

UNITED NATIONS DEVELOPMENT PROGRAMME

**PROJECT DOCUMENT****Country: Armenia****Project Title:** Our Lives: Our Future. Supporting Self Recovery and Resilience of Conflict Affected Communities in Armenia**Project Number:** 00136959/00127661**Implementing Partner:** UNDP**Start Date:** September 2021 **End Date:** December 2022 **PAC Meeting date:** August 31, 2021**Brief Description**

The compound crisis caused by the hostilities in and around Nagorno-Karabakh and the COVID-19 pandemic had a disruptive and destructive effect on the 12 Armenian communities bordering Azerbaijan targeted by the proposed action. The major inflow of IDPs, especially of women and children, impacted on local economies that were already fragile and administrative budgets that had very limited room to cater for their assistance. The unresolved issue of border demarcation protracts the protection issues associated with it making for communities impossible to access their crops and pastures and thus regain some self-sufficiency and sense of normalcy.

Much like the host communities, most of the IDPs lost access to their livelihood assets to the hostilities or the pandemic (e.g. they were sold to meet basic needs, destroyed or left in their places of origin). Most of the displaced and half of the host populations are unemployed and depend on humanitarian assistance to meet their basic needs. Competition over modest job opportunities and resources increases the risk of social tension and violence. While most of the displaced are living in a refugee-like situation, still they are unlikely to return to their places of origin in the foreseeable future.

The project seeks to support the displaced in Gegharkunik and Syunik regions in re-establishing their livelihood systems and decrease their dependence on humanitarian assistance while improving the security of the settlements that host them thus increasing overall protection levels, of women and girls especially.

The project will focus on rehabilitating the livelihood systems of the most vulnerable groups, primarily among the IDPs, through on-the-job training, cash or in-kind assistance and increasing community protection levels through the provision of energy efficient street lighting.

Contributing Outcome (UNDAF/CPD, RPD or GPD): UNSDCF/CPD 2021-2025 Outcome 4: People, communities and regions benefit from equitable economic opportunities, decent work and sustainable livelihoods, enabled through competitiveness and inclusive green growth. Output 1.1 Marginalized groups are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs Gender Marker: GEN2 (Gender equality as a significant objective) SDG 1, 7, 8, 10	Total resources required:	USD 996,842	
	Total resources allocated:	UNDP parallel and in-kind:	104,180
		ECHO:	884,434
		Government:	
		In-Kind:	
	Unfunded:		

Agreed by (signatures)¹:

Mihaela Stojkoska, UNDP RR a.i.

Date:

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Hostilities in and around Nagorno Karabakh. From 27 September to 10 November 2020 Armenia and Azerbaijan engaged in 44-days of hostilities in and around Nagorno Karabakh that resulted in significant civilian casualties, the destruction of many houses and public infrastructure in the conflict zone and the displacement of about 90,000 people (Armenian Migration Service 2020). The security situation remains tense, particularly in the border areas of Gegharkunik and Syunik, due to the pending issues related to border delimitation and demarcation.

Compound crisis. The majority of the civilian population living in NK fled to Armenia to seek refuge at the peak of the crisis. This amplified the major disruption of life including of supply chains and economic activities that started with the COVID-19 pandemic and continued with the declared emergency situation and the limitations to movement.

Underlying fragilities. The impact brought about by the hostilities aggravated an already fragile socioeconomic situation that existed in the country even prior to the COVID-19 pandemic. It was characterized by dependence on remittances and the Russian economy, high level of informal employment, especially in agriculture (98%), high unemployment (18%), particularly among women (17%) and youth (36%), and poverty involving over a fourth of the population. The country also had a high dependence on agriculture for livelihoods (40%) while the sector was less and less productive (generated only 12% of GDP), did not guarantee food self-sufficiency and was not well adapted to climate change.

Unemployment among women. Prevailing gender stereotypes tend to confine women's labor within the care economy, which is usually unpaid. When women do participate in the labor market, they work primarily in the service sector, especially education, health and agriculture. While the service and industry sectors are the main contributors to GDP with 54% and 24% respectively in 2019 (WB data 2021), agriculture is still the main employer in rural areas and especially for women who constitute over half of farmers. Women are over-represented in seasonal and precarious employment in general and 82% of all women working in agriculture do so informally.

The **compound crisis exacerbated existing gender disparities** and increased the occurrence of Sexual and Gender-based Violence (SGBV) during the lockdown periods. Women's burden increased as they became the main caregivers and bread winners when men lost their lives or health to the hostilities or their jobs to the recession caused by COVID-19 in the countries they migrated to. Women have become heads of households at the rate of one every two households among both the host and the displaced populations and most lack the necessary skills, capacities and work experience to gain formal employment.

Unemployment among youth. Youth unemployment stands at 36%. Consistent with stereotypical gender norms for the overall adult population, more young men than young women work, and men dominate in industry, while women have a higher rate of participation in services. Youth in remote and border areas, with disabilities, and/or from poor families are particularly vulnerable and generally lack equal access to opportunities and services. In remote and border areas, rates for youth unemployment, informal employment, and youth not in education, employment or training are all high.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The project contributes to addressing the most acute needs related to sector interventions in which UNDP specializes and has consolidated experience and knowledge - globally, in the sub-region and in Armenia. These relate to:

The need to enable a swift and prompt transition towards self-sufficiency and phase out humanitarian assistance to avoid long term dependence of the most vulnerable. This can be achieved by re-establishing, protecting or strengthening their livelihoods systems and creating job opportunities that they can access;

The need to make settlements safer, secure and more liveable by enabling access to infrastructure that enhances the protection levels within border communities, especially for women and girls.

To these conclusions, UNDP came on the basis of the following considerations:

Dignity, sense of self and employment. In the culture prevailing among Armenians, personal dignity and sense of self coincide with the concept of having a job. Now the displaced and the host populations are living a normalcy where very few are their prospects of finding a job and their dependence on humanitarian assistance is the only way to survive. This is a major trauma for them and this is particularly true for the populations inhabiting the border communities.

The displaced are here to stay. Differently from the findings of the first round of the MSNA, 94% of the displaced interviewed during the second round expressed that they have no intention or possibility to move either to another country or to return to their places of origin. As a result, over 36,000 displaced people are living in refugee-like conditions at present (data of May 2021) both in collective centers and in private houses in Armenia are there to stay. 39% of them are children, 38% are women and 23% are men who have lost most of the livelihood assets and other properties to the hostilities. About half of both host and displaced households are headed by women.

Rural livelihood systems: available assets and skills. In Syunik and Gegharkunik regions, half of the host population and over a fourth of the displaced depend on agriculture and livestock for their livelihoods (MSNA2). However, the first cannot access their cultivated lands or pastures due to the security threats in these areas (Human Rights Defender's Office) and the second have lost most of their assets including their livestock back at their places of origin. Only 10% of the displaced in Gegharkunik and 18% of those in Syunik were able to bring at least some of their livestock with them.

