



## Evaluation of the UNDP Project “Enabling civil society to play a greater role in advancing gender equality and women’s rights”

### Evaluation Report

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<b>Evaluator:</b>	Zehra Kacapor-Dzihic
<b>Executing Agency/Implementing Partner and other project partners:</b>	UNDP in partnership with SCFWCA and the Women's Association for Rational Development (WARD)

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## Acronyms

CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CSO	Civil Society organization
EQ	Evaluation Question
EU	European Union
GBV	Gender Based Violence
GD	Group Discussion
NGO	Non-governmental organisation
OECD DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
PSC	Project Steering Committee
SCFWCA	State Committee for Family, Women and Children's Affairs
SMART	Specific, measurable, achievable, realistic and time bound (indicators)
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Guide
USD	US dollar
WARD	Women's Association for Rational Development

# 1. Executive Summary

## INTRODUCTION AND BACKGROUND

Azerbaijan has strong policy and legislative framework for protection of women's rights, in line with international agreements on human rights to which the country is signatory. However, there is still a gap in enforcement of policies and legislation for protection and enhancement of women's rights.

Civil society organisations (CSOs) in Azerbaijan have increasingly visible role in advancing gender equality and rights, and their empowerment and capacity building is an ever-present need. Women themselves need ongoing support and empowerment to become more active members of society and to ensure their social and economic independence. The Project "Enabling civil society to play a greater role in advancing gender equality and women's rights" (hereinafter: the Project) which is the subject of this evaluation responds to these needs through capacity building of the CSOs to advance the gender equality agenda through human-rights based approach; strengthening capacities of women activists to better exercise their right to social participation; and enabling vulnerable women to better exercise their economic rights. The Project is implemented by UNDP and WARD and funded by European Union (EU), in partnership with the State Committee for Family, Women and Children Affairs (SCFWCA).

The Project started in April 2016 and will be finalised in July 2018. At the time when this evaluation was finalised, the project had implemented most of its activities, hence the evaluation took stock of results and achievements of the project in its entirety.

## EVALUATION PURPOSE, PROCESS AND METHODOLOGY

As per the ToR, the evaluation purpose is to conduct an assessment of the project performance, through comparison of planned outputs of the project to actual outputs as well as assessment of the actual results to determine their contribution to the attainment of the project objective. The evaluation was conducted utilising the ToR prescribed four categories of project progress: 1) Project Strategy; 2) Progress Towards Results; 3) Project Implementation and Adaptive Management and 4) Sustainability. Evaluator developed evaluation matrix elaborating indicators for evaluation questions, which were revised and agreed upon with UNDP during the inception phase. This allowed for presenting the overarching framework for assessment of UNDP and partners' contributions to the project objective.

Main data collection tools were semi-structured interviews, group discussions, and review of a wide array of relevant documents. Triangulation was applied to ensure validity of data and to synthesize information derived from different data sources. The evaluation was structured into three key phases: Inception and desk review (February-March 2018), Field mission/validation in Azerbaijan (March 2018), and Synthesis (March – April 2018).

## FINDINGS

### Project Strategy

The project is part of the larger framework of UNDP-SCWCA-donors' strategy towards socio-economic empowerment of women in Azerbaijan. These partners apply holistic approach to socio-economic empowerment of women in rural communities across the country through supporting their economic activities and establishing and institutional development of Women Resource Centers in different regions of the country. The project is based on the concept of capacity development,

investing in knowledge, skills and confidence of partners and beneficiaries to invest in social and economic activities in their communities and wider. There is a balanced focus on capacity development of activists/organisations on one side and vulnerable women empowerment, which is in line with the human rights based approach and the dedication of project to strengthen structures that represent and empower women. The Project is strongly aligned with government's policy and legislative priorities for gender equality and empowerment of women. It is also supportive to Azerbaijan's responsibilities as a signatory of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

## **Progress Towards Results**

Data gathered through desk review, interviews and group discussions as well as site observations points to strong effectiveness of the Project in achieving its envisaged objectives. The project achieved all of its envisaged outputs, and made contributions to its planned results, as confirmed by review of indicators set for the Project, which were all achieved. The Project achieved important results in the area of strengthening capacities and knowledge of CSO activists towards their empowerment to advance the gender equality agenda. It also effectively approached empowerment of women activists to better exercise their right to social participation. Resource material produced within the scope of the project is a useful input for government and CSOs to better understand and utilize the potential of the CEDAW reporting towards fulfilment Azerbaijan's (inter)national commitments enshrined in the CEDAW and national policies and legislation. At the same time, capacities of CSOs to advocate for gender equality and rights and to potentially engage in drafting alternative CEDAW report have been enhanced as confirmed by interviewed CSO representatives. Most importantly, the project succeeded to, within the framework of larger partnership with SCFWCA; register three WRCs (in Sabirabad, Neftchala and Bilasuvar). This has been an important achievement, particularly from the perspective of restrictions women in regions face in accessing public places but also strong social pressure that disadvantages women and excludes them. WRCs provide a customized space and 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.

