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UNESCO

Country Programming Document

REPUBLIC OF ARMENIA



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LIST OF ACRONYMS

AIDS Acquired Immune Deficiency Syndrome

BR(s) Biosphere Reserve(s)

CBOs Community-Based Organizations
CI Communication and Information

CLT Culture
CoF Co-financing
ED Education
EFA Education for All

ESD Education for Sustainable Development

GEF Global Environment Facility
HIV Human Immunodeficiency Virus

HQ Headquarters

IAs Implementing Agencies

ICT(s) Information and Communication Technology(ies)

ILO International Labour Organization

MAB Man and Biosphere

MDGs Millennium Development Goals

MOS Moscow

NGOs Non-Governmental Organizations PRSP Poverty Reduction Strategy Paper PSB Public Service Broadcasting

RA Republic of Armenia RB Regular Budget

RBM Results Based Management

SC Science

SD Sustainable Development SHS Social and Human Sciences

SISTER System of Information on Strategies, Tasks and the Evaluation of Results

SME Small and Medium Enterprises SWAps Sector-Wide Approaches TOR Terms of Reference

TV Television

TVET Technical and Vocational Education and Training UCPD UNESCO Country Programming Document

UN United Nations

UNCT United Nations Country Team

UNDAF United Nations Development Assistance Framework

UNDESD United Nations Decade of Education for Sustainable Development

UNDP United Nations Development Programme

UNESCO United Nations Educational, Scientific and Cultural Organization

UNESS UNESCO National Education Support Strategies

UNIFPA United Nations Population Fund UNICEF United Nations Children's Fund

UNIDO United Nations Industrial Development Organization

WH World Heritage

EXECUTIVE SUMMARY

In the past two years UNESCO made considerable efforts to integrate its priorities into the UN Common Country Programming process. As a part of these efforts the UNESCO Moscow Office started the development of inter-sectoral programmes for the countries of its cluster.

In 2006 the Office began country programming in Armenia for the next two years by developing a UNESCO country programming document (UCPD) which describes the UNESCO contribution to a country's development efforts.

In October 2006 the Office organised a fact finding mission to Armenia in order to assess the potential



Ceremony of signing the UCPD for Armenia, Yerevan, 20 March 2008

areas and priorities for its work there. Another task the Office was looking to accomplish during this mission was to examine the coherence between the main areas of the UNESCO work in the country and the UN Development Programme including the UN Development Assistance Framework (UNDAF).

The results of the mission were used to develop the program within the UNESCO mandate, with the primary focus being given to ensuring the achievement in Armenia of the goals set by such framework documents/ programmes as Education for All (EFA), Millennium Development Goals (MDG), UN Decade of Education for Sustainable Development (2005-2014) and the resolutions of the World Summit on the Information Society. By means of developing UNESCO country programming documents, the UNESCO Moscow Office sought to integrate UNESCO priorities into the UN reform.

As a part of the country programme for Armenia, two flagship activities were identified, to be coordinated by the UNESCO Headquarters in Paris and co-implemented by the UNESCO Moscow Office. These are the development of UNESCO National Education Support Strategies and the development of a science policy accompanied by the establishment of an International Advisory Committee.

Other areas of work such as education for sustainable development, building sustainable capacity, the ethical function of UNESCO, intercultural dialogue and the reduction of poverty and especially extreme poverty, while being an integral part of the UNESCO mission will help to facilitate UNESCO interventions at a country level within UNDAF. The implementation of UNESCO's International Conventions and other International Conventions with a special regard to UNESCO activities is another important aspect of the UNESCO country programming.

UCPD in closely related to the cluster priorities of the new UNESCO biennium 2008-2009. These priorities have served as a guiding modality to derive overarching programme components (build capacity and create institutional framework; assist in a development of policy and regulatory frameworks within sectors concerned to promote accountable, transparent and effective governing institutions; and initiate measures to support poverty reduction and sustainable development) and to propose concrete projects of the country programme. In addition, they have helped to identify activities, which might be considered for joint country programming, with regard to the comparative advantages, priorities and the main goals of the UNESCO.

After bilateral consultations with the Government of Armenia the UNESCO Country Programming Document of Cooperation between UNESCO and the Government of Armenia 2007-2009 was signed on 20 March 2008 at the Ministry of Foreign Affairs of Armenia by Mr. Oskanyan, Minister of Foreign Affairs and Chairperson of the Armenian National Commission for UNESCO, Ms. Consuelo Vidal-Bruce, UN Resident Coordinator and UNDP Resident Representative in Armenia, and Mr. Dendev Badarch, Director of the UNESCO Moscow Office and the UNESCO Representative in Armenia.

CONTEXT AND PURPOSE

The UNESCO (Moscow Office) Country Programming Document (UCPD) in Armenia is outlined to be linked with and complementary to the first United Nations Development Assistance Framework (UNDAF) for Armenia (2005-2009) which is aimed at establishing a common framework for all UN Agencies operating in the country.

The UNDAF defines the areas where the UN's collective, coherent and integrated interventions will make a significant and strategic contribution towards addressing the economic, social, governance and environmental challenges facing the country. The UN in Armenia within UNDAF will focus on the reduction of economic, social and political inequality by developing programmes in compliance with the key national priorities of:

- a) implementing the Poverty Reduction Strategy Paper;
- b) reaching the international development goals, including the Millennium Development Goals (MDGs); and
- c) achieving the rights embodied in the Armenian Constitution and the international conventions and treaties acceded to by the country.

By incorporating human rights protection, national development and international development goals, including the MDGs, into a common operational framework, it has been agreed that the UN will be able to support Armenia's main national priorities in a manner that is consistent with the highest international principles and which support the country's continuing integration into European and global structures.

UNESCO UCPD is based on UNESCO's comparative advantages considering existing activities within UNESCO Moscow Office (UNESCO MOS), taking into account priorities set-up for 34 C/5 and C/4. Programme priorities for upcoming biennium have been identified within UNESCO MOS cluster in accordance with the preparation of the medium-term strategy for 2008-2013.

Within the UNDAF, the UNESCO MOS will focus, in particular, on addressing on-ground implementation of EFA, UN Decade of Education for Sustainable Development, World Summit Outcomes and international development goals, including the Millennium Development Goals, within UNESCO's mandate and comparative advantages, and on promoting country programme activities and the integration of UNESCO priorities into the UN programming framework at the country level.



