



PROJECT DOCUMENT (SUBSTANTIVE REVISION)

Republic of Azerbaijan

Project Title: Women’s Economic Empowerment in Azerbaijan

Project Number: Award: 00110157

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

Start Date: 10 September 2018 **End Date:** 10 July 2021 **PAC Meeting¹ date:** 2 March 2018

Brief Description

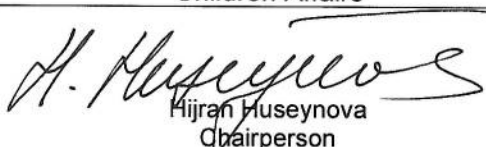
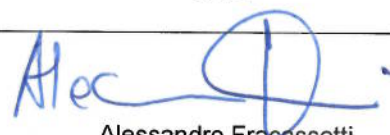
The overarching goal of the project is to ensure that women, particularly the poor and socially-excluded, are economically empowered and participate in decision-making. The project specifically aims to: i) support poor and socially-excluded women to increase the level of their economic activity through capacity development and network building; ii) sensitize private sector to gender needs and interests of women by promoting Global Compact’s Women Empowerment Principles.

The project will replicate the successfully tested model of the WRCs in the three regions of Azerbaijan – Gusar, Baku-Khazar and third region will be identified within the period of six months of project implementation. Women in the target areas will benefit from access to information, capacity building, networking and income-generation opportunities.

This project is part of a larger UN WOMEN-implemented and SDC-funded programme “Women’s Economic Empowerment in the South Caucasus”. The project represents an additional phase of the UNDP gender programme and, as such, the current document is considered a substantive revision of the project “Promoting rural women’s participation in the economic and social life”.

Contributing Outcome (UNDAF/CPD, RPD or GPD): UNAPF 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 1: Women, particularly the poor and socially-excluded, obtain skills and opportunities to be (self-) employed in Azerbaijan Indicative Output 2: Selected private enterprises are empowered to serve as opinion leaders in terms of Women’s Economic Empowerment Principles Gender marker: GEN3	Total resources required:	US\$ 637,000	
	Total resources allocated:	UNDP TRAC:	
		Donor (UN WOMEN):	US\$ 637,000
		Government:	
		In-Kind:	US\$ 49,850
	Unfunded:		

Agreed by:

State Committee for Family, Women and Children Affairs	UNDP
 Hijran Huseynova Chairperson	 Alessandro Fracassetti Deputy Resident Representative
Date:	Date:

¹ Stakeholders’ meeting served the purpose of project review and appraisal.

I. DEVELOPMENT CHALLENGE

Towards a new economic model

At the time of achieving independence, Azerbaijan was a low-income country striving to transition to the market economy. Despite the burden of the unresolved conflict, the country managed to restore economic stability and achieved high rates of growth. This growth was mainly fuelled by revenues from the oil industry, but the government has acknowledged the need for creating employment and growth in the non-oil sectors.

Today Azerbaijan has achieved a relatively high GDP per capital, which qualifies it to the Upper Middle-Income category and has set more ambitious long-term development goals. As stated in the *Azerbaijan: Vision 2020* national development concept, Azerbaijan recognizes the hydrocarbon reliance as a challenge and has declared its goal to move to a new economic structure driven by efficient and innovative non-oil sector employing skilled work force. One of the main directions to ensure progress towards this goal is **creation of productive jobs to move the country along the path to efficiency and innovation.**

In order to reach this goal, the country needs to pay particular attention to the existing labour market imbalances and address specific vulnerabilities. UNDP's Study "Towards Decent Employment through Accelerated Structural Reform" (2013) identifies **women and young people** as vulnerable population groups with special needs to be considered in the process of developing new employment policies. In order to create equal opportunities for employment for men and women, **gender considerations should be at the centre of any economic and social policies.**

Prioritizing gender equality for accelerated growth

Azerbaijan has a well-developed legislative base for protection of women's economic rights. National legislation provides a strong legal foundation for gender-equal access to economic resources. Azerbaijan's Constitution and legislative base guarantee women equal rights to own property and engage in all types of economic activity, inherit, own and sell property, and receive bank loans. Azerbaijan ratified major international agreements on human rights, including the Convention on Elimination of all forms of Discrimination against Women (CEDAW) in 1995. The National Labour Code contains several provisions to ensure paid maternity leave (parental leave), job security for pregnant women, shorter hours for working mothers with small children and children with disabilities, and special arrangements for women working in the agricultural sector².

