



PROJECT DOCUMENT
Republic of Azerbaijan

Project Title: Support to women-led community-based initiatives

Project Number:

Implementing Partner: State Committee for Family, Women and Children Affairs (SCFWCA)

Start Date: 01.11.2020

End Date: 30.10.2022

PAC Meeting date: 09.09.2020

Brief Description

Azerbaijan has a solid legal framework that guarantees equality of rights for men and women. However, like in many countries, policies do not immediately translate into equality of opportunity and real changes in women's lives. Despite high educational attainment and labour force participation typical for Azerbaijani women, they remain more economically vulnerable than men. Though women constitute half of the country's population and 48.9% of active labour force, they have higher unemployment rate, are concentrated in low-paid sectors of economy; majority of women are engaged in vulnerable employment with little or no respect for the labour code; women also constitute minority in the private sector.

UNDP's research identified a number of barriers that may prevent women from fully exercising their socio-economic rights, such as restrictive socio-cultural practices and gender-based discrimination, limited access to financial credit, technology, capacity building opportunities and professional networks. The project will serve the purpose of dismantling these barriers to ensure full realization of women's socio-economic rights. Besides, the project's design also takes into account the risks posed by the Corona pandemic and will address the basic needs of the communities as regards practicing adequate sanitation and hygiene skills and accessing Water, Sanitation and Hygiene (WASH) facilities. The project's objective is expected to be achieved through delivery of the following results:

ER 1. Entrepreneurial activity of rural women is boosted through support to women-led businesses

ER 2. Women are empowered to have a stronger voice in advocating for their economic rights and participation in socio-economic life

ER 3. Communities are better equipped to prevent spread of COVID-19 through improved access to WASH knowledge, skills and facilities.

The geographic scope of the project covers Jalilabad and Bilasuvar. The target groups include rural women from low-income households, women-headed households, unemployed women, women producers, survivors of gender-based violence.

Contributing Outcome (UNDAF/CPD, RPD or GPD): CPD Outcome 1. By 2020, the Azerbaijan economy is more diversified and generates enhanced sustainable growth and decent work, particularly for youth, women, persons with disabilities and other vulnerable groups

Indicative Output(s) with gender marker²:



Output 1. Entrepreneurial activity of rural women is boosted through support to women-led businesses (GEN 3)

Output 2. Women are empowered to have a stronger voice in advocating for their economic interests and participation in socio-economic life (GEN 3)

Output 3. Communities are better equipped to prevent spread of COVID-19 through improved access to WASH knowledge, skills and facilities (GEN 2)

Total resources required:	US\$ 253,195	
Total resources allocated:	UNDP TRAC:	
	Donor (Netherlands):	US\$253,195
	Government:	
	In-Kind:	US\$30,000
Unfunded:	178,119	

Agreed by:

Government	UNDP	Implementing Partner
Chairperson State Committee for Family, Women and Children Affairs	 Alessandro Fracassetti Resident Representative	 Chairperson State Committee for Family, Women and Children Affairs :
Date:	Date:	Date:

I. DEVELOPMENT CHALLENGE

Economic rights are fundamental human rights. However, globally gender gaps persist across many dimensions of the economic rights realization. Women remain less likely to participate in the labour market than men around the world. They are more likely to be unemployed than men and tend to be over-represented in informal and vulnerable employment. Women are less likely to be entrepreneurs and face more disadvantages starting businesses.

Women's economic empowerment is central to realizing women's rights and gender equality. Economic empowerment of women involves providing women with opportunities to equally participate in existing markets; giving them access to productive resources and decent work, and increased voice, agency and meaningful participation in economic decision-making at all levels from the household to international institutions. Women who lack economic autonomy face an increased risk of gender-based violence (GBV) and limitations to their life choices. Having an independent income is key for women to exercise more control over their own time and lives.

Empowering women in the economy and closing gender gaps in the world of work are key to achieving the 2030 Agenda for Sustainable Development and achieving the Sustainable Development Goals, particularly Goal 5, to achieve gender equality, and Goal 8, to promote full and productive employment and decent work for all; also Goal 1 on ending poverty, Goal 2 on food security, Goal 3 on ensuring health and Goal 10 on reducing inequalities.

In Azerbaijan, women constitute half of the country's population and 48.9% of active labour force. Azerbaijan's Constitution guarantees women equal rights with men. The legal framework provides a strong foundation for gender-equal access to economic resources. The Law on Gender Equality (2006) provides women equal rights to engage in all types of economic activities, to own, inherit and sell property, receive bank loans. The Law on the Prevention of Domestic Violence (2010) asserts the state's responsibility in prevention of violence and protection of violence victims. Azerbaijan is a signatory to all major international agreements protecting women's rights. In 1995, the Republic of Azerbaijan ratified the Convention on Elimination of All Forms of Discrimination Against Women (CEDAW), and, in 2001, the First Optional Protocol to CEDAW, which opened a possibility for women to issue an individual complaint to the UN Committee on Women's Rights.

Over the past decade the economic situation in Azerbaijan has been consistently improving and new employment opportunities have been generated. The high level of educational achievements and labour force participation typical for Azerbaijani women generates a women workforce of impressive potential. However, like in many countries, policies do not immediately translate into real changes in women's lives. Despite obvious advancements in women empowerment, women remain more economically vulnerable than men. Women have higher unemployment rate (5.9% among women against 4.1% among men); are concentrated in low-paid sectors (health, education); 62% of women are engaged in vulnerable employment in informal sector, without contracts and respect for the labour code; and constitute minority in the private sector - of total number of entrepreneurs only 21.5% are women.¹ Due to wage gap and involvement in informal sector, women also tend to receive smaller pensions.

