss and damages, and recovery. 	<p>Synopsis: Pragmatic governance reforms for enhanced accountability in public administration, judiciary, law enforcement, and human rights institutions. Strengthen civic space, foster social cohesion, and enhance public trust.</p>  <p>Outcome 4: By 2030, governance institutions and systems are more responsive, accountable, and transparent, upholding the rule of law, human rights, gender equality.</p> <ul style="list-style-type: none"> • Public Administration: Public administration is reinforced to be more responsive, transparent, with strengthened anti-corruption mechanisms by promoting inclusive citizen participation, gender-sensitivity, transparency, and the adoption of technology. • Inclusive governance: Legislative, electoral, and local government bodies strengthen frameworks for accountable, inclusive, and transparent governance, ensuring fair elections. • Human Rights & Justice sector reform: Rule of law institutions are strengthened for justice reform, ensuring judicial integrity, non-discrimination, and enhanced rights protection, including labour rights and climate justice, especially for women and vulnerable groups, in accordance with the country's international



<ul style="list-style-type: none"> • Education: The education system has increased capacity to provide learning opportunities throughout the lifecycle by strengthening links between education and labour market and promoting skills development, R&D agenda, and innovation. It also contributes to improved nutrition through school meal programmes that enhance learner well-being and create synergies with local food systems and community livelihoods. • Demographic Resilience: National capacity is strengthened to implement policies and measures on population decline, healthy aging, and mobility, ensuring demographic resilience by upholding individual rights and enhanced policies. 	<ul style="list-style-type: none"> • Decent Work: Labour force participation and productivity are enhanced through social dialogue, life-long learning opportunities, decent working conditions, implementation of labour rights, compliance and enforcement mechanisms, economic and financial inclusion. • Gender Equality: Women’s economic empowerment is strengthened, driving productivity and leadership, equal pay, safe workspaces and expanded care services. • Infrastructure: Quality and resilient infrastructure, including at community level, is improved to support climate action, economic growth, improved services, and regional connectivity, emphasizing implementation of renewable energy projects and low-carbon development, as well as enhancement of digital economy, ICT infrastructure, AI and block-chain industry. • Cultural Heritage: Cultural heritage is preserved and promoted, including in the context of eco-tourism and creative economy. 	<ul style="list-style-type: none"> • Biodiversity: Biodiversity conservation, land degradation, air pollution, and waste management are addressed through cross-sectoral policies, targeted measures, improved legislative frameworks, sustainable business models, and in support to COP-17. Support is provided to develop and implement relevant policy frameworks and strategies. • Public awareness and shared responsibility: Public engagement, including women, youth, and vulnerable groups, in environmental protection is promoted through people science and behavioural change initiatives. 	<ul style="list-style-type: none"> • Migration & Asylum Management: Migration and asylum governance is strengthened through digitalization, improved coordination, greater transparency, to protect the rights of migrants, refugees, and stateless persons. • Participatory governance: Participatory governance and civic engagement are improved, focusing on women, youth, and vulnerable groups. • Peace, Social cohesion, and resilience: participatory governance is strengthened to address vulnerabilities, infrastructure resilience, community engagement, safety & security, discrimination and hate speech. 	<p>commitments. Support is provided in crime prevention and criminal justice, by enhancing national capacities to combat transnational organized crime, including drug trafficking.</p>	
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- Cross Cutting principles and priorities**
- LNOB: The UN work in Armenia is grounded in the leave-no-one-behind principle and seeks to shape development solutions for the more vulnerable groups in society, including refugees from ethnic Armenian refugees.
 - Gender equality and empowerment of women is mainstreamed across all programmatic activities.
 - National and local data systems will be strengthened and expanded during the CF implementation to support evidence-based policies, programming and monitoring, as well as financing the SDG agenda.
 - The UN is committed to support a digital transformation that address the needs of the more vulnerable groups in society across the strategic priorities.
 - The UN will use a comprehensive capacity strengthening strategy with counterparts to support the implementation of the 4 strategic priorities.
 - The UN will invest in emergency preparedness and disaster risk management by strengthening Armenia’s systems for planning, response, and resilience.



United Nations Sustainable Development Cooperation Framework 2026-2030: DRAFT Results Framework

Strategic Priority I. Human Capital & Well-being



National Development Priorities

Armenia Plan:

4. Development of Human Capital; 4.1 Demographic resilience; 4.2 Migration; 4.3 Education; 4.5 Health care; 4.6 Labour and Social protection

National Strategies and Reform Agendas: (1) Healthcare System Development Strategy; (2) 2022-2026 Strategy on Social protection and unified social services; (3) State Programme for the Development of Education in the Republic of Armenia until 2030; (4) 2024-2040 Strategy for Improving the Demographic Situation; (5) Gender strategy and action plan for 2025-2028; (6) Human Rights Strategy and Action Plan for 2023-2025; (7) The 2021-2026 Action Plan of the Government of the Republic of Armenia