National Academy of Sciences of Armenia

SITUATION ANALYSIS

Over more than a decade of dramatic transition affected not only Armenia's socio-economic life, but its institutional structures, economic and even cultural links. Armenia, facing reformation challenges in political, economic and social spheres, spared no effort to become open to values and dynamic processes of contemporary development shared by many countries in the world. This concerns all areas of UNESCO competence, especially education, science, culture, and communication and information, which Armenia has inherited a great potential in and has tried to build on during the past period. However, its capacities and potential for development in the mentioned spheres vary.

Education has always been a **priority** in Armenia and has traditionally been highly rated. Today as well, the preservation and development of educational system

and insuring its compatibility with the advanced educational systems and its competitiveness in the international environment remains one of the most important tasks for the Government. In May 2000, RA Government Decree approved the national standards for general education, which set the criteria for monitoring the quality of education in national schools. In 2004 the Government of Armenia approved the Strategy for primary and secondary vocational education. By joining officially the Bologna process in 2005, Armenia declared its willingness to introduce the Bologna measures into its higher education system. In 2006 Armenia initiated the **Education Vision 2015**. Recently, the National Human Development Report 2006 titled "Educational Transformations in Armenia" has been launched.

With respect to the academic component of the public sector in Armenia, it should be mentioned that a significant potential in identifying the areas for perspective national **scientific development** is accumulated in the Academy of Sciences of RA. The Academy of Sciences was previously associated with a centralized style of managing scientific development under state control. Its newly-gained experience as self-managed



communities of scientists has now slow progress with the lack of public finance and the problem of braindrain. In 2006, the Armenian authorities decided to bring the science sector into the focus of attention. With the RA President's decree, **a science reform** committee was formed. In this regard, the elaboration of a policy for science development and facilitating the establishment of international scientific cooperation programmes are one of the priorities for Armenia and are considered to be one of the **key tools for country's economic growth**.

As a land-locked country with limited natural resources, **environmental degradation is another major factor threatening the economy's future viability.** Weak institutional, administrative, and regulatory mechanisms have resulted in a number of environmental problems including distorted and inefficient exploitation of natural resources, energy instability, extensive air, water and land pollution and inadequate waste disposal systems.

Pressures on agricultural lands and forests are likely to grow with the gradual degradation of rural infrastructure, decreasing living standards of rural population, and limited capacity of individual farmers to buy farm inputs. Despite current economic hardships, the Government of Armenia remains committed to sustainable use of natural resources and in the improvement of the quality of life in the communities that are reliant upon them.

In the non-governmental sector a remarkable emergence of actors can be observed, which is stipulated by several factors, drive to achieve increased transparency and efficiency in public management and empowerment of women among them. In this regard **gender mainstreaming** is one of the key elements not only of this but of integrated approach in poverty eradication and supporting sustainable development. The disintegration of the Soviet Union affected the South Caucasus even more, as the disruption of traditional economic relations and consequences of transition to market economy were aggravated by interethnic and civil conflicts, and the Nagorno Karabagh conflict among them.

Recognizing the implications of mass impoverishment on the political stability and national security of the country, the Government of the Republic of Armenia, in cooperation with the civil society, developed and adopted, in 2003, a Poverty Reduction Strategy Paper (PRSP) aimed at generating high rates of economic growth and redistributing this growth to social programmes for the poorest and socially most disadvantaged. By implementing the PRSP, the Government aims at establishing a sound foundation for eradicating mass poverty and improving living standards by 2015 in accordance with the international development goals, including the Millennium Development Goals (MDGs). The Government is using the PRSP as a framework

Armenia Statistics: Fast Facts							
General information							
Year of joining UNESCO	1992						
Form of governance	Presidential Republic						
Capital	Yerevan						
Population (2005) ¹	3 million						
Surface area, sq km, 2005 ⁶	29 800						
Human development ¹							
Human Development Index in 2005	0.76						
HDI in 2000 ⁷	0.75						
HDI in 1995 ⁷	0.71						
Selected indicators for the Millennium achievement	n Development Goals						
Goal 1. Eradicate extreme poverty and	d hunger³						
Share of poorest 20% in national income or consumption, 2003, %	8.5						
Goal 2. Achieve universal primary edu	ucation ¹						
Net enrolment ratio in primary education, 2005, %	79						
Literacy rate of 15-24 year-olds, women and men ³	99.9 (women) 99.8 (men)						
Goal 3. Promote gender equality and	empower women³						
Proportion of seats held by women in national parliament, %	2000: 4 2007: 7						
Goal 7. Ensure environmental sustaina	ability³						
Protected area to total surface area, 2005, %	10						
Proportion of rural population using an improved drinking water source, 2004, %	80						
Economic performance							
GDP per capita (PPP US\$), 2005 ¹	4,945						
Distribution of income: Gini coefficient	1989: 0.25 ⁵ 2007: 0.34 ¹						

¹ Human Development Report 2007⁻2008, UNDP

⁵ Social Monitor 2003, UNICEF. The "Gini" measures the degree of inequality in the distribution of income. It varies from "0" (the case of total equality, when everyone receives the same income) to "1" (the case of total inequality, when one person receives all the income)



Towards the establishment of the first biosphere reserve in Armenia

for coordinating the contributions and activities of bilateral and multilateral donors. In 2004, in an effort to directly link the PRSP with the broader goal of reaching the international development goals, including the MDGs, the Government established a joint monitoring system for the PRSP and MDGs, which includes country specific MDG indicators. The PRSP revision process has started in 2006.

The human rights situation in Armenia is better than in most of the former Soviet republics and has drawn closer to acceptable international standards. However certain areas remain to be improved, especially with respect to the freedom of media. Strengthening the non-governmental sector and bringing more attention to human rights issues remain among priorities for Armenia. Human rights education is another area for concern. The assessment of human rights education in Armenia: A Baseline Report", conducted by Turpanjian Center for Policy Analysis in 2005.) indicated a low level of both – education and public awareness in this field.

PAST COOPERATION AND LESSONS LEARNED

Within previous and current biennia, significant results have been achieved in the UNESCO regular programme (and also in extra-budgetary activities). They provided a good basis for a further follow-up and a strong foundation to derive lessons learnt accordingly.

Education: In 2002-2003 UNESCO Moscow Office supported Armenia's participation in several sub-regional and regional events on promoting quality Education for All. An inclusive education advancement in Armenia was supported in 2004 by organizing the workshop on "Training education personnel in inclusive education strategies and practice and the right to education for people with disabilities". Participants decided there to create a working group to develop a National Programme on Inclusive Education for 2005-2010.

The training workshop on "Promotion of Human Rights Education in UNESCO Associated Schools of Armenia" organized in 2006 contributed to increase of the level of the theoretical knowledge and practical work abilities and to improvement of the methodological skills of teachers and schoolchildren.