Further losses in terms of food security and livelihood assets. As suggested by the MSNA and confirmed by the Human Rights Defender's Office in Armenia, if the security crisis is not resolved in the nearest future to restore the seasonal agricultural works and enable livestock's access to pastures for grazing, the levels of local production of food and fodder will significantly drop without additional support to maintain the daily feeding ratios of livestock. This will create food shortages both for the households and the livestock, resulting in loss of livelihoods and food security for the most vulnerable among the local and the displaced households. FAO support in terms of fodder provision has been essential to sustain the livelihoods in Gegharkunik and Syunik since the onset of the crisis. Yet, the assistance is nearing its end and the direct provision of fodder by UNDP would thus be a timely support to protect livestock, not least during the upcoming winter.

Humanitarian assistance is becoming a long-term need. There is a very tangible risk that without immediate and direct support, these people that are already extremely vulnerable will be pushed well below the poverty line, the humanitarian crisis will escalate and deepen to the extent of scarring permanently people's chances of recovery. This is particularly true for the most vulnerable groups – people that have lost everything to the compound crisis, that have experienced loss and trauma and are now living with disabilities or are suddenly the sole bread winners and have no employable skills for the local labor markets or assets or cash to re-establish their income generation activities.

Sense of security and liveability is worsening in the border areas. Local administration budgets were syphoned off by the compound crisis and there are limited resources to expand access to public infrastructure and services such as street lights, better roads, transportation or health care. Utility bills, especially for electricity, constitute the biggest share of community and household expenses following the hostilities, especially during the cold months as host communities are covering the electricity costs for the displaced too. Supporting the adoption of energy-efficient

solutions to help bring down electricity costs and generate savings that households and local administrations can use to address other urgent needs has proven a popular as well as consolidated modality for UNDP to help free up resources, while increasing the sense of security and restoring economic and social activities after sunset.

The whole project is designed to contribute to reducing humanitarian needs. The livelihoods component will aim at contributing to the independence of beneficiaries from humanitarian assistance for their food security, while the shelter and settlements component will support increasing the safety and security perception within target communities, their overall protection levels and thus contribute to overall social and economic recovery, especially of women and girls among the IDPs and host populations equally.

The project is designed to support livelihood rehabilitation capacities within local communities by creating mechanisms whereby local employers can feel confident in training and hiring displaced people and other vulnerable groups, especially women and youth. Further the project will support local administrations using a cost sharing modality wherever possible in increasing protection levels within at risk communities through infrastructure investments and encourage them in using freed up resources to invest in assisting IDPs further.

Community-based approach. The project adopts a community-based approach to identify needs, implementation processes and a way to achieve its goals most effectively. Only by involving the communities throughout the project cycle the action can assure relevance to the target groups' needs and make meaningful contributions to increasing their resilience and promoting their self-recovery.

Community inclusion is considered one of the most important principles that inspired design and will define the implementation processes of the project. Consultations with target beneficiaries took place through the various field assessments conducted by UNDP through ongoing projects as well as the joint assessments conducted in collaboration with other partners.

Complementarities and needs gaps. (a) **Livelihoods.** In addition to distributing agricultural inputs to 50,000 small farmers, UNDPs provided already small grants to 3,567 MSMEs and individuals livelihoods' rehabilitation in the project target areas, among others. However, this support was not sufficient to meet all the livelihood rehabilitation needs of the conflict affected population, especially of the IDPs and the most vulnerable groups within the host communities. (b) **Shelter and settlements.** UNDP supported Shurnukh and Vorotan settlements belonging to Goris community in Syunik region and solved the protection related issues involved with lack of street lighting there. According to our estimates, however, 7 settlements in Goris community require still 392 more lamps, 1,170 poles and support with the design and installation works, while 715 lamps and 1,543 poles are needed to restore the street lighting in Vardenis, Chambarak, Shoghakar communities in Gegharkunik region. In the other communities, a needs verification exercise is required to ensure that priority is given to those areas within the target communities that are the most important ones from a protection point of view, especially of women and girls.

Potential synergies. The project has been designed to build on the strengths of the ongoing portfolio in terms of implementation structure, sectoral knowledge and experience, and UNDP's in-country network and relationships. Further, the project emphasis on meeting the humanitarian and early recovery needs of the IDPs and the most conflict affected border communities through a Do No Harm, conflict-sensitive approach is in complete alignment with the approaches of the other interventions.

Current portfolio in the target regions. Early recovery and resilience building are cross-cutting priorities of UNDP's ongoing portfolio in Syunik and Gegharkunik, set out to: (i) foster the stability and resilience of border communities; (ii) promote economic development, especially women's economic empowerment; (iii) de-risk investments in energy efficient retrofits; (iv) support women

and youth's participation in local development; (v) develop skills and job opportunities for youth; and (vi) promote the environmental protection of lake Sevan.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

The project will contribute to UNSDCF/CPD 2021-2025 Outcome 4: People, communities and regions benefit from equitable economic opportunities, decent work and sustainable livelihoods, enabled through competitiveness and inclusive green growth.

Output 1.1 Marginalized groups are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.

The overall goal of the project is to support the displaced in re-establishing their livelihood systems and decrease their dependence on humanitarian assistance while improving the security of the settlements that host them thus increasing overall protection levels, of women and girls especially.

Objective 1 Contribute to reinstating the livelihood systems of the IDPs within the most affected border communities of Armenia

Component 1.1 The most vulnerable groups have access to livelihoods, employment or self-employment opportunities

Activity 1.1.1 Up-skilling or reskilling of the most vulnerable households to reinstate their livelihoods systems

This activity comprises a model of intervention that has already been tested under the UK-funded project "*Strengthening Stability and Resilience of the Bordering Communities in Vayots Dzor, Gegharkunik and Syunik Regions*" implemented by UNDP and UNICEF. Here UNDP worked in partnership with regional employment agencies as well as the NGO "Armenian Progressive Youth" in 2021. The model envisages a collaboration between employment agencies, local NGOs/CBOs, employers and vulnerable individuals among the displaced in particular but also, in smaller proportion, among the host populations. Identification of appropriate implementing partner. As a first step, UNDP will identify the appropriate partner to engage through a competitive procedure. It is expected that the partner will be familiar with the creation of job opportunities in the following sectors or subsectors: food, cooking and baking services, hairdressing and beauty, shop assistance and sales; warehouse and inventory management; textile industry; car service; computer service; teaching/education; accounting; healthcare provision; construction work; and cleaning services. These sectors and subsectors tend to absorb workers primarily at vocational/technical training level and be open to hiring women and youth also from the displaced populations. In collaboration with the selected partners, UNDP will identify employers that are willing and interested in training and eventually retaining new, better skilled manpower. Through expert trainers, UNDP will assist employers in organizing training courses and engaging prospective staff members in 'on-the-job' training contracts for two months. UNDP will sign a contract with a qualified implementing partner, which, in turn, will enter into a contract with participating employers. These will receive an amount that will cover the salary for each trainee for two months, including benefits and the costs of trainers.