SDGs and targets:

1. End poverty: 1.1, 1.2, 1.3, 1.4; 2. Hunger and malnutrition: 2.1, 2.2; 3. Good health and well-being: 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 3.b; 4. Quality education: 4.1, 4.2, 4.7, 4.a, 4.c; 5. Gender equality 5.1, 5.2, 5.6, 5.a, 5.c; 10. Reduced inequalities: 10.2, 10.3, 10.4, 10.7.; 17. Partnerships for the Goals

Universal Periodic Review (UPR) Recommendations: Armenia's 4th cycle UPR recommendations advanced: 146.115-142, 146.144-167, 146.215, 146.222-224, 146.226-244, 146.261-263, 146.265

Outcome 1. By 2030, people, particularly the most vulnerable, enjoy higher quality, inclusive and gender-responsive, and shock responsive services, and develop their full potential to lead healthy and resilient lives.

Indicators	Baseline	Target	Source	Assumptions
a. SDG 1.a.2: Proportion of total government spending on essential services as proportion of total government spending or GDP (1) education, (2) health and (3) social protection <i>Custodian: UNICEF and WHO</i>	(1) Edu: 2.5% (as % of GDP, 2023) (2) Health: 1.69% (as % GDP, 2022) (3) SP: 7.5% (as % of GDP, 2023)	Edu: 2.6% Health: 6% (WHO Global Recommendation) SP: 7.6%	Education: UIS UNESCO Health: National Health Accounts, MOH/WHO, WHO-GHED SP: Finance Statistics of Armenia, ArmStat	Government allocates adequate financial resources to develop and sustain high quality, inclusive, and gender-responsive services.
b. Share of poor population who receive social assistance, including family benefit <i>Custodian: UNICEF</i>	45.5%	48%	Armstat SDG Platform	Government remains committed to fully implement strategies and policy frameworks for social inclusion.
c. SDG 5.2.1 (adapted): Proportion of ever-partnered women and girls aged 15 years and older subjected to domestic violence by a current or former intimate partner in the previous 12 months, by form of violence and by age <i>Custodian: UNFPA</i>	(2023): 508	550 ³	https://armstat.am/file/article/sv_12_23a_530.pdf	Community members are receptive to new services and willing to change health-seeking and care behaviours. The economic outlook remains positive, including increased revenues and public financing to sustain service delivery, especially for people in vulnerable situations.
d. SDG 1.3.1: Children from orphanages (aged 0-17 years) at the end of the year B: 668 (492 with disabilities) <i>Custodian: UNICEF</i>	1.2% Total: 668 Boys: 363 Girls: 305 Children with Disabilities (CWD): 492	<1%	Armstat SDG Platform	International aid flows remain stable and predictable.
e. SDG 3.8.1 – Coverage of essential health services (UHC) <i>Custodian: WHO</i>	68 (2021) WHO UHC Service Coverage Index	80 (2030)	WHO	International aid flows remain stable and predictable.

3. An increase in reported cases of Domestic Violence (DV) signifies progress rather than regression. Higher reporting rates typically reflect improved awareness, reduced stigma, and enhanced trust in support systems and legal frameworks. This shift indicates that survivors feel more empowered to come forward, which is a critical step toward addressing and reducing DV.

Indicators	Baseline	Target	Source	Assumptions
f. SDG 3.2.2: Neonatal mortality rate <i>Custodian: UNICEF</i>	(2024) 4,3 per 1 000 live births	4.5 per 1 000 live births	Armstat	
g. SDG 3.1.1: Maternal mortality ratio <i>Custodian: UNFPA</i>	(2024) 17.8 (average of 2022, 2023, 2024))	< 15	Armstat	
h. SDG 2.2.2: Prevalence of malnutrition among children under 5 (overweight) <i>Custodian: UNICEF</i>	(2024) B: 7.2% (S); 11.5% (O)	7% (S); 11% (O)	https://sdg.armstat.am/2-2-2/ , WHO estimate at https://data.who.int/indicators/i/3AA5F44/64E2430	
i. SABER School feeding index <i>Custodian: WFP</i>	(2024) 3.5	4	WFP CSP Evaluation Report	
j. SDG 4.2.2: Gross enrolment of children 3 -5 years of age in pre-school education <i>Custodian: UNICEF</i>	B: 68.6% (Urban: 68.9%; Rural: 56.4%)	T: 72% (Urban: 72%; Rural: 60%)	Armstat SDG Platform	
k. Primary completion rates for girls and boys. <i>Custodian: WFP</i>	(2024) Total: 93% Boys: 93,12% Girls: 92.36%	94%	Armstat/World bank	
l. Old age dependency ratio <i>Custodian: UNFPA</i>	(2023) 20.1% (female old age dependency ratio- 12,15% male old age dependency ratio - 10%)	(2030) 24% (female old age dependency ratio - 13,5% male old age dependency ratio - 11%)	World Bank Armstat	
m. Percentage of recommendations from the Committee on the Rights of Persons with Disabilities (CRPD) addressed by the Government of Armenia <i>Custodian: UNICEF (with RCO)</i>	TBC	TBC		