The project achieved its strongest and most lasting results in enabling vulnerable women exercise their economic rights. During the project cycle, 28 businesses have been supported, most of them in rural areas with little or no access to resources or other employment opportunities. This support resulted in 42 new jobs created if the average family in rural areas in Azerbaijan includes families of 6 or more members, the number of directly affected persons by the project economic support activities amount to at least 252 persons. Further indirect effects can be envisaged in all those linked business activities within the value chain, expanding this number to a much wider group.

Simultaneously, the project's indirect effect is the one of building capacities of government counterparts, sharing ideas and models for working with women, particularly in terms of importance of investing in women as active members of society, which is recognised and further driven by SCFWCA.

## **Project Implementation and Adaptive Management**

UNDP and partners made successful efforts to use available project resources strategically and efficiently. The project saw some delays with delivery of resource material, but UNDP and WARD succeeded in overcoming them by intensive work with partners and ensuring quality products are delivered. Management efforts by the UNDP project team were appropriate and have been the driver of the effective and efficient implementation of planned initiatives. No particular deviations from the projected budget were found. The project builds on the lessons learned and solid foundations from the previous Project focusing on empowerment of women. Efforts and related budgets have been utilized in such a manner to adequately invest in strengthening the CSOs and women activists and



socio-economic empowerment of vulnerable women. These investments, particularly related services show direct benefits to women and their families, bringing about tremendous returns in the future for the individuals, communities and society generally. Project efforts have contributed to moving existing change processes into the desired direction, whereby initiatives, mechanisms and WRC services have impacted lives of women positively.

## **Sustainability**

Effects and outcomes of UNDP's interventions have mixed sustainability prospects. Policy and institutional frameworks for enhancing gender equality and empowerment of women are in place. WRCs are also increasingly independent and actively seeking financial sustainability through diversification of their donor base. However, financial constraints and scarce resources of service providers at regional and local level demand further dependence on external funds.

## **RECOMMENDATIONS**

### **Strategic recommendations**

- S1** Continue to support to the realization of women's economic and social rights in Azerbaijan through scaling up the model across the country.
- S2** Engage with a wider pool of women NGOs from central and regional levels in future interventions.
- S3** Develop the theory of change of the concept of women economic and social empowerment

### **Operational Recommendations**

- O1** Conduct cost-benefit analysis of the projects contributions.
- O2** Continue supporting NGOs towards strengthening their capacities and role in CEDAW monitoring.
- O3** Continue critical support to communities, which struggle with adequate social inclusion of women.

## 2. Introduction

This document represents the Final Evaluation Report of the Project “**Enabling civil society to play a greater role in advancing gender equality and women’s rights**” implemented by UNDP and WARD and funded by European Union (EU) and UNDP, in partnership with the State Committee for Family, Women and Children Affairs (SCFWCA). The Report comprises five chapters, as the framework for assessment, conclusions and recommendations. The first Chapter presents introductory remarks on the purpose and scope of Evaluation; evaluation design, ethical considerations for the evaluation as well as the limitations and mitigation approaches. The second chapter presents the background information regarding the subject of the evaluation as well as relevant information on the Project, its objectives, problems it sought to address and implementation arrangements as well as main stakeholders of the project. Chapter 3 presents key findings that have been derived from the evaluation process. The structure of the key findings follows the required format as presented in the Terms of Reference (ToR) of this evaluation. Chapters 4 and 5 present conclusions and recommendations respectively. The evaluation Matrix, Evaluation ToR are annexed to this Report. The report also contains other relevant annexes (e.g. list of key informants, list of consulted documents, evaluation instruments, etc.).

### 2.1. Purpose and scope of the Evaluation

As per the evaluation ToR, the purpose of the evaluation is to conduct an assessment of the project performance, through comparison of planned outputs of the project to actual outputs as well as assessment of the actual results to determine their contribution to the attainment of the project objective. The assessment focuses on a variety of activities implemented within the scope of the project, focusing on a range of capacity building efforts for women CSOs and women community groups to empower them to exercise their right to social participation, as well as support to establishment and institutionalisation of Women Resource Centres as a vehicle to support women’s civic engagement in Sabirabad, Neftchala and Bilasuvar. Evaluation looked at four categories of project progress: 1) **Project Strategy**; 2) **Progress Towards Results**; 3) **Project Implementation and Adaptive Management** and 4) **Sustainability**.

#### 2.1.1. Evaluation Methodology

The **overall approach towards the evaluation was participatory, result-oriented and forward-looking** as, illustrated in greater detail below.

**Participatory approach** means a partnership approach, in which stakeholders actively engage in all phases of the evaluation, including the selection of appropriate data collection methods; gathering and analysing data; reaching consensus about findings, conclusions and recommendations; and disseminating results<sup>1</sup>. In this context, efforts were made to ensure the active and meaningful participation, through the application of participatory data collection and analysis methods, such as interviews, focus group discussions, etc.

The **result-oriented**<sup>2</sup> perspective of the evaluation was reflected by the particular attention paid to the assessment of progress towards the enhancement of the role of civil society in advancing women’s rights and promotion of economic and social participation of rural women through civil society organizations. Evaluator analysed both internal and external factors contributing to/affecting the levels/quality of the contributions of the project to results.