Expected activity results. The model provides for a two-month injection of capital in vulnerable households (amounting to the minimum wage plus benefits), a small financial incentive for the employers and an in-kind incentive in terms of better qualified employees and the opportunity for trainees to obtain skills sets that are in demand by the local labour market and to get to know their potential employers. In the past this model achieved a 26% worker retention rate as an unintended

positive result (at the time, displaced persons were not to be supported in permanent job placement but only in 'on-the-job' trainings). UNDP is confident that this intervention will achieve at least a 50% retention rate as displaced persons are now allowed remaining in Armenia and permanently settling down if they wish to do so. If diligent, the staff are offered long term contracts. This program will help employers feel confident enough in offering decent work opportunities to vulnerable workers such as the displaced, especially women and youth, and thus support their socio-economic integration while offering a permanent solution to the humanitarian crisis.

Activity 1.1.2. Support to non-agricultural livelihoods rehabilitation through grants to MSMEs and individuals

This activity will focus on supporting individuals and groups from the most vulnerable households especially among the displaced but also the host communities in establishing or resuming a business or engaging in an income generating activity that can provide them with sustained incomes over time. The demand for this type of support has been vocalized several times by local NGOs who have submitted requests for financial support to the IA-RP partners. Activity 1.1.2 would offer the specific beneficiary groups, especially harder to reach groups, an opportunity to partner with organizations specialized in providing assistance and finding jobs. These organizations will accompany selected participants throughout the process of recovery from the trauma experienced during crisis and support them in reinstating livelihood systems. Based on our experience through the UNDP Innovation Labs and WEESC project², these individuals and their households require more intensive support to have a fair chance at early recovery and UNDP has developed specific models of intervention that have proven successful in this regard. The models envisage the following steps: (i) identification of the target groups and their specific needs, (ii) assessment of strengths and aspirations, (iii) identification of the appropriate implementation partner through a competitive process and (iv) mobilization and deployment of the selected partner. The partner will reach out to eligible beneficiaries and assist them participate in the project based on their interests and personal goals. Post Distribution Monitoring (PDM) will take place through the project monitoring staff who will verify, among other things, that (i) the actual recipients are those declared on the agreements and fulfil the eligibility criteria; (ii) the full amounts/or agreed assets were distributed and (iii) the assets and cash are being used as per statement of intent.

Expected activity results. It has been estimated that about 100 MSMEs will apply requesting an average amount of EUR1,250 each for a total of EUR125,000. Of these, it is expected that about 75% or EUR 90,000 will be provided in terms of cash assistance and the remaining 25% or EUR35,000 in kind. It is anticipated that 75% of the assistance will target IDPs while the remaining 25% will target the most vulnerable groups among the host populations.

Activity 1.1.3. Support to agricultural livelihoods rehabilitation through grants and/or in-kind distributions for small scale agricultural production and processing

The project will conduct a needs assessment validation exercise. Through a local expert in agriculture and microenterprise development, the project will first identify agricultural production and processing opportunities along local value chains, the available skills and needs of vulnerable households among the displaced population in particular and their livelihood aspirations. The local expert will be hired through a service contract, based in Yerevan, with frequent field missions to the implementation sites. The expert will also support the project team in the identification of local implementation partners, NGOs or CSOs, which are specialized in supporting agricultural related livelihoods. The implementation partner will help organise and manage a call for proposals, which will offer cash and in kind support to vulnerable households and their agriculture related MSMEs. Purpose of the support will be to help selected beneficiaries in either re-instating or starting a microbusiness in agricultural production or processing or preserving assets, especially livestock, through the distribution of fodder, equipment, tools or other inputs that they cannot access or afford. The call will be announced via print and social media, radio and TV channels, with the support of

² Women's Economic Empowerment in South Caucasus, UN Women/UNDP joint project funded by SDC.

regional and local administrations as well as participating NGOs and CBOs. Local focal points will be identified to support the potential beneficiaries in preparing and submitting their applications. A selection committee will comprise UNDP staff, experts and beneficiary community representatives from both the host and displaced populations. UNDP staff will prepare a long list of applicants found eligible which will be reviewed and validated by the local selection committees. This will ensure that the selection is impartial, transparent and based on agreed criteria exclusively. The agreements with grant recipients will establish the modality of the transfer of assets or cash as well as how monitoring on the part of the project will take place. The recipients will sign statements of intent and handover certificates. PDM will take place also in this case with the same scope as described above in Activity 1.2. Where beneficiaries will receive fodder as in-kind assistance, the project will coordinate with the ongoing fodder assistance provided to the displaced households by FAO in the regions of Gegharkunik and Syunik to ensure the approaches to assistance delivery are aligned and beneficiaries receive assistance only once.

Expected activity results. It has been estimated that about 18 MSMEs will apply requesting an average amount of EUR3,000 each for a total of EUR55,000 in cash assistance. Another 44 beneficiaries especially from Syunik but also from Gegharkunik may apply for fodder distribution (we have calculated that 3 months of fodder for 5 cows will cost about EUR1,350). Finally, another 38 beneficiaries may request support in terms of equipment and tools for their small-scale agricultural production and processing activities each costing on average EUR1,350. Both types of in-kind assistance will amount to about EUR120,000 in total.

Objective 2: Support border settlements to become safer and more resilient

Component 2.1 Protection levels are increased in the border settlements, particularly for women and girls

Activity 2.1.1 Provide energy efficient street lighting for border settlements to increase overall protection levels especially for women and girls

The project will first initiate a needs validation exercise and prioritize the areas that need street lighting in collaboration with the local administrations and other stakeholders, in particular with representatives of women and girls from both the host communities and the displaced population. It will be important for the project to ensure that women and girls participate in the exercise and are able to indicate the areas that they consider priority for their own protection.

As a next step, the project will offer two types of support to the target communities: (a) the project will procure and deliver only the energy-efficient street lamps while the communities will purchase the poles and finance the design and installation works; (b) in the event that communities do not have the resources to co-finance the intervention, especially those with a high number of IDPs and depleted administrative budgets, the project will cover the whole financing requirements and has set aside a specific amount for this purpose. When required, the project will ensure that the most affected communities will avail of the engineering services required by the design and installation works. UNDP will identify such services on a competitive basis following its own applicable procurement rules and procedures. Should all communities be able to cost-share and cover for the engineering services, it is proposed to reallocate those funds for the purchase of lamps for those settlements within the same target communities which are still in need but had to be left out from the project for budgetary reasons. The delivery of street lamps and support for the design installation works, if necessary, will be provided based on the condition of (i) redirecting the administrative budget savings enabled by the provision of lamps towards the coverage of other needs of the IDPs and other most vulnerable groups in the community, and (ii) assuring that operation and maintenance will be adequately provided for. This conditionality will be elaborated in the agreement concluded between the participating communities and UNDP and encourage strengthening of the response capacity of local administrations vis a vis emergencies and thus their resilience. This activity will be implemented directly by UNDP, aided by a local expert in engineering. The duty station of this engineer will be Yerevan with frequent missions to implementation sites. **It is expected**

that around 42 settlements of the border communities will be provided with energy efficient street lighting benefitting approximately 21,830 people in total, including 5,765 IDPs.