The high level of educational achievements and labour force participation typical for Azerbaijani women generates a female workforce of impressive potential. Releasing the full capacity of the national female workforce for the development of the private sector is designated as a primary task in Azerbaijan's national development strategy (Azerbaijan's Roadmap for Strategic Development). For the same reason, the strategy, addressing private sector growth in Azerbaijan, has a section specifically dedicated to supporting women-entrepreneurs.

Engaging more women in private sector jobs requires a strong childcare infrastructure. Addressing the increasing demand in 2017 – 2018 the government took significant steps to develop a family support infrastructure (specifically, directing public investment to build new childcare facilities)³.

Labour market outcomes for men and women

² Azerbaijan's Labor Code includes some provisions (a part of Soviet legislative legacy) prohibiting women from working in certain industrial occupations. Recently the MLSPF developed and submitted to the Parliament a draft law that includes amendments to the Labour Code eliminating all limitations for women's employment.

³ "Women in the Private Sector in Azerbaijan: Opportunities and Challenges" by Dr. Aysel Vezirova

The transition to a market economy in Azerbaijan has been accompanied by fundamental transformations in labour markets. The country's labour force participation rate (LFPR) was climbing up since 2010 and in 2017 reached 68.6%⁴ for women and (73.9 %)⁵, higher than regional and global averages. The private sector has developed to play a significant role in national employment. In 2016, the share of people employed in the public sector in Azerbaijan constituted 24.6% of the employed population, while 76.4% worked in private sector.⁶ The agricultural sector is the largest employer (37% of working population), which presents a structural challenge for national development, due to the sector's low productivity, low wages and small contribution to national GDP.⁷ The last decade witnessed a decrease in the number of men employed in agriculture and a further increase in the number of women (42.1% of all employed female population in 2016).⁸ At the same time, the share of self-employed people grew across all economic sectors.⁹ Among women, being a self-employed agricultural worker is the important route for participating in the private sector economy. In line with global trends, in Azerbaijan's private sector companies women still constitute a small proportion of top managers.¹⁰

Among waged workers, both in public and private sectors, women tend to work in lower-paying professions (for example, in education and social services), and are largely outnumbered by men in high-growth sectors like construction and mining (horizontal gender concentration).¹¹ There is also a high concentration of men in top decision-making positions in all sectors of the economy (vertical gender concentration) and all branches of government. Young people and women also constitute a majority among those in part-time employment.

Overcoming barriers to greater women's empowerment

Despite some significant milestones, progress towards gender equality in Azerbaijan faces a number of challenges. Many of these challenges (such as sectoral and occupational gender segregation, the disproportionate distribution of unpaid domestic work and gender-based discrimination in the workplace) are similar to those featured in the global trends in gender equality¹². According to the World Economic Forum's *Global Gender Gap Index*, Azerbaijan scores highly in reducing the gender gap in educational attainment and health but exhibits gender gap in empowerment (the extent of women's participation in decision-making) and smaller gap in economic participation and opportunities.¹³

A series of UNDP-led assessments and studies carried out between 2011-2018¹⁴ revealed that gender specific obstacles to greater women participation and inclusion stem from a range of factors, including:

- restrictive socio-cultural practices and gender based discrimination (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)

⁴ Labor force participation rate, female (% of female population ages 15-64) (modeled ILO estimate), data retrieved in October 2018, <https://data.worldbank.org/indicator/SL.TLF.ACTI.FE.ZS?locations=AZ>

⁵ Labour force participation rate, male (% female population ages 15-64),(modeled ILO estimate) data retrieved in March 2017,

⁶ The State Statistics Committee of Azerbaijan Republic, Labour Market, 2016, www.state.gov.az

⁷ Central Bank of Azerbaijan, Working paper, Labour market in Azerbaijan, 2016

⁸ Data source: the State Statistics Committee of Azerbaijan Republic, Table 7.7 Distribution of employed population by economic activities and sex, www.state.gov.az