Statistical data are corroborated by UNDP-supported qualitative research on rural women's participation in economic life. UNDP held a series of assessments of the women's economic and social situation in Azerbaijan, including the 2018 Gender Assessment Report *Women in the Private Sector in Azerbaijan: Opportunities and Challenges*.² Findings of the research clearly demonstrate

¹ Men and Women in Azerbaijan, 2018, State Statistics Committee

² Gender Assessment Report 2018: Women in private sector in Azerbaijan: opportunities and challenges

how gender inequality in economic engagement and community participation resulted in lost opportunities for economic growth and community development of the rural areas.

These assessments identified a range of root causes that are gender-specific and prevent women from fully exercising their socio-economic rights:

- Women are subject to restrictive socio-cultural practices and gender-based discrimination (such as marginalization of women and girls in the family and community-based decision making, domestic violence and coercive control, gender stereotyping, rigid gender-based distribution of family duties and responsibilities, early marriage and school dropouts);
- Women entrepreneurs, compared to men, have limited access to financial credit, technology, capacity building opportunities and professional networks;
- Gender stereotypes along other factors generate “glass ceiling” in the private sector: women can become marginalised and overlooked in promotions to decision-making positions;
- Discrimination against newly married and pregnant women in private sector hiring limits women’s access to private sector jobs.

The project is proposed amidst the growing COVID-19 crisis that significantly amplifies the risks for vulnerable people and communities including women. Since March, transmission of COVID-19 in Azerbaijan has already commenced, and the number of cases is soaring. Authorities have taken measures to contain the pandemic by imposing various restrictions on businesses and citizens including, but not limited to, closures of educational premises and non-crucial business services, limitations on public services, gatherings and movement, including curfews and mandatory quarantine for the travellers. With strict regulations put in place to curb the spread of COVID-19 pandemic, hundreds of thousands of people in Azerbaijan face severe social and economic challenges. While necessary for reducing the speed of transmission of the disease, these measures risk having negative immediate and long-term impacts on all sectors of the economy, so employment and livelihoods will be hit hard by the consequences of the health crisis. Vulnerable people including women are much more likely to remain unemployed for longer, they will most likely have zero financial reserves to draw on. Continuing support to women entrepreneurs is essential for building resilient recovery.

The risk of COVID-19 transmission is particularly high in the rural areas where the sanitary-hygienic practices and facilities are often sub-standard.

II. STRATEGY

Building on this evidence base, the project's strategy seeks to achieve positive changes in two areas critical for women's empowerment – *Entrepreneurial Capacities* and *Advocacy and Voice*. It offers *Solutions* for each area, with a geographical focus on two regions – Bilasuvar and Jalilabad.

The project's strategy will pursue a two-phased approach giving priority to the activities in the Bilasuvar region. With available funding of US\$ 75,000, *Phase 1* of the project will focus on further strengthening the capacities of the existing Bilasuvar WRC, expanding business opportunities and stimulating social participation of local women, and delivering the WASH component. Once the additional resources are mobilized, the project will move into *Phase 2* that will support launch of a new WRC in Jalilabad, roll-out of entrepreneurial programmes and other services for women, and replication of the WASH component, while continuing to maintain the activity of the WRC Bilasuvar.

The Theory of Change for the project is rooted in the following logic flow:

Solution 1. Entrepreneurial Capacities

Solution 1 will focus on removing barriers to women's access to capacity building opportunities and finance. It will help women to acquire skills necessary to start and successfully run a business (such as writing a business proposal, budget management, legal literacy, marketing and sales). It will also provide them with seed funding in the form of in-kind inputs to initiate small business or expand an existing one. Throughout the process, women will be supported by the project's business advisor to address specific concerns and, when necessary, refer to the relevant services (e.g. vet services, branding etc.). Last but not least, the project will help women to obtain a legal status of individual entrepreneur that will provide them with greater social protection. This pathway is expected to result in increased women's involvement in private sector; higher level of income and greater financial independence. In the mid- to long-run, it will also strengthen women's self-confidence, boost the economic life of their communities, and help change the gender stereotypes and restrictive practices.

Solution 2. Advocacy and Voice

Solution 2 will focus on giving women voice in decision-making at the community level and recognizing them as social and economic agents of development. The project will provide women with accessible public space at the Women Resource Centres where they can freely meet, speak and express their needs and concerns, receive advice and access knowledge resources. The project will help socially active women to organize into a public association, an NGO. At the same time, the project will also help economically active women to better protect and promote their interests through building networks of mutual support and solidarity that allow women to grow their social capital, improve their self-esteem and self-reliance, acquire a greater voice in decision-making, and collectively negotiate better contract terms, prices and access to a wide range of resources and services. Through a series of advocacy events, the project will encourage women to form producers' associations. This pathway is expected to result in greater women's involvement in social and economic life of their communities, stimulate establishment of women associations and producers' cooperatives and build a pool of women leaders capable to promote and defend their interests.

Besides, the project's design also takes into account the risks posed by the Corona pandemic and will address the basic needs of the communities as regards practicing adequate sanitation and hygiene skills and accessing WASH facilities.