Resources Required to Achieve the Expected Results

The core project team will be fully local and will comprise one full-time Project Coordinator, one assistant, six part-time Technical Leads, two technical experts, local monitors, a M&E Officer and a Communication Officer, the last two on a part time basis. The project team will also benefit from early recovery advisors and technical specialists from UNDP's Crisis Bureau too. Operational support related to procurement, human resources management, payments, and IT will be provided by the UNDP Country Office as required. The project will be managed within the Socioeconomic Governance Portfolio under the management of Portfolio Manager. Procurement of production/processing inputs and equipment, as well as consultancy, analysis, engineering services and works will be required throughout the Project. Project intervention strategy relies on the partnership between Socioeconomic and Democratic Governance programmes ensuring cross portfolio collaboration, which will facilitate the support to strengthen and reinstate both agricultural and non-agricultural livelihoods for the most vulnerable groups in the target communities.

Partnerships

UNDP will implement the project in close coordination with the EU Delegation in Yerevan, partners of the Inter-Agency Response Plan to the conflict (the IA-RP), government counterparts, including the Ministry of Territorial Administration and Infrastructure, Ministry of Labour and Social Affairs and local self-government bodies, and the humanitarian and development aid community in general. Close coordination will take place with international, national and local partners operating in the targeted regions or elsewhere but in the same sectors. It will be of paramount importance to coordinate with them at community level to ensure alignment and harmonization of approaches and methods.

Every technical lead, with support from local experts and partners, will ensure that the dialogue with national and local authorities is never interrupted throughout the life cycle of the project and that they remain well informed and involved. This will help in nurturing relationships based on trust. It is highly likely that local administrators will also become the project's co-financiers and active promoters as a result. Regular joint field visits and discussions will take place to ensure their participation in monitoring and learning processes and nurture a sense of ownership of the project, its progress and achieved results.

Field work will also involve coordination with the Ministry of Territorial Administration and Infrastructure, building on UNDP's long-standing relationship with the ministry as part of ongoing implementation of projects in the regions of Armenia.

It is expected that in each one of the 12 communities the project will work with one local administration (for overall coordination and the delivery of Result 2 in particular) and one NGO/CSO (for the delivery of Result 1). Further, it will work with local employers and other agencies that will assist in reaching out to the beneficiaries, ensuring meaningful stakeholder engagement and delivering appropriate assistance.

Risks and Assumptions

The following **risks and mitigation measures** are identified and are included in the project's **risk analysis section (Annex 3)**.

Fraud or corruption. Irregularities or fraudulent practices in the management and distribution of the assistance provided by the project.

The COVID-19 pandemic. The Covid-19 epidemiological situation in Armenia could worsen, significantly impacting the health of UNDP personnel, partners and beneficiaries. Travel restrictions and local lockdowns may also slow down the project's implementation.

Worsened security situation. Escalating security issues in the border communities in Gegharkunik and Syunik would threaten UNDP personnel, partners and beneficiaries' safety and security, thus undermining implementation and expected results.

Increased cost of the project. Financial risks related to the fluctuation of currency exchange rates would increase the cost of materials, equipment and machinery needed to implement the project.

Political turmoil. Dramatic changes in the domestic political situation could cause instability and jeopardize the current humanitarian aid frameworks.

Unmet expectations. The targeted communities may have expectations outside the project's scope and budget, and which the project would not be able to meet. This, in turn, could cause a general sense of disappointment and a lack of motivation of project staff. This, in turn, could cause a general sense of disappointment and a lack of motivation of engagement or even resentment and security risk for the staff.

Change of social relations. The arrival of additional displaced persons competing with host communities over scarce public services, infrastructures and job opportunities may lead to social disruption, tension, grievance, social fragmentation and upheaval.

Environmental impacts. The project's procured inputs and equipment may be disposed of inappropriately in the target communities contributing to pollution and environmental damage.

Low levels of women's participation. There could be resistance within households towards the involvement of women in income-generating initiatives because of rooted stereotypes in the communities on the different roles of women and men.

Low engagement of the most vulnerable groups. Beneficiaries may not be able to participate in the proposed activities because of issues with accessibility or affordability of public transportation to reach an employer's location.

Mitigation measures:

Fraud or corruption. The project team will be vigilant in preventing irregularities, monitoring compliance and the risk of fraud following UNDP's policy on fraud prevention and risk mitigation.

The COVID-19 pandemic. All implementation processes will follow strict COVID-19 prevention protocols and measures. Should there be a worsening of the epidemiological situation in the country or the target regions, UNDP will consult with ECHO on the way forward to review implementation arrangements and, if necessary, the activities themselves.

Worsened security situation. UNDP security protocols will be adhered to following the security plan of the CO. Should the safety and security conditions worsen in the field to the point of undermining implementation, UNDP and ECHO will consult with each other and agree on the way forward.

Increased cost of the project. Financial risks related to the fluctuation of currency exchange rates will be closely monitored. Should they materialize and turn into increases in the cost of materials, equipment and machinery needed to implement the project, UNDP and ECHO will review priority investments and agree on the best strategy to maintain cost efficiency and obtain maximum value for money under the changed circumstances.

Political turmoil. The domestic political situation will be monitored along with security in the field based on the CO security plan.

Unmet expectations. The project's participatory and transparent approach to implementation from activity and beneficiary selection to monitoring and progress reporting as well as the implementation of the visibility and communication plan will ensure that targeted communities understand the project's scope and budget and thus what they can expect from the project.

Change of social relations and environmental impacts. The project will be implemented in line with UNDP's Social and Environmental Standards. This will help avoid adverse impacts on people

and the environment; minimize, mitigate, and manage adverse impacts where avoidance is not possible; strengthen partner capacities for managing social and environmental risks; and ensure full and effective stakeholder engagement. Mainstreaming age, gender and disability concerns throughout implementation will assist in ensuring adequate participation from vulnerable groups and providing support packages that are tailored to their needs. Mainstreaming environmental and climate change concerns in procurement and product choice and distribution through adequate arrangements on waste removal and appropriate disposal will be part of the agreements with the grant recipients including NGOs, CSOs, local administrations, employers, participating individuals, businesses and communities.

Low engagement of the most vulnerable groups. The wages provided for beneficiaries' 'on-the-job' trainings may be disbursed partly in advance through host employers to ensure trainees are able to reach their employers and participate in their training courses.

The effective implementation of the project hinges on the **following assumptions**:

- The operational context will remain substantially the same and the compound crisis will not worsen considerably during the implementation period.
- Target communities will accept the scope of the project and understand the need to give preferential access to vulnerable groups in the targeted regions especially among the displaced populations.
- Local partners will respond positively to enacting the "Leave No One Behind" approach offering assistance and working with those who are the most vulnerable and in need.
- People from the targeted communities will respond positively to the participatory approach of the project and be interested in being closely involved in the design and implementation of the project, thus ensuring that both host and displaced populations participate and benefit from the project in a transparent and accountable manner.