Output 1.1. Social Protection⁴

OI 1.1 Number of new or revised national social protection policies to extend coverage, enhance comprehensiveness and/or increase adequacy of benefits, with UN support

Output 1.2. Health

OI 3.1 Number of national policies on health including overall health or specific health areas such as nutrition policies, physical activity, sexual and reproductive health, non-communicable and communicable diseases, in accordance with human rights standards are developed and adopted, supported by the UN

OI 3.3 Number of people benefitting from UN supported health services: a) Communicable diseases; b) non-communicable diseases (NCD); c) Sexual and reproductive health (SRH); d) Integrated management of childhood illnesses services; e) Other

Output 1.3. Education

OI 4.1 Extent to which the education system is inclusive and gender equitable for access to learning opportunities, and in accordance with international human rights standards, with UN support

OI 4.2 Number of technical and vocational education and training (TVET) institutions with improved capacity to deliver training and assessments with UN support

Output 1.4: Demographic Resilience

4. All output-level indicators in this document are pre-selected from the global output indicator menu and are indicative. The M&E Group will revisit and finalize output-level indicators at a later stage.



Strategic Priority II. Inclusive Economic Development



National Development Priorities

2.Economy: Expand economic opportunities and ensure equal access to them; Increase welfare of the middle class and reduce poverty; Ensure conditions promoting export; Annual GDP growth (avg.): 7%; Level of unemployment: < 10%. Improvement of business environment; Development of SMEs.

2.2. Sustainable Development and Green Economy; 2.3. High Technologies (Digitalization); 2.4 Agriculture; 2.5 Tourism; 2.7 Urban development, 4. Development of Human Capital: 4.9 Culture

National Strategies and Reform Agendas: (1) 2025-2030 Employment strategy; (2) Energy Sector Development Strategic Programme to 2040; (3) Disaster Risk Management Strategy, 2023-2030; (4) Digitalisation Strategy, 2021–2025; (5) Main Directions Ensuring Economic Development in Agricultural Sector, 2020-2030; (6) Gender strategy and action plan for 2025-2028, (7) Human Rights Strategy and Action Plan for 2023-2025; (8) The 2021-2026 Action Plan of the Government of the Republic of Armenia; (9) Strategy on Preservation, Development and Popularisation of Culture and Action Plan for 2023-2027

SDGs and targets:

1 No poverty: 1.5, 1.b; 2. Food security & agriculture: 2.3, 2.4, 2.a; 4. Quality education: 4.3 (Affordable quality VET), 4.4 (Skills for employment); 5. Gender equality: 5.1, 5.a; 8. Decent work & economic growth: 8.3 (Decent jobs, entrepreneurship, innovation; informal employment) 8.5 (Unemployment), 8.6 (employment and training) 8.8 (safe working environments); 9. Industry, innovation and infrastructure: 9.1, 9.3 (SMEs/SMAEs), 9.4, 9.5 (R&D), 9.b; 10. Reduced inequalities: 10.1, 10.2, 10.3, 10.7; 11. Sustainable Cities and Communities; 12. Sustainable Consumption and Production: 12.2, 12.7; 13. Climate change: 13.1, 13.2, 13.b; 17. Partnerships for the Goals

UPR Recommendations: Armenia's 4th cycle UPR recommendations (2025) advanced: 146.108-110, 146.112-114, 146.168, 146.174-175, 146.181-185, 146.189-200

Outcome 2: By 2030, people benefit from green, inclusive, economic development, sustainable livelihoods, and decent work opportunities.

Indicators	Baseline	Target	Source	Assumptions
a. Poverty rate <i>Custodian: UNDP</i>	(2024) Total: 23.7% Urban: 21.5% Rural: 27% Male: 23.8% Female: 23.7%	(2030) Total: 21% Urban: 19% Rural: 23.9% Male: 21% Female: 20.9%	ARMSTAT Social Snapshot and Poverty in Armenia	Political commitment and investment in inclusive growth: There is sustained political will and funding for inclusive economic development, with a focus on quality infrastructure, green technologies, and competitiveness; the government remains committed to strengthening labour laws, workplace standards, and employment measures for people in vulnerable situations.
b. Unemployment rate <i>Custodian: UNDP</i>	(2024) Total: 12.4% Male: 11.7% Female: 13.2% Urban: 15% Rural: 8% Youth: 21.3%	(2030) Total: 10% Male: 9.4% Female: 10.6% Urban: 12% Rural: 6.4% Youth: 18%	ARMSTAT, Labor market in Armenia 2024	Education-industry alignment for decent work: Employers and industry sectors collaborate with educational institutions to align curricula with evolving market needs;
c. SDG 8.3: Proportion of informal employment in total employment, by sector and sex. <i>Custodian: ILO</i>	(2023) 18%	(2030) 16.5%	ARMSTAT, Labor Market in Armenia	Education-industry alignment for decent work: Employers and industry sectors collaborate with educational institutions to align curricula with evolving market needs;
d. SDG 8.5.1: Average hourly earnings of employees, by sex, age, occupation, and persons with disabilities <i>Custodian: UN Women</i>	(2022) Women earn 25–30% less than men	(2030) 20%	Statistical Committee of the Republic of Armenia (ArmStat), Labour Force Survey, ArmStat; World Bank Gender Assessment, 2022	Education-industry alignment for decent work: Employers and industry sectors collaborate with educational institutions to align curricula with evolving market needs;