² Human Development Reports 1998, 2002-2003; UNDP Country Offices

³ Millennium Development Goals Indicators http://mdgs.un.org/

⁴World Bank, www.developmentgoals.org

The interest and preparedness of national bodies to cooperate with UNESCO is crucial for implementation of any programme in the country. It is necessary to make the presence of our organization in Armenia more visible through closer collaboration with the National Commission.

Natural Sciences: Armenia together with the other Southern Caucasus countries completed the initiation project focused on the designation of the first biosphere reserve in the country. The project generated significant proposals for attracting new partners and donors to be further followed-up within the current biennium. Consultative meeting organized by the National MAB committee at the regional level constituted an essential element of this process allowing to the join efforts of various stakeholders aimed at creating prerequisites for the sustainable development of the region.

Despite the political situation in the region, research and scientific communities continue transboundary cooperation in several areas, and on the Southern Caucasus, environmental issues, in particular. Regional cooperation in areas of a scientific research and monitoring with a special focus on water management resources was initiated nationally and significant results achieved. Activity contributed to environmental security, in particular, to radiological safety in the South Caucasian region and to a common early warning system for emergencies.

Social and Human Sciences: An International Conference on tolerance and the struggle against discrimination and xenophobia in the context of the fight against international terrorism (Caucasus dimension), organized with the Government and Ombudsman of Armenia in 2005, provided a platform for human rights experts to identify adequate security measures to address terrorist threats without compromising the basic freedoms of individuals. The event served as a forum to exchange best practices and expertise, and to identify future challenges in the region.

Promotion of the systematic and comprehensive ethics and human rights approach & UNESCO strategies' integration in policy and curriculum was the main theme of the International Conference



International Conference "Bioethics aspects of the Human rights in educational programmes", 2006



Conference "The Role of Youth in Safeguarding of the Heritage and Development of Cultural Tourism", 2006



Website devoted to the intangible cultural heritage of Armenia

"Bioethics aspects of the Human rights in educational programmes" held in 2006. It assisted to attract a public attention in the RA to bioethics as a new interdisciplinary science and to its place in general system of human rights as well as promotion of the UNESCO Universal Declaration on Bioethics and Human Rights.

Culture: Safeguarding of tangible and intangible heritage, promotion of cultural diversity and intercultural dialogue for peace and development, cultural and youth policy, cultural tourism development were among the main areas of focus for the UNESCO in Armenia.



Shushan Doydoyan. Media and Law

The workshop "Innovative Approaches to the Cultural Tourism" (2005) and Conference "The Role of Youth in Safeguarding the Heritage and Development of Cultural Tourism" (2006) showed that Armenia has a huge potential for further development of the cultural tourism and elaborated the ways for the development of educational programs on safeguarding the cultural heritage and tourism development with emphasis on youth.

A bilingual Armenian/English website devoted to the intangible heritage of Armenia and Conference aimed at developing practical safeguarding measures contributed to the promotion, safeguarding and intergenerational transmission of the intangible cultural heritage of Armenia.

Communication and Information: Preservation of cultural heritage, as well as capacity building for youth organizations has been chosen as main areas of UNESCO MOS CI in Armenia for the past biennium. CD Aram Khachaturian Film Music Collection, 2004 raised the standard for heritage preservation in Armenia by introducing new technologies in this area. The CD collection was disseminated all over the world with the help of the UNESCO Moscow office. The "Patarag - Armenian liturgy", 2005, Documentary has contributed to the documentation of the sacred music, as well as the cultural and religious traditions of Armenia.

To strengthen independent and pluralistic media the UNESCO Moscow Office together with the Yerevan Press Club conducted a series of events to introduce the concept of press ombudsman in Armenia. Publication "Readers' Editor" focusing on the best practices of press ombudsman in Great Britain was published.

PROPOSED PROGRAMME: UNDAF RELATED PROJECTS AND INITIATIVES

Education for sustainable development, building sustainable capacity, the ethical function of UNESCO, intercultural dialogue and the reduction of poverty and especially extreme poverty have been recognized as an integral part of mission elements of UNESCO and thus, will serve as umbrella areas to cluster UNESCO's interventions at the country level within UNDAF.

Within detailed components of a planned Armenia country programme, two flagship activities have been identified and considered to be led and coordinated by HQ and co-implemented by Moscow Office:

- Building UNESCO National Education Support Strategies (UNESS)
- Development of a science policy and establishment of an International Advisory Committee, in close consultation with national authorities

Set of MOS cluster priorities for up-coming UNESCO biennium will serve as a guiding modality to derive programme components and to further propose concrete projects of the country programme. In addition, they will assist in identifying activities derived from UNDAF and those that may be considered for a joint programming process and/or for a preparation of a joint programme.

To support the UNDAF goal of reducing economic, social and political inequality, the UNESCO MOS has defined **three major overarching components** which are further developed for each UNDAF outcome accordingly and which enable to define outcomes/results to identify concrete actions for each sector. These three overarching components have been derived from three levels on which UN will work in each areas of cooperation under UNDAF. The components are just "translated" into UNESCO specific interventions taking into account UNESCO's comparative advantages, priorities and main focuses.

Main overarching components:

- 1) build capacity and create institutional framework;
- 2) assist in development of policy and regulatory frameworks within sectors concerned to promote accountable, transparent and effective governing institutions;
- 3) initiate measures to support poverty reduction and sustainable development.

UNDAF outcome 1 "Economic Equity": Reduce the levels of poverty and income inequality in accordance with the MDGs and PRSP.

UNESCO Programme components for UNDAF outcome #1:

1) build capacity and create institutional framework for sustainable socially-oriented growth with a special emphasis on technical and vocational education and education for people with the special needs;

Outcomes:

- a) Increased access to technical and vocational education and training (TVET);
- b) ICTs used for education of children with special needs;
- c) Capacities of people with the special needs to use and apply traditional arts and crafts strengthened.

Activities:

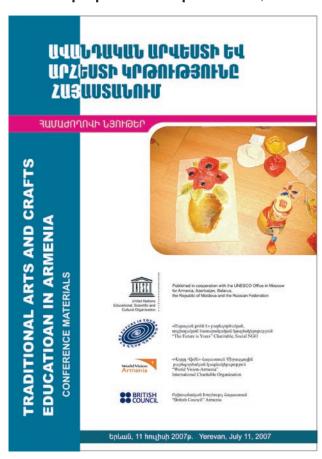
- Providing of a technical assistance to the TVET reform in cooperation with UNDP;
- Support to a capacity building in the field of inclusive and special education (including a use of ICT and a support to traditional crafts and arts with a special emphasis on youth and people with the special needs).
- 2) assist in a development of policy and regulatory frameworks within sectors to promote accountable, transparent and effective governing institutions;

Outcomes:

- a) Development of National Education Support Strategy initiated and actions for implementation taken;
- b) Science policy reform contributed to an elaboration of regional and community development strategies;
- c) Development of cultural and youth policies to reinforce regional and interregional cooperation for poverty reduction supported.