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<sup>1</sup>Based on the following discussion paper: Anne E. Cullen, Chris L. S. Coryn, Jim Rugh: The Politics and Consequences of Including Stakeholders in International Development Evaluation (American Journal of Evaluation 2011)

<sup>2</sup>See for example ILO Policy Guidelines for Results-based Evaluations: Principles, Rationale, Planning and Managing for Evaluations (2012)

By applying a **forward-looking** approach towards the evaluation, the evaluator drew lessons and formulated recommendations, which can be translated into concrete actions for the future support to civil society towards advancing women's rights and to promote economic and social participation of rural women.

## 2.2. Formulation of Evaluation Questions

The inception phase of the evaluation provided for an opportunity to review the Project and activities implemented within its framework and their individual and cumulative contribution to extending the role of the civil society in advancing women's rights and promotion of economic and social participation of rural women through civil society organizations.

Within the inception phase, Evaluator reviewed Evaluation Questions (EQs) as presented in the ToR, and suggested their reformulation to provide targeted responses for the assessment. A set of indicators was also developed for each proposed EQ to ensure a common understanding on the evaluation questions among all stakeholders (See Annex 1 of the Evaluation report for the full Evaluation Matrix). The process of revision of EQs has been participatory with inputs and feedback from UNDP. Agreed set of EQs is presented in Table below.

**TABLE 1. EVALUATION QUESTIONS**

Evaluation Questions		Relevance	Efficiency	Effectiveness	Coordination & Coherence	Impact Prospects	Sustainability Prospects
<b>Evaluation category as required by the TOR: Project strategy</b>							
<b>EQ 1</b>	To what extent has the Project responded and remained relevant to the country priorities and in line with the national sector development priorities and plans of the country?	✓			✓		
<b>EQ 2</b>	To what extent is the design of the Project concept and its modalities contributing to the effectiveness of the support? Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?	✓	✓	✓	✓		
<b>Evaluation category as required by the TOR: Project Implementation and Adaptive Management</b>							
<b>EQ 3</b>	How efficiently, in terms of quality and quantity, has the Project been managed with regard to the financial and human resources available?		✓		✓		
<b>EQ 4</b>	To what extent has the project developed and leveraged partnerships toward efficient and effective delivery of results? What have been drivers/hindering factors?		✓		✓		
<b>EQ 5</b>	To what extent has the monitoring system contributed to effective reflection of progress towards delivery of results?		✓		✓		
<b>EQ 6</b>	To what extent do communication systems in place for the project contribute to efficient awareness raising and information on project progress and intended impact to the partners and public?		✓	✓	✓	✓	

Evaluation category as required by the TOR: Project Progress Towards Results						
EQ 7	To what extent has the project achieved its results?			✓		✓
EQ 8	What is the level of Project's contribution to overall objective?			✓		✓
Evaluation category as required by the TOR: Sustainability						
EQ 9	What are the sustainability prospects of achieved results?			✓		✓

### 2.2.1. Activities and deliverables

In order to meet the evaluation objectives, a number of different activities were carried out in phases as follows:

1. During the **Inception Phase**, the Evaluator conducted discussions and exchange with the Project team to agree on the approach and details of the assignment. Based on the discussions, Evaluator developed and refined the evaluation methodology and work plan (with detailed evaluation matrix with indicators, sources of information and data collection methods), included in the Inception report. This process resulted in the **Inception Report** approved by UNDP.
2. The **Desk Phase** included review of relevant background documents, such as UNDP documents and specific country documents in detail.
3. The **Field Phase** was conducted within the five working days in Azerbaijan during the period of 12-16 March 2018, with visits to the three target communities of the Project. During the field mission, semi-structured interviews and focus group discussions were undertaken with UNDP, EU, government, civil society, women activists and community leaders and other development partners; as well as site visits to Women Resource centers. Group discussions were organised with a sample of 39 women benefiting from Project activities in the three target communities, mainly including more active women in the targeted communities (women entrepreneurs, activists or NGO representatives). The feedback received during focus group discussions was used to assess Project's progress per indicators and provide rating of indicator achievement presented in Table 2 in Section 3 on Key findings of this report. Before leaving the country, Evaluator provided a detailed de-briefing to UNDP, presenting preliminary findings, conclusions and recommendation for discussion and validation.

In the **Synthesis and Reporting Phase**, the data analysis and interpretation were finalised, leading to a sound judgement on the Project's performance, its results and achievements, translating into a number of concise findings, lessons and actionable recommendations for the future. **Mixed-method approach** was applied to enable **data triangulation and validation**, whereby Evaluator used different data sources, methods and theories to test the validity of a given finding. This phase culminated in a **Final Report** that was submitted to UNDP.

## 2.3. Ethical considerations related to the evaluation design

During data collection, attention was paid to ensuring that the evaluation process is ethical and that participants in the process can openly express their opinions, protecting the confidentiality of their answers. Overall, the UNEG Code of Conduct for Evaluation in the UN System (March 2008) was strictly respected, notably independence of judgement, impartiality, honesty and integrity, accountability, respect and protection of the rights and welfare of human subjects and communities, confidentiality, avoidance of risks, harm to and burdens on those participating in the evaluation, accuracy, completeness and reliability of report, transparency. The evaluator was sensitive to beliefs,

manners and customs and acted with integrity and honesty in their relationships with all stakeholders, ensured that contacts with individuals were characterized by respect, protected the anonymity and confidentiality of individual information.

