



HM Government

UK Conflict Stability  
& Security Fund

## Project Proposal Form

Part 1: Project Concept and Strategic Case		
Project Title:	Gender sensitive needs assessment of vulnerable women in Barda, Agjabadi and Tartar.	
Please select which CSSF strategic focus your project helps to deliver towards:	<b>Strategic Focus 1:</b> <i>Supporting diplomatic efforts to reduce outbreaks of violence and build space for dialogue including by maintaining international engagement on regional security issues and helping prepare for long-term political resolutions.</i>	<input type="checkbox"/>
	<b>Strategic Focus 2:</b> <i>Working with governments, local and international partners and civil society to support the implementation of reforms, strengthen state (and non-state) institutions (including security actors) and improve conditions for civil society.</i>	<input checked="" type="checkbox"/>
Project Summary / Main Objective:	<p>Azerbaijan is a middle-income country dependent on the revenues from the hydrocarbon industry and still bearing the burden of the unresolved Nagorno Karabakh conflict, including significant numbers of displaced persons. The country has made progress across many dimensions of human development, however, there is a clear indication that women, constituting half of Azerbaijan's population, benefit less than men. While gender equality is enshrined in the national legislation, the body of research points to significant structural barriers hindering women's full participation in the economic and social life of the country. Women, especially residing in rural areas and those affected by the displacement, tend to have less opportunities and choices compared to men.</p> <p>The activity ('gender sensitive needs assessment of vulnerable women in Barda, Agjabadi and Tartar') otherwise referred to as 'the assessment') is designed to provide an up-to-date evidence base for the development of a programme to support vulnerable women in three conflict affected areas (Agjabadi, Tartar and Barda) through the establishment of women's resource centres providing capacity building and support for enhanced skills for sustainable livelihoods and employment.</p> <p>The resource centres are to be based on the WRCs in 9 other regions of the country and aim to ensure that:</p> <ul style="list-style-type: none"> <li>• Vulnerable women are empowered with the skills and also will have access to services they need to improve their livelihoods and cooperate as part of a wider network of WRCs to sustain community-level benefits beyond the project</li> <li>• Stakeholders at national and local levels change their behaviours and are supportive of WRC models and adapt policy approaches to better support vulnerable women as a result of their engagement with the project.</li> </ul> <p>The assessment will take the form of a desk study, focus groups and key informant interviews particularly with vulnerable women but also with national and regional stakeholders. Seven focus groups will be conducted in each of the 3 regions (21 focus groups in all). Twenty-seven key informant interviews will be conducted with stakeholders in the regions, in Baku and further afield – to fill in gaps in knowledge and enhance UNDP's understanding of good practices in economic empowerment of rural women.</p>	

The overall project (of 3 new women's resource centres) fits the CSSF Strategic Focus 2 as it will pursue the approach of building multi-stakeholder partnerships to accelerate implementation of gender-transformative reforms. It will engage local authorities, central government, service providers and non-state actors (private sector) and women networks to address the gender-specific barriers to women's inclusion and participation in economic and social life.

The project takes place in the conflict-affected context of Barda, Agjabadi and Tartar and targets internally displaced female populations as well as other vulnerable groups of women including women with disabilities; women heads of households and women who have lost their jobs/businesses due to COVID-19.

The assessment seeks to address a lack of up-to-date information and data for these regions since the impact of COVID-19 and the war in 2020/21. The research questions seek to address women's needs and constraints, access to information, knowledge, skills, services – looking at what the situation is now on the ground, and what could be the most appropriate ways forward to build women's capacities and transform their communities.

The assessment will support establishment of WRCs in the three target regions (Barda, Agjabadi and Tartar); which will lead to a roll-out of programmes to enhance women's entrepreneurial activity, employability and career choices, and launch of business mentoring, legal counselling, psychological support and other services. It will also seek to capture lessons learnt from the existing stand-alone WRCs and consolidate the entire 'WRCs portfolio' of 14 WRCs (including 9 WRCs already established by UNDP in other parts of the country, 3 WRCs to be established under the current project and 2 WRCs planned to be established under other components of the UNDP programme) and transform it into a sustainable women-driven network able to influence the organizational culture, contribute to institutional reforms and promote attitudinal change. The project will analyse sustainability options for the WRCs network, propose *modus operandi* and build WRCs managerial and fund-raising capacities.

The major project risks relate to: being able to locate and involve women from vulnerable groups in the assessment; the short time period for the field research and analysis; and the need to adapt research methods to suit the restrictions of COVID-19 including care for social distancing.

The direct project beneficiaries are rural women residing in the regions of Barda, Agjabadi and Tartar including displaced women. The project stakeholders are government institutions responsible for family, children and women affairs, refugees and IDPs, labour and social protection; public service providers; local executive authorities and municipalities; and local communities.