Activities:

 Contribute to the development of country-based education support strategy (UNESS) document (ED);



Conference Proceedings "Traditional Crafts and Arts Education for Disabled Children in Armenia" (2007)

- Technical assistance to the science policy reform (SC);
- Support a development and implementation of cultural and youth policies to reinforce regional and interregional cooperation for poverty reduction and sustainable development (CLT).

3) initiate measures to support poverty reduction, sustainable development and cultural heritage safeguarding;

Outcomes:

- a) Cultural centers in the regions (Marzes) to promote education on cultural heritage and creative diversity as a recourse for poverty reduction and sustainable development supported;
- b) National handicraft industry in the rural areas rehabilitated and tangible cultural heritage preserved.

Activities:

- Support the rehabilitation of cultural centers in the regions (Marzes) to promote cultural heritage and creative diversity as a recourse for poverty reduction and sustainable development (CLT);
- Support the rehabilitation of national handcrafts centers and workshops near cultural and historical sites (CLT).

UNDAF outcome 2 "Social Equity": Improve the quality and accessibility of basic social services in accordance with the MDGs and PRSP.

UNESCO Programme components for UNDAF outcome #2:

1) build capacity and create institutional framework for sustainable socially-oriented growth with a special emphasis on HIV prevention education, human rights education and education for people with the special needs;

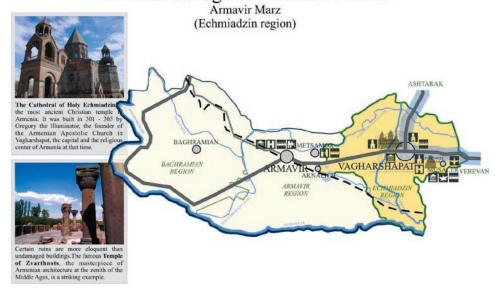
Outcomes:

- a) Strengthened HIV prevention education and promoted cultural aspects in HIV and AIDS prevention policy and community-based approaches;
- b) Fostered quality of teaching and learning in human rights education.

Activities:

• Special trainings for education authorities and teachers on HIV prevention education, human rights education and education for people with the special needs (ED);

The Cathedral and Churches of Echmiadzin and the Archaeological Site of Zvartnots



World Heritage in Armenia

- Elaboration of the guidelines and educational materials (including audiovisual), on HIV prevention education and policy, and integration of the HIV prevention education components into school curriculum (ED);
- Development and implementation of the pilot project «Contemporary Arts in response to HIV and AIDS» (CLT);
- The National Conference on Human Rights education devoted to the 60th anniversary of Universal Declaration (ED and SHS);

- Capacity building in using ICT to assist deaf children (CI).
- 2) initiate measures to support sustainable development through a support of intercultural and interreligious dialogue for peace and development.

Outcomes:

a) Role of culture as a resource for peace-building recognized and of cultural tourism as a recourse for sustainable development.

Activities:

The pilot project "Roads of Culture and Tourism for Peace, Development and Dialogue," including
feasibility study, monitoring and mapping of the cultural (tangible and intangible) and natural heritage of
Armenia, as a basis for cultural tourism and sustainable development (CLT).

UNDAF outcome 3 "Democratic Governance": Improve the transparency and accountability of Government institutions in accordance wit the MDGs and PRSP.

UNESCO Programme components for UNDAF outcome #3:

1) Build capacity and create institutional framework to promote UN development aims *Outcomes:*

- a) Bioethics and environmental ethics education in Armenia strengthened including an enhancement of bioethical knowledge and public awareness;
- b) Capacities of local media strengthened;
- c) Increased universal access to knowledge and strengthened capacity in the field of mass media education.
- Support and capacity building of the National Bioethics Committee establishment (SHS);
- Building capacity for strengthening of the media in the regions of Armenia including a support to media gender issue (CI);
- Support to technical capacity of archive and library specialists and to curriculum of journalism and communication studies (CI).
- 2) assist in a development of policy and regulatory frameworks within sectors to promote accountable, transparent and effective governing institutions;

Outcomes:

- a) Advocacy on the European Coalition of Cities against Racism, Xenophobia and Discrimination.
- b) Strengthened public service broadcasting.

Activities:

- Support to activities on advocacy on the European Coalition of Cities against Racism, Xenophobia and Discrimination (SHS);
- Development of regulatory framework for the digital broadcasting and PSB (CI).

UNDAF outcome 4 "Environmental Governance": Promote environmentally sound technologies and effective management of natural resources in accordance with the MDGs and PRSP.

UNESCO Programme components for UNDAF outcome #4:

1) build capacity and create institutional framework for sustainable socially-oriented growth with the emphasis on education for sustainable development;

Outcomes:

- a) Promoted education for sustainable development;
- b) Enhanced capacity for sustainable environmental management and principles of sustainable development within BR(s) made familiar amongst schoolchildren, students, local authorities and local communities;
- c) Innovative policy and best practices for cultural, ecological and rural tourism development taking into consideration the necessity of the balanced development of the regions in Armenia (Marzes) promoted.

Activities:

- Support to the capacity building and training on SD principles in particular, National conference on education for sustainable development, etc. (ED+SC);
- Support to an establishment of networking, linkages, exchange and interaction among key stakeholders
 in particular, within the process of the first BR establishment (SC);
- Capacity-building activities and training on innovative policy and best practices for cultural, ecological and rural tourism development in Armenia involving municipal communities (Marzes) and taking into consideration the necessity of the balanced development of the regions (CLT).
- 2) assist in a development of policy and regulatory frameworks within sectors to promote accountable, transparent and effective governing institutions;

Outcomes:

a) Facilitated dialogue and cooperation between local authorities, civil society and the private sector in order to integrate environmental issues into local and national development agendas.



World Heritage in Armenia: Mother Cathedral of Echmiatsin

Activities:

- Preparation of national strategy for the UNESCO natural sites in Armenia to maintain the ecological integrity and to preserve the national natural and cultural heritage (SC).
- 3) initiate measures to support sustainable development, environmental security, biological and cultural diversity conservation.