The process of recruiting stakeholders from different institutional levels followed a standard procedure in order to ensure an informed consent to participate in the evaluation. Participation in the evaluation was voluntary and opinions were presented in the report in an anonymous manner.

Interviews and discussion groups were used not only for data collection and qualitative insights, but also for checking the perceived priorities for the continuation of reforms in increasing economic empowerment and CSO activism opportunities in Azerbaijan by the key stakeholders. This was very useful for informing the recommendations of the evaluation based on an open and participatory process carried out during the Field Phase.

Throughout the process, the evaluation was in compliance with the United Nations Evaluation Group norms and standards.

## 2.4. Limitations for the evaluation

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Limitation	Mitigation strategy
Potential tendency among respondents to under-report socially undesirable answers and alter their responses to approximate what they perceive as the social norm ( <i>halo</i> bias). The extent to which respondents revealed their true opinions may also vary for some questions that call upon the respondents to assess the performance of their colleagues or people on whom they depend upon for the provision of services.	To mitigate this limitation, Evaluator provided the respondents with confidentiality and anonymity guarantees, where possible; conducted the interviews in the settings where respondents felt comfortable; and established rapport between the interviewer and the respondent.
Since a number of questions during the interviews dealt with issues that took place in the past, <i>recall</i> bias cannot be excluded. Also, potential that some respondents may find it difficult to accurately compare organizational arrangements/access to services three years to now.	To mitigate this, Evaluator and UNDP made sure to present the project timeline and main milestones for visited communities.

### 3. Project Description and Background Context

#### 3.1. Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

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Azerbaijan has a well-developed legislative base for protection of women's rights. The Constitution of the Republic of Azerbaijan guarantees its citizens gender equality and freedom from all kinds of discrimination in all spheres of life. National legislation stipulates equal rights of men and women to engage in all types of economic and social activity, inherit, own and sell property, receive bank loans and travel in and out of the country. Since Azerbaijan achieved a status of sovereign independent state in 1991, the country ratified major international agreements on human rights, including the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) in 1995.

However, in Azerbaijan there is a gap between legislative acts and their enforcement. The UN's alternative report to CEDAW Convention (2015) points out to a number of challenges faced by women that prevent full implementation of women's rights.

Over the past decade, the economic situation in Azerbaijan has been consistently improving and new employment opportunities have been generated. However, Azeri women still have higher unemployment rates and higher shares in informal employment than Azeri men. Women also face both vertical and horizontal segregation in many sectors of employment and are concentrated mainly in low-wage sectors, deemed suitable for the 'female nature' such as education, health and social services. Disparities are also observed in the level of men's and women's participation in entrepreneurial activity. Of total number of entrepreneurs in Azerbaijan only 18 % are women (Source: Ministry of Economy ).

UNDP-supported assessments of the needs of women in two provincial areas – Sabirabad and Neftchala in the previous project "Promoting rural women's participation in the social and economic life" that has supported establishment of the Women Resource Centres (WRC) in Sabirabad and Neftchala regions. The assessments found that women in regional centre and villages are rarely engaged in community activities, interest groups, discussions and other types of social activism. This evidence of the assessment is confirmed by the national statistics - women NGOs in Azerbaijan constitute only 6.7% of the total number of NGOs registered in Azerbaijan. To make it worse, only 11% of NGOs engaged in women empowerment and gender equality sector are based outside of Baku. Disparities observed in the level of men's and women's participation in economic, social and political life are, to a large extent, accounted for by patriarchal attitudes and the stereotypes regarding women roles and responsibilities in the family and society, which constitute a significant impediment to the implementation of the legal provisions and limit women's opportunities to claim and fully exercise their rights.

The UN CEDAW review is an effective mechanism to lobby and advocate for women's rights. Being a major human rights treaty for women and principal legal instrument addressing women's rights and equality, the substance of the Convention is based on three interrelated core principles: equality, non-discrimination and State obligation.

However, very often stakeholders (members of the women's rights community, mass media outlets, international organizations) are not timely and adequately informed about the possibilities to intervene and participate in the implementation and reporting. Women NGOs still lack good understanding of the CEDAW Convention and are not adequately aware of the full range of the intervention and participation opportunities in CEDAW related process, such as the preparation of an alternative report.

In reality, the alternative or shadow report is an avenue through which NGOs and other non-governmental stakeholders can intervene in the reporting process and, provide additional



information to the CEDAW Committee on the implementation of the CEDAW Convention in their country. The CEDAW related process should also be accompanied by a range of advocacy and lobbying initiatives, the application of which requires certain knowledge of the effective advocacy tools as well as sufficient understanding of the internal system and procedures related to CEDAW Committee. If adequately and professionally approached by local stakeholders, namely by women NGOs, CEDAW can be an excellent tool to promote gender equality in the country, making women strong enough to impact all aspects of their lives.

### 3.2. Problems that the project sought to address: threats and barriers targeted

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The project focuses on advancing gender equality as a central principle of human rights law. As such, it is a direct response to the Concluding Observations of the CEDAW Committee issued in February 2015, calling Azerbaijan to raise awareness among women about their rights under the Convention, increase efforts at encouraging and supporting women's economic empowerment and entrepreneurship, especially among rural women, and ensure equal opportunities for women to participate in public life, in particular, at the community level.