The project's logic stems from the UNDP experiences and lessons learnt in the course of implementing similar projects and will use the already tested approaches and models, such as Women Resource Centre (WRC) platform. The WRC model was first piloted in Sabirabad region in 2011 and became a scalable model to help women in regions overcome barriers to empowerment including restrictions in accessing public places as well as strong social pressure that disadvantages women and excludes them from public life. The WRCs model was expanded to 8 more regions (Nefchala, Bilasuvar, Masalli, Zaqatala, Salyan, Khazar, Khachmaz and Qusar) with the generous support from Coca-Cola Foundation, US Agency for International Development, EU Delegation in Azerbaijan, Swiss Agency for Development and Cooperation (SDC), and UN Women. The success of the WRC is strongly anchored in the close collaboration developed between UNDP and the State Committee for Family, Women and Children Affairs (SCFWCA).

The selected project strategy is informed by the findings of the *independent evaluations* of similar interventions commissioned by UNDP in 2014-2015 and 2018. The evaluations confirmed 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 as a fundamental human right". Feedback from women members of WRCs gathered within the scope of the evaluations 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 evaluations 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 whether it is initiating their business ideas, employment opportunities or simply taking more active part in community life. 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.

~~The project strategy/ToC is linked to the key national and international priorities described below.~~

Releasing the full capacity of the national women workforce for the development of the private sector is designated as a primary task in **Azerbaijan's Strategic Roadmaps on National Economy and Economic Sectors**. The Roadmap addressing private sector growth has a section specifically dedicated to supporting women entrepreneurs. The project is also in line with the **National Employment Strategy of Azerbaijan** that prioritizes women as a target group for Active Labour Market Measures.

The project is aligned with **UNAPF/CPD Outcome 1**. "By 2020, the Azerbaijan economy is more diversified and generates enhanced sustainable growth and decent work, particularly for youth, women, persons with disabilities and other vulnerable groups".

The project is a direct response to the **Concluding Observations of the CEDAW Committee** issued in February 2015, calling Azerbaijan to "increase 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 in microenterprise development and management, and monitor the impact of those initiatives on women".

The proposed project concept is fully aligned with the findings and conclusions of the **2018 UN Report on Mainstreaming, Acceleration and Policy Support for Achieving SDGs (MAPS)**. The

MAPS report identified focus on gender equality as an acceleration area for the achievement of SDGs in the context of Azerbaijan and recommended paying more attention to examining and removing the bottlenecks to greater labour market participation for women. The project supports dual-track approach to **gender-sensitive SDG implementation** by contributing to the following SDGs:

SDG 5: Gender Equality – the project seeks to ensure women's full and effective community participation and equal opportunities for realization of their economic rights.

SDG 6: Clean Water and Sanitation – The project will encourage behavioural change in WASH practices and improve access to water and sanitation against the background of the COVID-19 pandemic.

SDG 8: Decent Work and Economic Growth – the project is designed to boost women's capacities to contribute to the economic development of their communities and achieve higher levels of economic productivity through building their capacities, developing effective networking, diversified professional paths and offering a voice in advocating their economic interests.

SDG 10: Reduced Inequalities – the project strives to address the inequalities in employment between rural and urban areas; inequalities in decent jobs opportunities for men and women and income inequalities.

III. RESULTS AND PARTNERSHIPS

Expected Results

The overall goal of the project is to contribute to greater gender equality and realization of women's socio-economic rights by enabling rural women in Azerbaijan to fully and equitably participate in the economic and social life of their communities. The proposed project will help mobilize and unleash women's potential and productive capacities to contribute to the economic regeneration and rural development.

The project pursues several specific objectives:

- To increase the level of women's economic activity by providing capacity development and networking opportunities;
- To strengthen the role of rural women in community-based decision-making.

The project will also seek to reduce women's vulnerabilities to impacts of the COVID-19 pandemic and prevent further spread through improved hygiene and sanitation.

The objectives of the project will be achieved through the delivery of the following Expected Results (ER):

ER 1. Entrepreneurial activity of rural women is boosted through support to women-led businesses

The component is expected to boost entrepreneurial activity of rural women by providing them with customized business start-up trainings, advisory services, and in-kind inputs for business development. It is expected that about 300 women will benefit from improved entrepreneurial skills,

and 40 of women will start-up or expand their businesses and improve their livelihoods. In addition, it is estimated that women entrepreneurs will provide jobs to some 20 community members by engaging them in their business activity.

Indicative activities:

- Activity 1.1 Conduct assessment of the local market to identify economic opportunities for start-up and expansion of women-led businesses
- Activity 1.2 Provide trainings to women on how to start up and expand businesses and write business proposals
- Activity 1.3 Improve financial literacy and legal awareness of women interested to run small business
- Activity 1.4 Provide advisory support to women in preparing business proposals
- Activity 1.5 Identify best business proposals through an evaluation process and procure equipment and supplies to support women having best business proposals
- Activity 1.6 Support women who started their small businesses to obtain legal employment status as individual entrepreneur
- Activity 1.7 Provide trainings to women on marketing, sale and promotion

ER 2. Women are empowered to have a stronger voice in advocating for their economic interests and participation in socio-economic life

The Component aims at creating and/or sustaining Women Resource Centres (WRC) as a platform for networking and empowerment among socially and economically active women in the target regions. The WRCs will function as a technical facility providing a broad range of services to women including advocacy, soft skills and mentoring, knowledge dissemination, safe space, communication channels with government, municipalities, private sector. It is expected that by the end of the project two women networks will be fully operational, with a total of at least 500 members. The networks will be formalized and registered as non-governmental organizations to ensure sustainability in future and provide voice at key discussions with the government and other stakeholders.

