

**Joint SDG Fund**  
 Template for the Joint Programme  
 Evidence-based Final Narrative Report  
**SDG FINANCING PORTFOLIO – COMPONENT 1**

## Cover page

**Date of Report:** 02 / /2022

Programme title and Country
<p><b>Country:</b> Armenia  <b>Joint Programme (JP) title:</b> Making Finance Work for Transformative Change in Armenia: Unlocking Finance for Armenia 2030  <b>MPTF Office Project Reference Number<sup>1</sup>:</b> 00129268</p>

Programme Duration
<p><b>Start date<sup>2</sup>:</b> 01/06/2020  <b>Original End date<sup>3</sup>:</b> 31/12/2022  <b>Actual End date<sup>4</sup></b> (day/month/year): 31/12/2022  <b>Have agencies operationally closed the Programme in its system:</b> Yes  <b>Expected financial closure date<sup>5</sup>:</b> 31 December, 2022</p>

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<sup>1</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page on the [MPTF Office GATEWAY](#).

<sup>2</sup> The start date is the date inserted in the original ProDoc submitted and approved by the Joint SDG Fund.

<sup>3</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>4</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

<sup>5</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

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<b>Programme Budget (US\$)</b>			
Total Budget (as per Programme Document, without co-funding): USD 998,330.00			
Agency/Other Contributions/Co-funding (if applicable): USD 642,000.00			
Joint SDG Fund Contribution <sup>6</sup> and co-funding breakdown, by recipient organization:			
<b>Agency/others</b>	<b>Joint SDG Fund contribution (USD)</b>	<b>Co-funding (USD)</b>	<b>Total (USD)</b>
<b>UNDP</b>	549.980	432.000	981.980
<b>UNICEF</b>	224.700	150.000	374.700
<b>WFP</b>	223.203	60.000	283.650
<b>Total</b>	998.330	642.000	1,640.330

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<sup>6</sup> Joint SDG Fund Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#).

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## Abbreviations

ADB -Asian Development Bank  
AP - Action Plan  
ATS - Armenia Transformation Strategy  
CBA –Central Bank of Armenia  
CPEIR - Climate Public Expenditure and Institutional Review  
DAD-Development Assistance Database  
DFA - Development Finance Assessment  
DM – Deputy Minister  
DMO - Deputy Minister’s Office  
EU – European Union  
GoA - Government of Armenia  
INFF - Integrated National Financing Framework  
ISS – Integrated Social Services  
JP- Joint Programme  
LNOB - Leave no one behind  
L&SPS - Labor and Social Protection Strategy  
MLSA - Ministry of Labor and Social Affairs  
MESCS - Ministry of Education, Science, Culture and Sport  
MOE - Ministry of Economy  
MOF - Ministry of Finance  
MOH - Ministry of Health  
MTEF- medium-term expenditure framework  
NGO – Non-government organization  
PER - Public Expenditure Review  
PFM - Public Finance Management  
PHC - Primary health care  
PMO - Prime Minister’s Office  
PUNO - Participating United Nations Offices  
SDG - Sustainable Development Goals  
SERRP - Socio-Economic Response and Recovery Plan  
UN - United Nations Organization  
UNDP- United Nations Development Programme  
UNDS - United Nations Development System  
UNICEF - United Nations Children's Fund  
USD - United States dollar  
WB - World Bank  
WFP - World Food Programme

## Executive summary

The JP “Making Finance Work for Transformative Change in Armenia: Unlocking Finance for Armenia 2030” (hereinafter referred to as “JP”), was funded by Joint SDG Fund and co-funded by UNDP, UNICEF, and WFP. Total JP budget was USD 1,640,330.00; of which USD 998,330.00 is contribution of Joint SDG Fund and USD 642,000.00 contribution of implementing UN agencies UNDP, UNICEF, and WFP. The duration of the JP was 30 months: from 01/06/2020 to 31/12/2022. The JP was designed to:

- I. Help the Government create clear links between policies, planning and budgeting processes (horizontal workstream).
- II. Deploy innovative and evidence-driven mechanisms to leverage partnerships and multiple sources of finance towards three priority areas in Armenia - climate change, food security and human capital (vertical workstream).

Through its main horizontal workstream, the JP has succeeded in ensuring coherence between the 2030 agenda, Armenia’s national commitment to the SDGs and their integration to policy, planning and budgetary processes. Through its coordinated interventions, the JP provided technical and system support to the Government of Armenia (GoA) for developing and implementing SDG integrated policy planning and budgeting; and for preparing to the delivery of Integrated National Financing Framework (INFF), which provides a framework for financing national sustainable development priorities and the SDGs at the country level. The main achievements under this workstream are summarized below:

- Development Finance Assessment (DFA) completed and INFF roadmap developed,
- Completed SDG budgeting/tagging for 2022 state budget, Policies and SDGs aligned with 2022 state budget programs, methodologies were designed and shared with MoF
- ATS alignment with SDGs with gender/age considerations, is on-going to be finalized in January 2023.

Further, through its vertical workstream, the JP has provided analytical and capacity building support to contribute to the development of coherent financing frameworks for the allocation of sufficient/adequate public and private resources in pre-defined key areas: climate change, human capital and food security. The main achievements under this workstream are summarized below:

- Developed and costed Umbrella Labor and Social Protection Strategy (L&SPS), Education Strategy, Climate Change Financing Framework and National Food Security Strategy (2022-2025),
- Developed concept for a new vulnerability assessment system for poor families and children with financial projections, analyzed policies and programmes directed at families with many children.

A number of partners representing GoA, including the Deputy Minister (DM), Ministry of Finance (MoF) and all the line Ministries, as well as international financial institutions like World Bank (WB) and Asian Development Bank (ADB) were highly involved in the JP starting from its design phase and continued to play key role during its implementation process. As a result, according to the interviewed officials from the involved GoA institutions have full buy-in of the project results and are ready to take over any needed follow up actions related to making good use of all assessments carried out within the JP, the implementation of the revised strategies and budgets, at the same time contributing to the necessary changes within their systems starting from structural changes ending with staff’s capacity building. According to the representative of MoF, which was highly involved in the process, the JP’s interventions were in line with GoA reforms and very timely. Upon need the JP team was able to flexibly change its approaches in project implementation and with that staying in line with the GoA priorities at each point of time.

The main feedback from consulting and research companies involved in strategy writing processes and in research and assessment projects, representatives of private sector and civil society, was about the fact that the JP interventions were highly participatory, which resulted in enhanced interest towards the JP’s interventions and their impact aside from adding to the quality of the outcomes.

Main partners of the JP will follow up and build on the results for sustainable impact. Even though within the JP, capacity building and training events were organized for the stakeholders, the later will be in need of further facilitation and coaching when it comes to larger initiatives like nationalization of SDGs, the progress and full adoption of INFF, practical implementation of budgeting in line with SDGs and sector strategies based on the new methodology, etc.

## Context

The JP “Making Finance Work for Transformative Change in Armenia: Unlocking Finance for Armenia 2030” (hereinafter referred to as “JP”), was funded by Joint SDG Fund and co-funded by UNDP, UNICEF, and WFP. The JP interventions were designed in line with the Government Programme and Action Plan. Due to Covid-19 and military hostilities in and around Nagorno Karabakh in 2020, the Government priorities have been impacted and the JP team had to put huge efforts to align its activities to the Government’s new priorities. Total JP budget was USD 1,640,330.00; of which USD 998,330.00 is contribution of Joint SDG Fund and USD 642,000.00 contribution of implementing UN agencies UNDP, UNICEF, and WFP. The duration of the JP was 30 months: from 01/06/2021 to 31/12/2022. The JP was designed to:

- I. Help the Government create clear links between policies, planning and budgeting processes (horizontal workstream).
- II. Deploy innovative and evidence-driven mechanisms to leverage partnerships and multiple sources of finance towards three priority areas in Armenia - climate change, food security and human capital (vertical workstream).

These two workstreams coincide with the three levels of action highlighted in the Decade of Action – global, local and people – and were to jointly contribute to SDG acceleration in Armenia. Focus was to be put on increasing the understanding of national financing needs and gaps and on helping to channel resources towards sectors that disproportionately benefit vulnerable groups, including women. In line with the Theory of Change of the JP, investments in these sectors were intended to have a knock-on effect on other sectors, thus promoting sustainable development across all dimensions of the 2030 Agenda.