To achieve this goal, the action mobilizes institutionalized civil society organizations, community groups and individual women activists to play an enabling role and add significant value to the promotion and protection of women's economic and social rights in Azerbaijan. The Project targets women residing in rural and peri-urban areas as one of the economically and socially vulnerable group of the population.

The action pursues dual-track approach towards achievement of its objectives:

- A. Support to the existing non-governmental organizations to advance gender equality agenda, advocate for women's rights and participate in monitoring of the CEDAW Convention as a key international treaty addressing women's rights; and
- B. Addresses barriers preventing women in rural and peri-urban areas to actively engage in the civil society activities as a way to empower women to claim and exercise their social and economic rights.

By investing in capacities of civil society and women themselves, the Project is expected to increase participation of women outside Baku in the civil society movement and community-based decision-making; improve legal literacy among NGOs and women activists on the key international women rights treaty; augment CSOs capacity to participate in monitoring of and reporting on the fulfilment of government commitments in the context of CEDAW Convention; facilitate the dialogue between the government and NGOs with regard to the implementation of the CEDAW convention; reduce socio-cultural barriers limiting translation of women's rights into opportunities.

### 3.3. Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)

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**The UNDP Project “Enabling civil society to play a greater role in advancing gender equality and women’s rights”** is funded by European Union (EU) and UNDP, and implemented in partnership with the State Committee for Family, Women and Children Affairs (SCFWCA and WARD. Overall project budget is 444.000 EUR, and the breakdown of contributions is presented in Table below.

Partner	Financial contribution	In kind contribution
EU	399.600 EUR	
UNDP	44.400 EUR	30.000USD

SCFWCA		in-kind contribution in the form of Women Resource Centre location (rent, utilities, Project Manager's office space, and some working hours of the SCFWCA's staff)
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The overall objective of the action is to increase the role of the civil society in advancing women's rights and to promote economic and social participation of rural women through civil society organizations. The specific objectives of the action are: to build capacities of the non-governmental organizations to advance the gender equality agenda through human-rights based approach; to strengthen capacities of women activists to better exercise their right to social participation; and to enable vulnerable women to better exercise their economic rights.

The project is implemented in Sabirabad, Neftchala, Bilasuvar regions and Baku, and focuses on: building the capacity of NGOs on CEDAW Convention; capacity building for Women Resources Centre (WRC); providing legal education assistance for CSOs and local women; trainings for women in social participation; trainings for women in entrepreneurial skills; and providing support to rural women's business start-ups.

### 3.4. Project Implementation Arrangements

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The project is implemented in partnership with SCFWCA and the Women's Association for Rational Development (WARD). A Project Steering Committee (PSC) was established at the beginning of implementation and meets once a year to monitor the progress of the Project, to guide its implementation and to support achieving of envisaged results and objectives. The PSC is composed by the representatives of the UNDP, WARD NGO, EU and the SCFWCA. The project manager participates as a non-voting member in the Project Steering Committee meetings and is responsible for compiling a summary report of the discussions, recommendations and conclusions of each meeting.

### 3.5. Project timing and milestones

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The project officially started on 1 April 2016, upon signature of the contract between the EU and UNDP in December 2015 and signing the project agreement between UNDP and SCFWCA in March 2016. Initial project duration was 24 months, and a three-month no-cost extension of the project was approved by EU, meaning that the project was active until July 2018.

Main milestones of the Project were the formal registration of Women Resource Centers as LNGO's in the period of end of 2016 - 2017, with Neftchala WRC was formally registered at the end of 2016, followed by the other two centers.

### 3.6. Main stakeholders

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The main stakeholders engaged in the project include:

#### **Civil society organizations**

Civil society organizations involved in women's rights protection and promotion are seen both as the recipients of the technical assistance from the action and as the key agents for change that will ensure the Project's impact and sustainability of results in the medium to long-term perspective. Civil society organizations are the primary stakeholders for the activities relating to advocacy capacity building towards enabling them to conduct objective monitoring and reporting of the state's obligations under the CEDAW Convention.



## **State Committee for Family, Women and Children Affairs**

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 is also in charge of preparing the country's report to CEDAW and participates in the CEDAW review process. The SCFWCA is the main Government counterpart, which plays an active role in the implementation of the Project. Committee ensures national ownership of the Project, facilitates access to the project's target areas, and coordinates certain activities with other government entities (e.g. with the State Employment Service of the Ministry of Labour and Social Protection of the Population for the organization of Job Fair). Throughout the project implementation, close cooperation has been key to success of the project.

## **Women's Association for Rational Development (WARD)**

WARD has been engaged as a partner in the project, providing inputs in all project activities, particularly those relating to raising awareness, knowledge and capacities on CEDAW. Throughout the project implementation, WARD's leadership in this area was critical for ensuring quality deliverables (expertise, publications, trainings, network events, advocacy activities) are provided by the project.

## **Local authorities in the target regions**

Local authorities – executive power and municipalities - in Sabirabad, Neftchala and Bilasuvar are evident counterparts for the activities happening at local level. The local authorities are the main source of knowledge on the local situation, and have convening power, helping the project in mobilization of communities, provision of inputs into the assessments and selection of target groups and beneficiaries, organization of local events.