Indicative activities:

- Activity 2.1 Establish Women Resource Centre in Jalilabad and build/strengthen organizational capacity of the new Centre and the existing centre in Bilasuvar
- Activity 2.2 Provide training to socially active women on the NGO Establishment and Management and facilitate registration of the WRC as local NGO
- Activity 2.3 Assess needs and concerns of women producers
- Activity 2.4 Based on assessment, support women producers with necessary skills and resources (e.g. training in business negotiation skills; advocacy etc.)
- Activity 2.5 Support networking among women producers from the two target regions through face-to-face meetings and social media platforms
- Activity 2.6 Establish a platform for dialogue between women producers, larger businesses, local government, municipalities and financial institutions to sensitize them to women's economic interests
- Activity 2.7 Produce a booklet with success stories of women beneficiaries of the project

ER 3. Communities are better equipped to prevent spread of COVID-19 through improved access to WASH knowledge, skills and facilities

The component aims to reduce exposure of the target community members, with a focus on women and girls, to the risk of contracting the coronavirus and other communicable infections. This will be achieved by building internal capacities of the selected communities to prevent the spread of the coronavirus through Water, Sanitation and Hygiene (WASH) approach. The project will encourage community participation through WASH Committees that will be formed under two selected municipalities (one per target region), and WASH Clubs (will be formed from community activists, youth champion, WRC members) in order to identify WASH related problems, and encourage behavior change in the community. The project will train at least 4 master trainers in WASH who will then share their knowledge within the communities, and support renovation of at least three WASH facilities prioritized through community consultation. The project is expected to benefit at least 500 community members.

- Activity 3.1 Establish WASH Committees and WASH Clubs in two municipalities encouraging participation of women (including WRC members);
- Activity 3.2 Conduct a ToT for the WASH Club/ Committee members in order to increase their WASH related knowledge & skills;
- Activity 3.3 Organize sessions to raise awareness of local communities in WASH practices in the context of the COVID-19 outbreak;
- Activity 3.4 Organize awareness sessions on menstrual health and hygiene for girls;
- Activity 3.5 Upgrade at least three WASH facilities identified and prioritized through community-based consultations. The cost of the activity will be shared by the project (90%) and community members (10%).

In the mid- to long run, the project is expected to induce the following development changes:

- By creating employment and entrepreneurship opportunities, the project will directly improve livelihoods of 1,000 women, and indirectly impact lives of 5,000 people;
- By targeting peri-urban and rural areas, the project will give an impetus to reducing regional disparities in economic development, work opportunities and incomes;
- By targeting women job seekers, unemployed and entrepreneurs the project will contribute to reducing gender disparities in economic activity and entrepreneurship;
- By promoting greater economic independence and involvement in community life, the project will enhance women participation in family and community based decision-making and reduce their exposure to domestic violence and coercive control;
- Through awareness raising and dissemination of the project results, the project will address the job-related gender stereotypes and restrictive socio-cultural practices and expand career choices for women;
- Through improved hygiene practices, the project will reduce the risk of exposing the local communities, especially women and girls, to the COVID-19 and other transmittable infections.

Resources Required to Achieve the Expected Results

The resources required to achieve the expected results are estimated at USD 253,195.

The main means for ensuring successful completion of the project will consist of the following:

- Technical assistance by local consultants

- Training materials
- Visibility tools (roll-ups, brochures)
- Premises and facilities for the WRCs
- Rent of premises and equipment for trainings and other events
- Trips to regions for monitoring, conducting the assessments, trainings and other activities
- Procurement of equipment, printed materials and supplies for establishment of the WCCs
- Civil works for WASH component
- Procurement of equipment and supplies required for business start-ups/improvements/business greening. Indicatively, the equipment, materials and supplies may include:
 - Livestock, poultry, bees
 - Furniture for beauty saloons
 - Cameras, musical keyboards, IT equipment
 - Supplies for wedding businesses
 - Professional sewing and ironing equipment

Partnerships

State Committee for Family, Women and Children Affairs (SCFWCA) is the principal government body responsible for the formulation, coordination and implementation of women policies and is also in charge of coordinating fulfilment of the obligations under the CEDAW. The SCFWCA will be the main Government counterpart to play an active role in the implementation of the intervention. The Committee will ensure national ownership of the project, facilitate access to the project's target areas, and coordinate certain activities with other government entities. In this respect, close cooperation is expected throughout the implementation with the key officials and experts assigned by the SCFWCA for this purpose.

Regional and local entities – executive power and municipalities – are natural counterparts for all project activities taking place in Bilasuvar and Jalilabad, and their buy-in and long-term 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 opinion-makers and community activists. As such, they are evident partners for mobilization of communities, provision of inputs into the assessments and selection of target groups and beneficiaries and organization of local events.

The project will also seek establishing links and synergies with other ongoing initiatives in the area of gender equality and women empowerment supported by UNDP. In particular, the project will be coordinated with the UN WOMEN programme on Women's Economic Empowerment in South Caucasus implemented by UNDP and funded by SDC, as well as with USAID funded Economic Empowerment for Entrepreneurship and Employment Project. Both initiatives support rural women in business start-ups and have generated successful models and practices for community engagement and social activism that may be highly relevant to the project. UNDP will also ensure that synergies with the national self-employment programme spearheaded by the Ministry of Labour and Social Protection of Population are developed, where feasible.