**The Overall Project Goal / Expected impact:** The horizontal workstream of the JP was to contribute to accelerated SDG implementation and the creation of an SDG financing ecosystem through the design and promotion of pro-poor and gender-sensitive policies and government frameworks (SDG1b and SDG5c), the development of effective, accountable and transparent institutions at all levels (SDG16.6), enhanced policy coherence for sustainable development (SDG17.14 and 17.15); and the development of a sound institutional architecture ensuring mobilization of resources from a variety of sources (SDG 1a, 17.3 and 17.16) and strong real sector’s presence in Armenia, i.e. financially literate population, businesses and SMEs, which are able to make rational and informed consumer decisions of different financial instruments (SDG 1.4). Accelerated achievement of these targets was to serve as an “SDG multiplier” by enabling progress across all other SDGs. The vertical workstream, on the contrary, was to contribute to improved service delivery in targeted sectors (climate change, food security and human capital) during the second half of the JP and the years to follow thereafter, particularly providing opportunities for accelerated implementation across the outcome-oriented SDG targets 1.3, 2.1, 3.2, 4.1 and 13.2. To achieve this Goal the JP worked to fulfil 2 main outcomes:

1. *Armenia strategy document on sustainable development (such as the ATS or a Government Programme) is anchored in an SDG-aligned, integrated, gender-sensitive and equitable financing framework.*
2. *Public and private investment and financing options for climate change, human capital and food security are identified, enabling accelerated, evidence-based, and accountable progress towards selected SDGs.*

An overall national development strategy was designed by GoA - Armenia Transformation Strategy (ATS) 2050 with 16 mega-goals to be operationalized by 2030. The document adopted in 2020, by its design and timeframe establishes the interconnection between the national sectoral priorities and the SDG platform. The operational mechanisms and capacity to link the reform strategies to the SDGs and various types of financing resources was still to be developed. Importantly, there was a lack of explicit guidance on how to link the ATS and the sectoral strategies with budgeting processes and the strategies were yet not underpinned by sound evidence and financial frameworks for efficient and effective implementation. This calls for a systemic change for mobilization and re-alignment of public and private financial resources (domestic and international) towards sectors which could bring sustainable economic, social and environmental results.

To this end, the GoA needed to create clear links between policies, planning and budgeting processes and deploy innovative and evidence-driven mechanisms to leverage partnerships and multiple sources of development finance to bridge its investment gaps. The main objective of this activity was to include measures that could help the GoA develop capacities to assess its financing framework as a whole, guide thinking about new financing options to support investments in sectors that disproportionately benefited women, poor and vulnerable groups, and to strengthen medium and long-term planning by better aligning financial market incentives with longer-term development goals/the SDGs.

Senior Beneficiaries of the JP are the Deputy PM's office and the MoF, Ministry of Labor and Social Affairs (MLSA), Ministry of Education, Science, Culture and Sport (MESCS) and Ministry of Economy (MoE).

## Joint Programme Results

### 1. Overview of Strategic Final Results

#### 1.1. Overall assessment (max 100 words)

- Above expectations (fully achieved expected JP results and made additional progress)
- In line with expectations** (achieved expected JP results)
- Satisfactory (majority of expected JP results achieved, but with some limitations/adjustments)
- Not-satisfactory (majority of expected JP results not achieved due to unforeseen risks/challenges)

All the expected JP **results and outcomes** were achieved based on workplan, results framework and financial delivery. Its main accomplishments included but were not limited to:

- Development Finance Assessment (DFA) completed and INFF roadmap developed,
- Completed SDG budgeting/tagging for 2022 state budget, Policies and SDGs aligned with 2022 state budget programs, methodologies were designed and shared with MoF
- Developed and costed Umbrella Labor and Social Protection Strategy (L&SPS), Climate Change Financing Framework and National Food Security Strategy (2022-2025),
- Developed concept for a new vulnerability assessment system for poor families and children with financial projections, analyzed policies and programmes directed at families with many children
- ATS alignment with SDGs with gender/age considerations, is on-going to be finalized in January 2023.

All the **outputs** were achieved according to the workplan with only one adjustment related to Donor Assistance Database (DAD), agreed with the donor in timely manner.

#### 1.2. Key results achieved (max 500 words)

Through its main *horizontal workstream*, the JP has succeeded in ensuring coherence between the 2030 agenda, Armenia's national commitment to the SDGs and policy, planning and budgetary processes. Through its coordinated interventions, the JP provided technical and system support to GoA for developing and implementing SDG integrated policy planning and budgeting; and for preparing to the delivery of INFF, which provides a framework for financing national sustainable development priorities and the SDGs at the country level. Armenia has not nationalized SDGs, their targets and indicators at national level were not set. Though the SDG council was created with UNRCO facilitation, it was never operationalized. The status of the ATS remained unclear by the end of the project. UN RC Office is currently providing facilitative support for operationalization of SDG National Council, as well as overall SDG nationalization process in Armenia. In addition, UN RCO have been following up on the ATS status and necessary actions, while the JP, with active engagement of MoF, was working on aligning ATS with the SDGs development policies and budget programs. The main accomplishments under this workstream were:

1. ATS was partially aligned with SDGs promoting gender equality and LNOB. The works are ongoing and will be finalized in January 2023.
2. DFA, covering analysis of both public and private finance flows, was carried out in close cooperation with relevant Ministries, donors and other partners. Based on the findings INFF roadmap was developed for Armenia, that brings together the full range of policies, regulations and instruments mobilizing and spending public resources on one hand and promoting private investments in national priority sectors on the other. The DFA report with INFF roadmap is the main document holding financing dialogues with the GoA for proceeding with the INFF and the design of a financing strategy for the country priority areas. A line of discussions was undertaken with MoF and DPM's office on designing a pilot financing strategy for a selected sector which will serve as an example for other financing strategies.
3. SDG Budgeting/tagging methodology was developed and exercised on 2022 state budget programs, as well as analysis was carried out aimed at aligning development policies and SDGs to 2022 budget programs. Mapping of all development policies and strategies, including the main strategic development document "Government Program 2021-2026", their goals and measures and verification of their timeliness was implemented, database including all the alignments was designed. 2 methodologies on "SDGs-state budget programs alignments" and "Development policies-state budget programs alignments" were developed and shared with relevant Ministries.

Further through its vertical workstream, the JP has provided analytical and capacity building support to contribute to the development of coherent financing frameworks for the allocation of sufficient/adequate public and private resources in key areas. The main achievements through this workstream were

1. First ever L&SPS draft for Armenia was developed in a participatory manner, harmonizing sector strategies with SDGs, including gender and age considerations, with full costing and funding projections from public and private resources. Food Security Strategy and AP was developed with SDG aligned targets and indicators. Draft Education Sector Development strategy was developed and costed with its targets/indicators aligned with SDGs. The Climate Change Financing Framework (CCFF) for Armenia has been designed and shared with the MoF and MoE for their review and discussions on the next steps.
2. A review of the vulnerability assessment system for poverty-targeted benefits for families and children; assessment of policies and programmes for families with many children – most affected by poverty and deprivation were carried out.
3. For The Strategy on Main Directions Ensuring Economic Development of the Agricultural Sector of Armenia for 2020-2030 and the Food Security Strategy (2019-2022) gender sensitive and SDG related expenditure reviews and contextual assessments were conducted. Financing gaps and financing opportunities were identified in the priority areas of Food Security and Agriculture considering LNOB and gender equality principles. Assessment of Food Security System of Armenia, Market Functionality and Supply Chain Dynamics, and analysis of prospective food value chains in Armenia were carried out; policy brief on food security in marzes of Armenia and policy brief of food on agriculture strategy in Armenia were developed to support development of umbrella strategy on food security.

### 1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks (max 2 pages)

<b>Implementation stages</b>	<b>Planned (0%)</b>	<b>Emerging (1-49% progress)</b>	<b>Advancing (50-99% progress)</b>	<b>Complete (100% progress)</b>	<b>Previously completed</b>	<b>Not applicable</b>
<b>1. Inception phase</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Assessment &amp; diagnostics</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Financing strategy</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. Monitoring &amp; review</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. Governance &amp; coordination</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The INFF Roadmap was designed based on DFA, finalized by experts' team. The final DFA document and INFF roadmap was shared and discussed with the main governmental authorities for adoption and defining the next steps. The INFF roadmap includes the recommendations based on the main findings of the DFA, which includes public and private finance flows analysis and assessments as well as financing opportunities based on public-private partnership. The key recommendations including desired outcomes and actions are on improved use of public investment and finance, extension of public-private collaboration space, increase in private investment and finance. The roadmap's timeline is expected to be shaped in 2023 by MoF.

DFA for Armenia was implemented as the first step to the INFF by an international Lead INFF expert and local experts on public and private finance flows. Thorough analysis has been implemented on public finance flows, particularly tax revenues, public debt, official development database, public climate finance as well as private finance flows, such as private financial sector, financial inclusion and MSME finance, public-private partnerships, foreign direct investment, remittances, and private philanthropy. The assessment and analysis were based on official publications and analytical reports of Government of Armenia, Armenian Statistics Service, MoF, Central Bank of Armenia (CBA) and international organizations, such as UNDAF, UNDP, IMF, WB, ADB etc. The assessment process assumed a line of meetings and discussions on policies, future actions, and key responsible persons with the main stakeholders, particularly with the Deputy Prime Minister's Office (PMO), MoF, MOE, MoEN, CBA, Banks Union as well as with IFIs: IMF, WB, ADB, EU etc., and the greater JP team. DFA with INFF



roadmap was finalized in 2021 and served as a basis for future discussions with the Government of Armenia on the development of the financing strategy.