⁹ Central Bank of Azerbaijan, Working paper, Labour market in Azerbaijan, 2016

¹⁰ Azerbaijan Enterprise Survey, 2013, World Bank/EBRD, www.enterprisesurveys.org/nada/index.php/catalog/638/overview

¹¹ Data source: the State Statistics Committee of Azerbaijan Republic, Table 7.7 Distribution of employed population by economic activities and sex, www.state.gov.az

¹² Women at Work: Trends 2016, 2016, International Labour Office – Geneva: ILO

¹³ Global Gender Gap Index (introduced by World Economic Forum in 2006) measures national gender gaps on economic, education, health and political criteria, and provides country rankings to allow for comparisons across regions. For Global performance in 2017, please see <http://reports.weforum.org/global-gender-gap-report-2017/results-and-analysis/> Azerbaijan's country profile can be accessed at <http://reports.weforum.org/global-gender-gap-report-2017/dataexplorer/>

¹⁴ This includes assessments of women's needs and concerns in Sabirabad, Neftchalala, Bilasuvar, Massaly and Zagatala, as well as SDC-funded "Women in the Private Sector in Azerbaijan: Opportunities and Challenges " by Dr. Aysel Vezirova.

- weak links between local women entrepreneurs and financial institutions and absence of gender sensitive financial services targeting women entrepreneurs
- lack of networking and capacity building opportunities available for women and girls
- gender-neutral corporate policies in the private sector.

II. STRATEGY

The **theory of change** of how this project contributes to the overarching goal of women's economic empowerment is as follows: given that (1) adequate legal frameworks are in place and provide women with economic rights, and, (2) there is a successfully tested model for increasing women's economic activity – Women Resource Centre, the project will aim to bring a transformational change by (3) scaling-up the WRCs network as main hubs to share information and knowledge with women on public services and educational and income-generating opportunities offered by state, private and development partners; and (4) sensitizing private sector to gender needs. Through this two-pronged approach, (5) women, particularly the poor and socially excluded, will be provided with skills, economic opportunities and relevant information to be self-employed and/or to join the formal labour sector, and (6) corporate policies will become more gender-responsive, then, as a result, (7) gender inequalities in the labour field will be reduced, and (8) an environment conducive for the realization of women's economic potential will be created because some (9) key structural barriers for women's economic empowerment will be dismantled.

The WRC has already been tested by UNDP in 6 regions (Sabirabad, Neftchala, Bilasuvar, Masalli, Zaqatala and Salyan) and is proven to be a sustainable and effective mechanism at the grass-roots level for women's empowerment, as corroborated by the independent evaluation¹⁵. The WRC is the platform for sharing knowledge and soft skills and facilitating information exchange in the area of rural women's economic empowerment. It also supports network-building among economically active women residing in rural and suburban settlements across the target regions. The WRC functions as a technical facility providing a broad range of services to women including counselling, mentoring and networking, as well as a safe space. Given that women in the regions of Azerbaijan often face restricted access to public places, WRCs provide a customized platform for women to obtain information, knowledge and skills necessary to overcome barriers to equal participation in both economic and social life as a fundamental human right.

The WRCs will connect and cooperate not only among themselves but also with the State Committee for Family, Women and Children Affairs of Azerbaijan. Such affiliation with and support from the State Committee can be of strategic benefit for WRCs in terms of local support and legitimacy in relations with regional executive and municipal authorities, as well as fundraising opportunities.

While replicating the tested good practices, the project's strategy includes testing of innovative approaches, such as improving women's access to markets via digital technologies.

Additionally, context-specific awareness-raising campaign aimed at increasing women's economic activity rates through their engagement in the formal labour sector will be carried out. No society can achieve substantive gender equality without the participation and engagement of both men and women in this transformative process. The awareness-raising interventions carried out in the framework of the project will especially target men and aim at bringing them on board as opinion leaders and champions supporting women's economic empowerment by showcasing real stories of male engagement in women's rights and economic empowerment work, among other.

¹⁵ Evaluation of the "Enabling civil society to play a greater role in advancing gender equality and women's rights" Project, by Ms. Zehra Kacapor-Dzihic, April 2018.

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 directly linked to the following Sustainable Development Goals:

SDG 5: Gender Equality – the project seeks to ensure women’s full and effective participation and equal opportunities for leadership in economic and public life.

