

UNITED NATIONS DEVELOPMENT PROGRAMME



PROJECT DOCUMENT
Armenia

Project Title: Women's Economic Empowerment in South Caucasus (WEESC – II, UNDP Armenia component)¹
Project Number: 00129877 / 00123408
Implementing Partner: UNDP Armenia
Start Date: December 2021 **End Date:** May 2024 **PAC Meeting date:** 28.10.2021

Brief Description

As part of the **second main phase** of the regional WEESC project, led by UN Women, UNDP will carry out interventions of **Project Outcome 1** in Armenia towards enabling women, particularly the poor and socially excluded, to use skills, networks, information, economic opportunities and support services to become farmers/entrepreneurs or to join the formal labour sector in Armenia. Particularly, the project will equip women with competences and will provide with tools/resources and market connections to improve their economic performance as farmers, entrepreneurs or self-employed. In parallel, the project will improve the employability skills and networking for women in (semi)urban areas. It will advance and support introduction and improvement of gender-responsive decision making at the municipal level, and will further introduce the Women Empowerment Principles² of UN Women and UN Global compact among Armenian private companies.

The project contributes to:

2021-2025 UNCSD Outcome 4: "People, communities, and regions benefit from equitable economic opportunities, decent work, and sustainable livelihoods, enabled through competitiveness and inclusive green growth". Output 4.1: "People, including marginalised and vulnerable groups, are empowered to build productive capacities and benefit from community development in rural and urban areas ensuring sustainable livelihoods and decent jobs".

2021-2025 CPD Outcome 1: Advance poverty eradication in all its forms and dimensions **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.

SDG 5: "Achieve gender equality and empower all women and girls"; with target **5.5** of "Ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life."

Gender marker: 3

Total resources required:	1,002,945 USD	
Total resources allocated:	UNDP TRACK	0
	SDC/UN Women:	900,000 USD
	Government:	0
	In-Kind:	102,945 USD
Unfunded:	0	

Agreed by (signature):

Natia Natsvlshvili, UNDP Armenia Resident Representative

DocuSigned by:

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Date:

23-Dec-2021

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¹ The present Program Document is designed based on the regional Project Document of "Women's Economic Empowerment in South Caucasus".

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

CONTEXT

Women’s economic empowerment (WEE) is central to realizing women’s rights and gender equality. The way that women earn, spend and save money, control their time and have access to productive resources and decent work has a huge influence on how they move through society and make decisions about various aspects of their lives. Thus, women’s right to equal economic participation is one of the most critical prerequisites for the realization of their human rights. WEE encompasses “access to and control over productive resources, access to decent work, control over their own time, lives and bodies; and increased voice, agency and meaningful participation in economic decision-making at all levels from the household to international institutions”.²

Empowering women in the economy and closing gender gaps in the formal labour market are key to achieving the 2030 Agenda for Sustainable Development.³ Achieving the Sustainable Development Goals (SDGs) has become more challenging now that we have entered the final decade before the SDG’s 2030 deadline, all the more so considering the implications of the coronavirus pandemic. The report of the UN Secretary-General on the progress towards the SDGs makes it clear that despite considerable positive developments towards empowering women globally, progress on SDG 5 (to achieve gender equality), SDG 8 (to promote full and productive employment and decent work for all) and SDG 1 (to end poverty) lags behind across a range of indicators.⁴ Thus, addressing the COVID-19-induced economic crisis, using new opportunities and creating equal grounds for men and women globally will require a massive and focused international effort.⁵

Armenia’s government and development actors have been making efforts to improve gender equality and women empowerment in the country, however, many gender related challenges remain actual. Comprising 52.8 per cent of population⁶, women outnumber men by 1.27 times among those with bachelor’s degree and by 2.24 times among those with master’s degree. Yet only 43 per cent of post-graduates (aspirants) and 37.5 per cent of doctorates (PhD) are women (2019 data). Women are still the bearers of more of a traditional role in Armenian society, which reduces their chances for professional development and for equally competing for economic opportunities along with men, including labour-force participation.

The labour statistics suggest that women’s labour-force participation rate is considerably low in comparison with that of men’s. Women’s labour-force participation rate in the working-age population is below 50 per cent – it amounts to 49.6 per cent in Armenia⁷ (2019 data), and the gender gap in labour-force participation among the working-age population amounts to 30.8 percentage points (p.p.). It should be noted that based on ILOSTAT, there is a slightly higher gender gap in labour-force participation – 6.4 p.p.⁸

According to ARMSTAT, the monthly nominal gender pay gap is estimated at 34.7 per cent.⁹ Armenian women are found to work less than men by about 7.4 p.p. in the formal sector and by 9.4 p.p. in the informal sector, which means that men work more than women, regardless of the economic activity sector and the nature of the legal relationship of work. This is largely a result of the unequal gendered division of labour. The above-stated gender gap in labour-force participation in Armenia (quite large – 30.8 p.p.), is particularly prominent among the 25–34 age group and constitutes 43 p.p. According to ARMSTAT, women’s unpaid work

² UN Women, “Facts and Figures: Economic Empowerment”, 2021. Available at <https://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures>.

³ United Nations Secretariat, *Leave No One Behind: A Call to Action for Gender Equality and Women’s Economic Empowerment – Report of the UN Secretary-General’s High-Level Panel on Women’s Economic Empowerment* (2016), pp. 1–2. Available at <https://www2.unwomen.org/-/media/hlp%20wee/attachments/reports-toolkits/hlp-wee-report-2016-09-call-to-action-en.pdf?la=en&vs=1028>.

⁴ United Nations Economic and Social Council, *Report of the UN Secretary-General on Progress towards the Sustainable Development Goals* (2020). E/2020/57. Available at <https://undocs.org/en/E/2020/57>.

⁵ Donor Tracker Insights, “Investing in shared prosperity: Financing for women’s economic empowerment”, 13 July 2020. Available at <https://donortracker.org/insights/investing-shared-prosperity-financing-womens-economic-empowerment>.

⁶ https://armstat.am/file/article/gender_2020.pdf

⁷ ARMSTAT, *Women and Men, 2020*, page 71. https://www.armstat.am/file/article/gender_2020.pdf. Note: The numbers are based on updated methodology of calculating the labour force survey indicators. According to the new standard, an own-use production of goods and provision of services are not considered as an employment. Consequently, compared to the previous definition, the latter excluded from the employment.

⁸ ILOSTAT, *Labour force participation rate by sex and age – ILO modelled estimates, Nov. 2020 (%) - Annual* (2020). Available at https://www.ilo.org/shinyapps/bulkexplorer25/?lang=en&segment=indicator&id=EAP_2WAP_SEX_AGE_RT_A (accessed April 2021). Labour force data does not consider workers employed abroad.

⁹ ARMSTAT, *Women and Men, 2020*, page 87. https://www.armstat.am/file/article/gender_2020.pdf

responsibilities account for higher rates of women’s economic inactivity in the primary reproductive age group.¹⁰

CHALLENGES

The UN High-Level Panel on Women’s Economic Empowerment highlights four key challenges to women’s economic engagement:

- adverse social norms;
- discriminatory laws and lack of legal protection;
- the failure to recognize, reduce and redistribute unpaid household work and care; and
- a lack of access to financial, digital and property assets¹¹.

The work-force participation data provide above indicates, that, evidently, for women education is not translated into economic activity and that women will not benefit from skills development if the existing barriers (such as discriminatory social norms, the lack of services such as kindergartens, an environment that discourages mobility, etc.) that prevent women from getting jobs are not addressed in the first place. The 2019 Caucasus Barometer survey shows that breadwinning roles in Armenia follow a highly traditional setup (16 per cent women, 53 per cent men).

Worldwide, the pandemic has “exacerbated inequalities of all kinds, including gender inequality, and has reversed progress made, by cementing traditional gender roles, intensifying the feminisation of poverty and heightening the vulnerability of many women to violence”.¹² The pandemic has negatively impacted the economic, social and political status of women, children and vulnerable groups.