Stakeholder Engagement

Within target communities, the project will focus on supporting the IDPs. As a secondary target group and where appropriate, the project will target the most vulnerable households among the host communities including:

- Woman/child headed households;
- Young men and women from particularly vulnerable/at risk settings;
- Households with high dependency rates especially if female headed or with PWDs;
- Households with people/children living with disabilities;
- Households headed by unemployed/underemployed/informal workers;
- Food insecure households with war veterans living with chronic illness or disability;
- Households that experienced loss or trauma because of the compound crisis.

Community-based approach. The project adopts a community-based approach to identify needs, implementation processes and a way to achieve its goals most effectively. Only by involving the communities throughout the project cycle the project can assure relevance to the target groups' needs and make meaningful contributions to increasing their resilience and promoting their self-recovery. Community inclusion is considered one of the most important principles that inspired design and will define the implementation processes of the project. Consultations with target beneficiaries took place through the various field assessments conducted by UNDP through ongoing projects as well as the joint assessments conducted in collaboration with other partners. Further consultations will take place at the project's inception and follow the following steps:

Small scale validation exercise. As a first step, and prior to the commencement of the project, UNDP will engage in a small-scale validation exercise with the targeted communities to ensure that

the chosen activities are relevant and appropriate to the specific needs of each community and the settlements it comprises.

Identification of local partners. The delivery strategy for the proposed project envisages collaboration with local partners including local administrations, private sector entities and civil society organizations depending on the activity and the input that the specific target groups require. The partners will assist in reaching the IDPs, the most vulnerable groups and, in particular, those that are harder to reach and in ensuring that the response is appropriate to their needs and aspirations. It is anticipated that implementing partners from the private and civil society sector will be selected on the basis of a competitive process to ensure the best value for money.

Transfer of knowledge and resource management responsibilities. To increase self-reliance and resilience, the project will seek to transfer appropriate knowledge and resource management to participating entities throughout implementation so that communities and local partners will develop strong capacities for self-help throughout the crisis. Specific attention will be also dedicated to creating the capacities to include vulnerable groups in community decision-making and planning processes.

Participatory selection of beneficiaries. The project will support the establishment of selection committees at local level with participation of representatives of different groups including host communities and displaced populations. They will ensure that the participants in the project meet the eligibility criteria and that selection is inclusive, transparent and accountable towards the rest of the communities.

Direct access to the beneficiaries. It is important to highlight that UNDP has legal and physical access to beneficiaries of the proposed project. Its access is direct and not mediated or vetted by local administrators. This is the result of the solid relationships that UNDP staff and experts have established over time and led to fruitful collaboration experiences also in the target regions.

Knowledge

Alignment with contractual obligations and the ECHO manual. The project will ensure that all visibility and communication activities will be carried out in line with the provisions of the Financial and Administrative Framework Agreement (FAFA), article 10 of the General Conditions and the applicable guidelines as agreed between the two institutions. Preparation of the Communication and Visibility (C&V) Plan. UNDP plans to prepare this plan during the inception stage. The purpose of the plan will be to ensure the project communicates regularly and meaningfully with its stakeholders. Main communication actions will include press releases, press conferences and/or other media events at the beginning of implementation to promote awareness on the project's objectives, main activities and expected outputs, and towards the end of the project to present the main results and accomplishments.

Expected frequency and outreach. Social media will be used weekly to communicate progress on the activities of the project. We envisage to reach about 1 million people annually through UNDP Armenia social media accounts on Facebook, Twitter and YouTube.

To reach EU citizens and the project's global audience, we envisage paid promotions for key project-related events, including project launch and closure as well as and communication products such as videos and human stories. Photos and other visuals will be used on UNDP social media platforms as much as possible to illustrate the work that is being done. Professional photographers will be hired at least twice during implementation to cover human stories which will be posted in English on the UNDP website. At least, 1 social media post per week will be released during the implementation period on project progress and results and in relation to the human stories when collected. At least two videos will be realized, one on the occasion of the production of the interim report and another one towards the end of the project highlighting achieved results.

Standard visibility material. Print materials will be prepared at the beginning of the project and distributed throughout the course of implementation during the various activities to local administrations, implementing partners, beneficiary communities and individuals. UNDP plans to produce communication products such as banners, posters, leaflets, t-shirts, stickers, caps and educational materials to use for organizational visibility following standard practice of the Country Office.

All visibility and communication materials will have proper visual identity of the European Commission Humanitarian Aid including all training materials. All durable equipment will be labelled with stickers depicting the project and source of funding. Signboards will follow the guidance provided by the Communication and Visibility Manual for European Union-funded Humanitarian Aid Actions.

Sustainability and Scaling Up

While the project mainly works on the local level reaching out to the most vulnerable conflict-affected groups and minimising the shock and risks of the conflict, violence, social and economic volatility for these groups, it supports the ongoing mechanisms of the Ministry of Labour and Social Affairs to ensure the livelihoods, self-employment and decent work for the most vulnerable groups in the regions of Armenia and the efforts of the Ministry of Territorial Administration and infrastructure to make the basic services, including the street lighting, accessible for the communities of Armenia, with increased support to the bordering settlements of the country. In doing so, the project is designed to strengthen livelihood rehabilitation capacities within local communities by creating mechanisms whereby local employers can feel confident in training and hiring displaced people and other vulnerable groups, especially women and youth. Further the project will support local administrations using a cost sharing modality wherever possible in increasing protection levels within at-risk communities through infrastructure investments and encourage them in using freed up resources to invest in assisting IDPs further. Meanwhile UNDP will strengthen the local capacities to enhance climate resiliency and avoid unwarranted increases in greenhouse gas (GHG) emissions, instead enhancing efficiency and reducing GHG intensity through using energy-efficient solutions in construction of street lighting systems. Strong partnerships on the national, regional and local levels, demonstrated effectiveness of UNDP support to the implementation of national support schemes, as well as regular joint field visits and discussions will take place to ensure their participation in monitoring and learning processes and nurture a sense of ownership of the project, its progress and achieved results.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The Project will conduct the procurement of goods and services in compliance with UNDP Standard Operational Procedures, which envisages acquisition of appropriate quality goods and services at the most competitive/lowest price in the market.

The Project will optimise the costs and increase the impact mobilising expertise and funds through synergised efforts with the projects and agencies working in the same direction in the target area. In addition to partnerships elaborated in Section III, the project will synergise with the Russian funded livelihood project and the EU4Dialogue regional project. The project team will coordinate with the implementing teams of these projects sharing with each other information on geographic areas, communities and social groups being targeted, approaches and methodologies being adopted, performance of implementing partners, information on financial and physical progress, relations with local organisations and, above all, lessons learned emerging from the implementation of their respective activities. No duplication of activities or investments on the same beneficiaries will occur. Further coordination with the EU Delegation in Yerevan will enable maximizing the benefits from ECHO assistance on the other EU funded actions in Armenia.

Project Management

The project will be implemented directly by UNDP in the bordering communities of Gegharkunik and Syunik regions through Direct Implementation Modality (DIM). The UNDP CO will ensure project accountability, transparency, effectiveness and efficiency in implementation. UNDP will provide the following major support services for the activities of the project in accordance with UNDP corporate regulations: (i) Identification and/or recruitment of project personnel; (ii) procurement of goods and services; (iii) financial services, based on LoA on DPC costs.