The project builds on the success of UNDP's Women Empowerment Programme that has improved livelihoods of women across 9 regions over the past 7 years. At the same time, the design embeds innovative elements making UK CSSF contribution highly valuable and relevant. These elements are:

- Extended geographical scope: With UK CSSF the UNDP programme extends to the new regions – Barda, Agjabadi and Tartar – marking the first time that UNDP launches a women-centered intervention at the frontline of the Nagorno Karabakh conflict;
- Targeting highly vulnerable group: The target regions cumulatively accommodate around 60,000 (or 10%) of the total IDPs population of Azerbaijan. The project will seek to address the specific needs and constraints of women IDPs that represent one of the most disadvantaged populations in the country.

Evidence: The assessment will generate evidence and knowledge with recommendations that will be shared with local and national governance actors, and international organizations. This includes from the field research on the needs and constraints faced by vulnerable women, and

	<p>recommendations on sustainability strategy and <i>modus operandi</i> for the WRCs and for the WRC network.</p> <p>Focus on long-term sustainability: While the assessment supports establishment of three Women Resource Centres, it will also contribute to the entire 'WRCs portfolio' by aiming to outline how to consolidate stand-alone WRCs into a powerful network able to drive gender transformations in mindsets and institutions.</p>	
#		
Please select which <a href="#">OECD-DAC Gender Equality Marker (GEM)</a> your project proposal seeks to achieve:	<b>GEM 0</b> <i>The project does not target gender equality and gender is not integrated into the project (please note, your project is unlikely to be approved if GEM 0).</i>	<input type="checkbox"/>
	<b>GEM 1</b> <i>Gender equality is an important but secondary objective of the project.</i>	<input type="checkbox"/>
	<b>GEM 2</b> <i>Gender equality is the main objective of the project.</i>	<input checked="" type="checkbox"/>
Implementing organisation/s:	<p>United Nations Development Programme (UNDP) Azerbaijan Country Office UN House 3 United Nations 50th Anniversary Street AZ1001, Baku, Azerbaijan</p> <p>Website: <a href="http://az.undp.org">http://az.undp.org</a></p> <p>Contact person:</p> <p>Ms. Leyla Fathi Programme Analyst Phone: (+994 12) 498 9888, ext. 289 Email: <a href="mailto:Leyla.fathi@undp.org">Leyla.fathi@undp.org</a></p>	
Country or countries/regions covered by this project:	Republic of Azerbaijan	
Timeframe of the project	From 1/1/2021 to 30/04/2021	Number of months: 4 months
Total Budget (\$) and GBP:	Inception phase:	
If applicable, please provide details of any co-funding:	Not applicable.	
<b>Part 1 can be expanded up to 2 x sides of A4 if needed.</b>		

*Only complete the following section if Part 1 if you are invited to do so by the British Embassy Project Team.*

### Part 2: Project Narrative and Appraisal Case

<b>Intended results / outcomes of project</b>	<b>Outcome 1.</b> Vulnerable women in Azerbaijan are empowered with skills and have access to services they need to improve their livelihoods and cooperate as part of a wider network of WRCs to sustain community-level benefits.
<b>Need assessment and project description (maximum 1500 words)</b>	
<p><b>Context:</b> At the time of achieving independence, Azerbaijan was a low-income country, with nearly half of its population living in poverty. Despite the burden of the territorial conflict with Armenia over the Nagorno Karabakh region of Azerbaijan, the country managed to restore economic stability and has gradually emerged as a middle-income country, largely driven by exploitation of hydrocarbon resources, with high levels of public expenditure, and reforms supporting transition to a diversified economy.</p>	

Key international indexes including Human Development Index, Global Competitiveness Index, World Bank Development Indicators, Doing Business studies, confirm that Azerbaijan has made significant improvements across many dimensions of human development. However, they suggest that women, constituting half of Azerbaijan's population, benefit less than men. For example, the UNDP's Gender Development Index score, measuring gender development gaps in human development, decreased between 2000 and 2018. According to the World Economic Forum's Global Gender Gap Index, which ranks 144 countries on gender parity across four thematic dimensions, Azerbaijan's rank fell from 86 in 2016 to 98 in 2017. This rank also illustrates larger gaps in all four dimensions compared with previous years (economic participation from 38 to 45, educational attainment from 83 to 91, health and survival from 138 to 142, and political empowerment from 124 to 131).

**Gender and conflict analysis:** Attached in a separate file.

**Stakeholder analysis:** The key stakeholders relevant - to ensure the assessment is designed appropriately, disseminated widely, and that it's lessons are built upon - include the following entities:

State Committee for Family, Women and Children Affairs (SCFWCA) implementing and regulating state policy on family, women, and children's affairs, and a network of gender focal persons in key agencies to oversee the mainstreaming of gender equality into state laws, policies, and programmes. The SCFWCA will be the main Government counterpart to play an active role in supporting the assessments and in inputting to the design and implementation of the women's resource centres. The Committee will ensure national ownership of the project, facilitate access to the project's target areas, coordinate activities with other government entities and local authorities to ensure synergies and avoid duplication. The Committee will also play a critical role in sustaining and upscaling project results.

Regional and local entities - executive power and municipalities – are natural counterparts for the project as its activities will take place in the regions of Azerbaijan, and their buy-in and commitment are instrumental for the success of the project and its sustainability. The local authorities are the main source of knowledge on the local situation and have convening power necessary to ensure participation of local opinion-makers and community activists. As such, they are evident partners for provision of inputs into the assessments, selection of target groups and beneficiaries and organization of the focus groups.