Indicators	Baseline	Target	Source	Assumptions
e. Human Development Index (HDI) <i>Custodian: UNDP</i>	(2023) 0.811	(2030) 0.825	Global Human Development Report UNDP	businesses support labour rights, job formalization, and employment opportunities for marginalized and hard-to-employ groups, including refugees.
f. SDG 5.5.2: Proportion of women in managerial positions <i>Custodian: UN Women</i>	(2023) T: 33 %	(2030) 40%	ARMSTAT	Climate-resilient and sustainable economy: Climate change adaptation and mitigation strategies are integrated into agriculture, with strong coordination between agricultural and nutrition policies. Investments in green technologies and sustainability drive economic transformation.
g. SDG 5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age, and location <i>Custodian: UN Women</i>	To be available in 2025 (Sep-Oct)	To be updated after the TUS survey 2025	Statistical Committee of the Republic of Armenia (ArmStat), Time Use Survey (TUS) is conducted by ArmStat with the support of UN Women (2025)	
h. SDG 2.1.2: Food insecurity (a) Percentage of food-insecure households <i>Custodian: WFP</i>	Total: 20%; - Women: 25%; - Refugees: 16% - Rural: 24% - Other Urban: 19% - Yerevan: 9%	(a) Total: 18%	(a) WFP	
i. SDG 12.3.1(a): Food Loss Index <i>Custodian: FAO</i>	232.9 (1000 t, 2023)	116 (1000 t)	Annette, M. (FAO). May 2020. Preventing and Reducing Food Losses and Waste: Developing and Implementing National Strategies in Albania, Armenia, Moldova, North Macedonia	Gender equality and inclusive workforce participation: Political and institutional commitment to gender equality increases, alongside greater awareness of the economic value of unpaid care work; businesses adopt gender-sensitive policies, promoting equitable economic participation.
j. National innovation capacity and global ranking <i>Custodian: UNDP</i>	63rd in 2024, score – 33.2	(2030): 55th in ranking and 38 in scores	Global Innovation Index (GII) ranking and score	
k. Total per capita public expenditure on cultural and natural heritage <i>Custodian: UNESCO</i>	(2023): 25.09 (constant PPP\$ – 2017)	(2030): 34.33	UIS-UNESCO	Enabling environment for digital transformation and innovation: The government and private sector invest in digital transformation, fostering innovation and creating a supportive policy and fiscal environment for technological advancements.



Output 2.1. Livelihoods⁵

OI 10.3 Number of people who are internally displaced, migrants, refugees or part of the host communities, or communities left or affected populations, benefiting from integrated and targeted interventions, including on strengthening social cohesion, with UN support

Output 2.2. Local Area-Based Economic Development

OI 8.4. Number of people benefiting from income generating activities with UN support (disaggregation: rural / urban)

OI 8.2 Number of private sector entities (including micro, small, and medium-sized enterprises (MSMEs)) with improved performance, business transactions, and/or income generation as a result of UN support

Output 2.3. Food Systems

OI 2.1 New or improved sectoral and/or cross-sectoral policies, strategies, and investment programme to eradicate hunger, food insecurity, and all forms of malnutrition developed with UN support

OI 2.3 Number of governmental and non-governmental institutions having increased capacity to design, implement, and fund policies preventing and reducing malnutrition, and promoting healthy diets, with UN support

Output 2.4. Decent Work

OI 8.3 Number of cases in which business support organizations, workers' organizations and employers, and business membership organizations have increased capacity to provide services to their members/clients to promote economic development, productive employment, and decent work, as a result of UN support

Output 2.5. Gender Equality

OI 5.2 Number of measures implemented with UN support to: a) Eliminate gender-based discrimination and segregation in labour market; b) Increase women's access to and use of digital technologies, digital finance, e-commerce and digital value chains; c) Ensure women's economic security and empowerment; d) Address discriminatory gender and social norms, stereotypes and practices; and e) Promote the recognition, reduction, and redistribution of unpaid care, and domestic work

OI 5.5 Number of women-led businesses with improved performance, increased business transactions, and/or income generation as a result of UN support

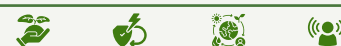
Output 2.6. Infrastructure

OI 9.3 Number of people with improved access to quality, reliable, sustainable, and resilient infrastructure/ infrastructure-related services (including digital infrastructure), with UN support

Output 2.7. Cultural Heritage

Number of cultural heritage-related initiatives supported by the UN, including those linked to eco-tourism or creative economy

5. All output-level indicators in this document are pre-selected from the global output indicator menu and are indicative. The M&E Group will revisit and finalize output-level indicators at a later stage.