In Armenia too, the compound crisis (COVID-19 and hostilities in and around Nagorno-Karabakh) has negatively impacted the socio-economic situation in the country. The Socioeconomic Impact Assessment of COVID-19 in Armenia¹³ showed that the pandemic had gender-differentiated impacts. Specifically, it has increased the workload and household responsibilities for women, caused additional threats to female-dominated frontline workers in social and healthcare spheres, brought greater risks of job loss for women. The economic crisis had severely impacted women-led small and medium-sized enterprises (SMEs) too. The numbers of domestic violence incidents increased, and the victims of domestic violence encountered additional challenges in seeking state-sponsored social assistance.

Even before the recent hostilities in and around Nagorno-Karabakh, residents of regions adjacent to the conflict zones, including Gegharqunik region, experienced various forms of deprivations. These ranged from security-related exposure, severe lack of livelihood opportunities, limited access to social services, to inadequate human rights protection mechanisms. At present, a significant number of Armenians, mostly women and children, displaced from Nagorno-Karabakh found temporary shelter also in the bordering communities hosted privately or accommodated in collective shelters. Border communities of Armenia, particularly in Syunik, Gegharqunik and Tavush regions have been and remain affected by the hostilities, with some incurring significant losses of economic and productive assets, agricultural land, and human lives. Physical security and safety concerns have been on the rise in the regions due to the proximity to the borders. All these add a separate set of challenges for women’s socio-economic empowerment in bordering regions.

OPPORTUNITIES

The WEESC II project is a continuation of the WEESC project with several elements put at scale. The design for Phase II of the WEESC project and selected priorities have been informed by the results of the external final evaluation of the implementation of WEESC Phase I.¹⁴ The information generated by the evaluation has been used to facilitate deep reflection, learning and strategic planning for further WEE programming at the

¹⁰ https://www.armstat.am/file/article/gender_2020.pdf page 71

¹¹ Report of the UN Secretary-General’s High-Level Panel on Women’s Economic Empowerment, Leave No One Behind, p. 38.

¹² GIZ Governance and Conflict Division, COVID-19: (RE)designing projects with a governance and conflict lens – Recommendations for short-term and medium-term gender-sensitive and gender-transformative measures addressing selected issues and sectors (Eschborn, 2020), p. 1.

¹³ UNDP, Socio-Economic Impact Assessment of the COVID-19 Outbreak in Armenian Communities (2020). Available at <https://www.am.undp.org/content/armenia/en/home/library/socio-economic-impact-assessment-of-the-covid-19-outbreak-in-arm.html>.

¹⁴ PSI, External Final Evaluation of Women’s Economic Empowerment in South Caucasus: a regional Project of UN Women (2021)

grass-roots (by UNDP) law and policy (by UN Women), and institutional levels (by UN Women and UNDP) including the promotion of women's participation in decision-making within their respective communities.

During Phase II, the WEESC project aims to increase economic security and improve access to livelihood and development opportunities for women, particularly the poorest and most excluded in the South Caucasus countries. The project outputs are informed by relevant international commitments to women's empowerment, and they are directly linked to the existing agreements between the UN system and the Governments of Armenia, thereby improving the country's international human rights commitments under CEDAW¹⁵ and other legal instruments, particularly those related to equitable economic development.

Women's economic empowerment supports economic growth, as it boosts productivity and increases economic diversification and income equality, in addition to other positive development outcomes.¹⁶ The ways in which WEE is interlinked with sustainable development outcomes are by (a) boosting economic growth and productivity; (b) contributing to greater equality in the overall income distribution; (c) supporting higher corporate profits; and (d) increasing country's economic resilience while supporting a more efficient allocation of resources and improving total factor productivity and better output growth. In response to this, the project's holistic approach to WEE considers both the demand and supply side of women's needs, access to opportunities and skills and an enabling environment to address women's constraints to benefitting from growth opportunities.

In continuation of response effort towards COVID-19 pandemic and its outcomes, the project activities are designed in a way that assists Armenia in crisis response and recovery, seizing opportunities to improve the structural balance of the economy to address the differential impact of the pandemic on women and girls, and the most excluded in their communities in Armenia. A preliminary assessment of the project results revealed that direct, positive impact was achieved by fostering women's (self)employment and increased knowledge on women's rights through advocacy in the scope of Project **Outcome 1**. Women, particularly the poor and socially excluded, used skills, economic opportunities and relevant information to become self-employed.

During COVID-19 pandemic the WEESC project beneficiaries have faced a number of limitations. However, the challenges of the pandemic also triggered small entrepreneurs and farmers to be more creative and to exercise flexibility in meeting the demands of their customers. Through trainings provided by UNDP during WEESC I, beneficiaries started effectively using Social Media Marketing opportunities to sell and deliver their products to remote clients. The local economies, in general, started adapting to the new market conditions by improving their offering and services, including those of suppliers, postal/delivery services, etc. Definitely, along with challenges created by the pandemic some new business and market opportunities emerged, which if used wisely, hold the promise of becoming game changers for many farmers, micro-entrepreneurs and self-employed.

With that said, it is not clear how well the local SMEs and larger businesses, including the effectively growing start-ups are adapting to the changing business environment. Obviously, they have to compete for and attract the qualified labour force. This will trigger two types of opportunities: 1) as the qualified labor force moves on, they may have to be replaced in by the entry-level labour force, after some training, 2) if the entry-level labor force is reskilled or upskilled, businesses may prefer them over the existing qualified labor-force that have higher salary expectations. To understand the scope, the demanded skillsets and the geography of such opportunities, the project will conduct initial research to inform activities aimed at re-skilling and upskilling of the target beneficiary women.

REFERENCE DATA

The Project is aligned with the recommendations arising from international human rights mechanisms, in particular the **Universal Periodic Review (UPR)**,¹⁷ which represents the most recent and relevant set of recommendations.

¹⁵ Armenia is a party to the Convention of the Elimination of all Forms of Discrimination Against Women (CEDAW), as well as to the Optional Protocol.

¹⁶ IMF, *Pursuing Women's Economic Empowerment* (2018)

¹⁷ Universal Periodic Review – Armenia; Available from: <https://www.ohchr.org/EN/HRBodies/UPR/Pages/AMIndex.aspx>

The project also aligns with the latest interventions of the Government of Armenia to accelerate the process of securing women and vulnerable groups with employment, including the Government Programme (adopted in August 2021) and the “**Work, Armenia!**” initiative¹⁸ to moderate efforts to promote employment by different ministries, government agencies, educational institutions and employers, as well as enhance the role of women in governance and economic domains. The WEESC project is further aligned with the new **Decent Work Country Program of the Republic of Armenia (2019-2023)**.¹⁹ To note, the latest **CEDAW Committee report** highlighted a number of calls to action for the Government of Armenia to address with respect to women’s employment and economic empowerment as well as participation in political and public life – the two main goals of the WEESC project.²⁰

The project contributes to the **UNDP Strategi Plan 2022-2025, Signature Solution 6 - Gender Equality: confronting the structural obstacles to gender equality and strengthening women’s economic empowerment and leadership.**

The project document is also informed by the **UN Sustainable Development Cooperation Framework for Armenia 2021-2025**,²¹ which has gender equality and women’s empowerment as one of the strategic goals to help strengthen the governance system, civil society and the social contract between the State and the people living in Armenia. The project is particularly responsive to **2021-2025 UNCSD Outcome 4**: “People, communities, and regions benefit from equitable economic opportunities, decent work, and sustainable livelihoods, enabled through competitiveness and inclusive green growth”. Output 4.1: “People, including marginalised and vulnerable groups, are empowered to build productive capacities and benefit from community development in rural and urban areas ensuring sustainable livelihoods and decent jobs”

It also contributes to 2021-2025 UNCSD Outcome 8: “All persons benefit from gender equality and equal opportunities to realize their human rights; fulfil their economic, political, and social potential; and contribute to the sustainable development of the country”.²²

It is also responsive to **UNDP Country Programme 2021-2025. Outcome 1**: Advance poverty eradication in all its forms and dimensions, **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.