SDG 8: Decent Work and Economic Growth – the project is designed to boost the integration of women in local labour markets and achieve higher levels of economic productivity through building their capacities, developing effective networking, diversified professional paths and offering access to innovative technologies.

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

The project will pursue the following objectives:

Overall objective: Ensure that women, particularly poor and socially excluded, are economically empowered and participate in decision-making.

Specific Objectives: i) support poor and socially excluded women to increase the level of their economic activity through capacity development and network building; ii) sensitize private sector to gender needs and interests of women by promoting Global Compact's Women Empowerment Principles.

The project will be built around two components that are expected to produce the following outputs:

Expected Output 1: Women, particularly poor and socially excluded, obtain skills and opportunities to be (self-) employed in Azerbaijan

Under this component, the project intends to mobilize government support and activate rural women, particularly the poor and socially excluded, in the regions of Baku-Khazar, Gusar and third region, and to establish three new **Women’s Resource Centres (WRCs)** in the administrative centres of the afore-mentioned regions. The three WRCs will be used as main hubs to share information and knowledge with women on public services and educational and income-generating opportunities offered by state, private and development partners. In addition, in the WRCs the project beneficiary women will receive trainings to start or further develop their existing businesses on topics including but not limited to financial literacy and business management, such as marketing, record-keeping and financial planning. UNDP Azerbaijan will conduct outreach and information campaigns in the target regions to ensure that women learn about the existence of the WRCs and refer to them for services.

Selected beneficiaries will receive small incentives of in-kind support to start up women-owned small businesses and to expand existing ones. Women-led businesses will be assessed for their viability before being given in-kind support for establishment and/or improvement. Before being awarded with the in-kind support, one condition will be that women entrepreneurs provide regular small fees from their profits to the operational funds of WRCs.

The output will be achieved through the delivery of the following activities:

Activity 1.1. To organize introductory meetings and carry out trust-building measures with communities, women and local authorities in Gusar, Baku-Khazar and third region of Azerbaijan.

Activity 1.2. To establish three new Women's Resources' Centers (WRC) in Gusar, Baku-Khazar and third region to share information and knowledge with women on public services, educational and income-generating opportunities offered by the state, private and development partners

Activity 1.3. To build capacities of rural women – the WRC constituencies - to start or develop existing businesses (vocational trainings, financial literacy, business management and others).

Activity 1.4. To support start-ups and establishment of women-owned small businesses, and expansion of existing businesses

Activity 1.5. To improve women's access to markets via digital technologies

Activity 1.6 To initiate an awareness-raising campaign to increase women's economic activity rates through engagement in formal labour in Azerbaijan

Activity 1.7. To improve the basic professional skills of the poor and socially excluded women - the WRC constituencies - (CV writing, presentation skills, effective communication, IT literacy, job searching, etc.) to improve their employability

Expected Output 2: Selected private enterprises are empowered to serve as opinion leaders in terms of Women's Economic Empowerment Principles (WEPs)

Under this output, technical support will be provided to the private companies to adopt the UN Women/Global Compact Women's Empowerment Principles – Equality Means Business (WEPs), with a focus on implementing gender-responsive corporate policies and practices to increase women's access to decent work; and increasing inclusion of more women-owned and collective enterprises in their supply chains. This technical support will equip private companies with tools to develop and implement gender-responsive corporate policies and practices that increase women's access to decent work. Target companies will include medium- and large-sized businesses operating in or with supply chain links in rural areas to integrate more women-owned enterprises in their supply chains.¹⁶

The output will be achieved through the delivery of the following activities:

Activity 2.1. To provide technical support to companies to adopt the UN Women/Global Compact WEPs - Equality Means Business (WEPs) with a focus on implementing gender-responsive corporate policies and practices.

Resources Required to Achieve the Expected Results

The resources and means for ensuring accomplishment completion of the expected results will consist of the following:

Project Management Staff:

- Project Manager
- Project Assistant
- UNDP Programme Officer

Technical experts:

¹⁶ UN Women Georgia developed the following tools that may be adjusted to the needs of private companies in Azerbaijan: <http://georgia.UNWomen.org/en/digital-library/publications/2016/12/participants-handouts>; and <http://georgia.UNWomen.org/en/digital-library/publications/2016/12/equality-means-business>.