Strategic Priority III. Green Transition for Resilience**National Development Priorities**

2.8. Sustainable management of natural resources; 4. Development of Human Capital: 4.10. Environmental protection

National Strategies and Reform Agendas: (1) 2025-2030 Employment strategy; (2) Energy Sector Development Strategic Programme to 2040; (3) Disaster Risk Management Strategy 2023-2030; (4) Digitalisation Strategy 2021–2025; (5) Main Directions Ensuring Economic Development in Agricultural Sector 2020-2030; (6) Gender strategy and action plan for 2025-2028; (7) Human Rights Strategy and Action Plan for 2023-2025; (8) The 2021-2026 Action Plan of the Government of the Republic of Armenia

SDGs and targets:

1 No poverty: 1.5, 1.b; 2. Food security & agriculture: 2.3, 2.4, 2.a; 5. Gender equality: 5.1, 5.a; 10. Reduced inequalities: 10.1, 10.2, 10.3; 11. Sustainable cities and communities: 11.5.2; 12. Sustainable Consumption and Production: 12.2, 12.7; 13. Climate change: 13.1, 13.2, 13.b; 15. Life on land: 15.1, 15.4, 15.b; 17. Partnerships for the Goals

UPR Recommendations: Armenia's 4th cycle UPR recommendations (2025) advanced: 146.169-174

Outcome 3: By 2030, climate change adaptation and mitigation, biodiversity protection, and sustainable natural resources management is strengthened, through gender-responsive, inclusive, and innovative approaches.

Indicators	Baseline	Target	Source	Assumptions
a. SDG 9.4.1 adapted: CO2 emissions per GDP (in PPP) <i>Custodian: UNDP</i>	0.13 (2023)	0.08 (2030)	WB; WEO; Projections under the LT-LEDS of Armenia (https://www.e-gov.am/gov-decrees/item/41925/)	The Government will fund and implement approved strategies for: climate change adaptation and mitigation, biodiversity, green economy, energy efficiency, and reduction of GHG emissions.
b. SDG 15.1.1: Forest area as a proportion of total land area <i>Custodian: FAO</i>	14.2 (2023)	15.5 %	ARMSTAT	
c. Percentage of targets under the national biodiversity strategy that are aligned with the Convention on Biological Diversity (CBD) are implemented or on track. <i>Custodian: UNEP (TBC)</i>	(2024) 100% of targets under the national biodiversity strategy for Armenia are aligned with the CBD (30 targets), with 0% fully implemented and 100% on track	(2030) 100% of targets under the national biodiversity strategy for Armenia are aligned with the CBD (30 targets), with 100% fully implemented	UNEP programme reports, NBSAP reporting	Government will scale-up disaster risk reduction efforts across the country, in line with the national DRR strategy and budget commitments. There is increased recognition among the private sector and consumers about the importance of moving to circular economy, and managing natural resources sustainably.
d. SDG 7.2.1: Renewable energy share in the total final energy consumption <i>Custodian: UNDP</i>	10.1 (2023)	13.2 (2030)	https://data.worldbank.org/indicator/EG.FEC.RNEW.ZS?locations=AM WB; ArmStat; RA Government Programme on Energy Saving and Renewable Energy for 2022-2030	



Indicators	Baseline	Target	Source	Assumptions
e. SDG 1.5.1 (13.1.1): Number of deaths, missing persons, and directly affected persons attributed to disasters per 100,000 population <i>Custodian: UNICEF</i>	(2024): 103.4 per 100,000 population	50 per 100,000 population	ArmStat SDG Platform	
f. SDG 15.3.1: Proportion of land that is degraded over total area <i>Custodian: FAO</i>	19.44% (2019)	18.72%	UNCCD Data Dashboard Sustainable Development Goal (SDG) Indicator 15.3.1	
g. SDG 6.6.1: Change in the extent of water-related ecosystems over time <i>Custodian: UNEP</i>	9 shared basins 2000-2019 baseline	Data: Permanent water dynamics 2017 - 2021 median value relative to baseline +0.66% + 8.67 km2	SDG 6.6.1 data platform / freshwater ecosystem explorer	

Output 3.1: Natural resources & Climate Action⁶

OI 13.1 Extent that policy measures are in place to enable the enhancement and/or implementation of Nationally Determined Contributions (NDCs) under the Paris Agreement with UN support

OI 12.3 Number of people directly benefitting from initiatives, with UN support, to protect nature and promote sustainable use of resources

Output 3.2: Disaster Risk Management

OI 13.3 (modified): Number of community-level disaster risk reduction (DRR) strategies and frameworks adopted or strengthened with UN support.