Other local stakeholders are other development partners and donors actively supporting the establishment and functioning of other established WRCs as well as women entrepreneurs and other SMEs engaged in some way in the project (e.g. job fairs, etc.).

## 4. Key findings

This section presents key findings that have been derived from the evaluation process. The structure of the key findings follows the required format as presented in the ToR of this evaluation, with sections on relevance and effectiveness added to provide for full analysis of the project under this

### 4.1. Relevance

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The legal framework and policies pursued by the Government of Azerbaijan create enabling environment for women to exercise their rights and advance their position in the society. Since independence, Azerbaijan has ratified almost all essential international documents on the protection of women's rights including the UN Convention on the Political Rights of Women (1992) and the CEDAW, 1995. The Constitution of the Republic of Azerbaijan enshrines a philosophy of equality between men and women. Azerbaijan also adopted the Law on Guarantees of Gender (Men and Women) Equality (2006) and the Law on the Prevention of Domestic Violence (2010). The National Employment Strategy also envisions measures to promote gender equality in the labour market including introduction of flexible forms of work for women. A number of measures have been implemented within the framework of the State Programme on the implementation of the Employment Strategy of the Republic of Azerbaijan. One of the main goals of the programme is to implement appropriate measures to promote the employment of women and youth. The recent CEDAW review has praised efforts of the government to tackle issues of women in the country. Still, the review raised concern “about continued horizontal and vertical segregation in the labour market, whereby women are concentrated in low-paid and informal jobs; the wide gender wage gap; the lack of childcare facilities; and the lower pension benefits for women as compared with men<sup>3</sup>. Previous CEDAW review also called Azerbaijan to “intensify its efforts, particularly in rural areas, to bring about change in the widely accepted attitudes leading to the subordination of women and the stereotypical roles applied to both sexes. Such measures should include awareness-raising and educational campaigns targeting, inter alia, community leaders, parents, teachers, officials and young girls and boys.”

The project responds to the concerns regarding women economic and social empowerment raised in the government strategies and also in relevant CEDAW reviews. UNDP strategically partners with the SCFWCA, local NGO WARD and the European Union to tackle the issues of women socio-economic empowerment through investment in individual and organizational capacities; strengthening confidence and skills as well as providing direct support to economic activities. At the same time, the Project also invests in institutionalization of Women Resource centers as space for women to engage in social issues in their communities and rayons, to network and exchange knowledge, information and experiences thus directly contributing to overcoming informational obstacles and social awareness, which directly responds to women needs to gain access to information and knowledge that is so urgently needed, particularly in targeted local communities. This is primarily given the fact that target communities of the project, Sabirabad, Neftchala and Bilasuvar, are particularly poor and isolated, which further exacerbates the position of women and their social exclusion.

The project also tackles organizational capacities of NGOs representing women's rights in the areas of policymaking, and with particular focus on building knowledge, awareness and skills to contribute to CEDAW monitoring in Azerbaijan. This is important investment given the government's efforts on

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<sup>3</sup> CEDAW - Convention on the Elimination of All Forms of Discrimination against Women: 60 Session (16 Feb 2015 - 06 Mar 2015); Concluding remarks; [http://tbinternet.ohchr.org/\\_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fAZE%2fCO%2f5&Lang=en](http://tbinternet.ohchr.org/_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fAZE%2fCO%2f5&Lang=en)

CEDAW reporting and the need to develop capacities of Azerbaijan NGOs to produce alternative reports on CEDAW implementation.

## 4.2. Project Strategy

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The project under focus of this evaluation is part of the larger UNDP- SCFWCA and donors' strategy for socio-economic empowerment of women in Azerbaijan, that invests in establishment and institutional development of five WRCs in different regions of the country, as well as economic opportunities of women in rural communities. The project offers holistic approach to women empowerment – supporting institutions (SCFWCA, NGOs, WRCs) to better respond to women needs and investing in women to fulfil their economic (business) and social potential. At the same time, the project raises capacities of governmental and civil society actors to better understand, implement and monitor the CEDAW, as international treaty that is most often described as an international bill of rights for women. The project was prepared in response to the EIDHR call for proposals and shows high relevance to the Call's priorities and thematic focus for Azerbaijan. The project is based on thorough analysis of the issues pertaining women economic and social exclusion, particularly in communities targeted by the intervention.

The project was designed and is implemented in close partnership and consultation with the SCFWCA, which ensures that the activities are aligned with and respond to priorities and gaps in government's response to women (socio-economic) rights. Interviews with the SCFWCA representatives and also representatives of partner NGOs and WRCs confirm that the partnerships are strong and mutually beneficial, and ensure strong national ownership over results. This is further confirmed by review of SCFWCA's webpage, which presents project's results extensively.

The project results framework presents strong focus on capacitating civil society organisations and activists to advance the gender equality agenda through human-rights based approach and to better exercise their right to social participation (with overall objective and two specific objectives respectively focusing on these). One objective is specifically devoted to enabling vulnerable women to better exercise their economic rights. Assessment of the project implementation shows balanced focus on capacity building of activists and organisations and vulnerable women empowerment, which is important from the perspective of rights-based approach and the dedication of project to strengthen structures that represent and empower women (e.g. NGOs and WRCs).