Risks and Assumptions

Success of the project is premised on the following assumptions:

- Conducive legal environment that guarantees equality of rights for men and women will be maintained;
- Government will continue to exercise strong political will to prioritise gender equality and women empowerment, as reflected in the national strategies;
- Women have considerable productive potential as reflected in their educational attainment and labour force participation rate.

The project may face the following risks:

- Initially, the idea of WRCs may be new to the communities in Jalilabad, and some women may lack trust and be reluctant to refer to the WRC in the beginning. Women may be hesitant to use WRC services due to the overly restrictive family, religious or other social norms. The appropriate mitigation strategy would be to clearly explain the benefits of the WRCs for women and organize meetings with women members of the existing WRCs (e.g. Bilasuvar) to demonstrate advantages of joining the WRC network.
- Registration of the WRCs may be a lengthy procedure with many administrative and legal barriers and may last longer than planned and hinder the project exit strategy. UNDP will seek all avenues to facilitate the registration process with the Government. The risk is considered low given that up to date 6 WRCs were registered.
- Women-run businesses may not be sustainable in the mid- and long run. As a countermeasure, the project team and consultants will closely review commercial viability of business plans, regularly monitor the status of the businesses, propose corrective action, link to advisory support, offer networking opportunities, facilitate access to additional financial sources.
- The Corona pandemic may pose risks to the project implementation and reduce project's effectiveness. The project will seek to mitigate the risk by raising sanitary and hygienic awareness of the communities. In case, travel bans continue to be in force, UNDP will use IT and other alternative or innovative technologies to deliver online trainings, webinars and other services/products. This approach has been successfully applied in similar UNDP-implemented projects since the start of the pandemic.

Stakeholder Engagement

The project will target *women residing in rural and peri-urban areas* of the Jalilabad and Bilasuvar regions. Focus will be on women from low-income households, women heads of households, unemployed women, women with special vulnerabilities such as GBV survivors, women farmers, producers, owners of small agricultural holdings, handicraft workers. Prior to the start of activities, a project presentation will be made in each region to ensure that local women are aware of the project. Local community activists and local authorities will also be consulted when selecting women to be targeted. During the selection the project will make sure that the target group has a balanced representation of women residing in villages and a regional centre; economically active and willing to engage in economic activities; women active in their communities and women willing to become active in their communities. The total indicative number of women to directly benefit from the project activities is at around 2,300.

Geographically, the project will target Jalilabad and Bilasuvar. The economic profile of the target regions offers ample opportunities for income generation and small business development. Jalilabad and Bilasuvar are diversified in agricultural crops including cereals, fruits, vegetables, cotton, grape, and fodder crops.

The final beneficiaries of the project will be:

1. *Local economy* will benefit from mobilization of productive and creative potential of women entrepreneurs;
2. *Government* will benefit from successful models, practices and approaches that will be piloted by the project, captured as lessons learnt and replicable in other parts of the country;
3. *Communities at large* will benefit from economic revival and overall improved wellbeing of community members.

Knowledge

The project will produce the following knowledge products:

- The project will carry out the labour market assessment and assessment of needs and concerns of women producers. Findings of the assessments will be used to fine-tune the project's interventions and can also inform design of local policies and plans as well as future donors' interventions targeting rural women.
- At least two success stories per year will be produced to capture and promote the project results and best practices. At the end of the project, a booklet on success stories of women beneficiaries of the project will be published. Success stories will be disseminated through media, UNDP regional and global knowledge networks to ensure outreach within and outside Azerbaijan.
- A dedicated Facebook page will be created to inform the interested groups (women, businesses, development community etc.) on the operations of the WRCs; it will also make available the training materials, workshop presentations, videos and other resources that will be produced in the frame of the project and which can be considered to be of public interest;
- Media advisory and press releases will be issued to inform the public about the specific activities/outputs (including the trainings, events in regions, new businesses etc.).

Sustainability and Scaling Up

Sustainability of the project results will be facilitated through the following actions:

- Institutional sustainability of WRCs will be ensured through capacity building of its staff on organizational development, facilitation of registration of the WRCs as local NGOs, and support in writing grant applications to the potential donor organizations for financial sustainability.
- The project will continue regular dialogue with the State Committee for Family, Women and Children Affairs and local authorities to secure on-going institutional support to the WRCs upon project completion.
- Active young women trained by the project will be mobilized for delivery of trainings on the basis of the WRCs to ensure continuity of learning beyond the project end date.

- The action will build 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.
- Active community members trained by the project as WASH master trainers will be mobilized to extend WASH related services to other communities in the target or other regions.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

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

- The project's design is informed by the independent evaluations of similar interventions in Azerbaijan as well as review of international good practices and lessons learnt in countries in similar contexts;
- The project will apply the twin-track approach to gender-sensitive SDGs implementation combining a standalone goal (SDG 5) with mainstreaming throughout other elements of the framework (SDG6, SDG8 and SDG10), as the most effective way to achieve gender equality;
- The project will apply well - tested methodologies for community engagement and capacity building approaches;
- UNDP will use a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other 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 make use of available assessments and studies to design its activities (e.g. *Women in the Private Sector in Azerbaijan: Opportunities and Challenges*);
- The project will gain cost-efficiency at the operational level by using UNDP's corporate long-term agreements with vendors for delivery of goods and services.