Local and international consultants will be mobilized for the preparation and delivery of trainings on basis professional skills; financial literacy; business development; NGO management and fundraising; vocational courses; and Global Compact's Women Empowerment Principles (WEPs).

Supplies/Materials:

- Office supplies for project management
- Supplies, materials and sundries for trainings and workshops
- Equipment and supplies for business start-ups

Operational facilities:

- Office space for project management staff
- Premises for meetings and networking events
- Premises for trainings

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. The SCFWCA will be the main Government counterpart to play an active role in the implementation of the project. 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.
- Local authorities in the target regions including executive power and municipalities – in Gusar, Khazar and third region are close counterparts for the activities and their buy-in is instrumental for the success of the project. The local authorities are the main source of knowledge on the local situation and have convening power. As such, they are key counterparts for mobilization of communities, provision of inputs and selection of target groups and beneficiaries, organization of local events.
- UN WOMEN represented by its regional office in Tbilisi, Georgia, acts as overall coordinator of the sub-regional programme "Women's Economic Empowerment in the South Caucasus" and donor to UNDP. It will also be the main partner for the implementation of the Output 2 and serve as a provider of technical expertise in the implementation of the WEPs in the private sector.

The project will also cooperate with international organizations active in the area of women empowerment, specifically, EU and Swiss Development Cooperation, to ensure information exchange and synergies with ongoing or planned initiatives. The project will also use the UN Gender Theme group as the main platform to ensure linkages are built with relevant UN-led gender-related initiatives.

Risks and Assumptions

The success of the project is premised on the following assumptions:

- There is a continued political will on the part of the government to pursue gender-sensitive policies and empower women to become active economic agents.
- The local authorities in the project's target regions are ready to extend all necessary support to ensure success of the project activities;
- Women in the target regions develop good quality business proposals and businesses remain sustainable in the long-run.

The success of the project may be jeopardised by the following risks:

- There is a risk of low level of participation of rural women in the three target regions;
- There may be a delay, or rejection, to obtain a formal registration of the WRCs in Gusar, Baku-Khazar and third region as local NGOs;
- Private companies may not readily embrace application of the WEPs.

Detailed Risk Log is attached as Annex 3.

Stakeholder Engagement

A thorough stakeholder analysis was carried out at the project inception phase. The analysis helped to identify potential project stakeholder, their role in the project and actions to strengthen capacities of a particular stakeholder, if relevant. The overview and mapping of stakeholders are presented in Annex 5. Stakeholder Analysis.

In addition, a **Stakeholder Group** will be established as an advisory structure to ensure increased national ownership and effective implementation of the project in the country. The composition of the Stakeholder Group will be determined at a later stage.

Sustainability and Scaling Up

- Institutional sustainability of WRC 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.
- To ensure financial sustainability of the WRCs, they will be registered as local NGOs to become eligible for local and international funding opportunities.¹⁷ In addition, WRCs will gradually institute membership fees to ensure self-sustainability and to cover basic operational and maintenance costs. Membership fees will be introduced after WRCs have sufficient institutional capacities and social trust among their beneficiaries.
- The project will liaise with SCFWCA and Regional Executive Authorities to secure on-going dialogue and institutional support to the WRCs upon project completion.
- Active young women trainees will be mobilized for delivery trainings on the basis of the WRCs to ensure continuity of learning beyond the project end date.
- The project will build shared vision and feeling of ownership among women that is critical to WRC becoming integral part of community. The idea of WRC belonging to women, not to the project, will be emphasized throughout all training, workshop, and other project events.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

¹⁷ To reduce their dependency on outside funding, WRCs will be expected to provide their expertise in any area as fee-for-service consultancies. WRCs will also look for ways to ensure community contributions in the form of in-kind materials, labour, expertise, access to resources, etc., for different socioeconomic initiatives towards rural women's stronger participation in regional markets.

The project will apply the dual-track approach combining activities aiming at increasing employability and entrepreneurial capacities of women with sensitization of the private sector to gender-responsive corporate policies, as an effective way to ensure economic empowerment of women.