The Project underwent internal EU review as part of the larger project review and monitoring effort of the EUD in Azerbaijan. Based on the review, the project team was advised to adapt the project indicators to make them SMART-er, to which the logframe revision was done and approved by the EUD. The changes were not significant and contributed to aligning the indicators to better measure project's progress towards envisaged results. Nevertheless, review of indicators and the change that the project aims to achieve more broadly shows that indicators which could measure the changes in women's lives as a result of socio-economic empowerment are missing. For example, one indicator measures improved livelihoods of women but does not elaborate on actual features of improved livelihood (what improved livelihood means exactly) – and the accompanying target relates to number of business established. This indicator would benefit from further elaboration of what features of livelihood improvements are meant or to be captured.

Logframe presents a number of assumptions but the ProDoc does not contain the analysis of risks and related mitigation strategies for the project. Taking into account the current rather challenging context for NGO registration and functioning in Azerbaijan at the moment, such risk and mitigation strategy would be beneficial to capture the context for project's intervention.

### 4.3. Progress Towards Results

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The project aim is to increase the role of the civil society in advancing women's rights and to promote economic and social participation of rural women through civil society organizations. The overall project objective is further elaborated through the following specific objectives: 1) Build capacities of the non-governmental organizations to advance the gender equality agenda through human rights based approach; 2) Strengthen capacities of women activists to better exercise their right to social participation; and 3) Enable vulnerable women to better exercise their economic rights.

Analysis of the effectiveness of the project for the purpose of this report is conducted as per the results framework, discussing different activities and outputs/outcomes materialising within the envisaged specific results in order to ensure that all positive effects and shortcomings are adequately analysed and presented. Further, analysis of the extent to which the project has been contributing to envisaged outcomes is also discussed.

Overall, **project contributions to envisaged objectives are positive**. The project is on its road to achieving its envisaged results, and is making contributions to planned outcomes. Particularly strong contributions were achieved in strengthening the available knowledge, skills and confidence towards empowering women, primarily those coming from especially challenging local circumstances in local communities, to start and advance their business idea. This project's achievement has been extremely important particularly from the perspective of context in local communities, which is characterized by poverty, social exclusion and particularly strong patriarchal society, which creates obstacles for women to fulfil their potential. In such context, the project's achievement to start and sustain 28 businesses (with 42 jobs established) is an important outcome for itself. Progress was also made towards strengthening the capacities of civil society organizations to understand and organize their advocacy and watch dog function through the lens of CEDAW. Financial and technical support contributed to strengthening the organizational capacities of the Women Resource Centers, while their registration was additional boost to women in targeted communities to continue networking, developing their projects and taking more active role in their communities.

#### **Specific Objective 1: Build capacities of the non-governmental organizations to advance the gender equality agenda through human rights based approach**

Evidence collected through desk review, interviews and group discussions points to **strong contribution** of the project to building capacities of NGOs to advance the gender equality agenda. The project applied different approaches to this work, including trainings, simulation exercises and also production and distribution of resource materials on CEDAW and NGO development.

Specifically, the capacity building of civil society advocates was conducted in an appropriate manner, basing the training package on the needs identified through Needs Assessment. Besides constructing a training package, UNDP and WARD also produced a number of manuals, guides and other relevant material to serve as input for trainings but also for wider use by all interested parties relating to CEDAW. There were three trainings for NGOs reaching out to 16 NGOs with total participation in average of 25 per training. Following the trainings, a simulation exercise of the CEDAW Committee session engaging 33 representatives from 16 NGOs was organized as mock-sessions simulating the actual review. Feedback by interviewed organisations is very positive on the extent the trainings and materials were helpful for them in their work. Interviews also revealed their increased interest in taking more active role in monitoring of CEDAW implementation in the country, with some raising the interest also in transferring their knowledge and networking with women organisations in local communities towards potentially working together on the alternative CEDAW report that is due in 2019. Interviewed organisations shared that simulation exercise was an exceptional experience that gave them the opportunity to simulate the roles of different committee parties, bringing this review process closer to them. They also confirm that this exercise

strengthened their understanding and awareness of what such review processes entail and focus on. This evaluation could not establish concrete actions of targeted NGOs in the CEDAW monitoring, which remains an area to be followed towards ensuring NGOs are taking more proactive role in this field.

### **Specific Objective: Strengthen capacities of women activists to better exercise their right to social participation**

There is evidence of project's **effective approaches** to strengthening capacities of women activists to better exercise their right to social participation. As mentioned in above, the Project has worked closely with WARD and gender experts on developing resource material for women NGOs to use in their work with their constituency and in networking with other NGOs across the country. One of the resource materials is the "Resource Guide to Advancing Women's Economic and Social Rights Using CEDAW", which has faced certain delays due to the poor quality of the materials submitted by two initially commissioned authors. The resource material is the bases for envisaged trainings to improve legal education of women on CEDAW convention and economic and social rights in Azerbaijan, organized in cooperation with the SCFWCA. Within the package of support to women NGOs and women activists, the Project organized trainings and legal advice to the community activists on NGO establishment and management in the targeted regions.