Project Management

The Project Management Unit will consist of the UNDP Project Manager (PM) covering Women Economic Empowerment (WEE) portfolio, and Project Officer. PM will provide overall project management, identify synergies between the projects in the portfolio, coordinate activities to avoid duplication and ensure knowledge sharing within the WEE portfolio. The PM will allocate 20% of his/her time the project. The PM will be supported by a full-time Project Officer (PO), who will have a substantial role in the project management and implementation (see details in the *Governance and Management Arrangements* Section). The project team will be based in Baku in the rented premises that will be shared between two projects to ensure cost-efficiency. The project staff will be required to frequently travel to the target regions of Jalilabad and Bilasuvar where most of the project activities will take place. In the field, the project team will be supported by the WRCs Coordinators who will be permanently based in the target regions.

The project will rely on the programmatic and operational support from UNDP. Specifically, UNDP will provide direct country office support services in making procurement, managing human resources and project finances. The overall project oversight will be ensured by a UNDP

Programme Adviser to be assigned to the project. The cost of the Programme Adviser will be recovered through the Direct Project Costing arrangement.

The project is subject to the audit in line with UNDP policies and procedures.

V. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS			
			Value	Year	Year 1	Year 2	FINAL	DATA COLLECTION METHODS
Output 1 Entrepreneurial activity of rural women is boosted through support to women-led businesses	1.1 Number of women with improved business development skills	UNDP	0	2020	75	75	150	Registration logs, post-training evaluations
	1.2 Number of new women-led businesses started	UNDP	0	2020	20	20	40	Project records
	1.3 Per cent of women entrepreneurs with legal status	Ministry of Economy	0	2020	0	70%	70%	Verification of entrepreneurial certificates
Output 2 Women are empowered to have a stronger voice in advocating for their economic interests and participation in socio-economic life	2.1 Number of functional WRCs	UNDP	1	2020	0	1	2	Field trips, spot checks
	2.2 Number of new women-based NGOs established	Ministry of Justice	1	2020	0	1	2	Verification of registration certificate
	2.3 Number of women producers with improved skills to promote their economic interests	UNDP	0	2020	100	100	200	Registration logs, post-training evaluations
Output 3. Communities are better equipped to prevent spread of COVID-19 through improved access to WASH knowledge and skills	3.1 Number of community members reached by WASH trainings, sex-disaggregated	UNDP	0	2020	50 (30 women and girls, 20 men)	50 (30 women and girls, 20 men)	100 (60 women and girls, 40 men)	Registration logs, field trips
	3.2 Number of communities' members with improved access to WASH facilities, sex-disaggregated	UNDP	0	2020	0	500 (300 women and 200 men)	500 (300 women and 200 men)	Field trips, spot checks, community feedback

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the

project will be monitored through the following monitoring and evaluation plans:

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.		
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.	Quarterly	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.		
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.		
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.		
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.		

<p>Project Report</p>	<p>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.</p>	<p>Annually, and at the end of the project (final report)</p>		
<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>At least annually</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	

VII. MULTI-YEAR WORK PLAN ⁴⁵

⁴ 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

⁵ 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.

The Work Plan is attached in the Excel format.

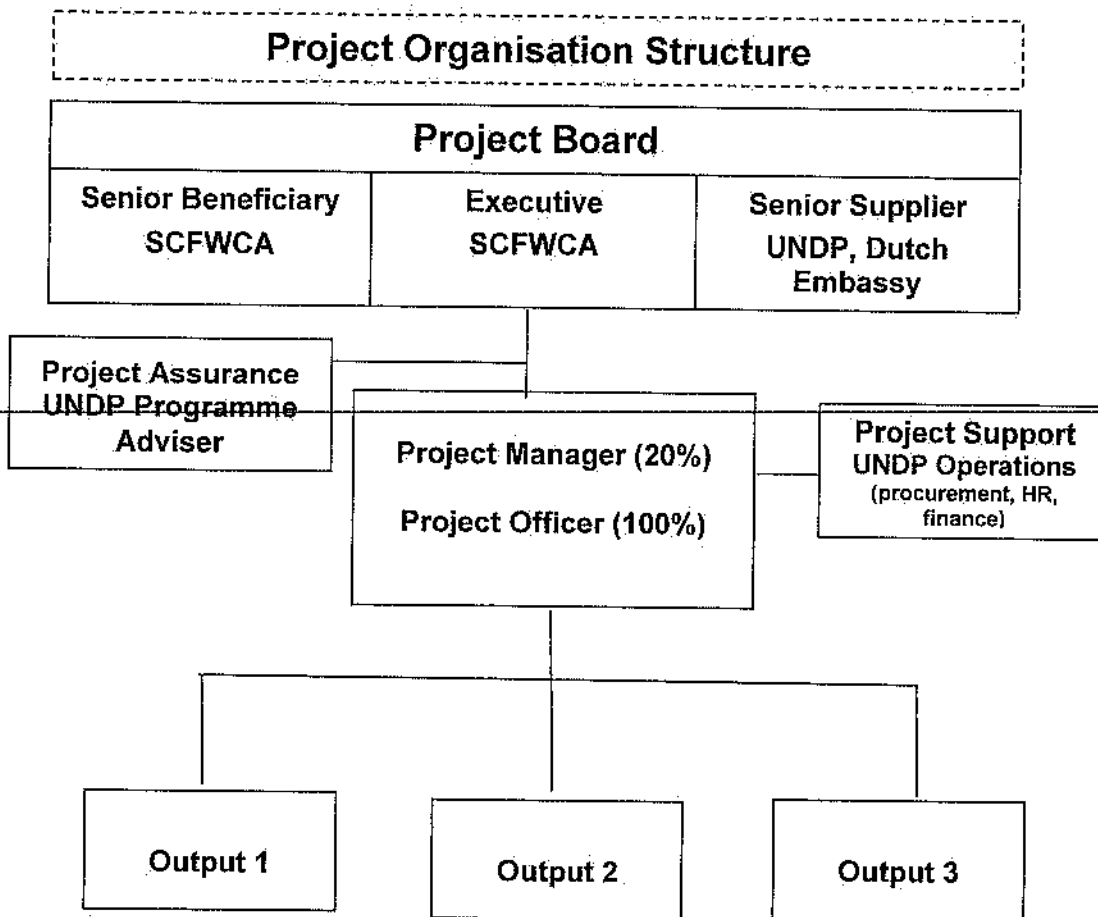
In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented in accordance with National Implementation Modality. The State Committee for Family, Women and Children Affairs (SCFWCA) will act as project's Implementing Agency representing the government while UNDP will provide support services to the project implementation in accordance with the relevant UNDP operational policies and regulations. Support services involve maintaining an overall oversight over the project operation including programmatic, budgetary, human resources and procurement aspects.