In addition to the above, the project is also aligned with the following mechanisms, policy and research recommendations:

- The Gender Policy Concept Paper approved by the Government of Armenia in February 2010 highlights that gender equality is the first and foremost democratic value, one of the fundamental human rights, a precondition for achieving social justice, and a prerequisite for the formation of a democratic, social and rule of law state. It outlines the mechanisms to advance gender quality in decision making and in public administration.
- The Constitution of Armenia and the Law of Republic of Armenia on “Provision of Equal Rights and Equal Opportunities of women and men in Armenia” adopted in May 2013 enshrine the principles of equality of women and men in Armenia. Mechanisms now need to be developed and introduced to guarantee real gender equality and enjoyment of rights and opportunities by men and women in all walks of life.
- Gender Policy Strategic Action Plan for 2017-2021 and revised 2019-2023 Gender Strategy²³ prioritize economic empowerment of women in Armenia.
- One of the recommendations in the evaluation of the results of the “RA Gender Policy Strategic Action Plan for 2011-2015” and the “2011-2015 National Programme against Gender-Based Violence” point at importance to introduce positive discrimination measures to ensure political participation of women as well as equal representation in the decision-making processes at different levels.
- Armenia Voluntary National Review Report on SDG Implementation 2018
- MAPS SDG Acceleration Roadmap

¹⁸ ILO, *Work Armenia Initiative Launched in Yerevan*, (2019); Available from: https://www.ilo.org/moscow/news/WCMS_709708/lang-en/index.htm

¹⁹ Decent Work Country Program of the Republic of Armenia, 2019-2023; Available from: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_724816.pdf

²⁰ UN Committee on the Elimination of Discrimination against Women, Concluding observations on the combined fifth and sixth periodic reports of Armenia, 2016, CEDAW/C/ARM/CO/5-6

²¹ UN Sustainable Development Cooperation Framework for Armenia 2021-2025 (Advanced Draft), Available from: <https://unsdg.un.org/resources/un-sustainable-development-cooperation-framework-armenia-2021-2025-advanced-draft>

²² However, in the UNDP Programme/Project Management system the project will be reported under Outcome 4.1. only.

²³ Armenia’s 2019-2023 Gender Strategy, adopted in 2019; Available at: <http://www.irtek.am/views/act.aspx?aid=151906>

- GEPA Snapshots in EECA (October 2017 Report).

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

The evaluation of the first main phase of the WEESC project and lessons learned from other relevant projects of UNDP Armenia, as well as the UN Women’s corporate evaluation of women’s economic empowerment,²⁴ all reaffirmed that the most effective strategies to advance women’s economic empowerment are to promote and provide support for women’s social mobilization, organizing and collective action; to promote evidence-based advocacy and awareness-raising; to support gender-based research and analysis, including gender assessments and audits, gender-responsive data collection and knowledge-sharing; to provide technical support and capacity-building and skills development; and to create spaces for multi-stakeholder dialogue and coordination, ensuring the inclusivity of the most marginalized and vulnerable groups of women.

The WEESC II project intervention has been designed to simultaneously bring about change at three different levels (grass-roots, policies and legislation, and institutions) to advance women’s economic empowerment. This involves a simultaneous bottom-up and top-down approach so that results feed into each other and contribute to the achievement of transformative change and the overarching goal/impact of the project. These strategies were integrated into the design of the project’s Phase I activities. Based on the assessment of the project results, direct positive impact was achieved by fostering women’s (self-) employment and increased knowledge on women’s rights through advocacy in the scope of Project Outcome 1. All targets of the latter and its corresponding outputs were fully achieved or overachieved in Armenia by the end of Phase I.

The project will continue to dedicate special attention to working with vulnerable and socially excluded women in the country. The preliminary analysis shows that about 90 per cent of project beneficiaries in Armenia satisfy one or more social vulnerability criteria.²⁵ This was achieved by working holistically at the grass-roots level – not only engaging in the activities fostering (self-)employment but also using the elements of social mobilization, capacity-building and gender-based budgeting to promote community support and transform gender norms.

The project will be guided by the United Nations Development Group (UNDG) programming principle of **environmental sustainability**, which aims to promote development that meets the needs and realizes the rights of people in the present without compromising the ability of future generations to meet their own needs and realize their rights.

The overarching goal/impact of the project “Women’s Economic Empowerment in the South Caucasus” (for both phases) is to ensure that women, particularly the poor and socially excluded in target locations of Armenia are economically empowered and participate in relevant decision-making. To achieve this ambitious goal, UN Women in partnership with UNDP Armenia will embark on implementing the second phase of this project with continuous support and resources from the Swiss Agency for Development and Cooperation (SDC).

This second phase (October 2021 – April 2024) follows the first main 36-month phase of the project, implemented from August 2018 to July 2021, and will then be followed by a final exit phase. Extensive stakeholder consultations, thematic bilateral meetings and several studies carried out during the inception and the first main phase, as well as the final external evaluation of the latter, have provided the foundation for the updates and revisions to the interventions proposed for this second phase of the project.

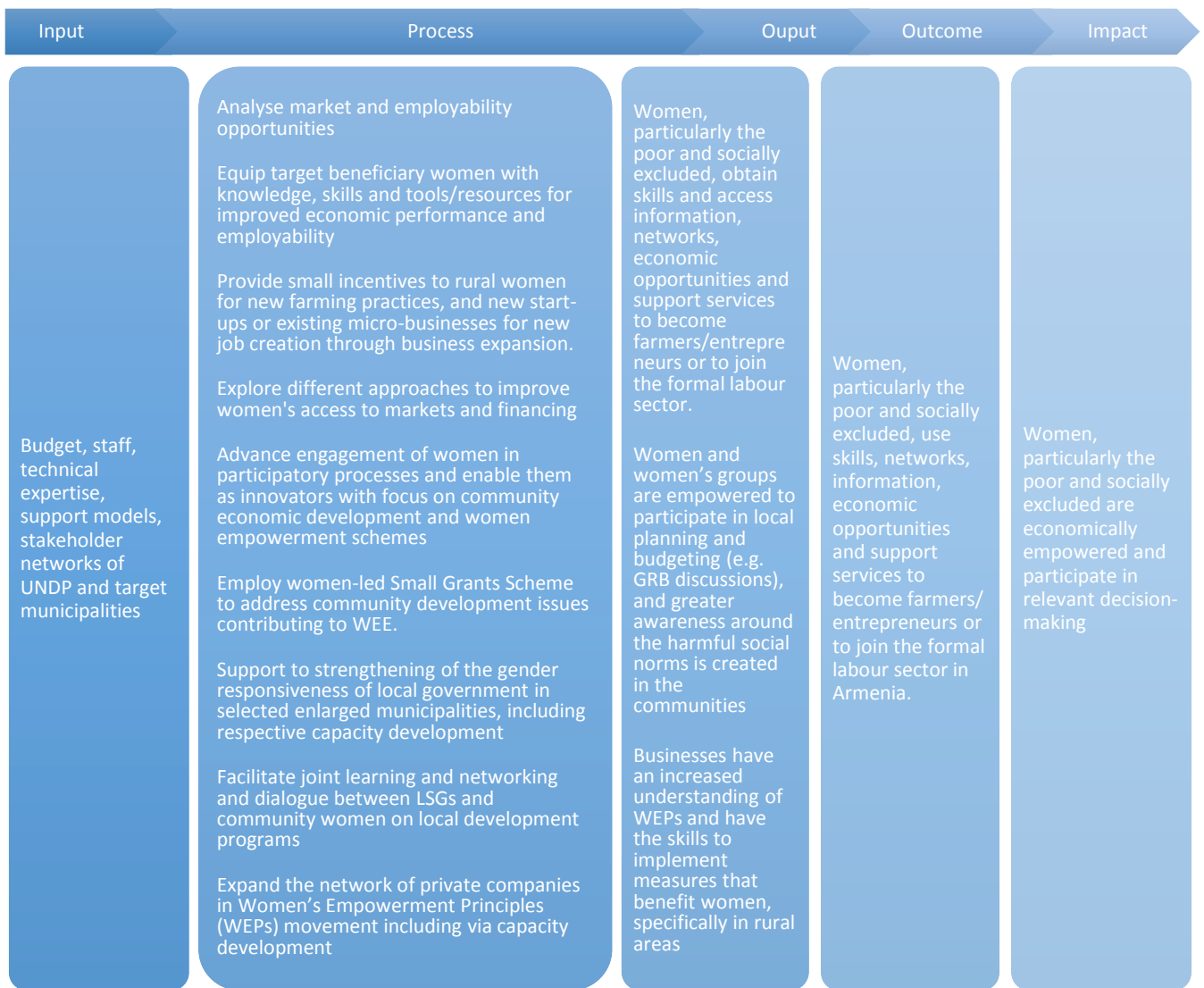
The effectiveness of the theory of change (ToC) and the three-pronged approach of WEESC project phase I has been noted in its final evaluation report: “[t]he project’s design aimed at bringing transformative changes across three levels – grass-roots, policies and legislation, and institutions – is a highly relevant and holistic approach to WEE as it considers both the demand and supply side of women’s needs, access to opportunities/skills and an enabling environment to address women’s constraints to benefit from growth opportunities.” Thus, dwelling on the reassuring findings and recommendations of the evaluation, the logic of the hypothesis/ToC of the project has not been altered during this proposed second phase.