A feasibility study on innovative finance instruments and mechanisms was implemented by a local consulting company which outlined the main areas and sectors where new and innovative finance instruments and mechanisms can be implemented for better achievement of the SDGs, as well as for efficient implementation of the country's financing strategies.

In addition, PER focusing on social protection and financing of social services was carried within the JP in complement to the work furthered by the World Bank. Primary healthcare services, Education Strategy, L&SPS, Food Security Strategy costing were carried out. Policies and programmes directed at families with many children were assessed, including budget programmes and financial allocations. For The Strategy on Main Directions Ensuring Economic Development of the Agricultural Sector of Armenia for 2020-2030 and the Food Security Strategy (2019-2022) gender sensitive and SDG related expenditure reviews and contextual assessments were conducted. Financing gaps and financing opportunities were identified in the priority areas of Food Security and Agriculture considering LNOB and gender equality principles.

#### Brief description on the progress or intermediate results achieved/expected under Financing Strategy

The JP has started dialogues with national stakeholders, UN agencies and donor partners in the scope of INFF to clarify the intentions of the Government in designing of financing strategy for development policies in Armenia. The finalized DFA report was shared with national stakeholders. The DFA report covers the whole financial landscape of Armenia both for public and private finance flows. The final report, including the INFF roadmap is the main document to hold financing dialogues with the Government of Armenia for proceeding with the INFF and the design of a financing strategy for the country priority areas. It was agreed with MoF to design a pilot financing strategy for a selected area or a sector which will serve as a basis for the development and design of other financing strategies.

Collaboration with the main stakeholders on the next steps towards the INFF building blocks, i.e., designing a governance and coordination infrastructures which will improve the decision-making process in the scope of the INFF implementation as well as SDG nationalization in Armenia has been established.

#### 1.4. Contribution to SDG acceleration

The JP's main objective was to create clear links between policies, planning and budgeting processes as a horizontal workstream which would create a strong infrastructure for better and more efficient use of public finance and more targeted policies towards decreasing poverty and increasing financial inclusion of the whole population. The SDGs are not nationalized in the country, hence there are no assessed baseline or set targets at national level. The SDGs 1, 4, 5, 13 and 17 are the 5 priority SDGs to which the JP has contributed.

Through its horizontal workstream, the JP contributed to acceleration of SDG implementation and creation of an SDG financing ecosystem through designing and promoted pro-poor and gender sensitive policies and government frameworks. The DFA report including the INFF road-map will help the country to strengthen planning processes and overcome existing impediments to financing sustainable development and the SDGs at the country level, thus directly contributing to the SDG Target 1b. In contribution to the same SDG target 1.b and 1.4, UNDP also has initiated SDG Budgeting/tagging design, analysis was carried aligning development policies and SDGs to budget programs. A number of strategies and policies were aligned with SDGs promoting gender and LNOB, including the main development strategy for the country the ATS in contribution to the SDG Target 5c.

Withing vertical workstream, the JP was to contribute to improved service delivery in targeted sectors (climate change, food security and human capital) particularly providing opportunities for accelerated implementation across the outcome-oriented SDG targets 1.3, 2.1, 3.2, 4.1 and 13.2. In contribution to SDG 4, UNDP has provided technical support to CBA in providing access to inclusive and lifelong financial education opportunity to public involving secondary school teachers. UNICEF has provided technical support in aligning Education Sector Development strategy targets/indicators with SDGs to contribute to SDG Target 4.1. In contribution to SDG Target 13.2, UNDP has designed CCFF for Armenia. UNICEF supported a number of activities in relation to SDG 1 targets, considering post-COVID and post-conflict recovery and rising poverty and emerging vulnerable groups. These activities included initiation and development of the Umbrella Labour and Social Protection Strategy for Armenia in close collaboration with MoLSA and coordination with development partners, IFIs and

key NGOs. The strategy contributed to multiple SDG targets, in particular poverty and gender equality related, as well as 17.14. as it is aimed at enhancing policy coherence for sustainable development in the sector. In direct contribution of SDG target 1.3 and 1b UNICEF also have carried out a review of the vulnerability assessment system for poverty-targeted benefits for families and children; assessment of policies and programmes for families with many children – most affected by poverty and deprivation. In all actions UNICEF leveraged partnerships with development partners, including IFIs (e.g. the World Bank, IMF), to ensure a participatory, coordinated and transparent process and with that contributing to the SDG Target 1.4.

In contribution to the SDG Target 13.2, WFP has carried out Food Security and Climate Change Assessment and provided technical assistance to MoE in developing the Food Security Umbrella Strategy and Action Plan (AP), which currently is in the DPM's office for review.

### 1.5. Contribution to SDG financing flows (max 500 words)

DFA and INFF road-map designed within the JP, became a good foundation for the country for strengthened planning processes avoiding existing overlaps and ambiguities and for overcoming existing impediments to financing sustainable development and SDGs. The JP further supported the GoA in developing SDG - Budget and Policy-Budget mapping tables. The intervention covered all budget programs and acting development policies, as well as the Government Program 2022-2026 as the main strategy document on sustainable development in Armenia. By connecting financing and related policies with long-term sustainable development objectives and SDGs, the JP interventions largely contributes aligning financing market incentives with longer-term development goals. A final report on assistance to the line Ministries and other governmental authorities was delivered within the JP in integrating SDGs into sector strategies and into 2023-2025 medium-term expenditure framework (MTEF) and annual budget documents. In collaboration with the MoF, the JP team have adjusted the 2022 MTEF and budget methodological instructions for better policy-budget alignment, introducing templates and instructions for policy-budget mapping in the MTEF (including the alignment of budget programs with SDGs) as well as provided support in optimization of strategic planning process and its linking to budgeting processes. A CCFF for Armenia was designed and shared with MoF and MoEn for review and implementation. For the costing of Education Strategy and L&SPS, both public and private resources were considered, including financing gaps. Within the vulnerability assessment reform, WB's Social Protection Administration Project II was leveraged to finance pilot survey to validate the approach and new concept.

Even though all of these and other efforts by the JP do set a solid foundation for further mobilization of additional financial resources towards the SDGs, at this stage of the Project it is quite early to talk about actual tangible impact, because all the updated policies, strategies, assessment papers, and other related documents which are developed within the various interventions of the JP are recently handed over to the GoA, and the real impact can only be measured after the GoA will fully take over. The Nationally Determined Contribution (NDC) targets as well as their financing strategy has been designed by other project in Environment Portfolio of UNDP which was reviewed by the JP and discussed with the relevant experts.

However, at this stage we can state with certainty that, based on INFF, the country can better articulate its needs to various financing sources, including the international community, and bridge national action with global efforts to improve the enabling environment for sustainable development financing. It will help the country to look at full range of financial resources available for sustainable development from public, private, domestic and international source and mobilize additional financing to support sustainable development. The INFF also will enable the country to track resources more accurately and comprehensively and to guide financial flows to areas where they are most needed.

### 1.6. Results achieved on contributing to UN Development System reform at the (max 500 words)

The JP was led by the DPM's office and implemented in close collaboration with the MoF, government experts, and other relevant Ministries. Non-government stakeholders such as the Parliament, the private sector and the civil society, including children's and women's rights organizations, also were involved to maximize the potential impact and sustainability of JP outputs and outcomes.

A technical coordination group for JP implementation was established comprising UN RC's office and UNDP, UNICEF and WFP representatives, which was responsible for day-to-day JP implementation, monitoring and data collection, as well as supervision of quality of work by the various experts and consultants. The technical coordination team made sure that the activities are coherent, complement each other and are designed in a way as to build on the added value of each PUNO. The technical coordination group has held weekly meetings to discuss the status of the activities, to share the news and information from all the agencies as well as to discuss all the challenges the JP faced. This platform helped to coordinate all the activities and actions undertaken by the agencies and to have more targeted engagement from the partner agencies. The involvement of UN RCO helped to have more information from other UN agencies and from the Government.

In addition to this platform round tables, discussions and presentations were organized regularly to share the results of analytical works and the results of expert's assessments. Strong partnership was built between all the agencies which helped to implement both horizontal and vertical workstreams' activities more efficiently and without duplication of works. UNCT was invited to strategic events with the purpose of presenting the main outcomes of the JP, such as DFA, SDG budgeting, as well as to all the related events of the L&SP strategy etc.

On one hand, the JP interventions were built on and complemented the ongoing activities led or supported by the 3 PUNOs, on the other hand, PUNOs had joined their efforts to contribute to the UNSDCF 2021-2025 expected outcomes and the objectives of other UN strategic documents. For example, as a result of the JP, the GoA benefited from its main development strategies aligned with SDGs with enhanced consideration of gender and LNOB; improved understanding of national financing needs, gaps and solutions and capacity to mobilize and use multi-source development finance; a proposed INFF roadmap and capacity to effectively lead its operationalization and coordination. The described achievement directly contributes to the **outcome 7** of the UNSDCF 2021-2025. While the JP interventions rested on innovative financing assessments and solutions, successes in these areas in the closest future will have positive spillover effects on poor, women and other vulnerable groups, contributing to the **outcome 8** UNSDCF 2021-2025. Other examples includes the developed Umbrella Labour and Social Protection Strategy and the Revised vulnerability assessment system for poor families and children, policies and programmes directed at families with many children contributing to **outcome 2**, the developed CCFF contributing to **outcome 5**, developed Education Sector Development Strategy contributing to **outcome 3**, developed National Food Security Strategy (2022-2025) and the costing of primary healthcare contributing to **outcome 1**, etc.