Output 3.3: Biodiversity

Contributing to SDG 15.9.1: Number of new or revised policies, strategies, costed plans and tools, developed with UN support, to advance commitments under the CBD

OI 15.3 Number of hectares (ha) of degraded forest under a) Rehabilitation; b) Restoration, supported by the UN

Output 3.4: Public awareness and shared responsibility

Number of people (disaggregated by sex) with increased capacities in sustainable natural resource and waste management with UN support

6. All output-level indicators in this document are pre-selected from the global output indicator menu and are indicative. The M&E Group will revisit and finalize output-level indicators at a later stage.

Strategic Priority IV. Governance for a Sustainable Future**National Development Priorities**

Armenia Plan: 5. Law and justice: 5.1. Electoral right: Institutional democracy; 5.2. Human rights protection; 5.3. Judicial-legal reforms; 5.5. Fight against corruption.

6. Institutional development: 6.1. Strategic planning and policy development; 6.2. Services provided by the state to the public; 6.3. Public service system and human resource management; 6.4. Modernisation of institutions and functions; 6.6. Territorial administration and local self-governance

National Strategies and Reform Agendas: (1) National Strategy on Human Rights Protection 2021; (2) Judicial and Legal Reform Strategy 2022–2026; (3) Public Administration Reform; (4) Gender strategy and action plan for 2025-2028; (5) Human Rights Strategy and Action Plan for 2023-2025; (6) The 2021-2026 Action Plan of the Government of the Republic of Armenia

SDGs and targets:

5. Gender equality: 5.1, 5.2, 5.5, 5.a, 5.c; 10. Reduced inequalities: 10.1, 10.2, 10.3, 10.4, 10.7; 16; Peace justice and strong institutions: 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7, 16.10, 16.a, 16.b; 17. Partnerships for the goals

UPR Recommendations: Armenia's 4th cycle UPR recommendations advanced: 146.19-21, 146.23-44, 146.46-58, 146.70-81, 146.83-91, 146.94-107, 146.178, 146.180-188, 146.194-225, 146.230-238, 146.245-254, 146.256, 146.258-259, 146.261-263, 146.265

Outcome 4: By 2030, governance institutions and systems are more responsive, accountable, and transparent, upholding the rule of law, human rights, gender equality.

Indicators	Baseline	Target	Source	Assumptions
a. Governance indicators: (1) Voice and Accountability (2) Government effectiveness (3) Regulatory quality (4) Rule of law (5) Control of corruption (→ SDG 16.3, 5, 6, 7, 10) <i>Custodian: UNDP</i>	(2024) (1) 50.5 (2) 43.87 (3) 52.8 (4) 49.1 (5) 57.1	(1) 52.2 (2) 45.4 (3) 55.5 (4) 50.0 (5) 58.0	World Governance Indicators Scale: -2.5 to +2.5. [Percentile rank]	A stable political environment, regional stability and continued government commitment to reforms, and the transformation agenda Consistent government commitment and financing to support integration and implementation of climate resilience, disaster risk reduction, and environmental sustainability strategies and programmes
b. SDG 16.5: Corruption perception index <i>Custodian: UNDP</i>	47/100 (2023) (scale 0-highly corrupt to 100-very clean; Rank is 63 out of 180 countries)	51/100	CPI-Armenia, Transparency International,	Government commitment and financing to implement digital transformation strategies, providing accessibility and inclusivity across all sectors.
c. Extent national legal framework is in line with the 1951 Convention and/ or its 1967 Protoco <i>Custodian: UNHCR</i>	Progressing towards alignment: 70-89	Broadly aligned: ≥90		Government commitment and financing to implement digital transformation strategies, providing accessibility and inclusivity across all sectors.
d. Level of integration of measurable commitments on child rights in national planning documents (IND0022429) <i>Custodian: UNICEF</i>	TBD	80% integrated	Joint UNICEF/ Government assessment	The legislative and policy enabling environment for the operations of Civil Society Organizations (CSOs) and community-led organizations is sustained and strengthened
e. SDG 5.5.1: Proportion of seats held by women in (a) national parliaments and (b) local governments <i>Custodian: UNDP</i>	(a) 36 (2023) (b) 28 (2023)	38 30	ARMSTAT , SDG 5.5.1 World Bank/ IPU	



Indicators	Baseline	Target	Source	Assumptions
f. Citizen engagement and participation in public decision-making processes <i>Custodian: UNDP</i>	0.32 in 2024	0.40 (2030)	Participatory Democracy Index	
g. Proportion of 2025 (4th cycle) Universal Periodic Review (UPR) recommendations supported by Armenia that are implemented or in progress <i>Custodian: OHCHR</i>	TBC	TBC	TBC	

Output 4.1. Public Administration⁷

Number of public institutions with improved capacities for effective, responsive, transparent, and inclusive governance, supported by the UN.