²⁴ UN Women Independent Evaluation Office, *An Empowered Future*.

²⁵ poverty, vulnerable employment; IDP status; residence in isolated rural settings; experience with domestic violence; and disability.

The intervention logic is based on the flowing **theory of change**: if (1) women, particularly the poor and socially excluded, are provided with skills, economic opportunities and relevant information to be self-employed and/or to join the formal labour sector; and (2) adequate legislative and policy frameworks are in place and implemented to enable women’s economic empowerment; and (3) government, public and non-governmental institutions develop and deliver gender-responsive programmes, public services, strategies and plans for women’s economic empowerment; then (4) gender inequalities in the labour field will be reduced, and an environment conducive for the realization of women’s economic potential will be created; because (5) the key structural barriers for women’s economic empowerment will be dismantled.

UNDP Armenia is responsible for the intervention at grassroot level, institutional support to local government, and the work with private sector on WEPs, while UN Women will work on the policy and institutional (national) levels. UNDP interventions of Project Outcome 1 of WEESC phase II (Armenian component) is based on the following theory of change:



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

Expected Results

In line with the theory of change, the Armenian component implemented by UNDP will contribute to the achievement of the following Outcome and Outputs²⁶:

<p>Project Outcome 1: Women, particularly the poor and socially excluded, use skills, networks, information, economic opportunities and support services to become farmers/entrepreneurs or to join the formal labour sector in Armenia.</p>	<p>Output 1.1: Women, particularly the poor and socially excluded, obtain skills and access information, networks, economic opportunities and support services to become farmers/entrepreneurs or to join the formal labour sector</p>
	<p>Output 1.2: Women and women's groups are empowered to participate in local planning and budgeting (e.g. GRB discussions), and greater awareness around the harmful social norms is created in the communities</p>
	<p>Output 1.3: Businesses have an increased understanding of the Women's Empowerment Principles (WEPs) and have the skills to implement measures that benefit women, specifically in rural areas</p>

The activities planned under the outputs are interlinked and complementary and contribute to the project's results chain. For example, grass-roots work with women, particularly the poor and socially excluded, and with domestic workers, and the creation of relevant dialogue mechanisms between women and relevant decision-makers will inform policy-level changes and more effective institutional delivery of gender-responsive services. RIAs of the prospective ratification of ILO Convention No. 183 (Maternity Protection), No. 156 (Workers with Family Responsibilities) and No. 189 (Domestic Workers) (conducted by UN Women in Armenia during the first main phase) will inform advocacy and policy-dialogue interventions with decision makers as well as capacity development and awareness-raising interventions at the grass-roots level. The capacity development of service providers and local governments (especially around Gender Responsive Budgeting (GRB)) will help to increase women's access to gender-responsive public services that will contribute to decreasing women's unpaid workload and provide them with more time to pursue paid work opportunities.

Activities relevant to Project **Outcome 1** and its corresponding **Outputs 1.1, 1.2 and 1.3** will focus on the provision of women, particularly the poor and socially excluded, with information, skills development and economic opportunities to become smallholder farmers or entrepreneurs involved in non-agricultural activities and/or to join the formal labour sector in Armenia. The primary orientation and priority of the project under this outcome will be the provision of support to women beneficiaries with decent work²⁷ opportunities that are linked to employment in the formal sector. It must be noted that self-employment, in most cases, qualifies as vulnerable employment; with this caveat in mind, the project will support self-employment opportunities with decent work elements in those project target rural communities where formal labour sector jobs are very scarce or unavailable. Although tailor-made to the needs and priorities of women, the project strategies detailed below will not exclude men in the target communities, in terms of information-sharing and consulting,

²⁶ The use of terminology is mostly based on donor's terminology and formulation approaches. Outcome corresponds to component, and the output to Atlas activity results in UNDP terminology

²⁷ As per the ILO definition, "decent work is productive work performed in conditions of freedom, equity, security and human dignity, to which women and men have access on equal terms. Decent work is about: respect for the rights at work laid down in international labour standards; access to employment with decent income and working conditions; social protection: safe work and social security; representation and voice in decision making through social dialogue; and addressing both women's and men's needs, perspectives and priorities in the above. Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income. It includes safe work and social protection for families, better prospects for personal development and social integration, freedom to express concerns, organize and participate in decision making, as well as non-discrimination and equality of opportunity and treatment for women and men. Economic growth on its own is not enough to end poverty. Achieving this requires development that is equitable, inclusive and sustainable. Decent work provides a path to this and is therefore crucial to reducing poverty." Gender equality as defined in the ILO decent work agenda is: "equality of opportunity and treatment in employment; equal remuneration for work of equal value; equal participation and representation in governance and decision making processes and mechanisms in the economic, social and labour fields; freedom of association and protection of the right to organize; a balance between work and family life that is fair to both men and women; equal access to safe work and to social security, including maternity protection; equality in obtaining a meaningful career development." Source: ILO, Gender Mainstreaming Strategies in Decent Work Promotion: Programming Tools (2010), p. 14. Available from http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/publication/wcms_143849.pdf.

as relevant. The UNDP will further engage with local NGOs (to be identified through calls for proposals) to implement specific activities under this outcome.

Output 1.1: Women, particularly the poor and socially excluded, obtain skills and access information, networks, economic opportunities and support services to become farmers/entrepreneurs or to join the formal labour sector

In the scope of the first phase, UN Women shared tools and approaches to social mobilization with UNDP Armenia, which was further adapted to the Armenian context upon the commencement of the project. Thus, social mobilization (or similar scheme) will continue being used to reach out to and activate women, particularly the poor and socially excluded, in 11 consolidated municipalities in the targeted regions of Gegharkunik and Shirak with the addition of (semi-)urban areas within these two regions²⁸ and the city of Yerevan to obtain social support as well as information and knowledge on public services and educational and income-generating opportunities offered by state, private and development partners. The project will further build the capacities of socially mobilized women to start or further develop existing businesses by offering trainings on topics including but not limited to financial literacy and business management (such as marketing, digital skills, record-keeping and financial planning). Small incentives will also be provided to selected beneficiaries for new farming practices and to new start-ups or existing micro-businesses for new job creation through business expansion. To improve access to markets and financing used by women who are farmers, self-employed or micro-business owners, UNDP Armenia will pilot at least two types of “collective action schemes”, such as ‘producers group’²⁹ or ‘savings group’ (or VSLA³⁰). Interested beneficiaries will undergo a readiness assessment to understand how well the proposed group modality corresponds to their needs and expectations, in the view that neither of those methodologies consider individual or group assets transfers. Additionally, social mobilization approaches will be used to reach out to and encourage domestic workers in Yerevan to form networks and associations to improve their opportunities and build their capacities around women’s rights.

Additionally, two cross-cutting activities under this output will be centred around the following:

1. Context-specific awareness-raising and outreach to women’s groups aimed at increasing women’s economic activity through their engagement in the formal labour sector and entrepreneurship and their active participation in local decision-making
2. Improvement of poor and socially excluded women’s capacities and skills for their employability, both rural and urban.

The capacity development interventions will be tuned to the needs of the labour market in the target locations of the project in Armenia. With that in mind, needs assessments of already targeted as well as potential beneficiary women in project target regions will be conducted to further design project interventions with the aim of also taking such factors as the COVID-19 pandemic or the regional conflict into consideration and further fine-tuning the project activities.

Output 1.2: Women and women’s groups are empowered to participate in local planning and budgeting (e.g. GRB discussions), and greater awareness around the harmful social norms is created in the communities.