Financial oversight, including approval of expenditures and independent audits, monitoring and mid-term and final evaluation of progress and results will be also ensured by the country office. The costs directly attributable to activities that support programme quality, coherence and relate to development results as well as the policy advisory services provided by the UNDP staff related to activities of technical and implementation nature that are essential to deliver development results will be directly charged to the project budget.

UNDP, as implementer, will establish a project team, which will ensure that the envisaged activities are carried out and the outputs are reached. The project will be implemented by UNDP Socioeconomic Portfolio as the main responsible unit in close cooperation with UNDP Women Empowerment and Gender Equality Programme responsible for the activity 1.2. The project team will be managed by the National Project Coordinator (NPC), who will coordinate project activities and serve as the financial authorizing officer.

NPC will report to SED Portfolio Manager and will be responsible for all project operations through close cooperation with component leads. S/he will ensure the proper use of funds and that project activities are implemented in accordance with the agreed project document and project work plans. Management of project funds including budget revisions, disbursements, record keeping, accounting, reporting, and auditing will follow UNDP rules and procedures. NPC will be responsible for the project daily planning, implementation quality, reporting, timeliness and effectiveness of the activities carried out. NPC will be supported by support staff and experts.

V. RESULTS FRAMEWORK

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Outcome 4: People, communities and regions benefit from equitable economic opportunities, decent work and sustainable livelihoods, enabled through competitiveness and inclusive green growth
Indicator: Poverty rate decreased, Baseline (2018): 23.4, Target (2024): 20. Indicator (SDG 8.5.2) Unemployment rate decreased, Baseline (2018): 19, Women:20.4, Men:17.9, Youth:24.9, Rural:11.3, Urban: 24.9, Target (2024): 17, Women:18, Men:17, Youth:22, Rural:10, Urban: 23, Indicator: Per capita average monthly gross income level of rural population increased, Baseline (2018): 63,338. Target (2024): 75,000

Applicable Output(s) from the UNDP Strategic Plan: **Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive,**

Project title and Atlas Project Number: Our Lives: Our Future. Supporting Self Recovery and Resilience of Conflict Affected Communities in Armenia

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2021	2022	FINAL	
Output 1 The most vulnerable groups have access to livelihoods, employment or self-employment opportunities.	1.1 a) Percentage of on-the-job training program participants retained by their employers at project end.	<i>Final beneficiary survey with a representative sample of beneficiaries.</i> <i>Participants lists</i> <i>Reports</i>	0	2021	a)0	a)50%	a)50%	<i>Survey</i> <i>Regular monitoring</i> <i>Reporting by implementing partner</i> <i>Records of employers</i>
	b) Number of people, both women and men, who received on-the-job training				b)40	w-54%	w-54%	
	1.2 Number of people provided with resources to protect and start rebuilding livelihood assets.	<i>PDM survey with representative sample conducted by the project monitoring staff</i>	0	2021	w-28 m-12	b) 40	b) 80	<i>PDM survey with representative sample conducted by the project monitoring staff;</i> <i>Registration records; Financial Service Provider (formal or informal) transfer reports; assessments of livelihood recovery (income/ expenditure; possession of livelihood assets etc.).</i>
					w-28 m-12	w-56 m- 24		
					355	1420	1775	
					w-190 m-165	w-760 m-660	w-950 m-825	

	1.3 Percentage of beneficiaries (disaggregated by gender and age) whose food security that does not depend on humanitarian assistance any longer at project end.	Final PDM survey among representative sample of beneficiaries	0	2021	0	50% w-54% m-46%	50% w-54% m-46%	PDM survey with representative sample conducted by the project monitoring staff
	1.4 Percentage of income generating activities/businesses (agriculture and non agriculture-related) that are established or reinstated by IDPs.	Cash or in-kind assistance beneficiaries' list	0	2021	0	75% w-54% m-46%	75% w-54% m-46%	PDM survey with representative sample conducted by the project monitoring staff
Output 2	2.1 Number of settlements equipped with energy efficient street lighting	Results of small scale validation exercise Transfer Acts	0	2021	8	34	42	Participatory validation exercise to determine the number of beneficiary communities at the start of the project and the certifying documentation on completion of works and provision of equipment to the beneficiary communities.
	2.2 Percentage of women and girls among the displaced and host populations that feel safer in the settlements that received street lighting.	Final PDM surveys with representative sample of beneficiary women and girls.	0	2021	0	100% w-54% m-46%	100% w-54% m-46%	PDM survey with representative sample conducted by the project monitoring staff
	2.3 Number of women and men that feel safer in the settlements that received street lighting.	Final PDM surveys with representative sample of beneficiaries Project monitoring	0	2021	0	21,830 w-11,679 m-10,151	21,830 w-11,679 m-10,151	PDM survey with representative sample conducted by the project monitoring staff Monitoring

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	N/A	N/A
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	N/A	N/A
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	N/A	N/A
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A	N/A
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	N/A	N/A

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		N/A	N/A
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	N/A	N/A

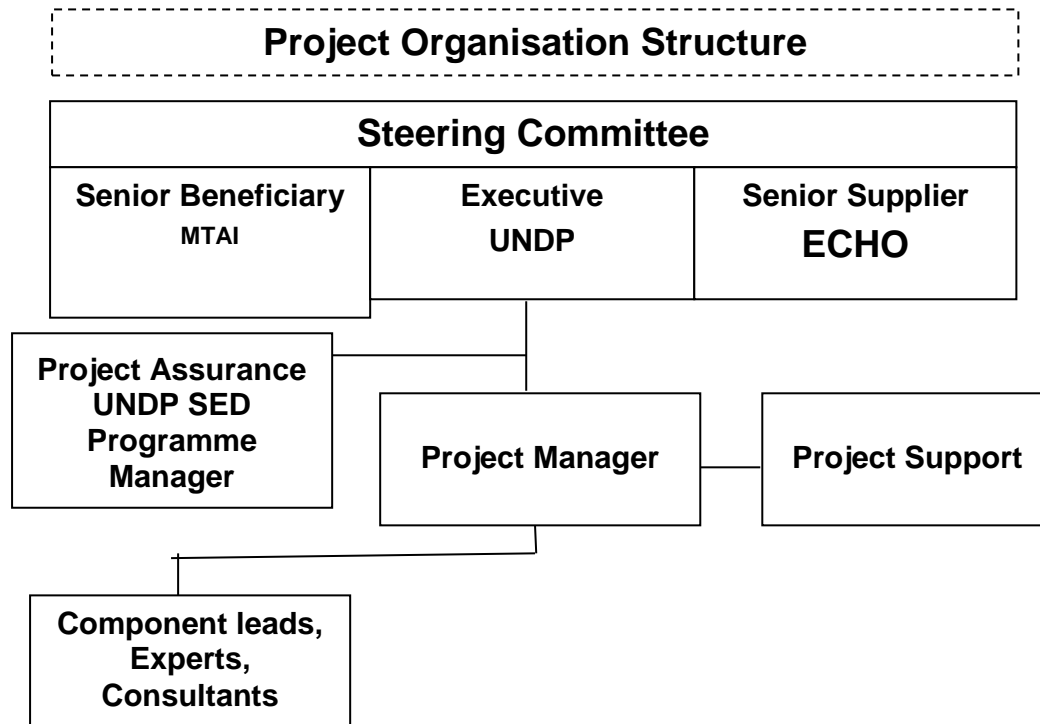
VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Contractual Services/Individuals Description Amount	
<p>Output 1.1: The most vulnerable groups have access to livelihoods, employment or self-employment opportunities.</p> <p><i>Gender marker: GEN2</i></p>	1.1.1 Activity Up-skilling or reskilling of the most vulnerable households to reinstate their livelihoods systems.	58,850	92,566	UNDP	ECHO	Contractual Services/Companies	117,925
						Contractual Services/Individuals	23,585
						Facilities and Administration	9,906
	1.1.2 Activity Support to non-agricultural livelihoods rehabilitation through grants to MSMEs and individuals.	55,630	133,639	UNDP	ECHO	Contractual Services/Individuals	23,585
						Materials and Goods	41,274
						Grants	106,132
						Travel	5,896
	1.1.3 Activity Support to agricultural livelihoods rehabilitation through grants and/or in-kind distributions for small scale agricultural production and processing.	75,574	176,783	UNDP	ECHO	Contractual Services/Individuals	23,585
						Materials and Goods	141,509
						Contractual services/companies	64,858
						Travel	5,896