Agency for the Development of SMEs under the Ministry of Economy will be an important partner for the project actions related to supporting women's participation in business activities. Agency representatives will be consulted as part of the key informant interviews. Having the Agency as the project's ally will serve the immediate purpose of ensuring relevant information about plans, policies, gaps and overlaps in the conflict affected regions.

State Committee for Refugees and IDPs is mandated to regulate the issues related to refugees and internally displaced persons, including humanitarian aid, accommodation, social protection, rehabilitation and re-integration, improvement of living conditions in the territories freed from occupation and increasing employability. The Committee will play an important role in providing data and information on the IDPs population in the target regions, providing insights on the specific needs of women IDPs, facilitating access to IDPs settlements, arranging involvement of women IDPs in focus groups.

Ministry of Labour and Social Protection of Population and DOST agency (one-stop shop for social services) are another important stakeholder of the project. The Ministry will be a source of information on the local labour market, potential provider of the vocational courses for women, and a source of expertise on socially vulnerable groups.

**Initial rapid research:** The design of the assessment is based on evidence derived from quantitative and qualitative sources. In particular, the design of the questions for focus groups and interviews is initially informed by the data and analysis from numerous sources including:

- [Women and Men statistical yearbook](#), State Statistics Committee of Azerbaijan
- [World Development Indicators](#), World Bank
- [Gender Gap Report](#), World Economic Forum
- [Azerbaijan Country Gender Assessment](#), ADB
- [Azerbaijan – pre-existing situational and impact of the 2020 Nagorno-Karabakh conflict, Secondary Data Review, 21 December 2020, ACAPS](#)

This will be complemented by a more detailed literature review building on UNDP reviews of the WRCs; on documents relating to vulnerable groups especially IDPs, female heads of households and women with disabilities; and the following reports, assessments and evaluations:

- Assessments of needs and barriers preventing women's economic and civic engagement in rural areas of Azerbaijan, UNDP

- [Population Situation Analysis](#), UNFPA/UNDP
- [Global Competitiveness Report](#), World Economic Forum
- [Human Development Report](#), UNDP
- [Women Entrepreneurs](#), Azerbaijan Gender Information Center
- [Women in the Private Sector in Azerbaijan: Opportunities and Challenges](#), UNDP
- [“Enabling civil society to play a greater role in advancing gender equality and women’s rights” Project Evaluation](#) Report, EU/UNDP
- [Report by the UN Special Rapporteur on the human rights of IDPs.](#)
- The Needs Assessment of the Internally Displaced Persons in Azerbaijan, UN
- Gender Equality and gender relations in Azerbaijan: Findings from the Men and Gender Equality Survey (IMAGES), Promundo/UNFPA/SCAFWCA 2018
- Rapid Gender Assessment on the impact of COVID-19 on women and men in Azerbaijan, UNFPA/UNW 2020

The assessment in the three target regions will gather evidence mainly from target beneficiaries but also from stakeholders to inform the project interventions. The coverage of the assessment will include:

- Brief overview of the situation in the target regions including demography, economic profile, labour market dynamics, social life, gender dynamics
- A rapid literature review including lessons learned and best practices from a review of UNDP reports and evaluations relating to the existing WRCs; and from global good practice in women’s economic empowerment approaches.
- Review of the key needs, concerns and constraints faced by vulnerable women in the target regions, including specific needs of displaced women, female heads of households and widows and women with disabilities as well as their vision of the WRCs;
- Recommendations on the way forward to address women’s needs and improve gender equality outcomes.
- Recommendations on project approach and components for the WRCs in Agjabadi, Barda and Tartar.

The methodology of the assessment will draw on gender analytical frameworks to design the surveys and interpret the findings (looking at the domains of access, control, ownership, capacities and vulnerabilities). The main data collection method will be Focus Group Discussions among women residing in the target regions (with one FGD with men in each region),. The FGDs will be construed as an interactive learning process that gives voice to the disadvantaged social groups and provides the participating women with the opportunity to formulate and offer solutions for the problems that they identify in the course of discussion. Key Informant Interviews with representatives of public agencies, independent experts and private companies will also be carried out, and with stakeholders including UN agencies, academia and experts on gender in the region

Note: The terms of reference for the assessment has been submitted separately.

### **Project description:**

The project’s strategy will seek to ensure that:

#### **Outcome 1 -**

Vulnerable women in Azerbaijan are empowered with skills and have access to services they need to improve their livelihoods and cooperate as part of a wider network of WRCs to sustain community-level benefits.

Outcome 1 will be achieved through the delivery of the following outputs:

Output 1.1 – Assessment: stakeholders (including UNDP) have access to up-to-date information and analysis relating to vulnerable women in the three conflict affected regions; which takes into account recent shocks such as the war and COVID-19. And this information feeds into the development of appropriate projects and activities. A regional assessment will be completed based on data, research and analysis from FGDs in the regions, and from KIIs with stakeholders in the region. It will also incorporate review and analysis of the 9 functioning WRCs based on project evaluations and reports; and guidance on good practice and lessons learned globally on women’s economic empowerment. Particular recommendations will be given to building skills and capacity for sustainable livelihoods, inclusive economic development and climate/environmental friendly solutions.