The JP was designed and implemented with strong consideration of National Priorities (immediate, mid- and long-term), the UN COVID-19 Socioeconomic Response and Recovery Plan (SERRP). After the ceasefire agreement on NK conflict, the JP had adjusted its interventions to be aligned with new national priorities and the Inter-Agency Response Plan in response to the escalation of hostilities in and around NK.

### 1.7. Results achieved on cross-cutting issues (max 200 words)

Throughout the design and implementation of its interventions, the JP aimed to support inclusive and equitable development. The JP interventions mostly were for the benefit of the population of Armenia, with a special focus on vulnerable groups. As a result of the JP the GoA benefits from an integrated policy and financing infrastructure which contributes to more efficient use of public and private funds for the achievement of development goals, keeping human rights, poverty reduction, gender and LNOB considerations.

The completed DFA and INFF roadmap within the JP is to ensure that the future government strategies, budgets, and programmes across all sectors are evidence-based, targeted and measurable for greater inclusive impact. Coding/tagging for SDG aligned programmes and projects within the MTEF and budget programme classification structure, will help the GoA develop effective, accountable and transparent institutions at all levels.

Gender equality considerations were at the heart of the L&SPS, including dis-aggregation of indicators, development of specific results for women empowerment and labour market participation, family-friendly policies, domestic violence/GBV. Women's rights and children's rights organizations were heavily engaged and consulted in the development process.

The development of the L&SPS and review of the vulnerability assessment system for poverty-targeted benefits ensured human-rights based approaches, minimized exclusion, enhanced inclusive solutions and access to decent work for those most left behind. The assessment for families with many children sought to consider the effectiveness of existing policy reforms, develop family-friendly solutions and contribute to legal framework development. The focus on families with many children sought to develop policies and programmes that recognize their vulnerabilities and deprivations.

The project was Gender Marker 2 and around 25% of the JP budget contributed to gender equality.

### 1.8. Results achieved on COVID-19 recovery (max 200 words)

The COVID-19 crisis and the escalation in the conflict in and around Nagorno-Karabakh (NK) imposed major risks and negative impacts on political and economic stability, public health, social protection and other development sectors of Armenia as well as public finances and spending prioritization. Since the outbreak of military hostilities in and around NK in September 2020, the JP team has worked to sensitize the situation in the country and identify areas and solutions through which the JP can support and bring value to the Government.

The Project team in cooperation with the Government have managed to make necessary adjustments in the project's objectives and activities which were successfully implemented with due consideration of National priorities (immediate, mid- and long-term), the UN COVID-19 Socio-Economic Response and Recovery Plan (SERRP), and the Inter-Agency Response Plan in response to the NK conflict.

Particularly, the support to MoF was permanent in adjusting the 2022 MTEF and budget methodological instructions for better policy-budget alignment, in the practical implementation of new templates and instructions in the scope of the project.

The development of the Umbrella Labour and Social Protection Sector Strategy entails due consideration of various shocks and crises, including in the recovery phase. Moreover, the JP team has been in contact with the Government to ensure that policy objectives classification will be aligned in Donor Assistance Database - including at indicators/targets level using the same classification for SDGs, COVID-19, conflict recovery.

### 1.9. Strategic Partnerships (max 500 words)

Throughout its implementation, the JP has intensively worked on building partnerships with the main stakeholders in the SDG finance space in Armenia. Strong partnership with the Government officials were built and re-built after the snap parliamentary elections in June 2021, to ensure their engagement and continued relevance of the Programme for Armenia. Strong collaboration with DM's office was built for ATS and other development policy alignment with SDGs. The JP has also built strong collaboration and partnerships with the MoF during the Public Finance Management (PFM) reform activities and MTEF procedures; with the MoE and MoEN in the scope of DFA, Climate Change Financing Framework and Public Investment Management initiatives, as well as with the CBA for designing an architecture for e-learning platform for raising financial literacy levels within different groups of population. New partnerships were built with French Development Agency and Expertise France organization in the scope of gender and green budgeting.

Through supporting the development of L&SPS and sub-strategy on integrated social services, UNICEF has not only strengthened its partnership with MoLSA but also engaged a variety of partners around the common agenda, including development partners, IFIs (WB, IMF), NGOs, National Assembly, academia with an aim to leverage on each other's strengths both in the development of the policy document, but also its subsequent costing, financing, and operationalization. UNICEF and the WB have engaged in a partnership to support the review of the vulnerability assessment system, including scoring, for poverty-targeted benefits. Within this partnership and collaboration Public Expenditure Review (PER) on social protection and development of L&SPS were also carried out. In cooperation with National Institute of Labour and Social Research (NILSR), UNICEF has carried out assessment of policies and programmes directed at families with many children. UNICEF has worked in closed cooperation with MESCS to develop initial draft and AP of the Education Sector Development

programme, including support to development of youth, culture and science strategies, in collaboration with ADB. The PHS costing was carried out in close collaboration with Ministry of Health (MoH).

WFP have worked in close collaboration with the MoEn, MoE and MoF for a line of analysis and assessment of Food Security system of Armenia.

EU was involved as a donor for National Determination Contributions Financing Strategy and Investment Plan development and Climate Public Expenditure and Institutional Review (CPEIR).

All the examples of collaborations between the UN Agencies and Stakeholders not only have added to JP initiatives financially and technically, but also have enhanced sustainability of its interventions through ensuring the buy-in of the involved government institutions, who will take over the initiatives where the JP will leave as well as through enhancing commitment of donors, public and private sector representatives to follow-up actions.

### 1.10. Additional financing mobilized (max 300 words)

Source of funding	Yes	No	Type of co-funding/co-financing	Name of organization	Amount (USD)	Comments
Government	<input type="checkbox"/>	<input type="checkbox"/>				
Donors/IFIs	<input type="checkbox"/>	<input type="checkbox"/>		World Bank	70,000 USD	For the vulnerability assessment reform pilot survey
Private sector	<input type="checkbox"/>	<input type="checkbox"/>				
PUNOs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Grants	UNDP UNICEF - UNDP flagship UNICEF WFP	100,000 USD 60,000 USD 35000USD 100,000 USD	UNICEF mobilized for the L&SP and integration social services sub-strategy.
Other partners	<input type="checkbox"/>	<input type="checkbox"/>				

## 2. Results by JP Outcome and Output

### 2.1. Results achieved by Fund's global results (max 500 words)

For implementation of the JP, 3 UN Agencies (UNDP, UNICEF and WFP) had come together to “deliver as one” and through mutually complementary initiatives, avoiding overlaps and unjustified costs, were able to accomplish tasks and achieve results which would be challenging to accomplish for a single UN Agency. “Delivering as one” approach was key success factor for this JP, as it assumed interventions related to all national level development strategies and budget programmes, as well as to all SDGs relevant for the country. While each of the 3 implementing UN Agencies contributed their diverse expertise and connection with all line Ministries, IFIs, various civil society institutions and other stakeholders, cooperation, and partnership with DPM’s office was built and strengthened by UNRC office. UNRC office also ensured that the JP’s achievements not only contributed to Agency-specific goals, but also largely added to UN reforms related to “delivering as one” approach. From the very beginning the JP’s well coordination, conditioned with the UNRC office’s mediative and facilitative involvement, existence of dedicated Project Coordinator, well-defined roles of involved Agencies and their staff members, as well as regularly conducted coordination meetings, were crucial to successful and smooth project implementation.

The JP was designed and implemented to contribute to Joint SDG Funds **Outcome 2 Additional financing leveraged to accelerate SDG achievement** and **Outcome 4 Integrated financing strategies for accelerating SDG progress implemented**.

A line of activities was undertaken within the JP towards financing strategies design and implementation as well as multi-sectoral solutions leverages both in horizontal and vertical workstreams in climate change, human capital, and food security. The partnerships with different key governmental stakeholders and International Financial Institutions were built, which supported the achievement of the set indicators which in their turn contributed to the Fund's global results around the mentioned Outcomes (see Annex 1.1).

As a result of JP interventions, UN and its involved agencies have enhanced engagement of various stakeholders including GoA, IFIs, civil society, private sector representatives in the process of SDG acceleration in the country through integrating the SDGs in all development and budget programmes of the country at the same time addressing inequalities (QCPR) and the principle of "Leaving No One Behind".