The project will also draw from the UNDP's experience of administering similar past and ongoing projects promoting women's economic participation. To ensure cost-efficiency and effectiveness, the project management approach will take into account best practices and lessons learned from the establishment and operation of the WRCs in other six regions (Nefthala, Bilasuvar, Salyan, Sabirabad, Masally, Zaqatala).

The portfolio management approach will be applied by leveraging synergies with USAID-funded "Economic Empowerment for Entrepreneurship and Employment" Project and "Economic and Social Empowerment of Rural Women and Youth" funded by Coca-Cola Foundation.

The cost of the Project Management Unit, including Project Manager's salaries, project premises and other operating expenses, will be cost-shared with "Economic Empowerment for Entrepreneurship and Employment" Project".

Project Management

The project office will be based in Baku. The activities under Expected Output 1 will be implemented in Gusar, Baku-Khazar and third region through the WRCs offices, while the activities under the Expected Output 2 will be focused on Baku-based private companies.

The overall project oversight will be ensured by a UNDP Programme Officer to be assigned to the project. The cost of the Programme Officer will be fully recovered through the Direct Project Costing arrangement. Operational support to the project management will be provided by a full-time project assistant and UNDP Operations Unit, including HR Associate, Finance Associate and Procurement Associate.

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

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: 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

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

Indicator: Unemployment rate disaggregated by sex and age

Baseline (2014): Females: 5.8%

Target: Females: 5.7%

Applicable Output(s) from the UNDP Strategic Plan: 1.6.1 Country-led measures accelerated to advance gender equality and women's empowerment.

Project title and Atlas Project Number: Women's economic empowerment in Azerbaijan; Project ID: 00110157

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4		FINAL
Output 1: Women, particularly poor and socially excluded, obtain skills and opportunities to be (self-) employed in Azerbaijan	1.1 # of women with strengthened capacities and skills able to join the formal labor sector	Project records	0	2018	80	80	80	65	225	Field trip visits, training records
	1.2 # of women with strengthened capacities and skills able to become self-employed	Project records	0	2018	80	80	80	65	225	Field trip visits, training records
	1.3 # of successful advocacy initiatives facilitated by women beneficiaries to overcome their socio-economic challenges	Project records	0	2018	1	1	1	1	3	Field trip visits, spot checks
	1.4 # of new women-led businesses	Project records	0	2018	30	30	20		50	Field trip visits
	1.5 # of women with strengthened NGO management skills	Project records	0	2018	125	125	100		225	Field trip visits, training records
	1.6 # of women with improved vocational skills	Project records	0	2018	15	15	15		30	Field trip visits, training records

	1.7 # of local women-led NGOs registered, with at least 100 members each	Ministry of Justice	0	2018			3		3	Project documentation
Output 2: Selected private enterprises are empowered to serve as opinion leaders in terms of Women's Economic Empowerment Principles (WEPs)	2.1 # of private enterprises that signed the UNW/UN Global Compact Women's Empowerment Principles with a focus on implementing gender-responsive corporate policies/practices	Project records	0	2018			6	6	12	List of signatories
	2.2 # of private enterprises from Azerbaijan exchanging their best practices on WEPs' implementation with the Georgian counterparts	Project records	0	2018			6	6	12	Meeting records

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.	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.		
Project Report	A progress report will be presented to the Project Board and key stakeholders.	Annually, and at the end of the			

	<p>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>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>	

Evaluation Plan¹⁸

The project will be evaluated as part of the UN WOMEN-led evaluation of the overall programme "Women's economic empowerment in the South Caucasus".