For this purpose, a UNDP Programme Adviser will be assigned to the project and he/she will be responsible for monitoring the project's progress or lack of thereof, assuring quality of project deliverables and timely reporting to the donor.

The project will have a governance structure, aligned with UNDP's rules for Results Based Management (see Figure: Project Organization Structure below).



A Project Board (PB) will be the executive decision-making body for the project, providing guidance to the Project Manager, and approving work plans, budgets and project revisions. It will be established at the beginning of project implementation and will meet minimum once a year to monitor the progress of the project, to guide its implementation and to support the project otherwise in achieving its listed results and objectives.

The Project Board members will perform the following roles:

- The Executive (Implementing Partner) will convene the Project Board meetings. This position will be held by the National Project Director, who will be the representative of the SCFWCA;
- The Senior Supplier: This position will be held by the UNDP Resident Representative, or a designated UNDP Programme Advisor;
- The Senior Beneficiary: This position will be held by the representative(s) of the SCFWCA.

Other project partners may be invited to the Project Board meetings, if necessary.

The day-to-day management of the project will be carried out by a Project Management Unit (PMU) under the overall guidance of the PB. The Project Manager will act as Head of PMU and will assume overall responsibility for the successful implementation of project activities and the achievement of planned project outputs. The Project Manager will provide strategic directions towards overall implementation of the project activities and will act as the main liaison person between the UNDP and project partners. The Project Manager will also participate as a non-voting member in the PB meetings and will be responsible for compiling a summary report of the discussions, recommendations and conclusions of each meeting.

Project Officer will be responsible for drafting and ensuring adherence to the project workplan, ensuring adequate information flow, discussions and feedback among the various stakeholders and target groups, guide the work of experts and sub-contractors and ensure the timely execution of their assignments, preparing progress reports, ensuring visibility of project activities and results and other substantive and organizational tasks. Besides, the Project Officer will be in charge of administrative matters such as procurement, contracting, logistics and financial management including disbursements, record-keeping, cash management, preparation of payment requests and compilation of financial reports.

The PMU will be supported by a team of international and local experts/subcontractors to be recruited for the implementation of the specific outputs/activities.

Programme Assurance: UNDP Azerbaijan Programme Advisor will hold the Programme Assurance role. The Programme Assurance role supports the Project Board by carrying out objective and independent programme oversight and monitoring functions. This role ensures that appropriate programme management milestones are managed and completed.

Project Support role provides project administration and management support to the Project Manager. This role will be performed by the Project Assistants and UNDP Operations Unit. They will support the Project Manager in making procurement, recruitment and financial management.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Azerbaijan and UNDP, signed on 6 February 2001. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the State Committee for Family, Women and Children Affairs ("Implementing Partner"). UNDP will provide support services to the project implementation in accordance with UNDP's financial regulations, rules, practices and procedures, to ensure best value for money, fairness, integrity, transparency, and effective international competition.

X. RISK MANAGEMENT

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) 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;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
1. 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 Implementing Partner's obligations under this Project Document.
 2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document 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.
 3. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

4. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
5. 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>).
6. The Implementing Partner shall: (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.
7. 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.

8. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner 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.
9. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner 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.
10. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.
11. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

12. UNDP shall be entitled to a refund from the Implementing Partner 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 the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner 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 the Implementing Partner 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.

13. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

14. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, 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.
15. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Risk Analysis**
- 2. Project Board Terms of Reference and TORs of key management positions**
- 3. Project Budget**
- 4. Project budget narrative**