Output 4.2. Inclusive governance

OI 5.3 Extent that measures developed/implemented with UN support advance women’s and girl’s leadership, and equal participation in decision-making, with UN support, in: a) Public institutions; b) Elected positions, including parliaments; c) Judiciary; d) Private sector; e) Mediation, reconciliation, and peacebuilding mechanisms; and f) Natural resource management

Output 4.3. Human Rights & Justice sector reform

OI 16.6 Number of people supported, who have access to justice, with UN support

Output 4.4. Migration & Asylum Management

OI 10.2 Bilateral, national, local development, and sectoral policies that integrate migration and recognize migrants as contributors to sustainable development developed with UN support and implemented by the Government

Output 4.5. Participatory Governance

OI 16.4 Level of meaningful participation of right-holders, especially women and discriminated groups, in selected public processes, supported by the UN

Output 4.6. Peace, Social cohesion, and resilience

OI 16.3 Number of gender-responsive, conflict-sensitive development institutions, policies, plans, or cross-border initiatives in place, with UN support that, promote and protect human rights, prevent systemic human rights violations to: a) Address conflict drivers; b) Strengthen social cohesion; c) Prevent risk of conflict, including climate security; and d) End all forms of violence, promote the rule of law, and ensure equal access to justice for all

7. All output-level indicators in this document are pre-selected from the global output indicator menu and are indicative. The M&E Group will revisit and finalize output-level indicators at a later stage.

Annex B Legal Annex

This Legal Annex refers to the principal agreements and other legal instruments that are the already existing legal basis for the relationship between the Government of Armenia and each UN organization supporting the country to deliver on the United Nations Sustainable Development Cooperation Framework 2026–2030 (the “Cooperation Framework”).

1. Whereas the Government of Armenia (“the Government”) has entered into the following agreements with the United Nations, including its Funds, Programmes, and other subsidiary organs, and other organizations of the United Nations system (“the Agencies”), which are applicable to their programme activities in Armenia (the “UN Basic Agreements”) under the Cooperation Framework:

UN Organization

UNDP

With the United Nations Development Programme (UNDP), a basic agreement to govern UNDP’s assistance to the country, which was signed by the Government and UNDP (the “Standard Basic Assistance Agreement” or “SBAA”) on 8 March 1995. This Cooperation Framework, together with a joint results group work plan specifying UNDP programme activities further to this Cooperation Framework (which shall form part of this Cooperation Framework and is incorporated herein by reference), constitute together a “project document” as referred to in the SBAA. The implementing partner and UNDP will sign a project agreement containing the specific arrangements for each project further to the relevant project document.

UNICEF

With the United Nations Children’s Fund (UNICEF), a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 4 August 1998.

UNFPA

With the United Nations Population Fund (UNFPA), an Agreement concluded between the Government and UNFPA on 16 May 2025, by which the UNDP Standard Basic Assistance Agreement mutatis mutandis applies to the activities and personnel of UNFPA.

WFP

With the United Nations World Food Programme (WFP), a Basic Agreement governing the assistance from the World Food Programme, signed between the Government and WFP on 9 June 2000.

FAO

With the Food and Agriculture Organization of the United Nations (FAO), the Basic Agreement concluded between the Government and FAO in 2017 and the Exchange of Letters between FAO and the Government signed respectively on 17 June 2003 and 25 August 2003.

UNHCR

With the Office of the United Nations High Commissioner for Refugees (UNHCR), a Cooperation Agreement concluded between the UNHCR and the Government on 22 November 2004.



IOM

With the International Organization for Migration (IOM), the Cooperation Agreement between the International Organization for Migration and the Republic of Armenia concluded between the Government and IOM on 13 October 1994.

WHO

With the World Health Organization (WHO), the Basic Agreement between the World Health Organization and the Government on the establishment of technical advisory cooperation relations concluded on 17 September 1997.

UNESCO

With the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Agreement concluded between the Government and UNESCO on 8 March 1995, by which the provisions of the Standard Basic Assistance Agreement shall be applied, mutatis mutandis, to UNESCO personnel, projects and programmes in Armenia.

2. For all Agencies, including but not limited to OHCHR, UNODC, UNDRR, UNEP, UN Habitat, UNIDO, UNAIDS, UN Women, UNOPS, UNECE, ILO, and ITU: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent Agency's governing structures.

3. Without prejudice to the above:

(i) the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the "General Convention") and/or the Convention on the Privileges and Immunities of the Specialized Agencies (the "Specialized Agencies Convention") to the Agencies' property, funds, and assets, and to their officials and experts on mission;

(ii) the Government shall accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities, and facilities as set out in the UN Basic Agreement between the relevant Agency and the Government.

4. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention.

5. The Government will be responsible for dealing with any claims which may be brought by third

parties against any of the Agencies and their officials, experts on mission, or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the Cooperation Framework, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors, or persons performing services. Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability in respect of vehicles provided by the Agencies but under the control of or use by the Government.