The project will seek to capture and analyse the lessons learnt from the existing WRCs as well as the international experiences and best practices in establishing and managing similar women empowerment platforms. The design of this component will be guided by an analysis of WRC sustainability options and modus operandi that the project will carry out for the entire WRC network.

**Output 1.2 – Support for the WRC model:** stakeholders at national and local levels are supportive of WRC models and are interested to adapt policy and project approaches to better support vulnerable women as a result of their engagement with the assessment process. The process for the assessment and its finalisation will engage key stakeholders at national and regional levels. Project findings will be used for the basis of discussion with stakeholders to propose a way forward in these regions that supports particularly vulnerable groups of women. UNDP engagement with local and national decision-makers and stakeholders throughout the process will build support for the WRCs in a way that ensures sustainability of the WRCs.

The ultimate project beneficiaries are:

- *Vulnerable women and girls* in the three target regions of Barda, Agjabadi and Tartar including displaced women, women from low-income families, unemployed women and job seekers, women heads of households, women with disabilities. They will benefit from capacity building measures, support to business development, greater employability and social empowerment to be provided by the WRCs;
- *The female population at large* will benefit from gender-responsive service delivery, greater sensitivity to gender needs on the part of the public and private sector and gradual shift in patriarchal mindsets;
- *Local communities and society at large* will benefit from more educated and active community members;
- *Government* will benefit from improved capacities to provide gender-sensitive services and smoother interaction with the private sector in addressing women's needs;
- *Local economy and businesses* will benefit from better educated female workforce and new businesses started by women.

### **Theory of change**

The assessment will contribute to the development of WRCs that fit the context and address recent shocks and changes. The overall project's theory of change relates to the use of WRCs as the hub for transformation. It identifies restrictive economic, social and cultural conditions as the main cause of insufficient and unequal participation of rural women in economic development and social activism. While deeply ingrained gender stereotypes and traditional patriarchal power structures are slow to change, the increase in equal participation can be achieved by improving women's access to resources and opportunities for education, employment, networking and gender-responsive services.

The project's logic stems from the UNDP lessons learnt in the course of implementing the women empowerment project portfolio and will use the already tested approaches and models, such as Women Resource Centre (WRC) platform. This programme initiated by UNDP in 2011 has enhanced women's economic and social participation by providing them access to opportunities and services through WRCs. The WRC has become a scalable model extended to 9 regions to date, to help rural women overcome barriers to empowerment including lack of skills, restrictions in accessing public places as well as cultural stereotypes and strong social pressure that disadvantages women and excludes them from public life.

The evaluation of the 'WRCs project portfolio' confirmed the effectiveness of the WRC model as a "platform for women to obtain information, knowledge and skills necessary to overcome barriers to equal participation in the economic and social life". Feedback gathered within the scope of the evaluation was strong in confirming "the Centres' role in empowering women to take more proactive approach and self-confidence, which is the single most appreciated new state of mind that women reported to have received." The evaluation also confirmed that this strategy has yielded results going beyond increasing skills and supporting the businesses towards building women's social capital and empowering them to take proactive steps in exercising their rights. Women who benefitted from the project describe it as a "life-changing move that made them feel more empowered to stand for their rights, take more proactive role in their family and in their community." This in turn has enabled women to self-protect from GBV, social prejudices and become productive members of the family and community.

Given that (a) there is a successfully tested model for increasing women's economic activity – Women Resource Centre, and b) adequate legal frameworks are in place that provide women with economic and social rights, and assuming that (a) government will continue to prioritize gender equality, (b) maintain enabling business climate and (c) provide space for social activism, and (d) continue institutional reforms in the public sector, the project will provide a foundation to bring a transformational change in the following ways:

- (1) by providing a tailored model of WRCs to suit the three new target areas
- (2) by scaling-up the WRCs that provide access to business skills, knowledge, networks, resources and public space, women will become economically and socially active, financially independent, self-confident and thus, will gain more control over their lives and choices;
- (3) by consolidating WRCs and turning them into a women-owned and women-driven network, women will have a stronger voice and clout to influence policy agendas and advocate for reforms;
- (4) by promoting women's economic and social activism, the project will counter gender stereotypes and restrictive practices that currently confine women to their traditional gender roles;
- (5) by galvanizing institutional reform in public service delivery, the project will create sustainable mechanisms that are gender-responsive and tailor-made to address women's specific needs, especially for vulnerable and socially excluded women;
- (6) by leveraging private sector partnerships, the project will sensitive private employers to women needs, encourage women taking non-traditional jobs and broaden women's career choices.