The activities under this output will be built on the social mobilization work carried out under Output 1.1. In order to strengthen women’s voice, agency and participation, the project will further improve the skills and capacities of socially mobilized rural women in the target regions to engage in local planning and budgeting processes (e.g. GRB discussions). Regarding the work with domestic workers, the project will pilot social mobilization approaches in Yerevan to improve the skills and capacities of women’s groups in local planning and budgeting processes (e.g. advocacy and GRB). The project will also create dialogue platforms between relevant representatives of local and central governments and mobilized women’s groups around issues relevant for women’s economic empowerment locally (in their communities) as well as nationally.

²⁸ There will be four municipalities in Gegharkunik – Chambarak (16,754), Geghamasar (14,100), Shoghakat (6,453) and Vardenis (15,858) – and seven municipalities in Shirak – Akhuryan (17,227), Amasia (5,316), Ani (22,520), Arpi (1,869), Ashotsk (7,655), Marmashen (10,952) and Sarapat (3,582).

²⁹ Based on LINK methodology: <https://cgspace.cgiar.org/handle/10568/49606>

³⁰ See methodology at: <https://www.vsla.net/vsla-tools/training-guides/>

Output 1.3: Businesses have an increased understanding of the Women's Empowerment Principles (WEPs) and have the skills to implement measures that benefit women, specifically in rural areas

Technical support will be provided to companies to raise awareness around the UN Women/UN Global Compact Women's Empowerment Principles – Equality Means Business (WEPs) in order to internalize and adopt the WEPs with a focus on implementing gender-responsive corporate policies and practices to increase women's access to decent work; and increasing the inclusion of more women-owned and collective enterprises in their supply chains. This technical support will equip private companies with tools to develop and implement gender-responsive corporate policies and practices that increase women's access to decent work. Target companies will include medium- and large-sized businesses operating in or with supply chain links in rural areas to integrate more women-owned enterprises in their supply chains.³¹

Resources Required to Achieve the Expected Results

Partnerships

The project will build on already established national, regional and local level partnerships. Specifically, close collaboration with the **Ministry of Territorial Administration and Infrastructure (MTAI)** will be continued to engage the latter's support in promoting the Gender Responsive Budgeting (GRB) at municipal level, as well as in consultations on best economic private-public models at local from which women can benefit to or contribute towards. MTAI is the main actor in developing and implementing the Government's policy for local governance and particularly GRB. At the municipal level, the governors' offices in Shirak and Gegharkunik are important partners for GRB. At municipal level, partnerships will be strengthened with (newly)elected local self-governments in enlarged municipalities and regular communication and exchange with them ensured.

The project will also ensure strong collaboration with the **Ministry of Labour and Social Affairs** (focal point institution for gender equality and women empowerment in Armenia, as well as the **Advisory Council on Women's Affairs under the RA Deputy Prime Minister's Office** for joint efforts in direct support to women, advocacy activities around gender equality and women empowerment, and other.

A few selected non-governmental organizations (NGOs) will also be considered as partners to support the project implementation. They will be selected based on calls for proposals and will go through screening/capacity assessment, as required. Substantive criteria for the selection of NGO partners will be mainly based on demonstrated experience and expertise in the areas of sustainable agriculture and rural development, gender equality and women's economic empowerment (in various spheres), particularly in rural areas, community mobilizing and established networks, and skills-building for sustainable livelihoods, among other qualifications. The project will also aim to build the capacities of its NGO partners, particularly to strengthen their gender expertise.

A **human rights-based approach** will be applied throughout the project implementation, monitoring and evaluation to align policy reform and programme implementation with the international human rights framework and treaty body recommendations, particularly the CEDAW concluding observations for Armenia as well as ILO standards. The capacities of both duty bearers and rights holders will be strengthened. Activities will support rights holders at the grass-roots level to effectively claim their rights, and the capacities and awareness of duty bearers will be strengthened in central and local government institutions to effectively fulfil their obligations and increase their accountability to human rights commitments. The priority will be to reach women, particularly the poor and socially excluded, and ensure that they benefit from the project intervention.

The **Making Markets Work for the Poor (M4P)** approach developed jointly by the SDC and DFID will be consulted and scrutinized by the UN Women team to ensure its tangible and meaningful application to the project for the benefit of economically empowering the targeted poor and socially excluded women. In the long run, the results achieved, and lessons learned through the implementation of this project may further the

³¹ UN Women developed the following tools that may be adjusted to the needs of private companies in Armenia: <http://georgia.unwomen.org/en/digital-library/publications/2016/12/participants-handouts>; and <http://georgia.unwomen.org/en/digital-library/publications/2016/12/equality-means-business>.

gender mainstreaming element of the M4P approach. During the process of applying and adapting the M4P approach to the needs of this project, SDC partners (especially Mercy Corps) will be consulted.³²

The evaluation found that there is a high level of compatibility between the WEEESC project and other gender equality and women's empowerment interventions in the South Caucasus region, Armenia inclusive. The strengths of the project include the perceived expertise of both UN Women and UNDP in gender-responsive planning and programming, as well as the synergies they cultivate with government entities, CSOs, UNCTs, international donors, private sector companies and, most importantly, the beneficiaries themselves. The Evaluation concluded that UN agencies are well positioned to play a unique coordination role with the myriad of WEE-implementing partners in the region, as well as to identify any potential overlaps or gaps in WEE programming that need to be addressed.

Finally, the project will be closely coordinated and synergized with other ongoing women empowerment / gender equality projects - "Women and Youth for Innovative Local Development" (SDC-funded), "Gender Equality in Public Administration of Armenia" (UNDP-funded) and "Women in Politics" (funded by UK Good Governance Fund), as well as ongoing projects in governance, socio-economic and innovation teams programmes of UNDP (listed in Annex 5).

Close working **partnerships** with the Swiss Cooperation Office and the Austrian Development Agency in Armenia, as well as coordination with relevant development partners – especially those cooperating with the SDC and ADA – will be maintained throughout the project.

The project will also work with the media availing opportunities for journalists and opinion influencers (bloggers, vloggers, other) to joint and benefit from training and awareness-raising activities on "women empowerment principles" and "gender analysis to support GRB processes". This will not only improve their technical knowledge, but will also trigger their interest and commitment to cover respective project activities in their media reports. In parallel, the project will raise the visibility and image of the most involved and active women beneficiaries via all popular media channels, including social media.

Risks and Assumptions

Major risks (detailed in the Risk Matrix):

Major instability of political or economic nature triggered by the escalation of the conflict in and around Nagorno-Karabakh, and in border areas, as well as natural disasters may hinder effective implementation of the project activities.

COVID-19 pandemic and related limitations on mobility, travel and possibility to hold in-person public events may hinder effective and timely implementation of the project and will negatively influence WEE project implementation..

The lack of decent work opportunities for women, especially for the poor and socially excluded in rural areas, may negatively influence WEE and some of the project results.

If women have limited or poor access to technical assistance and resources offered by the project, this may hinder sustainability of the project results and exclude them from income-generation opportunities in the agritourism, information and communications technology (ICT) and related value chains.

Assumptions:

The major assumption is that political negotiations will prevent another wave of the conflict escalation in the region. However, if such occurs, UNDP will discuss with UN Women the impact and possibilities to continue work in areas not directly affected by the conflict, and act accordingly. In any case, the project will

³² UN Women has reviewed theoretical and practical tools developed by the SDC and DFID on the M4P approach, namely: M4P Hub and DFID, *M4P and Women's Economic Empowerment* (2012); M4P Synthesis Paper; M4P Perspectives (both sponsored by the SDC); and M4P Operational Guide (sponsored by DFID) & Second Edition of the Guide (SDC and DFID), available from www.beamexchange.org.

recommence/intensify activities after the instability declines. UNDP will maintain regular monitoring of the context-related factors.

As learned from the Phase I of WEESC project, women in rural areas quickly adapt to using online modality of trainings and workshops. The latter will still be effective within Covid19 restrictions, if designed and facilitated well as a mixed modality, where online sessions are 2/3 and offline sessions are 1/3 of total time.

The project also assumes that the programmatic components resonate well with all stakeholders: citizens to actively engage and learn, take initiatives locally; local municipalities to be open for further democratization while the national government to set up channels for citizen voices.