Annex 3. Risk Analysis

#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Initially, the idea of WRCs may be new to the communities in Jallilabad, and some women may lack trust and be reluctant to refer to the WRC in the beginning. Women may be hesitant to use WRC services due to the overly restrictive family, religious or other social norms.	Operational	Likelihood=2 Impact=4 Risk Level = Moderate	The appropriate mitigation strategy would be to clearly explain the benefits of the WRCs for women and organize meetings with women members of the existing WRCs (e.g. Bilasuvar) to demonstrate advantages of joining the WRC network.	Project Manager
2	Registration of the WRCs may be a lengthy procedure with many administrative and legal barriers and may last longer than planned and hinder the project exit strategy.	Regulatory	Likelihood=2 Impact=4 Risk Level = Moderate	UNDP will seek all avenues to facilitate the registration process with the Government. The risk is considered low given that up to date 6WRCs were registered.	Project Manager
3	Women-run businesses may not be sustainable in the mid- and long run.	Financial	Likelihood=1 Impact=4 Risk Level = Moderate	As a countermeasure, the project team and consultants will closely review commercial viability of business plans, regularly monitor the status of the businesses, propose corrective action, link to advisory support, offer networking opportunities, facilitate access to additional financial sources.	Project Manager
4	The Corona pandemic may pose risks to the project implementation and reduce project's effectiveness.	Operational	Likelihood=2 Impact=4 Risk Level = Moderate	The project will seek to reduce the risk by raising sanitary and hygienic awareness of the communities. In case, travel bans continue to be in force, UNDP will use IT and other alternative or innovative technologies to deliver online trainings, webinars and other services/products. This approach has been	Project Manager

Annex 4. Terms of Reference

Project Board

Overall responsibilities: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting.

Specific responsibilities:

Defining a project

- i. Agrees on project manager's responsibilities, as well as the responsibilities of the other key members of the project management team;
- ii. Delegates any project assurance function as appropriate;
- iii. Reviews the progress report for the initiation stage (if an initiation plan was approved);
- iv. Reviews and appraises detailed project plans, including the multiyear workplan and Atlas reports covering activity definition, an updated risk log and the monitoring schedule plan; and
- v. Shares annual reports and relevant information on achievement of the outcomes with the programme board and outcome group.

Running a project

- i. Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- ii. Address project issues as raised by the project manager;

- iii. Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- iv. Agree on project manager's tolerances as required;
- v. Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- vi. Review combined delivery reports prior to certification by the implementing partner;
- vii. Appraise the project annual review report, including the quality assessment rating report; make recommendations for the workplan; and inform the outcome group about the results of the review;
- viii. Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- ix. Assess and decide to proceed on project changes through appropriate revisions. +

Closing a project

- i. Assure that all project deliverables have been produced satisfactorily;
- ii. Review and endorse the final project review report, including lessons learned;
- iii. Review financial reports, including the final combined delivery report prior to certification and signature;
- iv. Make recommendations for follow-up actions to be submitted to the outcome group and programme board; and
- v. Notify the outcome group and programme board of the operational completion of the project.

Project Manager

Overall responsibilities: The Project Manager (PM) will report to the UNDP Azerbaijan Programme Adviser for all the project's substantive and administrative issues. The PM will report on a regular basis to the Project Board. The PM will be responsible for meeting UNDP obligations under the project and will perform a liaison role with the Government, donors, NGOs and other project partners.

Specific responsibilities:

Running a project

- I. Review and validate the annual workplan and take corrective measures in case of deviation from the approved workplan;
- II. Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures;
- III. Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
- IV. Be responsible for verifying and validating financial reports to UNDP on a quarterly basis;
- V. Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- VI. Capture lessons learned during project implementation;
- VII. Perform regular progress reporting to the project board as agreed with the board;
- VIII. Review and validate the annual review report, and submit the report to the project board;
- IX. Review and validate the annual workplan for the following year, as well as quarterly plans if required.

Closing a project

- i. Prepare final project review reports to be submitted to the project board;
- ii. Prepare final lessons learned report, identify follow-up actions and submit them for consideration to the project board;
- iii. Prepare the final financial report to be certified by the implementing partner and submit the report to UNDP; and
- iv. Support the UNDP programme manager in the commissioning, management and use of evaluation, including the preparation of a management response and implementation of committed actions (if delegated).

Project Officer

Overall responsibilities: The Project Officer (PO) will report to the Project Manager for all the project's substantive and administrative issues such as procurement, contracting and logistics. He/she will be responsible for day-to-day management of the project, mobilization of the project inputs and ensuring project deliverables in accordance with the workplan.

Specific responsibilities:

Running a project

- I. Plan the activities of the project and monitor progress against the approved workplan;
 - II. Monitor events as determined in the project monitoring schedule plan, and update the plan as required;
 - III. Mobilize personnel, goods and services, training and micro-capital grants to initiate activities, including drafting terms of reference and work specifications, overseeing all contractors' work and ensuring the timely execution of their assignments;
 - IV. Maintain project records, draft routine correspondence and ensure adequate information flow between project partners, stakeholders and beneficiaries;
 - V. Organize project trainings, meetings, stakeholder consultations and other project events;
 - VI. Be responsible for financial management including disbursements, record-keeping, cash management, preparation of payment requests and compilation of financial reports.
 - VII. Ensure visibility of project activities and results;
 - VIII. Support PM in monitoring risk log and capturing lessons learnt in the project implementation;
 - IX. Draft the regular and annual review report, and submit the report to the PM for review;
 - X. Prepare the annual workplan for the following year, as well as quarterly plans if required; and
 - XI. Update the Atlas Project Management module if external access is made available.
-

Closing a project

- v. Prepare initial draft project review reports to be submitted to the PM;
- vi. Contribute to the final lessons learned report, identify follow-up actions and submit them for consideration to PM;
- vii. Manage the transfer of project assets and files to national beneficiaries;
- viii. Prepare initial draft financial report for review of the PM; and
- ix. Support the PM in the commissioning, management and use of evaluation, including the preparation of a management response and implementation of committed actions (if delegated).