Outcomes:

a) Activities to protect and conserve natural and cultural diversity including public awareness (within BR establishment effort and WH nomination) facilitated and support of activities linking nature and culture catalyzed.

Activities:

- Development of project proposal(s) to support biodiversity conservation, sustainable development and poverty reduction through the establishment of the first Biosphere Reserve in Armenia (SC);
- Catalyzing steps for the nomination of the WH natural and cultural site(s). (SC jointly with CLT).

NON-UNDAF PROJECTS

Project "Safeguarding the Armenian Duduk Music-UNESCO Masterpiece of the Oral and Intangible of Humanity" (CLT):

The **objective** of the project is the safeguarding (in the sense of the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage) of the Armenian duduk music. The project will also lay the basis for the development of a national inventory of the traditional music, and in the long run, of the intangible cultural heritage of Armenia.

Outcomes:

- Transmission in particular inter-generational of the knowledge, experience, skills and technique related to the performance of the duduk music and the production of the instrument encouraged;
- Local and national capacities for the safeguarding and transmission of duduk music, and traditional music in general, through support and development of practitioner and custodian networks, and elaboration of the inventory of the Armenian duduk music and instrument, built;
- Public awareness of the Armenian duduk music and to revive the interest in duduk-playing and duduk-making among young people increased.

Outputs:

- Master-classes and workshops on traditional duduk playing and duduk making conducted;
- Scores of Armenian composers and Practical manual for duduk players and makers published;
- Inventory of Armenian duduk tradition created;
- Competition for the student of musical schools conducted;
- Promotional activities undertaken (such as open air concerts, TV and radio productions and informational brochure).



Djivan Gasparyan

Non-UNDAF Project Results and Resources Framework*

UNESCO MOS programme component	Expected Outcomes	Expected Outputs	Output targets and indicators	Indicative Resources by programme component (per year, US\$)
Implementing the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage by safeguarding of the Armenian duduk music.	National capacities for safeguarding and transmission of intangible heritage through the support of practitioner and custodian network built. Indicator: Basis for the development a national inventory of the traditional music, and in the long run, of the intangible cultural heritage of Armenia created.	Master-classes and workshops on traditional duduk playing and duduk making conducted; Scores of Armenian composers and Practical manual for duduk players and makers published; Inventory of Armenian duduk tradition created; Competition for the student of musical schools conducted; Promotional activities undertaken (such as open air concerts, TV and radio	Numbers of master classes and workshops; Published materials; Inventory report; Number of students participating in a competition; Number of promotional activities; records	Extra-budgetary: 2006-2007: \$ 54 520; 2008-2009: \$26 350 Total \$ 80 870

^{*} This table refers to the ANNEX 1: UCPD RESULTS AND RESOURCES FRAMEWORK

PARTNERSHIP STRATEGY

Activities and projects will be implemented through tripartite social partnerships involving the Government, UN Agencies, civil society and where appropriate, the private sector. UNESCO MOS will work directly and in close collaboration with the Government (National Commission and relevant Ministries) and will implement projects through defined groups including community councils, local NGOs, CBOs, business unions, scientific and academic institutions and specialized associations.

The partnership with other UN agencies working within the country under UNDAF will ensure an effective achieving the UNDAF Outcomes, the Country Programme Outcomes and the specific Programme Component Outputs. The UNESCO will be involved directly in the process to review and improve a current UNDAF. The other main partners will be relevant governmental institutions, governing bodies of intergovernmental and international programmes, NGOs, IGOs and CBOs communities. The partnership with PRSP Working Group and the Office of the Ombudsman is a prerequisite for successful programme implementation.

With regard to UNDAF and UNDP Country programme, three areas are desirable to be more related to UNESCO: agricultural component; sustainable development; and socio-economic issues and rural development, in particular. These issues are planned to be implemented by UNESCO MOS within two UNDAF objectives: social equity and environmental governance.

The proposed Partnership strategy is a country wide multi-stakeholder collaboration with the main objective to assist UNESCO in supporting the UNDAF goal of reducing economic, social and political inequality within the UNESCO sectors that addresses capacity building and creating institutional framework; assisting in development of policy and regulatory frameworks to promote accountable, transparent and effective governing institutions; and initiating measures to support poverty reduction and sustainable development.

The Partnership will serve as a catalyst in leveraging extra-budgetary funds to implement UCPD beyond UNESCO regular budget as well as in leveraging policy/legal/institutional reforms and UN coherent actions. The main objective of the Partnership strategy is to foster the implementation of the UCPD and prepare the ground to ensure sustainability of outcomes having been achieved within UCPD duration. To reach the objective, a programme of interventions addressing key problems within UCPD will be drafted that may be presented to the Partnership Conference. The Partnership Conference will assist in building new partnerships between foreign donors, international and domestic partners and institutions/multilateral and bilateral donors within the country, region and worldwide.

Partnership strategy will include adoption of the priority listing and securing funding for agreed actions; identification of key partners; designing a programme of interventions, including demonstration projects; and presenting the programme of interventions at the Partnership Conference.

PROGRAMME MANAGEMENT

Country programme management. The Armenian National Commission for UNESCO and the UNESCO MOS Office will be responsible for overall programme implementation including projects identification, formulation, implementation and monitoring, and of the functional relationships between them. Close consultations with relevant sectors will be done on regular basis. Two flagship components (Building UNESCO National Education Support Strategies; Development of a science policy and establishment of International Advisory Committee) will be led and coordinated by HQ and co-implemented by Moscow Office, in close cooperation with national authorities.

Resource mobilization. Given UNESCO's very limited resources, the use of Sector-Wide Approaches (SWAps) in which UNESCO can use these resources at the upstream level in assisting the policy, planning, and national programme will serve as one of financial mechanisms.

Although the resource constraints facing UNESCO are well recognized, there are further areas where resources will be mobilized – such as:

- Mutual cooperation with UNCT /UN Agencies working in Armenia and involved in UNDAF implementation process –see Partnership strategy and Annex I.
- Strengthened collaboration agreements with other donor partners, particularly financial partners see Partnership strategy.
- Allocation of an appropriate proportion of UNESCO Regular budget funds to country level support for PRS and MDG support activities and mobilization needs.

MONITORING AND EVALUATION

To ensure that programme and projects are effectively implemented, the UCPD monitoring and evaluation system will be established with the aim of:

- using transparent and continuous mechanisms to help UNESCO assess the strength and weaknesses of the programmes and projects;
- identifying the target groups that should be supported through the UCPD and the policies and institutions that need to be improved or developed to ensure effective UCPD implementation;
- ensuring links to the UNDAF Monitoring and Evaluation Plan;
- strengthening the monitoring and evaluation capacities of national actors.