## 2.2. Results achieved by Joint Programme Outcome (max 500 words)

To help the GoA create clear links between policies, planning and budgeting processes and to deploy innovative and evidence-driven mechanisms to leverage partnerships and multiple finance sources towards three priority areas in Armenia - climate change, food security and human capital, the JP worked to fulfil 2 main outcomes:

- I. *Armenia strategy document on sustainable development (such as the ATS or a Government Programme) is anchored in an SDG-aligned, integrated, gender-sensitive and equitable financing framework.*
- II. *Public and private investment and financing options for climate change, human capital and food security are identified, enabling accelerated, evidence-based, and accountable progress towards selected SDGs.*

Two indicators were designed to measure the achievements under the outcome 1:

**Indicator 1.1.** Armenia strategy document on sustainable development designed as the national SDG framework, promoting gender equality and LNOB, for enhanced policy coherence of sustainable development.

**Indicator 1.2.** Existence of a gender-sensitive nationally owned measurement and financing framework for public spending on SDGs

The defined targets for both indicators were achieved within the JP, despite all the occurred risks and challenges which altered the GoA Priorities and challenged timely implementation of certain activities. In Particular, the ATS draft document was designed aligning 3 Megagoals with SDGs promoting gender equality and LNOB. Related activities will be finalized in January 2023. Further SDG framework was integrated into the Government Programme 2022-2026.

First ever L&SPS was developed to harmonize sectoral strategies with SDGs, including gender and age considerations. Draft Education Sector Development Strategy and Draft AP as well as Draft Food Security strategy and AP were developed with targets/indicators aligned with SDGs.

PFM system was strengthened by aligning all budget programs with SDGs and development strategies. DFA including INFF roadmap was finalized to serve as a key instrument for starting financing dialogues with the GoA and for building a holistic financing strategy for the country. The dialogues with MoF and line Ministries were implemented to move forward to the next INFF building block and to design the financing strategy for SDGs in Armenia. International experience on SDG finance and opportunities for Armenia were studied, with particular focus on blended finance mechanisms, catalytic investments, and impact finance.

Following 3 indicators were designed to measure the achievement under the outcome 2:

**Indicator 2.1.** Proportion of government spending on essential services related to climate change

**Indicator 2.2.** Proportion of government spending on essential services related to food security

**Indicator 2.3.** Proportion of government spending on essential services (social protection, education, health)

The defined targets for all indicators under the outcome 2 were achieved within the JP. In particular, there was no reduction of financial allocations for at least two sectors in the wake of the dual crises. Allocations on essential services related to climate change and food safety was stable during the JP implementation. For health and SP the expenditures have increased in 2021 compared with 2020. Allocations for education for 2022 were increased compared with 2021, while allocations for SP remained roughly the same (execution figures for 2022 are not available yet).

Under this outcome CPEIR and PER with a focus on social protection and financing of social services were implemented (the latter in collaboration with the World Bank), feasibility study on finance instruments and mechanisms was carried out. Policies and programmes directed at families with many children were assessed, budget programmes were mapped against L&SPS, vulnerability assessment system for vulnerable families and children and scoring concept was reviewed for identifying financing gaps. Further CCFF for Armenia was designed. Costing of the L&SPS, Primary Health Care (PHC) and Education strategy was completed, other relevant activities were carried out.

Annex 1.3 of this report describes the results achieved under each outcome and output of the JP.

### *2.3. Results achieved by Joint Programme Output (max 500 words)*

3 outputs were included in Outcome 1 and 2 outputs were implemented under Outcome 2 of the JP. The results achieved under each output within the JP is presented below.

**Output 1.1: Armenia strategy document on sustainable development is developed as an integrated, gender-sensitive and equitable national SDG framework.**

- Advanced draft of the ATS document was designed, aligning 3 Megagoals with SDGs promoting gender equality and LNOB. Related activities will be finalized in January 2023. The SDG framework also was integrated in the Government Programme 2022-2026, as the GoA's main strategy document on sustainable development.
- Gender sensitive and SDG aligned National Determination Contributions Financing Strategy and Investment Plan (NDC FS&IP) was designed to enhance the mobilization of funding from national and international public and private finance sources, innovative financing mechanism for operationalization of priority actions defined in the NDC and NDC IP.
- L&SPS draft for Armenia was developed, harmonizing sector strategies with SDGs, including gender and age considerations. Draft Education Sector Development Strategy with AP and Food Security Strategy with AP were developed and targets/indicators were aligned with SDGs.

**Output 1.2: Public finance management and Public Investment Management systems are strengthened for better measurement and increased adequacy, effectiveness and equitability of the distribution of public resources for the realization of gender-responsive, child-sensitive and SDG-aligned policies**

- Mapping of strategic development policies and strategies verifying their relevance and timeliness was implemented. PFM system was strengthened by aligning all budget programs with SDGs and development strategies in cooperation with MoF. Technical assistance was provided to MoF and all line Ministries for adjusting the 2022 MTEF.
- Guideline was developed to assist line Ministries in integrating SDGs into sector strategies 2023-2025, MTEF and annual budget documents.
  - The technical specifications of DAD have been discussed with the main stakeholders, including the DPM office and UN RCO. The designed prototypes were approved by the DPM's office. Its operationalization, however was slowed, due to delays out of the JP's control.
  - Budget programmes were mapped against new strategic objectives/outcomes/outputs defined in the L&SPS.

**Output 1.3: Public, private and development financing landscape, including existing flows, gaps and options, is mapped to inform the implementation of the Armenia strategy document on sustainable development (such as ATS or Government Program).**

- DFA including INFF roadmap was implemented as a key instrument for starting financing dialogues with the GoA and for building a holistic financing strategy for development of the country. The document was shared with DPM's office and MoF. The dialogues with different Ministries are implemented to move forward to the next INFF building block and to design the financing strategy for achievement of SDGs in Armenia.
- International experience on SDG finance and opportunities in Armenia was studied, with particular focus on blended finance mechanisms, catalytic investments, and impact finance.

- ToR for the CBA e-learning platform architecture was developed. The platform aims at sharing financial knowledge to the teachers and other interested parties for raising access to finance and the level of financial literacy of population.

**Output 2.1: Financing needs and gaps are diagnosed in the achievement of climate change, food security and human capital sectoral targets.**

- CPEIR for Armenia was implemented.
- PER focusing on social protection and financing of social services was carried out by the World Bank with contribution from the JP.
- Feasibility study on innovative finance instruments and mechanisms, analysis of development and blended finance mechanisms, including green and climate finance were implemented.
- Policies and programmes directed at families with many children were assessed, including budget programmes and financial allocations.
- Food Security Assessment in Armenia was conducted;
- Feasibility studies on potential agriculture value chains, greenhouse production, wholegrain wheat, fruit and berry value chains, for Armenia were carried out.
- Vulnerability assessment and scoring concept was reviewed in collaboration with the World Bank, financing gaps were identified, financial projections were provided for the reform and to inform the MTEF process.
- Brief on protecting social spending during COVID-19 was prepared leveraging various partners, including IFIs.

**Output 2.2: Coherent financing frameworks developed in the pre-selected sectors for the allocation of sufficient and adequate public and private resources**

- A CCFF was designed and integrated in budgeting processes with SDGs alignments.
- Costing of the Labour and Social Protection Strategy, Primary Health Care, Education Strategy and AP together with financing frameworks from public and other resources were completed to inform budget and MTEF preparation processes.
- A concept on projections and options for financing the revised vulnerability assessment system was designed.

### **3. Challenges and Changes**

#### **3.1. Challenges faced by JP (max 300 words)**

Due to the dual crises (COVID-19 and hostilities in and around Nagorno Karabakh in 2020) the Government's priorities for long-term development, as well as the JP's operation have been impacted and the JP's activities were delayed from July to December 2020. The JP team had to put huge efforts to renew the dialogue with the GoA in the beginning of the year 2021 and align its activities with the Government's new priorities. In addition, due to snap parliamentary elections in June 2021 the JP encountered some delays since the key JP partners from the Government changed and thus, there was a need to rebuild new partnerships with both key stakeholder institutions - the DPM's office and MoF. The JP has long discussions, meetings with the new Government for identifying possible ways to assist the new Government in implementation of its new priorities and tasks in the scope of the JP. Partnerships were kept with key line Ministries for advancement of reforms, thus ensuring ownership and mitigating the risks to some extent. Moreover, partnerships with IFIs were pursued for greater advocacy and leveraging.

Some of the key development and sector strategies relevant to the JP, including ATS have been put on hold or are pending revision to be adjusted in the rapidly changing context, including emerging social/health needs such as physio-social support and disability services and implications related to families affected by COVID-19 and military hostilities in and around Nagorno-Karabakh in 2020. It challenged the process of designing of a financing strategy in the scope of the INFF for the long-term development strategy for Armenia. Though the design of a financing strategy was not included in the scope of the JP, the JP team has started the negotiations



with the MoF and DPM's office on designing a pilot financing strategy for a selected sector which will serve as a basis for other financing strategies design.

Exchange rate fluctuations between AMD and USD (16-20% AMD revaluation) since the beginning of 2022 and the related uncertainty, have affected financial allocations of the JP, somewhat diminishing the scope of envisaged support.

In response to the described challenges, changes in workplan, budget and results framework as well as non-cost extension has been performed.