### Value for money

The project's programmatic and operational effectiveness and cost-efficiency is secured through the following means:

- The project's design is informed by using approaches and methods of proven effectiveness; focus groups and key informant interviews
- The project will apply well - tested methodology for business development skills; it will use readily available UNDP training toolkit on starting up businesses developed on the basis of best international practices;
- UNDP will use a portfolio management approach to ensure cost effectiveness by leveraging activities and partnerships with other UNDP-led initiatives/projects pursuing similar objectives, namely *Economic Empowerment for Entrepreneurship and Employment; Women's Economic Empowerment in the South Caucasus; Economic and Social Empowerment of Rural Women and Youth; and Creating Inclusive and Decent Jobs for Socially Vulnerable Groups*.
- The project will gain cost-efficiency at the operational level by applying best-value-for-money principle in all procurement actions, and using, where available, UNDP's corporate long-term agreements with vendors for delivery of goods and services.

### Sustainability

Sustainability of the project results will be secured through the following strategies:

- Taking special efforts to consult with marginalized and vulnerable women, and to incorporate their experiences and opinions into the analysis to build strong WRCs that are supportive of the needs of communities in the three conflict affected regions;
- Providing stakeholders including government and international agencies with information and updates on results of the assessment e.g. through disseminating a brief (4 page max) of key learning points and recommendations;
- Building a shared vision and feeling of ownership among women that is critical to WRC becoming an integral part of the community. The idea of WRC belonging to women, not to the project, will be emphasized throughout all meetings, trainings, workshops, and other events.
- Building managerial capacities of the WRCs staff, facilitating registration of the WRCs as non-profit non-governmental organizations and publicizing their role and activities among government actors, donors, non-government players;
- Helping WRCs to develop a system-wide robust sustainability strategy with a diverse menu of options including financial sustainability (traditional fund-raising, service delivery, social purpose enterprise);
- Maintaining regular dialogue with the State Committee for Family, Women and Children Affairs, other national and local authorities to secure on-going institutional support to the WRCs upon project completion;
- Connecting WRCs to other professional networks (including abroad) that can support them upon project completion;
- Building capacities of women (WRC members and project beneficiaries) to become role models and advocates for attitudinal change;
- Mobilizing active women trained by the project for delivery of services to other women on the basis of the WRCs to ensure continuity of learning beyond the project end date;



- Engaging with the public agencies to reform the service delivery mechanisms into more-gender responsive to better meet women's needs upon project completion;
- Sensitizing private sector to women's needs and partnering with private companies for stronger advocacy.

### **Visibility and communications plan**

The Visibility and Communication plan will pursue the following communication objectives which will be applied – where relevant to the assessment – as well as to the next steps to create the WRCs in the target regions:

- Inform project stakeholders, beneficiaries, target groups and population at large of the overall project objectives, outputs and activities;
- Promote understanding and respect for gender equality and its importance for stability, inclusiveness and harmonious development of the society;
- Increase awareness of the key stakeholders on women specific needs and concerns;
- Promote attitudinal change and counter gender stereotypes and patriarchal norms restricting women's participation;
- Share project's successes and advocate for scale-up and replication of project's results;
- Acknowledge the role of the donor and project partners in supporting the project.

The main communication channels for the project will be:

- UNDP Azerbaijan website and UNDP regional and global networks and social media platforms
- Community meetings
- Facebook pages of the Women Resource Centres
- Press releases about the project events
- Public statements/speeches
- Publications (e.g. Women's success stories)
- Project Launch and Final Conference
- Awareness raising materials
- Short video spots highlighting project activities and results.

All communication materials and activities will acknowledge UK's support to the project. All visual materials produced by the project will carry logos of the UK Government and UNDP.

The key audience targeted by the communication plan will cover:

- Policy- and decision-makers from the central, regional and local government in Barda, Agjabadi and Tartar
- Local activists, opinion makers and foci of power
- Local communities at large
- Civil society groups
- International organizations and donors
- Local media

The communication plan is expected to help deliver the project's outputs and outcomes in a variety of ways such as reaching out to a larger number of interested groups, facilitating community mobilization, overcoming potential risk of resistance on the part of conservative minded groups and building a coalition of allies in sustaining and replicating project results. It is possible – if sensitivities are found during the assessment – and taking into account the fact that this is an assessment rather than the establishment of services, that communications around this activity will be limited.

### **Sensitivity**



The project can be referred to publicly and there are no known sensitivities that would preclude publicity.

<b>Results Framework: Outcome-level</b>	
<b>Strategic Focus 2:</b> Working with governments, local and international partners and civil society to support the implementation of reforms, strengthen state (and non-state) institutions (including security actors) and improve conditions for civil society.	
<b>Outcome</b>	<b>Assumptions</b>
<b>Outcome (Result) 1:</b> Vulnerable women in Azerbaijan are empowered with skills and have access to services they need to improve their livelihoods and cooperate as part of a wider network of WRCs to sustain community-level benefits.	<p>Conducive legal environment that guarantees equality of rights for men and women will be maintained.</p> <p>The Government will continue to exercise strong political will to prioritise gender equality and women empowerment, as reflected in the national strategies.</p> <p>The Government continues to implement institutional reforms in the public sector to better serve the needs and interest of the citizens.</p> <p>The public service providers recognize women’s specific needs and are committed to address them.</p>