Monitoring, reporting and evaluation will include a series of linked activities, including UNESCO monitoring &evaluation tools/RBM under SISTER, reporting and evaluation according to UCPD Guidelines, and monitoring of the progress in executing the activities.

A biannual progress report of the UCPD will be prepared. A terminal evaluation of given projects will be carried out through a mutual agreement between UNESCO and the Government of Armenia, in consultation with the UNCT. A review meeting will be held once per year to review the project.

Monitoring, reporting and evaluation will be done in a manner which is faithful to the objectively verifiably indicators (or benchmarks if applicable) and means of verification in the UCPD results and resources framework.

COMMITMENTS OF THE UNESCO

Amounts of regular budget resources as specified in the Annex I, shall be committed for 2007 according to the current Workplan. The commitment of a specified amount of regular resources for 2008 and 2009 will be a subject to availability of funds for 34 C/5.

Other resources will be mobilized according to donors' interest. A significant part of co⁻financing support shall be a subject of joint programmes and/or activities with relevant UN agencies. Further details are provided in Partnership Strategy.

ANNEX 1: UCPD RESULTS AND RESOURCES FRAMEWORK

Expected UNDAF outcome #1: ECONOMIC EQUITY Reduce the levels of poverty and income inequality in accordance with the MDGs and PRSP.

UNESCO MOS		5		Indicative Resou	rces by prog	ramme com	ponent (per y	year, US\$)
programme component	Expected Outcomes	Expected Outputs	Output targets and indicators		2007	2008	2009	TOTAL
Build capacity and create institutional framework for sustainable socially-oriented growth with a special emphasis on technical and vocational education and education for people with the special needs.	1.1. Increased access to technical and vocational education and training (TVET). Indicator: TVET reform progressed.	1.1.1 Needs assessment for the national system of TVET with the special focus on agricultural sphere of economy elaborated and published by the group of experts; 1.1.2 By 2009, modernization of the TVET curricula by the national education authorities through organization of the round tables, study trips and international experts meetings.	Government authorities responsible for TVET acquainted with the results of needs assessment; Number of national experts participating in round tables and study trips; Number of TVET institutions working on the basis of the new curriculum.	RB: Co_financing (CoF) in total: A cooperation to develop a joint project and implement relevant activities with ILO and UNDP on TVET issues envisaged.	0	10 000	5 000	15 000 500 000
	1.2. ICTs used for education of children with special needs.	1.2.1 In 2007, manual for teachers on the use of ICTs in inclusive /special education elaborated by the group of national and international experts; 1.2.2 By 2008, national workshop on the use of ICTs in inclusive/special education organized by the national authorities 1.2.3 Trainings for teachers on the use of ICTs in inclusive/special education organized.	Number of teachers of inclusive/special schools using the new manual; Number of participants of the conference, resolution of the conference; Number of teachers of inclusive/special schools trained to use ICTs in education process;	RB: CoF:	6 000 25 000	5 000 15 000	4 000 6 000	15 000 46 000
	1.3. Capacities for people with the special needs to use and apply traditional crafts and arts for sustainable development strengthened.	1.3.1 Capacity-building workshops and trainings, feasibility studies and monitoring conducted; 1.3.2 By 2008, network of experts and teachers in the field of traditional arts and crafts established; 1.3.3 By 2008, informational /teaching manuals published;	Number of specialists in the field of traditional arts and crafts and teachers trained; Number of manuals published; Number of experts and people with the special needs involved and trained; Number of teachers using the manuals;	RB: CoF:	7 000 0	20 000 10 000	20 000 10 000	47 000 20 000
Assist in development of policy and regulatory frameworks within sectors concerned to promote accountable, transparent and effective governing institutions;	1.4 Development of National Education Support Strategy initiated and actions for implementation taken. Indicator: Education development strategy coherent with national socio economic development programmes	1.4.1 In 2007, country_based education support strategy (UNESS) document finalized. 1.4.2 By 2009, education development strategy implemented.	National development policies and programmes analysed; Needs and demands of Armenia's educational development identified. Document of UNESCO National Education Support Strategy (UNESS) developed.	RB: CoF:	8 000	7 000 5 000	5 000 5 000	20 000 10 000
	1.5 Science policy reform contributed to an elaboration of regional and community development strategies.	1.5.1ln 2007, science policy analysis elaborated and broadly reviewed; 1.5.2 By 2008, science policy reform document finalized, and launched; 1.5.3 By 2008, mobilized resources necessary to carry out the science issues;	Number of institutions/experts provided inputs and comments and; number of reviews received; Science policy formally adopted; Recommendations for PRSP elaborated;	RB: CoF:	20 000	7 000 50 000	5 000 20 000	32 000 70 000

UNESCO MOS	F 10 t	Firm and A Outmants	Outside towards and indicators	Indicative Resou	ces by prog	ramme comp	oonent (per y	ear, US\$)
programme component	Expected Outcomes	Expected Outputs	Output targets and indicators		2007	2008	2009	TOTAL
	Indicator: Relevant components of a reformed science policy included into PRSP accordingly	1.5.4 By 2009, a follow_up Science Strategy drafted and Action plan outlined.	International Advisory Committee established and TOR agreed, in close consultation with national authorities; Number of round_tables meeting(s) with key actors conducted; Number of promotional events organized; Sources committed.					
	1.6 Development of cultural and youth policies to reinforce regional and interregional cooperation for poverty reduction supported.	1.6.1 Capacity_building workshops, trainings and monitoring conducted; 1.6.2 By 2008, recommendations and manuals published.	Number of governing institutions and experts in cultural policy involved and trained; Number of professionals trained in the management of cultural and youth policies with impact on poverty reduction and sustainable development;	RB: CoF: Development of a joint project with UNDP Socio.economic Portfolio and UNFPA envisaged.	5 000 0	10 000 5 000	10 000 5 000	25 000 10 000
Initiate measures to support poverty reduction, sustainable development, environmental security and cultural heritage safeguarding.	1.7 Rehabilitation of cultural centers in the regions (Marzes) to promote education on cultural heritage and creative diversity for poverty reduction and sustainable development supported (CLT).	1.7.1 Capacity-building workshops, trainings and monitoring conducted 1.7.2 By 2008, recommendations and manuals published 1.7.3 In 2007_2008, feasibility study, monitoring and mapping of the cultural (tangible and intangible) and natural heritage of Armenia as a basis for the development of tourist roads and recourses for sustainable development undertaken. 1.7.4 National handicraft industry in the rural areas (carpet weaving, tapestry, pottery, embroidery) for the preservation of tangible cultural heritage through the development of handicraft SME clusters and networks rehabilitated.	Number of cultural centers in the regions (Marzes) starting to promote education on cultural heritage and creative diversity as a recourse for poverty reduction and sustainable development; Number of specialists in cultural education and heritage safeguarding involved and trained; Lessons learnt and good practices from UNDP Socio_economic portfolio project in Syniuk region used and follow_up ensured. Joint project with UNIDO developed and implemented to support a rehabilitation of national handcrafts centers and workshops near cultural and historical sites through the development of handicraft SMEs cluster and strengthening business environment in rural areas, with special emphasis on women and youth entrepreneurs. Follow_up on 2 UNIDO pilot projects in two marzes: Tavush and Syunik, with the establishment of revolving fund for start_up businesses)_ joint project with UNIDO.)	RB: CoF: A joint project with UNDIDO on 1.8.4 envisaged. Resources will be clarified.	4 000	30 000 20 000	40 000 20 000	74 000 40 000