Stakeholder Engagement

Beneficiaries

The beneficiaries of the WEESC project include direct and indirect beneficiaries. Such conceptualization can capture the broader impacts of the WEESC project and allows for the consideration of differential impacts on the various groups of women and men affected.

Activities related to the first outcome will be carried out with a specific focus on the poor and socially excluded groups of women in rural areas, including women engaged in agriculture. Women from families displaced in the outcome of hostilities in and around Nagorno-Karabakh, will be in special focus at potential beneficiaries. Activities will aim to increase women's access to income-generating opportunities, knowledge and training, including strengthening their capacities to mobilize and increasing their visibility and participation in decision-making at the national and local level. Herewith, activities within the framework of the first outcome will also target domestic workers, working in urban settings. Women who will directly benefit from the project are linked to the first outcome's activities. The private sector will also be provided with technical support to uphold their corporate social responsibilities and promote gender equality in the workplace, marketplace and community in Armenia, indirectly benefiting the current and prospective employees of the companies engaged in WEPs discussions.

In terms of direct beneficiaries, the project targets rural/semi-urban women, particularly the poor and socially excluded. For the purposes of the project, along with poverty, the following are considered as primary grounds constituting women beneficiaries' social exclusion: vulnerable employment;³³ belonging to ethnic minority groups; IDP status, conflict-affected household; residence in isolated rural settings; experience with domestic violence; and disability. More details on these criteria are available in the next sub-section (target regions).

Indirect Beneficiaries of the project are considered to be women and men residing in target municipalities and villages where advocacy actions towards promoting GRB processes will be carried out. Families of the women engaged in WEE will also benefit from the overall expanded economic opportunities of the family. Women and men employees and partners of private companies enrolled in "Women Empowerment Principles" scheme will benefit as their companies promote gender equality and women empowerment as part of their action plans.

The target numbers of beneficiaries are available in **Annex 1: Project Log-Frame, WEESC II**.

Target Regions

The project will cover 11 consolidated municipalities in the regions of Gegharkunik and Shirak (Chambarak, Geghamasar, Shoghakat and Vardenis in Gegharkunik; and Akhuryan, Amasia, Ani, Arpi, Ashotsk, Marmashen and Sarapat in Shirak) and will also extend the coverage to include (semi-)urban areas within the two regions. The project will also expand to include the capital city of Yerevan as a target area. The inclusion of Yerevan as one of the target localities is preconditioned by the high concentration of domestic workers,

³³ Under vulnerable employment are categorized contributing family workers and own-account workers; contributing family workers and own-account workers are the most vulnerable and, therefore, the most likely to fall into poverty. They are the least likely to have formal work arrangements, are the least likely to have social protection and safety nets to guard against economic shocks and often are incapable of generating sufficient savings to offset these shocks. Source: World Bank, available from <https://data.worldbank.org/indicator/SL.EMP.VULN.FE.ZS>.

who, as mentioned above, will represent a new target group for WEESC Phase II. In addition, the project will have partial programmatic interventions in the regions of Syunik and Kotayk – in alliance and synergy with other ongoing UNDP economic advancement initiatives.

In compliance with WEESC Phase I, the following criteria were considered for the selection of the target regions:

- a) **Presence of explicit pockets of exclusion:** For instance, such pockets are due to isolation faced by largely concentrated ethnic minority groups of citizens, as is clearly the case in Gegharkunik and Syunik in Armenia, high male migration rates have resulted in an increased number of female-headed households with less voice in communities. Yerevan as an urban area was selected due to the high concentration of domestic workers, who are considered vulnerable due to their labour conditions and precarious employment.
- b) **Poverty** due to the lack of employment and economic opportunities but, at the same time, clearly identifiable **potential for women’s economic empowerment:** This criterion was a clear case for all regions selected.
- c) **Past work experience** of development partners importantly combined with WEESC Phase I interventions, allowing the project to build on and accelerate existing results. The project will continue to build on the past work towards women’s economic empowerment, as well as the community development experience of UNDP Armenia in both target regions extended and strengthened during the first phase of the project.
- d) **Proximity and bordering location with Georgia** for cross-border exchanges: For example, Shirak (Armenia) borders Samtskhe-Javakheti (Georgia).

In terms of place or residence, Phase II of the project will extend more broadly to urban locations as well. This will be enabled through the inclusion of domestic workers as direct beneficiaries of the project, since the place of employment for the majority of domestic workers is urban settlements. Additionally, extending the focus to urban areas will foster wage employment due to the greater availability of employment opportunities compared to rural areas, where more avenues for entrepreneurship/self-employment, especially in agriculture, are present.

South-South and Triangular Cooperation (SSC/TrC)

Throughout WEESC Phase 2, UNDP will explore partnerships and exchange with UN similar regional and global initiatives. Opportunities will be explored to engage beneficiary women in regional networks for exchange and cross-border collaboration.

Knowledge

Along the implementation of the project activities, the following knowledge products are planned to be developed:

1. Report of research on market and employment opportunities in Yerevan, Shirak and Gegharkunik provinces, and relevant assessment of the needs of project beneficiary women.
2. Online module on “Training citizen on key mandates of LSG, including related to participatory democracy principles, citizen engagement and gender equality (accountability, review and development of community work plans, budgeting).
3. Online module on “Training LSG representative on Gender mainstreaming in local government operations, programs and participatory decision-making processes”.
4. A video-clip to raise awareness on and promote “Women Empowerment Principles”, through highlighting the progress of its piloting in Armenia and WEPs benefits for signatory companies and the society in general.

Sustainability and Scaling Up

The project envisages to ensure sustainability and scale of WEESC Phase II outcomes at personal and community levels. Specifically, at individual level, women empowered with knowledge, leadership skills and support measures will acquire capability and motivation to change-make in their communities, empowering other women, merging in civic roles and engaging in decision-making processes.

The successful support skills for women, made visible and properly promoted, can be applied in other regions and communities of Armenia, this increasing the value of economic empowerment of women in the country.

The knowledge base, tools and mechanisms developed at local level by the project and respective local capacity cultivated (on GRB, local gender mainstreaming and other) has potential for countrywide replication and scale, as well as institutionalization to be applied systemically after project completion. Altogether, with

women leaders and entrepreneurs as drivers for change, systems in mechanisms of gender-sensitive and responsive governance, and broadened network of private companies as contributors and promoters of women empowerment, the project is well set to lay solid ground for systemic change in economic opportunities for women of Armenia in a short and long-run.

To ensure sustainability and scale of successful work of WEESC, UNDP will closely work with MTAI and MLSA and all institutions engaged in national gender machinery to seek partnership in institutionalization of process and mechanism on advancement of gender sensitivity and responsiveness at local level.

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

Cost Efficiency and Effectiveness

- The project will employ the programmatic intervention schemes that have been applied and tested before. The new initiatives will be built on the successful schemes and on available human and technical resource.
- Procurement of goods and services will be ensured in compliance with UNDP Operational Policies and Procedures, based on the principle of the best value for money, which means the selection of the offer that presents the optimum combination of lifecycle costs and benefits, and meets business needs.
- The Project will form partnerships and build synergies with other projects and stakeholders working in the fields of public administration, gender equality, women and youth empowerment, as well as intersections of those. One of the strategies that the project will seek is merging of financial and technical resources with partners to achieve the objectives in the most cost-effective way.

Project Management

The Project will be supervised by the UNDP Country Office Democratic Governance Portfolio, to ensure quality assurance, oversight and technical support, based on Direct Project Costing (DPC) reflected in the project budget. The Armenian part of the Project Management Unit (local project team) will be based in Yerevan and will ensure the daily coordination of the project, with a need-based outreach to project locations outside Yerevan to support/monitor project activities. The level of effort (per centage) of each project team member is reflected in the budget.

The project implementation will be monitored continuously at the level of the outcome and outputs that will be measured at regular intervals and against clearly defined indicators. Specific project activities will serve as benchmarks indicating the progress achieved.

Regular monitoring will be conducted by the project team, with field visits to respective project locations and participation in project events. Regular financial and narrative progress reports will be provided by the project team to the Project Management Unit (UN Women Georgia), to contribute to the periodic progress and final reports to the donor. Selected activities, such as trainings or other capacity development activities, will include participant surveys to solicit immediate feedback from beneficiaries for analysis, activity refinement and reporting purposes.