6. Nothing in or relating to this Cooperation Framework shall imply or be deemed:

(i) a waiver, express or implied, by the United Nations system or any of the Agencies or its Organizations of any privileges or immunities enjoyed by them; or

(ii) their acceptance of the jurisdiction of the courts of any country over disputes arising from this Cooperation Framework;

whether under the Convention on the Privileges and Immunities of the United Nations, the Convention on the Privileges and Immunities of the Specialized Agencies, as applicable, or the UN Basic Agreements, and no provisions of this Cooperation Framework will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

Annex C Programme Management and Accountability in the Cooperation Framework / HACT Annex

1. Introduction

The programme will be nationally executed under the overall coordination of the Cooperation Framework Joint Steering Committee. Government ministries, NGOs, INGOs, and UN system agencies will implement programme activities.

The Cooperation Framework will be made operational through the development of joint work plan(s)(JWPs)⁸ and/or agency-specific work plans and project documents as necessary which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed Cooperation Framework and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the Cooperation Framework and joint or agency-specific work plans and / or project documents.⁹

Cash assistance for travel, stipends, honoraria, and other costs will be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as per ICSC circulars).

2. Programme Implementation (Harmonized Cash Transfers (HACT))

All cash transfers to an Implementing Partner are based on the Work Plans (WPs¹⁰) agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in WPs may be made by the UN system agencies using the following modalities:

- 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).
- 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.
- Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Where cash transfers are made to the national institution, the national institution shall transfer such cash promptly to the Implementing Partner. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and

8. As per the UNDG Standard Operating Procedures (SOPs) for countries adopting the “Delivering as One” approach.

9. In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government’s participation in each UNDP-assisted workplan. The reference to “Implementing Partner(s)” shall mean “Executing Agency(s)” as used in the SBAA. Where there are multiple implementing partners identified in a workplan, a Principal Implementing Partner will be identified who will have responsibility for convening, coordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the workplan to ensure that inputs are provided, and activities undertaken in a coherent manner to produce the results of the workplan.

10. Refers to Results Groups’ or agency specific annual, bi-annual or multiyear work plans.



released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

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 a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner within the timeframe specified in the UN system agency's schedule.

In case of 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; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within the timeframe specified in the UN system agency's schedule.

The UN system agencies shall not have any direct liability under the contractual arrangements

concluded between the Implementing Partner and a third-party vendor.

Where the UN system agencies and other UN system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement of the relevant UN organization to reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the utilization of all received cash are submitted to the relevant UN organization within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO 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 work plans (WPs), and ensuring that reports on the full utilization of all received cash are submitted to [UN organization] within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from the relevant UN organization will provide UN system agency or its representative with timely access to:

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

The findings of each audit will be reported to the Implementing Partner and the relevant UN organization. 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 relevant UN organization that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to the relevant UN organization.
- Undertake timely actions to address the accepted audit recommendations.

Report on the actions taken to implement accepted recommendations to the UN system agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

The audits will be commissioned by the UN system agencies and undertaken by private audit services.

3. Mobilizing Resources for the Cooperation Framework

The UN system agencies will provide support to the development and implementation of activities within the Cooperation Framework, which may include technical support, cash assistance, supplies,

commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system entities' support may be provided to non-governmental and civil society organizations as agreed within the framework of the individual workplans and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN specialized agencies, funds and programmes. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the Cooperation Framework. These budgets will be reviewed and further detailed in the workplans and project documents. By mutual consent between the Government and the UN development system entities, funds not earmarked by donors to UN development system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this Cooperation Framework and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from other sources, including the private sector both internationally and in [name of country]; and by permitting contributions from individuals, corporations and foundations in [name of country] to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.



4. Cooperation Framework Monitoring and Evaluation

Implementing Partners agree to cooperate with the UN system agencies 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 UN system agencies. To that effect, Implementing Partners agree to the following:

- Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their

engagement documents/ contracts with the UN system agencies.

- Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring.

Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

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 - I) CCA – in the second half of 2024 two UNCT workshops, meetings with the Government, development partners and CSOs;
 - II) Voluntary National Report - consultations in summer of 2024 via a workshop with the government and partners, separate meetings with CSOs;
 - III) Refugees: consultations on transition between Refugee Response Plan Inter-Sector Working Groups and UNSDCF Outcome Groups, and conduct of Nexus workshop with ECHO in 2024;
 - IV) EU/UN Strategic Dialogue workshop September 2024;
 - V) Universal Periodic Review on Human Rights - consultations with human rights CSOs during November 2024, and UPR Government presentation April 2025;
 - VII) Persons with Disabilities Platform – consultations with CSOs (December 2024/January 2025);
 - VIII) Gender - workshop with UN Women and CSOs on gender challenges and policies in February 2025;
 - IX) UNSDCF Results Framework – Priority workshop with UNCT January 2025 and meeting with Government



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