Expected UNDAF outcome #2: SOCIAL EQUITY Improve the quality and accessibility of basic social services in accordance with the MDGs and PRSP.

UNESCO MOS	Francisco Ordenius	F		Indicative Re	esources by p	rogramme cor	mponent (per	year, US\$)
programme component	Expected Outcomes	Expected Outputs	Output targets and indicators		2007	2008	2009	TOTAL
Build capacity and create institutional framework for sustainable socially-oriented growth with a special emphasis on HIV prevention education, human rights education and education for people with the special needs;	2.1 Strengthened intersectoral cooperation in the field of promoting quality Education for All.	2.1.1 Special trainings for education authorities and teachers on HIV prevention education, human rights education and education for people with the special needs in the framework of in_service training institutions.	Number of teachers trained on HIV prevention education, human rights education and education for people with special needs	CoF:	0	10 000	10 000	20 000
	2.2 Strengthened HIV prevention education.	2.2.1 Elaboration of the guidelines on HIV prevention education and policy; 2.2.2 By 2008, elaboration of educational materials, including audio_visual, on HIV prevention education; 2.2.3 By 2009, inclusion of the HIV prevention education components into school curriculum.	Number of education authorities and institutions using the guidelines in their work. Number of teachers using the educational materials. Number of schools using HIV prevention education components. Complementary activities to activities of UNICEF in HIV issues identified and implemented accordingly.	CoF:	10 000	10 000	5 000	25 000
	2.3 Promoted cultural aspects in HIV and AIDS prevention policy and community_based approaches. (CLT).	2.3.1 In 2007, capacity_building workshops and trainings on cultural approaches to HIV and AIDS prevention policy conducted; 2.3.2 By 2008, recommendations and manuals published;	Number of participants involved and trained;	RB(CLT):	3 000	7 000	7 000	17 000
	2.4 Fostered increased quality of teaching and learning in human rights education. Indicator: UNESCO's human rights strategies, programmes and documents promoted and popularized.	2.4.1 By 2008, national Conference on Human Rights education devoted to the 60th anniversary of Universal Declaration for education authorities, teachers, higher education specialists and students.	Number of participants of the conference, resolution.	RB (ED): CoF: A cooperation with UNFPA on a joint project for human rights education envisaged.	0 0	10 000 10 000	0 0	10 000 10 000
		2.4.2 Information campaign on human rights with the focus on youth	Number of people covered by the information campaign and their knowledge on human rights increased.	RB (SHS): CoF:	12 000 12 000	0 24 000	0 24 000	12 000 60 000
Initiate measures to support sustainable development through a support of intercultural and Interreligious dialogue for peace and development.	2.5 Role of culture as a resource for peace. building recognized. Indicator: Culture components included into national strategic priorities.	2.5.1 Capacity_building activities to promote intercultural dialogue, arts education for creativity and poverty reduction conducted; 2.5.2 By 2008 _2009, Proceedings and recommendations published;	Number of consultative workshops and trainings; Number of professionals trained in the management of cultural and youth policies with impact on peace_building and poverty reduction	RB:	5 000	10 000	10 000	25 000

Expected UNDAF outcome #3: DEMOCRATIC GOVERNANCE Improve the transparency and accountability of Government institutions in accordance with the MDGs and PRSP.

UNESCO MOS	F (-) (-) (-)	Evenosted Outputs	O to the safe of Parkers	Indicative Resources by p	rogramme (component	(per year, U	JS\$)
programme component	Expected Outcomes	Expected Outputs	Output targets and indicators		2007	2008	2009	TOTAL
Build capacity and create institutional framework to promote UN aims;	3.1 Bioethics and environmental ethics education in Armenia strengthened including an enhancement of bioethical knowledge and public awareness. Indicator: Educational manuals integrated into educational programmes in schools and universities.	3.1.1 In 2007, curricula and methodical recommendations on bioethics for the system of medical educational establishments prepared; 3.1.2 By 2009, elaboration of educational manuals etc. for their further integration into educational programmes in schools and universities. 3.1.3 Existing international experience in bioethics studied; 3.1.4 Elaboration of guarantees of observing human rights and freedoms while applying to the modern scientific achievements in accordance with international regulations on protection of human rights. 3.1.5. Public awareness campaign conducted.	NBC Regulations, Strategy and Chapter elaborated; Number of new manuals for children and students on bioethics elaborated and published; Number of new manuals for teachers on bioethics elaborated and published; Number of existing manuals on bioethics translated into Armenian; Number of medical workers of specialists in the field of bioethics trained; Number of trainings, seminars, round tables organized (2 per year) Media information. Fully operational National Bioethics Committee of the Republic of Armenia established.	RB:	15 000	5 000	5 000	25 000
	3.2. Capacities of local media strengthened. <i>Indicator:</i> Local media capacity strengthened, networking between local media outlets facilitated.	3.2.1 By 2008, building capacity for strengthening of the media in the regions including a support to media gender issues.	Seminars for regional journalists organized.	RB: A cooperation to develop a joint project and implement relevant activities with UNDP Democratic Governance Portfolio envisaged and thus, co ⁻ financing will be defined later on.3.5	2 000	5 000	5 000	12 000
	3.3. Increased universal access to knowledge and strengthened capacity in the field of mass media education. Indicator 1: Technical capacity of archive and library specialists strengthened through training. Indicator 2: University course adopted by the relevant University's body	3.3.1 By 2008, building capacity to increase universal access to knowledge.	Training seminars in the National Archive and National Library of Armenia organized, technical upgrade provided; Number of specialists trained.	RB: CoF:	8 000 0	5 000 5 000	5 000 5 000	18 000 10 000
		3.3.2 By 2008, building capacity in the field of mass media education.	Curriculum of journalism and communication studies in at least two Universities strengthened.	RB: CoF:	2 000 0	3 000 0	0 5 000	5 000 5 000
Assist in a development of policy and regulatory frameworks within sectors concerned to promote accountable, transparent and effective	3.4 Advocacy on the European Coalition of Cities against Racism, Xenophobia and Discrimination.	3.4.1 Public awareness campaign on the Coalition of the Cities Against Racism and its Ten ⁻ Point Plan of Action conducted. 3.4.2 Recommendations for the development of an Action Programme for the implementation of the Ten – Point Plan of Action in Armenia elaborated; 3.4.3 Declaration on Coalition and its Ten – Point Plan of Action translated into Armenian;	Popularizing booklets published; Guidebooks for municipalities prepared; State policy in the sphere of the promotion of tolerance and state officers studied by policy and decision makers.	RB:	3 000	3 000	5 000	11 000
governing institutions;	3.5 Strengthened public service broadcasting Indicator: Draft legislation developed for parliamentarian review.	3.5.1 By 2008, legislative and policy recommendations developed to strengthen freedom of speech and public service broadcasting; Regulatory framework for the digital broadcasting and PSB developed	High level Roundtables organized	RB:	5 000	5 000	0	10 000