Results Framework, WEESC II**Intended Outcome as stated in the UNCSD /Country [or Global/Regional] Programme Results and Resource Framework:**

2021-2025 UNCSD Outcome 4: "People, communities, and regions benefit from equitable economic opportunities, decent work, and sustainable livelihoods, enabled through competitiveness and inclusive green growth". Output 4.1: "People, including marginalised and vulnerable groups, are empowered to build productive capacities and benefit from community development in rural and urban areas ensuring sustainable livelihoods and decent jobs"

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

2021-2025 CPD Outcome 1: Advance poverty eradication in all its forms and dimensions, *Indicator:* Rural population per capita average monthly gross income level increased: *Baseline (2018):* 63,338, *Target (2024):* 75,000

Applicable Output(s) from the UNDP Strategic Plan:

2021-2025 CPD 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. **Output 3.3.** Systems/ mechanisms to ensure equal opportunities/rights to participate in decision-making (optional)

Project title and Atlas Project Number: Women Economic Empowerment in the South Caucasus Project (Armenian component by UNDP, phase II)

EXPECTED PROJECT OUTCOME AND OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Project Outcome 1: Women, particularly the poor and socially excluded, use skills, economic opportunities, relevant information, network and support to become farmers/entrepreneurs or to join the formal labour sector in Armenia.	Indicator 1.1: Number of beneficiary smallholder women farmers with increased incomes from agricultural production (at least 30% of whom are poor and socially excluded women)	<i>Project records</i>	89	2020	20	40	10	70 (159 total)	<i>Document review</i>
	Indicator 1.2: Number of beneficiary women with increased incomes from entrepreneurial (non-agricultural) activities (at least 30% of whom are poor and socially excluded women)	<i>Project records</i>	48	2020	10	40	10	60 new (108 total);	<i>Document review,</i>
	Indicator 1.3: Number of beneficiary women having new or better employment (at least 30% of whom are poor and socially excluded women)	<i>Project records</i>	21	2020	10	20	0	30 new (51 total)	<i>Document review</i>
	Indicator 1.4: Number of women beneficiaries with increased information, strengthened capacities and skills to participate in the economy, including as farmers and entrepreneurs (at least 30% of whom are poor and socially excluded women)	<i>Project records</i>	275	2020	100	150	50	300 new (575 total)	<i>Document review</i>

	Indicator 1.5: # of proven cases of women beneficiaries who gain from joining networks/associations with the project's support	<i>Copy of the published human story</i>	0	2020	2	3	4	9	<i>Document review</i>
	Indicator 1.6: Share of budget allocations by target municipalities brokered through women's mobilization and/or meeting GRB principles	<i>Approved community budget</i>	34%	2020	0	20%	20%	20%	<i>Document review</i> <i>Comment: Within WEESC Phase II project a unified target is set for all three countries by UN Women.</i>
	Indicator 1.7: Number of women beneficiaries in a job-placement/internship arrangement with WEPs signatories	<i>Project records</i>	0	2020	0	10		10	<i>Document review</i>
Output 1.1: Women, particularly the poor and socially excluded, obtain skills and access information, networks, economic opportunities and support services to become farmers /entrepreneurs or to join the formal labour sector	Indicator 1.1.1: Number of women with strengthened capacities and skills able to join the formal labour sector (at least 30% of whom are poor and socially excluded women)	<i>Project records</i>	171	2020	150	150	50	350 new (521 total);	<i>Document review</i>
	Indicator 1.1.2: Number of women with strengthened capacities and skills able to become farmers/entrepreneurs (at least 30% of whom are poor and socially excluded women)	<i>Project records</i>	184	2020	80	100	20	200 new (384 total);	<i>Document review</i>
Output 1.2: Women and women's groups are empowered to participate in local planning and budgeting (e.g. GRB discussions), and greater awareness around the harmful social norms is created in the communities	Indicator 1.2.1: Number of successful advocacy initiatives facilitated by women beneficiaries to overcome their socioeconomic challenges	<i>Project records</i>	33	2020	0	25	20	45 new (78 total)	<i>Document review</i>
	Indicator 1.2.2: Number of women beneficiaries who contributed to local planning and budgeting/GRB discussions aimed at addressing their socio-economic concerns (at least 30% of whom are poor and socially excluded women)	<i>Project records</i>	79	2020	0	60	40	100 new (179 total)	<i>Document review</i>
	Indicator 1.2.3: Number and share of municipalities that conducted one or more elements of GRB ³⁴ (cumulative, as the project will continue working with 7 baseline target communities)	<i>Project records</i>	7	2020	7	10	10	3 new (10 total)	<i>Document review</i>

Output 1.3: Businesses have an increased understanding of the Women's Empowerment Principles (WEPs) and have the skills to implement measures that benefit women, specifically in rural areas	Indicator 1.3.1: Number of private enterprises that signed the UNW/UN Global Compact WEPs with a focus on implementing gender-responsive corporate policies/ practices	<i>Project records</i>	11	2020	10	10	0	20 new (31 total)	<i>Document review</i>
	Indicator 1.3.2: Number of private enterprises from Armenia exchanging their best practices on WEPs implementation with their Georgian counterparts Baseline 2021: Armenia – 12 Target 2024: Armenia – 20 new (32 total)	<i>Project records</i>	12	2020	10	10	0	20 new (32 total)	<i>Document review</i>
	Indicator 1.3.3: Number of company representatives with increased knowledge of the WEPs Baseline 2020: Armenia – 73 Target 2024: Armenia – 110 new (183 total)	<i>Project records</i>	73	2020	25	60	25	110 new (183 total)	<i>Document review</i>

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

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.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP, RA Government	
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.	UNDP	

³⁴ Swiss GEN TRI 5.

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.	UNDP	
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.	UNDP, RA Government	
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.	UNDP, RA Government	
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)		UNDP, RA Government	
Project Review	The project's team will hold regular project reviews (retreats) 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.	UNDP, RA Government	

Evaluation Plan: In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Project will be evaluated through the following:

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	UN Women will be the commissioner of the final evaluation, tentative early 2024					

VI. MULTI-YEAR WORK PLAN ³⁵³⁶

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED PROJECT OUTCOME: Women, particularly the poor and socially excluded, use skills, economic opportunities, relevant information, network and support to become farmers/entrepreneurs or to join the formal labour sector in Armenia

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET					
		2022	2023	2024			Budget Description	Amount				
Output 1.1: <i>Women, particularly poor and socially excluded, obtain skills and access information, networks, economic opportunities and support services to become farmers/entrepreneurs or to join formal labour sector</i>	AM 1.1.1 To carry out needs assessment of already targeted as well as potential beneficiary women in project target regions to further fine-tune / design project interventions	18,000	26,500	5,800	UNDP Armenia	UN Women	Individual Consultant	50,300				
		3,700	4,300	1,000			Travel	9000				
		20,000					Other Services - Companies	20,000				
	AM 1.1.2 To use approaches of social mobilization to encourage domestic workers in Yerevan to form networks/ associations to improve their opportunities and build their capacities around women's rights, especially as stipulated by ILO C 189 on Domestic Workers	90,000	115,000	25,200			Grants	230,200				
		3,500	4,500	2,000			Printing & Publication Services	10,000				
		6,500	10,000				Training/Workshop/Conf Service	16,500				
	AM 1.1.3 To use context-specific social cohesion schemes to reach out to and activate women in selected areas of Armenia (Gegharkunik, Shirak and Yerevan) to obtain social support and knowledge on public services, educational and income-generating opportunities	AM 1.1.4 To equip target beneficiary women with knowledge, skill and tools/resources for improved economic performance (advanced farming or micro-enterprise production/service delivery practices, marketing, finance management, usage of IT tools/solutions)	11,336	12,824			2,720	Facilities and Administration 8%	26,880			
								AM 1.1.5 To provide small incentives to rural women for new farming practices, and new start-ups or existing micro-businesses for new job creation through business expansion	AM 1.1.6 To improve target (semi-) urban area women's employability skills	AM 1.1.7 To pilot at least 2 types of "collective action schemes" for improved access to markets and access to finance, used by farmers, self-employed or micro-business owner women.		

³⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Sub-Total for Output 1.1							362,880
Output 1.2: Women and women's groups are empowered to participate in local planning and budgeting (e.g. GRB discussions) and greater awareness around the harmful social norms is created in the communities	AM 1.2.1. To equip local women with knowledge on participatory processes with LSG, Marzpetarans, policy makers, with focus on community economic development and women empowerment schemes	14,000	13,500	7,000	UNDP Armenia	UN Women	Individual Consultant	34,500
		3,150	3,000	1,200			Travel	7,350
	AM 1.2.2 To employ women-led Small Grants Scheme to address community development issues contributing to WEE (2nd and 3rd years)	60,500	54,327	5,000			Grants	119,827
		1,656	1,200	400			Supplies	3,256
	AM 1.2.3 To equip local women with competences to drive (role-model) economic innovations and to lead community development actions	2,600	2,578	200			Printing and Publication Services	5,378
		20,000	18,000	5,000			Training/Workshop/Conf Service	43,000
	AM 1.2.4 Introduce "gender focal point" function within the structure of selected enlarged municipalities, to facilitate gender mainstreaming in local development programs with focus on economic opportunities for women; ensure respective capacity development	8,152	7,408	1,504			Facilities and Administration 8%	17,064
	AM 1.2.5 Capacity development of relevant employees of LSG and related structures on gender mainstreaming in local development programs, specifically relating to economic opportunities for women							
AM 1.2.6 Facilitate joint learning and networking and dialogue between LSGs and community women on local development programs relating to economic opportunities for the latter								
	Sub-Total for Output 1.2							230,375
Output 1.3: Businesses have increased understanding of Women's Empowerment Principles (WEPs) and skills to implement measures that benefit women, specifically in rural areas	AM 1.3.1 To provide technical support to interested private companies to undergo WEPs assessment and design WEPs Action Plans	15,000	9,000	1,400	UNDP Armenia	UN Women	Individual Consultant	25,400
		1,800	1,100	800			Travel	3,700
	AM 1.3.2 To provide technical support to WEPs signatory companies to implement WEPs action plans	8,000					Other Services - Companies	8,000
		1,200	1,550	400			Supplies	3,150
	AM 1.3.3 To link relevant companies - WEPs signatories – to the beneficiary women as potential employees or suppliers of goods/ services	2,700	1,700	200			Printing and Publication Services	4,600
		13,550	12,600	1,000			Training/Workshop/Conf Service	27,150
		3,380	2,076	304			Facilities and Administration 8%	5,760
		Sub-Total for Output 1.3						
Project Management	Implementation monitoring, evaluation and coordination	3,600	3,600	2,800	UNDP Armenia	UN Women	DPC Staff	10,000
		11,190	11,190	4,663			Contractual Services - Program Manager (30%)	27,043
		5,100	5,100	2,125			Contractual Services - Programme Associate (30%)	12,325
		26,500	26,500	11,042			Contractual Services – Project Coordinator/Technical Task Leader (100%)	64,042
		14,000	14,000	5,833			Contractual Services - Project Assistant (100%)	33,833

		3,700	3,700	1,542			Contractual Services - Project Driver (30%)	8,942
		800	1,000	200			Supplies	2,000
		4,500	4,500	2,000			Rental & Maintenance-Premises	11,000
		2,250	2,250	1,000			Rental & Maint. of Info Tech Eq	5,500
		2,800	500				Acquisition of IT equipment	3,300
			4,800	2,000			Professional Services (Audit)	6,800
		400	400	142			Printing and Publication Services	942
		10,400	15,000	3,000			Direct Program Cost (DPC)	28,400
		5,987	6,203	2,668			Facilities and Administration 8%	14,858
TOTAL								900,000

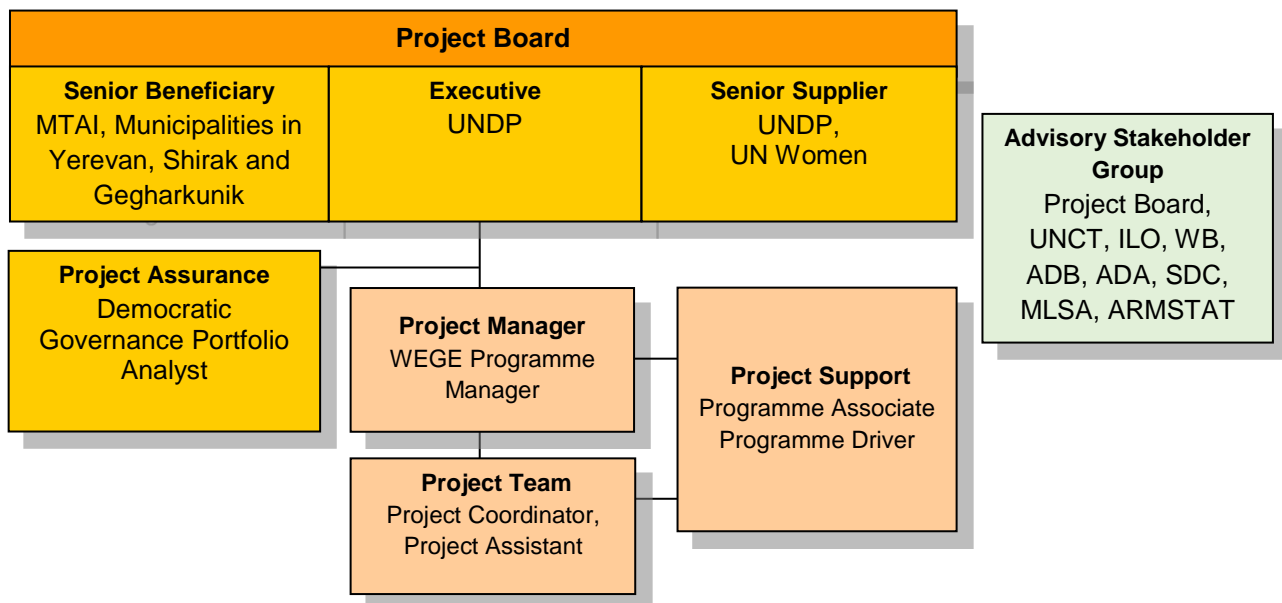
VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

As outlined in the diagram below, the **Project Board** is at the core of project governance mechanism that provides the highest level oversight and makes sure that the project remains on course to deliver the desired results. **The Executive** is ultimately responsible for the project, ensuring that the project remains focused on achieving its objectives and is cost-effective. The **Senior Supplier(s)** represents the interests of the parties providing funding and/or technical expertise to the project. Their primary function within the Board is to provide guidance regarding the technical feasibility of the project. They are accountable for the quality of the resources (funding or technical assistance) provided by the suppliers, with authority to commit or acquire the resources required. The **Senior Beneficiaries** represent the interests of those who will ultimately benefit from the project. They monitor the accomplishments and outputs of the project against the agreed requirements. The project will report to the Programme Board on annual basis.

The **Project Assurance** will assess the project against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision-making to improve the project performance. The **Project Manager** supervises and coordinate activities of the project's employees as they relate to the Programme on Gender Equality and Women/Youth Empowerment within DG and IBM Portfolio. The **Project Team** is led by **Project Coordinator**, responsible for the day-to-day coordination of the activities, delivery of inputs and outputs of the project. More information is provided in Annex 4 "Project Board Terms of Reference and TORs of key management positions".

In addition, the project broader Advisory Stakeholder's group will be convened on annual basis to present the progress of the project, as well as coordinate and discuss the planned activities.

Project Organisation Structure



VIII. LEGAL CONTEXT

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

This project will be implemented by UNDP Armenia ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

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]³⁷ [UNDP funds received pursuant to the Project Document]³⁸ 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 [*for 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 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.

³⁷ To be used where UNDP is the Implementing Partner

³⁸ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- 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. 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.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the 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.

X. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template [\[English\]](#)**
- 3. Risk Analysis. [\[Risk Log template\]](#).**
- 4. Project Board Terms of Reference and TORs of key management positions**
- 5. List of ongoing projects of UNDP Armenia, synergetic to WEESC Phase 2.**