<b>Results Framework: Output-level</b>					
<b>Outcome / Result 1.</b> Vulnerable women are empowered with the skills and also will have access to services they need to improve their livelihoods and cooperate as part of a wider network of WRCs to sustain community-level benefits beyond the project.					
<b>Outputs</b>		<b>Assumptions</b>			
<b>Output 1.1</b> Stakeholders (including UNDP) have access to up-to-date information and analysis relating to vulnerable women in the three conflict affected regions; which takes into account the twin shocks of the war and COVID-19. And this information feeds into the development of appropriate projects and activities.		<p>Access to communities for initial assessment will be possible even under COVID-19 conditions.</p> <p>There is genuine interest on the part of women to engage in socio-economic life of their communities.</p> <p>The surveyors are able to access all vulnerable groups as required.</p> <p>Participants will feel free to speak openly about their experiences.</p>			
<b>Indicator 1</b>	<b>Baseline</b> (of output at the beginning of Year 1)	<b>Milestone 1</b> (Inception)	<b>Milestone 2</b> (Year 1)	<b>Milestone 3</b> (Year 2)	<b>Target</b> (End of Project, Year 3)
Number of focus groups in the 3 targeted regions – contributing to the overall assessment	<b>N/A</b>	<b>12</b>			
	<b>Achieved progress</b>				
<b>Source of evidence</b>	<i>Focus group transcripts</i>				
<b>Indicator 2</b>	<b>Baseline</b> (of the outcome at the beginning of Year 1)	<b>Milestone 1</b> (Inception)	<b>Milestone 2</b> (Year 2)	<b>Milestone 3</b> (Year 3)	<b>Target</b> (End of Project, Year 3)
The analysis of the research is presented in a report with project level recommendations to inform stakeholders of the up-to-date situation and needs of vulnerable women in conflict affected regions.	0	100%			
	<b>Achieved progress</b> <i>Update these rows quarterly</i>				
<b>Source of evidence</b>	<i>TOR and Methodology for the assessment</i>				

<b>Results Framework: Output-level</b>	
<b>Outcome / Result 1.</b> Vulnerable women are empowered with the skills and also will have access to services they need to improve their livelihoods and cooperate as part of a wider network of WRCs to sustain community-level benefits beyond the project.	
<b>Outputs</b>	<b>Assumptions</b>

<b>Output 1.2:</b> Stakeholders at national and local levels are supportive of WRC models and adapt policy and project approaches to better support vulnerable women as a result of their engagement with the assessment		There is continued support by key stakeholders for women's economic advancement for all vulnerable women in the conflict affected regions  The public service providers are willing to cooperate with the WRCs.  UNDP continues to find support for activities grounded in the evidence-base to be provided by the assessments.			
<b>Indicator 1</b>	<b>Baseline</b> (of output at the beginning of Year 1)	<b>Milestone 1</b> (Inception)	<b>Milestone 2</b> (Year 1)	<b>Milestone 3</b> (Year 2)	<b>Target</b> (End of Project, Year 3)
Number of key informants contributing to the overall assessment	<b>N/A</b>	<b>27</b>			
	<b><i>Achieved progress</i></b>				
<b>Source of evidence</b>	<i>Transcript summaries from KIIs</i>				
<b>Indicator 2</b>	<b>Baseline</b> (of output at the beginning of Year 1)	<b>Milestone 1</b> (Inception)	<b>Milestone 2</b> (Year 1)	<b>Milestone 3</b> (Year 2)	<b>Target</b> (End of Project, Year 3)
Number of stakeholders participating in project design activities including attending zoom meetings to contribute to findings or validation meetings					6
	<b><i>Achieved progress</i></b>	<b><i>25 participants</i></b>			
<b>Source of evidence</b>	<i>Applications submitted</i>				

<b>Output number</b>	<b>Activity</b>	<b>Month 1 January</b>	<b>Month 2 February</b>	<b>Month 3 March</b>	<b>Month 4 April</b>
Inception phase	Gender sensitive needs assessment/analysis is conducted to determine how best a WRC can support vulnerable women				
	<ul style="list-style-type: none"> <li>Recruitment of the consultant to lead the needs assessment</li> </ul>				
	<ul style="list-style-type: none"> <li>Preparation of the full methodology</li> </ul>				
	<ul style="list-style-type: none"> <li>Identification of and training for the interviewers, FGD facilitators and data specialists</li> </ul>				
	<ul style="list-style-type: none"> <li>Focus groups discussions and interviews in three regions</li> </ul>				
	<ul style="list-style-type: none"> <li>Data extraction, translation, analysis</li> </ul>				
	<ul style="list-style-type: none"> <li>First draft of report, review of the draft report, collection of inputs from expert group, UK, UNDP, SCFWCA and other stakeholders</li> </ul>				
	<ul style="list-style-type: none"> <li>Finalization and translation of the needs assessment report</li> </ul>				