### 3.2. Changes made to JP (if applicable) (max 200 words)

Given the compound crisis in Armenia due to the COVID-19 pandemic and the post-conflict reality, the JP had been continuously working with the Government and key stakeholders to maintain relevance and strategic positioning vs the new priorities of the country. As such, two main changes to the JP have been initiated:

1. JP duration – no-cost extension for 6 months, until 31 December 2022; to allow enough time to achieve the key milestones of the JP.
2. Updating the name of the main reference strategic development document, from ATS to Armenia strategy document on sustainable development (such as the ATS or the Government Programme).

The budget and the main expected results have not been changed. The workplan has been updated according to the above, and the updated Joint Document was co-signed by the Government of Armenia. The other strategic aspects of the JP remain important for Armenia.

## **4. Sustainability and Country Ownership**

### 4.1. Sustainability and country ownership (max 500 words)

The JP has built interventions related to financial reforms and sectoral strategy development on the GoA's Programme and stated intention to ensure maximal alignment between development policies, SDGs and budget programs. To ensure the ownership and buy-in of the key counterparts and other relevant stakeholders to the financial reforms and new sector strategies, the PUNOs have designed their interventions to be highly participatory. In most of the cases where the involvement of international or local consultants were needed, it was ensured that the methodology remains highly facilitative with active involvement of the MoF and line Ministries which will be implementing the reforms and new strategies after the end of the JP. With these facilitative and participatory approaches, the PUNOs were able to mobilize and share knowledge, expertise, technology and financial resources to support the achievement of the SDGs, thereby ensuring the sustainability of the JP outcomes and outputs.

Within the scope of JP, the institutional capacities of MoF and line ministries were improved through on-the-job support, trainings and learning-by-doing, e.g. provision of methodology guidelines, SDG coding/tagging mechanisms and new ways of using data for evidence-based policy making.

Feedback on the sustainability of JP's interventions were collected from the key counterparts. According to the MoF, the methods and approaches used to design and implement interventions from the very beginning ensured sustainability of the JP's outcomes and outputs. The relevant staff members from MoF and line ministries were quite involved in the processes and were provided with proper capacity to take over the project interventions where the project have left. The MoF, however stated that there is a need for a pilot project to support practical implementation of reforms and new approaches. E.g. expert support or a follow up training will be needed during the practical implementation of the guidelines for the budget period of 2024-2026; expert might also be needed for developing the ToR for programmers for automatization of the budgeting/tagging processes. Further support will be needed to the MoF for completion of INFF.

Development of LSP umbrella strategy was also highly participatory process and ensured buy in and ownership of all the key stakeholders. The development of this strategy was in line with the GoAs priorities. In this sense the sustainability in terms of its institutionalization and also impact is quite certain. MoLSA, however, will be needing UN and donor community's support in piloting various projects suggested in the L&SPS. As defined in

the strategy itself the implementation of many of the suggested projects can in this strategy can only become a state budget program after its successful pilot.

Some of the key counterparts have mentioned that the collaboration with the JP have ensured sustainability of their larger initiatives; e.g. the ToR developed for e-learning platform of CBA for enhancing financial literacy of the population through involvement of schoolteachers, will guarantee larger coverage, better knowledge management and in general larger impact of future capacity building initiatives.

## 5. Communications

### 5.1. Communication products (max 300 words)

The JP developed and submitted its Communication Strategic Plan on 01.06.2021. The main purpose of the document was to define the main target groups of the communication as well as the most efficient channels, ways and actions of communication in the scope of the JP. According to the strategy, the JP has studied its audience on their needs on an ongoing basis on available channels to make use of successful tools. Depending on the target audience the following channels for disseminating the information were used:

- Official websites (UNDP Armenia, GoA, sectoral ministries, websites of stakeholders, if any, etc.);
- Existing social media channels, depending on the content and anticipated result (Facebook, Twitter, YouTube, other).
- Mailing list of either of UN agencies at stake or the stakeholders;
- Pages of partner organizations (donors, international organizations, etc.),
- A media mailing list for dissemination of press releases,
- Cooperation and collaboration with journalists
- Etc.

At least 5% of the JP budget was allocated to the communication. The funds were used for joint branding of the JP, visibility materials, online publications, etc. Each PUNO contributed with their Communication teams. UNRCO was responsible for communication with high-level GoA officials through established channels. When needed, UNRCO also facilitated communication among the PUNOs. Communication among the PUNOs at the level of involved staff members was carried out efficiently on daily bases or upon need. PUNOs were holding Regular coordination meetings in order to discuss on-going issues of the JP and making decision processes efficient.

### 5.2. Events

Type of event	Yes	No	Number of events	Brief description and any highlights
JP launch event (mandatory)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1	Project launch <a href="https://www.jointsdgfund.org/article/joint-sdg-fund-collaboration-un-support-transformative-change-armenia">https://www.jointsdgfund.org/article/joint-sdg-fund-collaboration-un-support-transformative-change-armenia</a>
Annual donors' event* (mandatory)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		Annual donors' event was organized together with JP launch event as well as donors were invited to DFA report and Innovative Finance Instruments feasibility study launch presentations.
Partners' event ** *(optional)	<input type="checkbox"/>	<input type="checkbox"/>		

## 6. Lessons and Best Practices

### 6.1. Key lessons learned, best practices, and recommendations on SDG financing (max 300 words)

The flexibility of the implementation of the INFF in the country is very important considering the differences in development of various countries. The methodology of the INFF is quite flexible and gave an opportunity to the JP team to use it based on Armenian context and development needs.

It is very important to have a regular dialogue with all governmental stakeholders, donors and other partners to discuss the status of the JP, possible changes and updates in policies, strategies as well as priorities of the GoA and donor community. The dialogues and discussions with the Government should be more frequent and it will be more efficient if the relevant staff of different governmental stakeholders will be more engaged in the process of the JP activities.

Participatory approach in developing sector strategies was highly appreciated by the key counterparts of the JP as they found it to be a highly educational process for the involved staff from ministries. At the same time, it was mentioned that without engagement of UN Agencies it would not be possible to ensure contribution of so many stakeholders and experts in the process due to lack of funds. Most of the projects within the developed sector strategies will need piloting before being involved in budget programmes. In this sense there will be a need of donor community's involvement including further support from UN. Without such participatory process in strategy development, ensuring the ownership and buy-in of relevant stakeholders would not be possible to gain for future funding opportunities.

Finally, further promoting the nationalization process of SDGs is very important, as if successful, it will raise the country's accountability towards SDG's targets for the country and efficiency in all other development projects and firstly the ones related to SDG financing.

## 6.2. *Key lessons learned and best practices, and recommendations on Joint Programming (max 300 words)*

The JP was designed by all three agencies and UNRCO, which ensured true integration of all PUNOs, coherence of their interventions and mutual reinforcement during implementation. The interventions implemented by the 3 PUNOs within the JP were very well coordinated by the committed full-time JP Manager. Roles and responsibilities of each involved staff member from PUNOs were clearly defined, which also added to effective coordination process of the JP.

UNRCO played a role of moderator among the PUNOs and was more active during the initial phase of the JP. Overall the JP team collaborated very well, therefore there was no need for the UNRCO's involvement in on-going processes. The weekly/bi-weekly meetings were also very useful in exchange of information and knowledge, as well as building on each other's interventions.

UNRCO highly supported the JP in ensuring smooth communication and cooperation with PM's office, as well as worked with relevant GoA representatives for promoting and following up the SDG nationalization processes.

## Annex 1: Consolidated results framework

### 1. JP contribution to global programmatic results (full programme duration)

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Complete table below)

Indicators	Baseline 2019	Target (end of JP)	Result (end of JP)	Notes
2.1: US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged disaggregated in terms of public and private sector funds				
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope		1:2 <sub>10</sub>	1:2 <sub>10</sub>	
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale		1:4 <sub>10</sub>	1:4 <sub>10</sub>	

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Complete table below and provide details as requested)

Indicators	Baseline 2019	Targets (end of JP)	Results (end of JP)	Notes
4.1: #of integrated financing strategies/instruments that were tested	0	3	3	
4.2: #of integrated financing strategies that have been implemented with partners in lead	0	1	1	
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress	0	1	1	

### 2. Selected global operational effectiveness indicators (full programme duration)

- Level of coherence of UN in implementing programme country

**All the participating agencies have mobilized additional resources for the same multi-sectoral solution and contributed to other sectoral solutions resource mobilization through provided outcomes. The JP has mobilized additional 365,000 USDs from different sources to provide the continuation of the JP activities.**

- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country

**Yes, the project scope was very large and in comparison, with the staff engaged and transaction costs occurred it provided large outcomes.**

- Annual % of financial delivery – **100%**
- Joint programme operationally closed within original end date – **No, there has been non cost extension**
- Joint programme financially closed 18 months after their operational closure - **Yes**

Joint Programme has facilitated a large engagement of different stakeholders, in particular National Assembly of Armenia, WB, IMF, EU delegation, many Ministries, civil society, academia, as well as the Central Bank of Armenia.