Expected UNDAF outcome #4: ENVIRONMENTAL GOVERNANCE Promote environmentally sound technologies and effective management of natural resources in accordance with the MDGs and PRSP.

UNESCO MOS	Expected Outcomes	Expected Outputs	Output targets and indicators	Indicative Resources by	programme	component	(per year, U	S\$)
programme component					2007	2008	2009	TOTAL
Build capacity and create institutional framework for sustainable socially-oriented growth with special emphasis on education for sustainable development;	4.1 Promoted education and awareness for sustainable development; Indicator 1: Teaching and learning systems in education for sustainable development significantly increased in quality.	4.1.1. In 2007, elaboration of the teachers manual on education for sustainable development; 4.1.2 By 2008, National conference on education for sustainable development; 4.1.3 Trainings for teachers on education for sustainable development in the framework of the in-service training;	Number of teachers using the manual. Number of participants of the conference, its resolutions. Number of teachers trained. Background materials for addressing ESD Thrusts available.	RB: CoF: A cooperation to develop a joint project and implement relevant activities with UNDP Environmental Governance portfolio envisaged.	15 000 0	4 000 4 000	4 000 4 000	23 000 8 000
	Indicator 2: Enhanced capacity for sustainable environmental management and principles of sustainable development within BR(s0 and on-ground implementation of UN DESD strengthened.	4.1.4 By 2008, networking, linkages, exchange and interaction among key stakeholders established – in particular, aimed at the facilitation of the first BR establishment. 4.1.5 By 2009, development of replicable modules and other relevant training materials for the training of key stakeholders 4.1.6 Awareness campaigns developed, organized and conducted.	Number of Country-based and regional workshops/round-tables and proceedings. Set of training materials disseminated. Information material on the concept and experience of biosphere reserves.	RB: CoF: A cooperation to develop a joint project and implement relevant activities with UNDP Environmental Governance portfolio is envisaged.	3 000	3 000 30 000	3 000 20 000	9 000 50 000
	4.2 Promoted innovative policy and best practices for cultural, ecological and rural tourism development taking into consideration the necessity of the balanced development of the regions in Armenia (Marzes).	4.2.1 Capacity-building activities to promote the best practices of cultural, ecological and rural tourism development in Armenia involving municipal communities (Marzes) conducted.	Number of participants involved and trained;	RB: CoF: A cooperation to develop a joint project and implement relevant activities with UNDP Environmental Governance portfolio is envisaged	0 0	10 000 5 000	10 000 5 000	20 000 10 000
Assist in a development of policy and regulatory frameworks within sectors concerned to promote accountable, transparent and effective governing institutions;	4.3 Facilitated dialogue and cooperation between local authorities, civil society and the private sector in order to integrate environmental issues into local and national development agendas. Indicator: Strategy for UNESCO sites included into relevant gov. documents.	4.3.1 By 2008, outlined national strategy for the UNESCO natural sites in Armenia to maintain the ecological integrity and to preserve the national natural and cultural heritage.	Strategy discussed among relevant stakeholders; Key Gov. institutions involved into a process; Number of round-tables/workshops conducted; Number of key stakeholders (incl. decision makers) involved; Follow-up actions agreed. Proposals endorsed by relevant ministries and submitted to donors/partners;	RB: CoF: A cooperation to develop a joint project and implement relevant activities with UNDP Environmental Governance portfolio envisaged for activity - concrete issues need to be clarified	1 500 10 000	3 000 20 000	1 500 25 000	6 000 55 000
Initiate measures to support environmental security, biological and cultural diversity conservation, sustainable use and poverty reduction.	4.4 Activities to protect and conserve natural and cultural diversity including public awareness (within BR establishment effort and WH nomination) facilitated and support of activities linking nature and culture catalyzed. (jointly with CLT) Indicator: UNESCO sites nominated.	4.4.1 In 2007, formulation of needs to establish UNESCO sites (BR and WHN sites). 4.4.2 In 2007, facilitated steps for the nomination of the WH natural and cultural site(s). 4.4.3 By 2008-9, development of project proposal(s) to support biodiversity conservation, sustainable development and poverty reduction through the establishment of the first Biosphere Reserve in Armenia.	Nomination dossiers prepared. Key Gov. institutions involved into a process; Follow-up actions agreed. Project proposal for GEF support included into GEF IA's pipeline.	RB: RB: CoF: A cooperation to develop a joint project and implement relevant activities with UNDP Environmental Governance portfolio envisaged for activity 4.4.3.	3 000 2 000 15 000	3 000 3 000 20 000	1 500 5 000 20 000	7 500 10 000 55 000

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UNESCO Moscow Office for Armenia, Azerbaijan, Belarus, the Republic of Moldova and the Russian Federation

15, Bolshoi Levshinsky per., bld. 2, 119034 Moscow, Russia Tel.: (7-495) 637-28-75 / 637-29-53 / 637-29-62 / 637-42-09

Fax: (7-495) 956-36-66 / 637-39-60

E-mail: moscow@unesco.org