¹⁸ Optional, if needed

VII. MULTI-YEAR WORK PLAN ¹⁹²⁰

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET				
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount		
Output 1: Women, particularly poor and socially excluded, obtain skills and opportunities to be (self-) employed in Azerbaijan <i>Gender marker: 3</i>	1.1 Activity: Organization of introductory meetings and trust-building measures with communities and local authorities	\$1,188	\$1,488	\$1,485	\$909	UNDP	UNW	71600 Travel	68,785		
							UNW	74500 Miscellaneous	23,815		
							UNW	71300 Local consultants	111,960		
	1.2 Activity: Establishment of WRCs in Gusar, Khazar and third region	\$26,764	\$46,240	\$24,948	\$10,732						
	1.3 Activity: Capacity building in business development for rural women in 3 regions	\$3,728	\$35,395	\$43,517	\$29,355						
	1.4 Activity: Opening of new and expansion of existing businesses		\$82,664	\$77,664	\$6,846						
	1.5 Activity: Expansion of market access through digital technologies		\$25,000	\$10,000	\$302						
	1.6 Activity: Awareness-raising campaign	\$4,740	\$9,220	\$9,232	\$11,808						
	1.7 Activity: Trainings in basis professional skills	\$3,005	\$33,160	\$28,160	\$25,180						
	Sub-Total for Output 1										416,828
	Output 2: Selected private	2.1 Activity: Technical support to private companies to adopt WEPs		\$22,664	\$12,664		\$1,756	UNDP	UNW	71300 Local consultants	10,000

¹⁹ 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

²⁰ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

enterprises are empowered to serve as opinion leaders in terms of Women's Economic Empowerment Principles (WEPEs) Gender marker: 3										UNW	71200 International consultants	15,000
										UNW	71600 Travel	7,085
										UNW	74200 Audio visual and printing production costs	5,000
Sub-Total for Output 2												37,085
Project Management											71400 Contractual services (Individuals)	120,902
									UNDP		64300 DPC	15,000
General Management Support (8%)											75100 F&A	47,185
TOTAL												637,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project is part of the broader UN WOMEN-led programme "Women's economic empowerment in the South Caucasus". As such, the governance and management arrangements will be set up at the two levels – sub-regional level and national level.

Governance arrangements

Sub-regional level

UN WOMEN office in Tbilisi, Georgia, will ensure overall project coordination and management at the sub-regional level, and will oversee the work of the responsible parties. UN WOMEN will be responsible for establishing and convening a Project Steering Committee to provide strategic guidance and oversight to the project implementation. Members of the Steering Committee will include representatives of SDC, UN Women and UNDP in the three South Caucasus countries. The Meetings of the Steering Committee will take place once or twice per year in Tbilisi. The UN Women Country Representative in Georgia will closely cooperate and coordinate project interventions with UN Resident Coordinator and UNCTs in the three South Caucasus countries, aimed at bringing an added value to UN agreements with respective governments (UNDAFs).

National level

The project will be nationally implemented by the State Committee for Family, Women and Children's Affairs (SCFWCA). Implementation support will be provided by the UNDP Country Office that will act as responsible party. In its capacity as Implementing Partner, SCFWCA will ensure overall project management and coordination with other relevant national and local authorities. Besides, SCFWCA will be responsible for the facilitation of all project activities. UNDP will provide support and services including procurement and contracting in accordance with the relevant UNDP Rules and Procedures for procurement and human resources management and RBM guidelines.

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

Project Board. The Project Board will be the national decision making body for the project, providing guidance to the Project Manager, and approving project revisions. It will be responsible for reviewing and updating the project risk log, issue log, lessons learned log and the project monitoring schedule plan. The Project Board contains three roles:

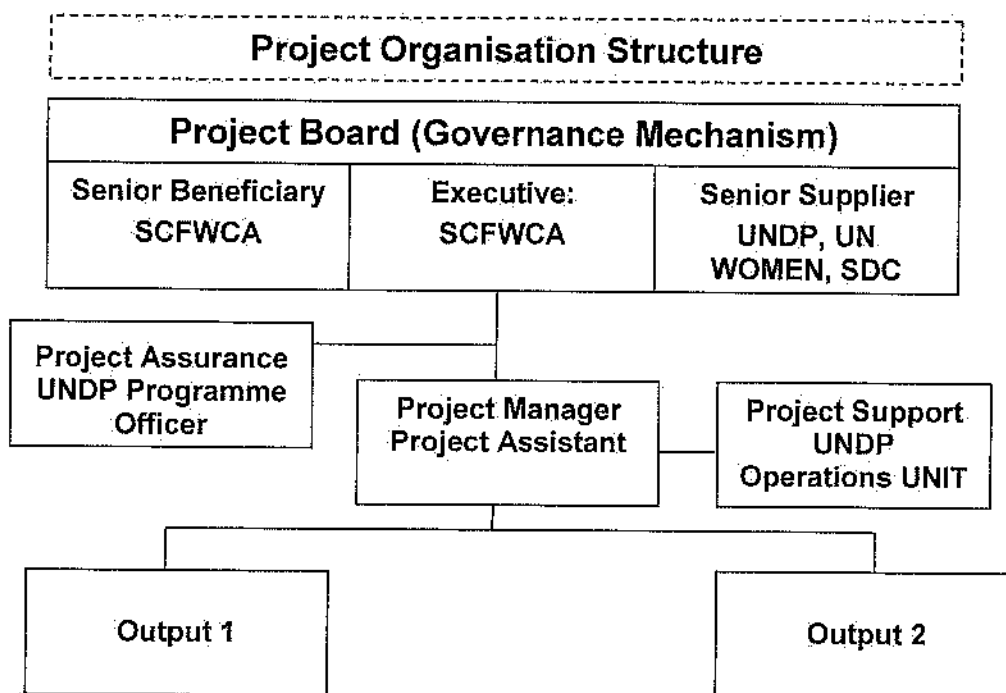
- The Executive (Implementing Partner) will convene the Project Board meetings. This position will be held by the National Project Director, who will be the representative of SCFWCA;
- The Senior Supplier: This position will be held by the UNDP Deputy Resident Representative, or a designated UNDP Development Advisor. UN WOMEN and SDC may also join, as deemed necessary;
- The Senior Beneficiary: This position will be held by the representative(s) SCFWCA.

Management Arrangements

1. Project Implementation Unit. The Project Manager will be recruited and tasked with the day-to-day management of project activities, as well as with financial and administrative reporting. The Project Manager will be responsible for project implementation, day-to-day management of the project, and will have the authority to run the project on behalf of the Project Board within the constraints laid down by the Board. The Project Manager will prepare Annual

Work Plans in advance of each calendar year and submit them to the Project Board for approval. The Project Manager's prime responsibility is to ensure that the project produces the planned outputs by undertaking necessary activities specified in this Project Document to the required standard of quality and within the specified constraints of time and cost. Project Manager will be supported by a Project Assistant.

- II. Project Assurance. UNDP will designate a Programme Officer to provide independent project oversight and monitoring functions, to ensure that project activities are managed and milestones accomplished. The UNDP Programme Officer will be responsible for reviewing Risk, Issues and Lessons Learned logs, and ensuring compliance with the Monitoring Schedule Plan.
- III. Project Support. UNDP will provide financial and administrative support to the project including procurement, contracting, travel and payments.



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 January 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"), with UNDP providing 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

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, 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.
2. 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.
3. 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.
4. 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>).
5. 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.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. 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.

8. 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.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. 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.
10. 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.

11. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of 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.

12. 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.
13. 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.
14. 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. Project Quality Assurance Report**
- 2. Social and Environmental Screening**
- 3. Risk Analysis**
- 4. Project Board Terms of Reference and TORs of key management positions**
- 5. Stakeholder Analysis**

Annex 3. Risk Analysis



OFFLINE RISK LOG

Project Title: Women Economic Empowerment in Azerbaijan		Project ID:		Date: 10 September 2018	
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / response	Mngt	Owner	Submitted, updated by	Last Update	Status
1	Low level of participation of rural women in 3 target regions	10 September 2018	Organizational	I=high P=low	Possible response measures will include trust-building meetings with local communities; holding awareness raising events in communities and municipalities to introduce project purpose and benefits; mobilization of local women activists as key agents in support of the project activities.		UNDP Programme Analyst	Project Developer		
2	There may be a delay, or rejection, to obtain a formal registration of the WRCs in Gusar, Khazar and third region as local NGOs, by the Ministry of Justice	10 September 2018	Legal	I=high P=medium	UNDP will provide legal aid to the WRCs to prepare legal documents required by the relevant law on NGO registration. UNDP, jointly with project partners, will also advocate for the speedy and smooth registration process.		UNDP Programme Analyst	Project Developer		
3	Private companies may not readily embrace application of the WEPS.	10 September 2018	Institutional	I=high P=medium	UNDP will rely on the UN WOMEN experience and advice in promoting WEPS in the business sector.		UNDP Programme Analyst	Project Developer		