<b>Results Framework: Risk Matrix</b>					
<b>Risks</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Mitigation plan</b>	<b>Post-mitigation Impact</b>	<b>Post-mitigation Likelihood</b>
Lack of engagement by stakeholders outside of UNDP – due to being time poor. Including leaving FGD early.	High	High	<p>Support for travel to FGD (travel stipend, arranging pick up with drivers/taxis).</p> <p>Ensuring space is warm and comforting</p> <p>Provide refreshments</p> <p>Keep to tight schedule – no longer than one hour.</p>	Low	Medium
Lack of accessibility particularly for vulnerable women with disabilities	High	High	<p>Careful choice of location.</p> <p>Check in advance of their needs (including for sign translators/travel/wheel-chairs/ramps).</p> <p>Ensure there are toilet facilities in place of FGDs</p> <p>Hold the meeting with WWD at a venue they already use e.g. CSO working for disabled and veterans.</p>	Low	Low
Bias in response due to cherry-picking respondents and other issues	High	Medium	Use of consent statements, confidentiality, data management e.g. questions to assess mood/motivation of surveyed persons, triangulation with other stakeholders, finalisation of group memberships with relevant sectoral stakeholders	Low	Low
The Corona pandemic may pose risks due to restricted mobility during the state of quarantine.	High	Medium	Research designed to be able to be done remotely (a) FGDs can be limited to five women (b) KIIs can be done via phone or internet	Medium	Medium
Unstable and/or unpredictable security situation within the target	High	Medium	- This risk is beyond the control of the Implementing Agency. If the risk continues, the assessment start will be delayed;		

areas could pose risk to surveyors and participants			<p>Security assessment with protocols for each visit. Close liaison with UNDP Baku before trips. Security briefings for surveyors including on ammunitions and land-mines.</p> <p>- Continuous monitoring of the security situation will be undertaken in consultation with UNDSS (UN Department of Safety and Security) and work plan revised at regular stages. In the case of serious deterioration of the local context, activities will be contained to safer areas;</p> <p>- UNDP will undertake all safety measures to ensure its staff will not be operating in adverse safety conditions.</p> <p>All staff and surveyors will receive safety briefings</p>		
Cultural and linguistic issues – concepts not translating, cultural relativism, power	High	Medium	<p>Discussions and briefings with translators and cultural intermediaries.</p> <p>Testing the tools and checking that meaning is clear after translation from English; including so that terms used are those understood by participants e.g. use ‘quarrel’ rather than ‘domestic violence’ (see Wilson 2017).</p> <p>Leave translation of FGDs and KIIs into English until the very last moment (after coding and extraction)</p>	Low	Low
Risk of shame and stigma to respondents including fear of observation	High	High	<p>Use of UNEG and UNICEF ethical guidelines. Establishing safe and secure meeting places.</p> <p>Emphasis on confidentiality.</p> <p>Tools and procedures put in place by survey company to provide data security</p>	Low	Low
Risk of secondary traumatising of surveyors and informants	Low	Medium	<p>Surveyors introduce these issues during KIIs and FGDs including with reference to their own experience and through informing about symptoms and self-care.</p>	Low	Medium



## Part 3: Commercial Case

### About the Implementing Agency

UNDP is the largest agency of the UN System in Azerbaijan, with a long history of working on development issues including gender equality and women empowerment. With an annual programme budget of circa US\$ 10 million, UNDP operations serve to contribute to the three strategic areas:

1. Human capital development and inclusiveness
2. Enhanced institutional capacity for equitable development policy
3. Improving environmental management and resilience to climate-induced hazards

UNDP's advances gender equality across all strategic areas by focusing on enabling vulnerable and excluded women to claim and fully realize their socio-economic rights. Thereby, UNDP supports the government entities and non-governmental partners to fulfil the national obligations under the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW).

Presently, UNDP is implementing the following projects in the area of gender equality and women empowerment:

- 1) Economic Empowerment for Entrepreneurship and Employment (E4)  
Donors: USAID, UNDP  
Budget: US\$ 3,499,990  
Duration: 2015-2024
- 2) Women Economic Empowerment in South Caucasus  
Donor: Swiss Development Cooperation  
Budget: US\$ 712,000  
Duration: 2018-2021
- 3) No one left behind: Addressing rights and well-being of women with disabilities and veterans of the Nagorno Karabakh conflict  
Donor: Government of Azerbaijan, UNDP, UNFPA  
Budget: US\$ 995,540  
Duration: 2019-2021
- 4) Promoting the Role of Civil Society in Gender-sensitive SDGs Implementation  
Donor: EU, UNDP  
Budget: USD 1,543,280  
Duration: 2018-2020

For a full list of UNDP Azerbaijan projects, please visit: <https://www.az.undp.org/>

### Key personnel of this project

The assessment will be designed and overseen by an international senior gender expert who has been recruited for this task, she will be supported by the survey team managed by a contracted agency, who will provide 6 female surveyors to go to the regions. The assessment will also employ translators and interpreters for translation of results, of trainings and of survey tools. The assessment will be supported by various UNDP staff in Baku and the regions. The project will be under the direct supervision of the DRR through the UNDP Programme Analyst.