						Facilities and Administration	16,509	
	Sub-Total for Output 1							593,042
Output 2.1: Protection levels are increased in the border settlements, particularly for women and girls. <i>Gender marker: GEN2</i>	2.1 Activity Provision of energy efficient street lighting for border settlements to increase overall protection levels, especially for women and girls.	91,062	65,590	UNDP	ECHO	Contractual Services/Individuals	34,000	
						Contractual services/companies	30,000	
						Materials and Goods	80000	
						Travel	2,404	
						Facilities and Administration	10,248	
						Sub-Total for Output 2		
General Management Support		40,580	94,160	UNDP	ECHO	Programme Management Cost	6,000	
						Contractual Services/Individuals	80,000	
						Travel	8,000	
						Equipment and Furniture	11,625	
						Communication and Audio visual	10,300	
						Supplies	2000	
						Rental and Maint.Premises	6000	
						Miscellaneous	2,000	

						Facilities and Administratio n	8,815
Sub-Total							134,740
Outputs Total							826,574
GMS Total							57,860
TOTAL							884,434

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The Project will be implemented in Direct Implementation Modality (DIM). The UNDP Country Office will be responsible for the project implementation, as required.

In accordance with corporate regulations UNDP will be responsible for: (i) identification and/or recruitment of project personnel; (ii) procurement of goods and services; and (iii) financial services, for which the Project will incur Direct Project Costs as per UNDP 2021 UPL.

DIM modality will also include controlling the expenditure and ensuring adequate financial management of resources provided for the project, undertaking all necessary financial arrangements and payments with a view to ensure financial accountability.

The procurement of goods and services and the selection of project experts and consultants will be carried out by the UNDP country office in accordance with the UNDP regulations, rules, policies and procedures.

A Project Steering Committee (PSC) will be established to oversee the management of the project. The PSC will be represented by the implementing agency, the key partners, including project beneficiaries, UNDP, and the donor. Regular PSC meetings will be organized to monitor the execution of the project activities. PSC meetings will take place as necessary, but at least once a year. PSC will monitor project progress, provide political oversight, and offer general advice for project implementation to make certain the project is consistent with national development priorities. UNDP SED Portfolio Manager will provide general project implementation assurance, including other programme support as necessary.

IX. LEGAL CONTEXT

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Armenia and UNDP, signed on March 8 1995. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

X. RISK MANAGEMENT

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]³ [UNDP funds received pursuant to the Project Document]⁴ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in

³ To be used where UNDP is the Implementing Partner

⁴ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

Annex I. Project Quality Assurance Report`

<https://intranet-apps.undp.org/ProjectQA/Forms/Design?fid=9540&year=2021&ou=ARM&pid=00136959&fltr=PROJECT>

Annex II. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Our Lives: Our Future. Supporting Self Recovery and Resilience of Conflict Affected Communities in Armenia
2. Project Number (i.e. Atlas project ID, PIMS+)	00136959, 00127661
3. Location (Global/Region/Country)	RBEC/ Armenia
4. Project stage (Design or Implementation)	Design
5. Date	August 31, 2021

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The rights-based approach is at the core of the project intervention strategy and informs the logic of all the components of the project. The action directly targets protection and inclusion of the most vulnerable groups, including people in refugee-like situation, in the post-conflict settings, and in doing so will make sure that the principles of accountability and the rule of law, participation and inclusion, and equality and non-discrimination, noting that prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth, health status or other status including as an indigenous person or as a member of a minority, are closely observed. To this end the project applies the mechanisms of participatory need validation, facilitated access to information and participation for the most marginalized groups through discussions, information/orientation meetings, one-on-one meetings, socially sensitive selection criteria to ensure the participation of the most vulnerable, equal distribution of benefits and prevention of any potential social tensions between groups. The project will make sure that the human rights-based approach is reflected in the documents regulating the delivery of support to the beneficiaries, meanwhile ensuring that all the parties are aware of their rights and obligations, and there is a redress mechanism.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The project is informed about the needs of women and incorporates mechanisms to further learn about the specific expectations and problems of women in the target areas. To this end the project will hold need validation exercises with women, particularly for the component 2, directed to address the specific protection and security needs of women. Women's participation will be facilitated through incorporating gender-sensitive selection criteria allowing to engage the most vulnerable subgroups, including women as heads of household, women with disabilities, women in refugee-like situation, women with multichildren households, unemployed women, etc. The project will adjust to the extent possible, the participation requirement and conditions to enable women to overcome any social or cultural barriers to meaningfully participate in the project and equally access the benefits it offers.

Briefly describe in the space below how the project mainstreams sustainability and resilience

The project directly addresses the vulnerabilities of the local populations in post-conflict period, mitigating the negative impacts of the crisis and strengthening the local capacities to withstand the future shocks, particularly through strengthening the local human resource and increasing the resilience towards future economic volatilities by restoring local livelihoods through sustainable production and ownership of assets and inputs. The project design followed a precautionary approach and follows the mitigation hierarchy to first avoid potential adverse impacts to people and the environment, or where avoidance is not possible, to then minimize, mitigate, and as a last resort, offset and compensate for potential residual adverse impacts. Whenever such risks are identified, those will be clearly communicated to the stakeholders and proper mitigation and management mechanisms will be designed. Already identified environmental risks are categorized and included in the risk log and will be closely monitored throughout the project implementation.

Briefly describe in the space below how the project strengthens accountability to stakeholders

The project ensures accountability by enabling community participation through inclusive needs validation and engagement of the most vulnerable groups. The project will design a sound communication and visibility plan to ensure timely access to comprehensible information about project interventions, including related risks to all the stakeholders and beneficiaries, meanwhile the project will ensure that there is a mechanism and awareness of entry points for the stakeholders to submit grievances, complaints and concerns, as well as there is a process of addressing those complaints.