- Joint programme included addressing inequalities (QCPR) and the principle of "Leaving No One Behind" - **Yes**
- Joint programme featured gender results at the outcome level - **Yes**
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues - **Yes**
- Joint programme planned for and can demonstrate positive results/effects for youth - **Yes**
- Joint programme considered the needs of persons with disabilities - **Yes**
- Joint programme made use of risk analysis in programme planning

**Yes, due to many challenges faced by the country during the Project implementation.**

- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

**Yes, vertical direction for deep-diving of UNDP activities was climate change and climate budget-tagging methodology was designed and shared with MoF and MoEn.**

*2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence?*

- Yes, considerably contributed  
 Yes, contributed  
 No

Explain briefly:

2.2. Did your Joint Programme contribute to avoiding duplication of efforts for the participating UN agencies in interaction with national/regional and local authorities and/or public entities?

- Yes,  
 No  
 N/A (if there are no other joint programmes in the country)

Explain briefly:

*3. Results as per JP Results Framework*

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)
<b>Outcome 1 indicator:</b> Armenia strategy document on sustainable development designed as the national SDG framework, promoting gender equality and LNOB, for enhanced policy coherence of sustainable development (SDG 17.14)	Not adopted	Armenia strategy document on sustainable development designed as the national SDG framework, promoting		Armenia strategy document on sustainable development designed as the national SDG framework, promoting gender equality and LNOB	

		gender equality and LNOB			
<b>Outcome 1 indicator:</b> Existence of a gender-sensitive nationally owned measurement and financing framework for public spending on SDGs	Not available	Nationally owned gender-sensitive measurement and financing framework public spending on SDGs institutionalized within budget planning processes and development assistance		Nationally owned gender-sensitive measurement and financing framework public spending on SDGs institutionalized within budget planning processes and development assistance	
<b>Indicator 1.1.1:</b> Status of the alignments of SDGs with Armenia strategy document on sustainable development /SDG alignment, including gender and age considerations	n/a	Advanced Draft aligned with SDG-s, with gender/age considerations		Advanced Draft partially aligned with SDG-s, with gender/age considerations	Due to several discussions with the MoF and DPM's office the works have been delayed to better understand the status of the ATS and the need of its alignment with the SDGs. Nevertheless, the works on alignments are ongoing and will be finalized in January 2023.

<b>Indicator 1.1.2:</b> Number of harmonized sectorial strategies with /SDGs, including gender and age considerations	n/a	3		3	
<b>Indicator 1.2.1:</b> Level of alignment of development strategies/policies /SDG policy targets/indicators with the MTEF/budget programmes	n/a	Development strategies/policies matched against SDG targets and indicators		Development strategies/policies matched against SDG targets and indicators	
<b>Indicator 1.2.2:</b> Existence of a system to track and make allocations for specific SDG targets, including gender equality and children (SDG 1.b, 5.c and 17.14)	The budgeting system does not include an SDG perspective and partially specifies allocations to gender equality and children in the relevant sectors and agencies	The budget methodological instructions include a requirement for identifying tagging budget new initiatives against cross-cutting policies (gender, climate)		The budget methodological instructions include a requirement for identifying tagging budget new initiatives against cross-cutting policies (gender, climate)	
<b>Indicator 1.2.3:</b> Number of relevant GoA staff trained on gender-responsive, child-sensitive and SDG-aligned programme-based budgeting	0, considering all three aspects (gender, age, SDGs)	100 GoA staff		120 GoA staff	
<b>Indicator 1.3.1:</b> Overall development finance landscape for Armenia assessed as a basis for INFF	Not assessed	INFF roadmap designed based on DFA findings		INFF roadmap designed based on DFA findings	
<b>Indicator 1.3.2:</b> Establishment of DAD enabling alignment between country-owned results frameworks, donor supports and SDGs. (SDG 17.15)	n/a	The DAD is developed enabling SDGs tagging with donor support programmes.		N/A	It was planned to provide technical support to the GoA in the scope of the JP on designing the institutional

					framework for DAD implementation with the stakeholders rights and responsibilities. The activity has not been implemented as the DAD itself wasn't implemented according to the discussions and negotiations in the GoA.
<b>Outcome 2 indicator:</b> Proportion of government spending on essential services related to climate change	Not available	No reduction of financial allocations for the three sectors in the wake of the dual crises		No reduction of financial allocations for the three sectors in the wake of the dual crises	
<b>Outcome 2 indicator:</b> Proportion of government spending on essential services related to food security	Not available	No reduction of financial allocations for the three sectors in the wake of the dual crises		No reduction of financial allocations for the three sectors in the wake of the dual crises	
<b>Outcome 2 indicator:</b> Proportion of government spending on essential services (social protection, education, health) and food security	8.4% education; 5.5% health; 28.8% social protection (from State budget)	8.8% education; 5.6% health, 26.6% social protection (State budget draft) No reduction of financial allocations for at least two sectors in the wake of the dual crises		7.4% Education; 8.0% health; 30.9 SP - 2021 actual spending (2022 not available yet). Planned 2022 budget - 5.6 health, 8.9 education, 26.6 SP (budget execution for 2022 not available yet).	



<b>Indicator 2.1.1:</b> Number of gender-sensitive and SDG-related (climate change, food security and human capital) expenditure reviews and assessments conducted	0	At least 3 gender-sensitive and SDG-related expenditure reviews and assessments conducted	3	3	
<b>Indicator 2.1.2:</b> Financing gaps and opportunities identified in three prioritized areas considering LNOB and gender equality principles	No gaps nor opportunities identified	Financing gaps and financing opportunities identified in 3 prioritized areas considering LNOB and gender equality principles		Financing gaps and financing opportunities identified in 3 prioritized areas considering LNOB and gender equality principles	
<b>Indicator 2.2.1:</b> Number of gender-sensitive and inclusive Financing Frameworks Developed	0	3 gender-sensitive and inclusive pilot Financing Frameworks developed for the 2022-2024 MTEF process		3 gender-sensitive and inclusive pilot Financing Frameworks developed for the 2022-2024 MTEF process	
<b>Indicator 2.2.2:</b> Number of gender-sensitive and SDG-related (climate change, food security and human capital) financing options developed	0	At least 3 gender-sensitive and SDG-related financing option developed		At least 3 gender-sensitive and SDG-related financing option developed	

## Annex 2: List of strategic documents

### 1. Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
Development Finance Assessment (DFA)	Dec-21	Assessment	DFA report provides an understanding of the relevance and variety of resources that Armenia could mobilize to finance its development priorities. This is the first attempt to systematically map all the development finance flows and identify SDG financing opportunities and challenges.
INFF Roadmap	Dec-21	Roadmap	The INFF roadmap is the main document describing the main actions and directions which should be implemented to build a comprehensive and INFF in Armenia which will contribute to the SDGs achievement and development policies financing.
Communication strategic plan	Jun - 2021	Strategic plan	The main purpose of the communication strategic plan is to define the main target groups of the communication as well as the most efficient channels, ways and actions of communication in the scope of the JP.
"Position paper on protecting social spending" - UNICEF.	Jan-Mar- 2021	Concept paper	The document was developed in a participatory manner by the COVID-19 Social Protection and Psychosocial Support sector group in Armenia coordinated by the UN, comprising UN agencies, IFIs, development partners and humanitarian civil society organizations. It provides evidence and arguments for protecting and increasing social spending at a time of development of the country's COVID-19 national recovery plan, sector strategies, as well as Medium-term expenditure framework. It is aimed at the Government of Armenia, including the DPM's Office, MoF and line Ministries, National Assembly, sub-national authorities and local self-government bodies.
"Consolidated feedback by development partners to the draft Labour and Social Protection Sector Development Strategy" - UNICEF	July2020	Feedback from the GoA	The document reflects feedback of development partners on the first draft L&SPS. As the process of strategy development was highly participatory it was essential to collect this feedback, document and reflect in the strategy. However, this draft was later on fully revised with a new draft L&SPS (see below).
"On the approval of the L&SPS of the RA for the years 2022-2026, the outcomes, the	Aug-Sept., 2022	Decision	Electronic draft of the L&SPS including the monitoring and evaluation program and the financial framework on the website <a href="https://www.e-draft.am/en/projects/4655/digest">https://www.e-draft.am/en/projects/4655/digest</a> .

monitoring and evaluation program and the financial framework of the RA government			On the website there are all the content proposals/suggestion presented in the draft, written online within 2 working days, sent by e-mail within 10 working days.
Assessment of Food security system of Armenia: Market Functionality and Supply Chain Dynamics - phase 2	Feb-2021	Assessment	This analytic report is part of a larger multi-phase assessment of food security system in Armenia carried out within the scope of JP. It presents comparative examination of market functionality and supply chains of food and essential non-food items in Armenia during COVID-19 pandemic, with particular focus on summer and autumn months of 2020.
Climate Change Financing Framework (in Armenian)	Feb-2022	Methodology	This is a comprehensive methodology was developed by MoE with technical support of JP for an efficient institutional and financing infrastructure in climate change.
"Development Policies – Budget Programs alignments" and methodology and database (in Armenian)	Jun-2022	Methodology, database	The methodology is aimed to provide the methodology for efficient alignments between all development policies/strategies and budget programs. The database is the actual performed works on alignments between all the acting development policies/strategies and budget programs.
"SDG targets/indicators – Budget Programs alignments" and methodology and database (in Armenian)	Jun-2022	Methodology, database	The methodology is aimed to provide the methodology for efficient alignments between SDG targets and budget programs. The database is the actual performed works on alignments between SDG targets and budget programs.
Feasibility study on innovative finance instruments	Jun-2022	Feasibility Study	The study was aimed to analyse the potential for the introduction of innovative finance instruments and mechanisms in Armenia for the achievement of SDGs and make feasible recommendations for Armenia.
National Determination Contributions Financing Strategy and Investment Plan was designed by Environment Portfolio (UNDP)	May -2022	Strategy	To develop the NDC Financing Strategy and Investment Plan (FS&IP) of Armenia to enable the Government to operationalize priority actions identified in the NDC and NDC IP.