**Will the Implementing Partner** be sub-contracting any other agencies to carry out elements of the project activities?

Procurement of goods and services will strictly follow UNDP's organization-wide policies, rules and procedures set out in the Programmatic and Operational Policies and Procedures. All types of procurement in the project will be based on the following principles: i) best value for money; ii) fairness, integrity and transparency; iii) effective competition. Additional information of the UNDP's procurement processes and methods can be found at: <https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d>

It is expected that the assessment will procure the following types of goods and services:

- 1) Technical expertise and consultancies
- 2) Survey (data collection) services
- 3) Translation services
- 4) Publishing services
- 5) Rent of premises and vehicles to support women to attend
- 6) Catering services

Individuals and companies to be sub-contracted will be identified through the competitive process.

**Have you bid for funding from the CP/CSSF in the past three years?**

No.

**Full details of any co-funders as listed in Part 1, including full details of activities to be funded and timings of funding.**

Not applicable

**Description of added-value of implementing partners – why are the chosen partners the most suitable and value-for-money option for project delivery? What capacity and experience do the implementing partners have? How will the performance and value-for-money of implementing partners be managed?**

Not applicable

**Part 4: Financial Case**

<b>Cost</b>	
<b>Capital costs</b>	Not applicable
<b>Financial audit</b>	Financial risks and fraud risks will be managed in accordance with UNDP's Internal Control Framework. Financial audit will be conducted in line with UNDP internal rules and procedures.

**Part 5 – Management Case**

**Governance**

UNDP will be responsible for the overall project management and maintain the oversight on the project implementation, including programmatic, budgetary, human resources and procurement aspects. The following governance arrangements will be put in place to manage the project delivery:

The assessment will be designed and overseen by an international senior gender expert who has been recruited for this task, she will be supported by the survey team managed by a contracted agency, who will provide 6 female surveyors to go to the regions. The assessment will also employ translators and interpreters for translation of results, of trainings and of survey tools. The assessment will be supported by various UNDP staff in Baku and the regions. The project will be under the direct supervision of the DRR through the UNDP Programme Analyst.

**“Do no harm”**

To ensure ‘do no harm’, the project will put in place the following mechanisms: the assessment will apply *Participatory Rural Assessment* techniques that will help to obtain feedback from the target groups and beneficiaries with regards to the planned activities and their impact on the local communities; surveyors will be trained in gender-sensitive, trauma-sensitive approaches and will be provided with written guidance on trauma and support.

The assessment will lead to WRCs which directly addresses human rights issues. The project views women’s socio-economic empowerment as a central element in ensuring full realization of women’s rights. By equipping women with business development knowledge, providing access to small funding and advocating for their socio-economic rights the project will help women to obtain greater autonomy and gain more control over their lives and choices. As such the project supports implementation of the obligations of Azerbaijan under the CEDAW. The project specifically addresses the recommendations of the CEDAW Committee to the State Party to “ensure an enabling environment in which women’s organizations can be freely established and may freely operate and mobilize resources”; “ensure the full and equal participation of women in public life”; “take measures to increase the participation of women in formal employment”, and “to increase its efforts to encourage and support women’s economic empowerment and entrepreneurship, especially among rural women, including by providing access to credit, land and other resources and training”. The project will also support the implementation of the recommendations of the 2018 Universal Periodic Review (UPR) to promote and protect the rights of women, ensure gender equality and women empowerment.

**Monitoring and Evaluation and Learning (MEL)**

The monitoring and evaluation of the project will be conducted in accordance with the UNDP’s programmatic policies and procedures but taking into account the nature of this work (its research). The Monitoring and Evaluation will include some of the following monitoring activities:

**Tracking results progress:** Day-to-day monitoring of the project progress will be the responsibility of the UNDP Staff based on the Results Framework. The UNDP Programme Officer will report to UNDP DRR on any delays or difficulties faced during the implementation so that appropriate support or corrective measures can be adopted in a timely and remedial fashion.

**Monitoring and managing risks:** The UNDP Programme Officer and project expert team will identify specific risks that may threaten achievement of intended results, and monitor risk management actions using the Risk Log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. The UNDP Programme Officer will report to UNDP DRR on any identified risks so that appropriate mitigation measures can be taken.

**Learning:** The assessment will generate a knowledge product (assessment report) with summary recommendations that will be shared with local and national governance actors, and international organizations. This includes an assessment of needs and constraints of displaced women using gender analysis frameworks; recommendations on sustainability strategy and modus operandi for the WRCs network.

**Reviewing and reporting:** Data from all monitoring actions will be collected and reviewed at the end of the assessment.

<b>List of MEL tools and methods</b>	<b>Intervals</b>	<b>Carried out by</b>
Beneficiary feedback monitoring mechanism - validation exercise	At end of the assessment	Research team
Field visits and spot checks	Two spot checks for each FGD	UNDP Programme Officer, International and Local Consultant
Training evaluation questionnaire	Following orientation for surveyors	International gender expert
Quality of translation of extracted data	After first extraction	For the training of surveyors and validation

		event, and any communication by international consultant with surveyors, UNDP's roster
Review of draft assessment with project stakeholders / validation meetings	After first draft	International gender expert

<b>Name of Implementing Agency Lead Contact</b>	Ms. Charu Bist
<b>Position</b>	UNDP Deputy Resident Representative
<b>Signature</b>	
<b>Date</b>	09 March 2021

*Charu Bist*