Part B. Identifying and Managing Social and Environmental Risks




QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description (broken down by event, cause, impact)	Impact and Likelihood (1-5)	Significance (Low, Moderate, Substantial, High)	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: EVENT: Unsustainable disposal of project-provided inputs and assets by the beneficiaries. CAUSE: Low awareness of environmental standards and sustainable disposable mechanisms IMPACT: waste, pollution and environmental damage.	I = 3 L = 1	Low		
Risk 2: EVENT: Constrained participation of women CAUSE: Reproducing existing cultural and social norms contributing to gender disparities IMPACT: undermined LNOB principle, deepened gender disparities	I = 3 L = 1	Low		
	QUESTION 4: What is the overall project risk categorization?			
	Low Risk		<input checked="" type="checkbox"/>	
	Moderate Risk		<input type="checkbox"/>	
	Substantial Risk		<input type="checkbox"/>	

	High Risk	<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)			
Question only required for Moderate, Substantial and High Risk projects			
<u>Is assessment required?</u> <u>(check if "yes")</u>	<input type="checkbox"/>		Status? (completed, planned)
<i>if yes, indicate overall type and status</i>	<input type="checkbox"/>	Targeted assessment(s)	
	<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)	
	<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)	
Are management plans required? (check if "yes")	<input type="checkbox"/>		
<i>if yes, indicate overall type</i>	<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
	<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
	<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	
Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		Comments (not required)	
Overarching Principle: Leave No One Behind			
Human Rights	<input type="checkbox"/>		
Gender Equality and Women's Empowerment	<input checked="" type="checkbox"/>		
Accountability	<input type="checkbox"/>		

	1. Biodiversity Conservation and Sustainable Natural Resource Management	<input type="checkbox"/>	
	2. Climate Change and Disaster Risks	<input type="checkbox"/>	
	3. Community Health, Safety and Security	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Labour and Working Conditions	<input type="checkbox"/>	
	8. Pollution Prevention and Resource Efficiency	<input checked="" type="checkbox"/>	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
 QA Assessor	30.08.21	Anna Gyurjyan, SED Team Lead
 QA Approver	30.08.21	Mihaela Stojkoska, UNDP RR a.i.
 PAC Chair	31.08.21	Mihaela Stojkoska, UNDP RR a.i.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind		Answer (Yes/No)
Human Rights		
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<i>Would the project potentially involve or lead to:</i>		

P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ⁵	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	Yes
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No

⁵ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
<i>Would the project potentially involve or lead to:</i>	
1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2 activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5 exacerbation of illegal wildlife trade?	No
1.6 introduction of invasive alien species?	No
1.7 adverse impacts on soils?	No
1.8 harvesting of natural forests, plantation development, or reforestation?	No
1.9 significant agricultural production?	No
1.10 animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11 significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12 handling or utilization of genetically modified organisms/living modified organisms? ⁶	No
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ⁷	No
1.14 adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks	
<i>Would the project potentially involve or lead to:</i>	
2.1 areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2 outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters?	No

⁶ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

⁷ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

	<i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		

5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions? ⁸	
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		

⁸ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes
8.2	the generation of waste (both hazardous and non-hazardous)?	Yes
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

Annex III. Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Irregularities or fraudulent practices in the management and distribution of the assistance provided by the	August 30,2021	<i>Financial</i>	Undermined efficiency, effectiveness and loss of good credit and trust among stakeholders and partners, as well as serious	<i>Monitoring irregularities and the risk of fraud following UNDP's policy on fraud prevention and risk mitigation.</i>	Programme Manager

	project could occur.			damage to reputation P=2 I=4		
2	Worsening Covid-19 epidemiological situation in Armenia.	August 30,2021	Safety and Security	Significant negative impact to the health of UNDP personnel, partners and beneficiaries, as well as travel restrictions, local lockdowns, supply interruptions may slow down the project implementation P=5 I=4	All implementation processes will follow strict COVID-19 prevention protocols and measures. Should there be a worsening of the epidemiological situation in the country or the target regions, UNDP will consult with ECHO on the way forward to review implementation arrangements and, if necessary, the activities themselves.	Programme Manager
3	Worsened security situation	August 30, 2021	Safety and Security	Escalating security issues in the border communities in Gegharkunik and Syunik would threaten UNDP personnel, partners and beneficiaries' safety and security, thus undermining implementation and expected results. P=5 I=5	UNDP security protocols will be adhered to following the security plan of the CO. Should the safety and security conditions worsen in the field to the point of undermining implementation, UNDP and ECHO will consult with each other and agree on the way forward.	Programme Manager UNDSS

4	Increased cost of the project	August 30,2020	Financial	<p>Financial risks related to the fluctuation of currency exchange rates would increase the cost of materials, equipment and machinery needed to implement the project.</p> <p>P=3 I=3</p>	<p>Financial risks related to the fluctuation of currency exchange rates will be closely monitored. Should they materialize and turn into increases in the cost of materials, equipment and machinery needed to implement the project, UNDP and ECHO will review priority investments and agree on the best strategy to maintain cost efficiency and obtain maximum value for money under the changed circumstances.</p>	Programme Manager
5	Political turmoil	August 30,2021	Political	<p>Dramatic changes in the domestic political situation could cause instability and jeopardize the current humanitarian aid frameworks.</p> <p>P=3 I=5</p>	<p>The domestic political situation will be monitored along with security in the field based on the CO security plan.</p>	Programme Manager UNDSS
6	Change of social relations	August 30, 2021	Social	<p>The arrival of additional displaced persons competing with host communities over scarce public services, infrastructures and job opportunities may lead to social disruption, tension, grievance, social fragmentation and upheaval.</p>	<p>The project will balance the accessibility of benefits both to the hosting communities and the IDPs to ensure equity and fairness, meanwhile will provide the transparency of selection process and local monitoring, as well as an operational system of</p>	Programme Manager

				P=3 I=4	accepting and handling grievances,	
7	Low engagement of women and other vulnerable groups.	August 30, 2021	Social	Existing social and cultural norms may prevent different groups from participating deepening the social divides, vulnerabilities and undermining LNOB principle. P=3 I=4	Ensure equal access and meaningful participation to all the vulnerable groups through making the information accessible to all the identified vulnerable groups, eliminating any restraints to the extent possible for their participating through adjusting time, space, language, physical facilities, content, methods and approach.	Programme Manager
8	Environmental Impacts	August 30, 2021	Environmental	The project procured inputs and equipment may be disposed of inappropriately in the target communities contributing to pollution and environmental damage P=2 I=4	Sustainable procurement will be done to avoid or minimize the risks of adverse environmental impacts. Environmental awareness and knowledge will be built among the stakeholders for sustainable use of the transferred assets and inputs. An SRM will be established to ensure that grievances related to any environmental risks are timely collected and handled to prevent or manage all the adverse cases.	Programme Manager