2. Strategic documents to which the JP directly contributed to

<b>Title of the document</b>	<b>Date (month; year) when finalized</b>	<b>Document type (policy/strategy, assessment, guidance,</b>	<b>Brief description of the document and the role of the JP in finalizing it</b>
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		<b>training material, methodology etc.)</b>	
"Draft Education Sector Development Strategy M&E framework and costing document" (in Armenian) - UNICEF	Jun- 2020	Strategy	Per request from the Ministry of Education, Culture, Science and Sport, the JP supported the development of sectorial strategies of the Ministry, with focus on education, youth, science, culture and sport. A new partnership with ADB has emerged, in that UNICEF has been supporting the development of the result structure and M&E framework of the Education Sector Development Strategy, while ADB is responsible for the costing of the strategy. The text and action plan of the strategy have been reviewed and aligned with methodological guidelines for programme based budgeting and development of strategies, SDG indicators have been incorporated 18 throughout as well as clear linkages between the ATS, SDGs and national priorities have been defined. The Strategy is being reviewed after the dual crises.
Draft Labor and Social Protection Strategy, M&E (ENG) and costing frameworks (ARM) – UNICEF	Nov-2020	Strategy	The Labour and Social Protection Sector Development strategy is the first standalone social protection strategy in Armenia, focusing on poverty reduction, social protection programmes, gender equality and general human capital development through active labour market programmes. With JP support consolidated feedback to the draft Strategy was provided by development partners, including IFIs, with focus on SDG integration, costing and robust M&E framework development.
National Food Security Strategy and AP (2022-2025) (WFP)		Strategy	National Food Security Strategy and AP is the first strategy that clarifies the roles and responsibilities of MoE and other Ministries as well as of DPM's office in ensuring Food Security of the country. JP have provided technical support in preparation of draft document and supported in ensuring consolidated feedback form development partners.
Vulnerability assessment system concept note	Nov- 2022	Concept note	Revision of vulnerability assessment and scoring concept. The document presents also the identified financing gaps, financial projections for the reform and to inform the MTEF process.

## Annex 3. Communications materials

1. [Human interest story](#)

2. [Communication products](#)

- Fill out the table below and **attach/provide links to articles, news/media items, videos, blogs or other major communication materials developed by the joint programme.**

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
1. Project launch	April, 2021	<a href="https://www.jointsdgfund.org/article/joint-sdg-fund-collaboration-un-support-transformative-change-armenia">https://www.jointsdgfund.org/article/joint-sdg-fund-collaboration-un-support-transformative-change-armenia</a>
2. Armenia set for a comprehensive Labor and Social Protection Strategy:	January 2022	<a href="https://www.unicef.org/armenia/en/stories/armenia-set-comprehensive-labor-and-social-protection-strategy-2022">https://www.unicef.org/armenia/en/stories/armenia-set-comprehensive-labor-and-social-protection-strategy-2022</a>
3. JP factsheet		<a href="https://jointsdgfund.org/publication/unlocking-finance-armenia-2030">https://jointsdgfund.org/publication/unlocking-finance-armenia-2030</a>
4. Feasibility study on innovative financial instruments	June 2022 December 2022	<a href="https://jointsdgfund.org/publication/innovative-financial-instruments-sdg-acceleration">https://jointsdgfund.org/publication/innovative-financial-instruments-sdg-acceleration</a> <a href="https://www.undp.org/armenia/publications/innovative-financial-instruments-sdg-acceleration">https://www.undp.org/armenia/publications/innovative-financial-instruments-sdg-acceleration</a>
5. DFA report, including INFF roadmap	December 2021 November 2022	<a href="https://jointsdgfund.org/publication/armenia-development-finance-assessment">https://jointsdgfund.org/publication/armenia-development-finance-assessment</a> <a href="https://www.undp.org/armenia/publications/armenia-development-finance-assessment-dfa">https://www.undp.org/armenia/publications/armenia-development-finance-assessment-dfa</a>
6. Summer Camp to Support Schoolchildren in Increasing Financial Literacy	November 2022	<a href="https://jointsdgfund.org/article/summer-camp-support-schoolchildren-increasing-financial-literacy">https://jointsdgfund.org/article/summer-camp-support-schoolchildren-increasing-financial-literacy</a>
7. UNDP and Yerevan Municipality to Improve Capacities of Staff of Administrative Districts for Better Service Provision	October 2022	<a href="https://jointsdgfund.org/article/undp-and-yerevan-municipality-improve-capacities-staff-administrative-districts-better">https://jointsdgfund.org/article/undp-and-yerevan-municipality-improve-capacities-staff-administrative-districts-better</a>

## Annex 4: Stakeholder feedback

No	Name of entity	Name of Representative	Title	Contact information	Role in the programme	Summary of feedback
1	MoF	Ms. Ruzanna Gabrielyan	Acting Head of Budget Process Organization Department	Tell: (+37411) 800-252 E-mail: ruzanna.gabrielyan@minfin.am	Key Partner	Provided feedback on financial reforms and the contribution of the JP in the process. According to Ms. Gabrielyan JP's contribution ensured quality in the processes through involvement of high level experts and ensuring highly participatory approach. The interventions were perfectly in line with the Government Programme. Future facilitative support however will be helpful for full implementation of INFF and piloting of various recommended approaches.
2	CBA	Ms. Armenuhi Mkrtchyan Mr. Davit Kharatyan	Director of Consumer Protection and Financial Education Center	Tell: (+374 10) 592 693	Partner	Provided feedback on cooperation related to e-learning platform to be developed by CBA for enhancing access to financial literacy among public. In Ms. Mkrtchyan's words the JP have succeeded in ensuring enhanced knowledge management, sustainability and larger impact of CBA's initiative related to enhancing financial literacy of school teachers involved in educating youth in related topics.
3	MoE	Mr. Arman Khojoyan	Deputy Minister	Tell: (+374 11) 597 154 E-mail: akhojoyan@mineconomy.am	Key Partner	Feedback was provided on the Food Security Strategy and CCFF. According to Mr. Khojoyan the activities were in line with Government Programme. While the processes of developing the documents were led by MoE, the JP's involvement have added to the quality of the work done through involving high level experts and ensuring participatory approach. Food Security Strategy and the AP developed within the JP clearly defines roles and responsibilities of each involved government institutions in ensuring the food security of the country

						and with that will enhance the effectiveness of service provision.
4	MLSA	Ms. Viktoria Aidinyan	Former consultant to the minister of MLSA	Tell: (+374 77) 48 29 25 E-mail: victoriaaidinyan@gmail.com	Key Partner	Provided feedback on Labour and SP Strategy. In her words the strategy is a unique one with corresponding performance indicators and budgetary framework. It provide the overall vision of the Ministry and serves as a basis for cross-sectoral, thematic sub-strategies. Various projects suggested in the strategy however needs piloting and adjustments before becoming budget programmes. For this reason the Ministry will futher need support from the donor community and UN. According to Mr. Aidinyan, the support of JP was very valuable in terms of making the whole process extremely participatory and thus ensuring the buy-in of key stakeholders.
5	MESCS	Mr. Robert Stepanyan	Head of the Department for Project Development and Monitoring	Tell: +(374 94) 412613 E-mail: robert.stepanyan@escs.am	Key Partner	Provided feedback on the Education Strategy developed within the JP. According to Mr, Stepanyan, the strategy for this sector was within the government plan. And the support from JP was very valuable in terms of turning the development of the document a highly consultative process.
	Prisma LLC	Ms. Liana Poghosyan	Director of Prisma Research and Analysis company	Tell: (+374 95) 00 50 11 E-mail: liana_poghosyan@prisma.am	Service Provider	Feedback was provided on the process of developing the L&SPS. According to Ms. Poghosyan more than 50 international organizations and more than 60 local organizations were actively involved in the strategy development process. Ms. Poghosyan also emphasized that the strategy is in-line with related international conventions and international targets, international obligations undertaken by RA. In general, its set targets are in line with SDGs which will become a basis for development cross-sectoral, thematic sub-strategies.