The project conducted a range of awareness events on issues of Gender Based Violence (GBV) in village schools in the targeted communities as a venue for participants to discuss the importance of women's social and economic participation and the role played by socially active women who are able to stand for their rights and make independent decisions, using the examples of women role models from their regions. Besides, awareness raising events in local communities about women's contribution to community development and Azerbaijan's tradition of women's social activism were organised. These events brought together women and successful entrepreneurs from Gusar, Masalli, Sabirabad and Bilasuvar to discuss the role of women in community development and activism, to share personal experiences in business development and obstacles women overcome in their communities, the importance of women participation in community projects and models of effective networking. Importantly, such events were a good space for successful entrepreneurs who started their businesses with the Project's support to share their own experiences in establishing their businesses, their views of social participation, networking, and importance of the community and specific contribution and benefits, which women can have in resolving local problems.

Most importantly, the three WRCs, in Sabirabad, Neftchala and Bilasuvar, were registered in the period between 2016 and 2017, which in itself has been a strong result of the project and partnership with SCFWCA. The registration of the WRCs has been important precedent coming in the complex time for NGO work but also women position in Azerbaijan, indicating that the government recognition of work on women empowerment as well as a recognition of role WRC can play in local communities. Given that women in regions often face restricted access to public places but also strong social pressure that disadvantages women and excludes them, WRCs provide a customized 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. Since establishment, and particularly since registration, WRCs have served as space for networking among women, gathering venue for discussions and exchanges on issues of gender rights and social participation, family and other issues, and learning. Feedback from women members of WRCs gathered within the scope of this evaluation is strong in confirming the Centers' 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.

**"Being part of WRC  
changed my life."**

WRC member in Bilasuvar



### Specific Objective: Enable vulnerable women to better exercise their economic rights

The **project's strongest and most lasting results** have been achieved in enabling vulnerable women exercise their economic rights. UNDP has been building the model of empowering women to become successful entrepreneurs even in the previous project "Promoting rural women's participation in the social and economic life" that has supported establishment of the Women Resource Centres (WRC) in Sabirabad and Neftchala regions. The empowerment of women to exercise their economic rights has been closely linked to and building on achievements of the project within the Specific objective 2. With support of the Project, 28 businesses have been supported by women, most of which come from rural areas with little or no access to resources or other employment opportunities. Some of these businesses were at very early stage of establishment in 2014 during the implementation of the above mentioned previous UNDP project (as evidenced by the evaluator<sup>4</sup>), and the site visits and discussions with business women conducted within the scope of this evaluation showed strong business expansion and new opportunities that the project opened. Project data shows that within this support component, 42 new jobs were created, most of which are full time.

The intention of this evaluation was not to conduct a cost-benefit analysis of project's interventions. Still, in hypothetical terms, the businesses established and 42 new jobs created have direct effect on at least the same number of families, which now have more resources and opportunities. If the average family in rural areas in Azerbaijan includes families of 6 or more members, the number of directly affected persons by the project economic support activities amount to at least 252 persons. Further indirect effects can be envisaged in all those linked business activities within the value chain, expanding this number to a much wider group.

Closely linked and most critical achievement of the project going beyond increasing skills and supporting the businesses was the project's contribution to 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. Inquiry on the numbers of businesses and jobs with women benefiting from the project but also other interlocutors revealed an important finding: while the numbers (28 businesses and 42 jobs)

**"I feel that, before, I was hiding behind a closed door. The Project opened this door to me to the beautiful new world."**

WRC member in Bilasuvar

do not sound as such impressive numbers; putting them in perspective of local communities (persistent poverty, disadvantage of women and strong patriarchal rules as well as other social exclusion issues), these numbers reveal life-changing moves for women who feel more empowered to stand for their rights, take more proactive role in their family and in their community. This in turn enables women to self-protect from GBV, social prejudices and become productive members of the family and community. Women share that their strongest change is the way in which their husbands and families approach them, stating that they gain new respect and recognition as bread winners and activists.

Simultaneously, the project's indirect effect is the one of building capacities of government counterparts, sharing ideas and models for working with women, particularly in terms of importance of investing in women as active members of society, which is recognised and further driven by SCFWCA.

The table below presents the progress towards results matrix with ratings of indicators.

<sup>4</sup> UNDP; Kacapor-Dzihic, Zehra (2015); Outcome evaluation: Country Programme Outcome 2: Policies, capacity to address regional and gender disparities in work opportunities strengthened, with focus on increasing the ability of vulnerable groups to manage and mitigate risks; UNDP Azerbaijan

**TABLE 2. PROGRESS TOWARDS RESULTS MATRIX (ACHIEVEMENT OF OUTCOMES AGAINST END-OF-PROJECT TARGETS)**

Fixed cut-off descriptors (highly satisfactory - HS, satisfactory - S, moderately satisfactory -MS, moderately unsatisfactory - MU, unsatisfactory – U and highly unsatisfactory - HU) were applied as well as the following Indicator Assessment Key.

Green= Achieved		Yellow= On target to be achieved		Red= Not on target to be achieved		
Project Strategy	Indicator	Baseline Level	End-of-project Target	Status	Achievement Rating	Justification for Rating
<b>Overall objective:</b> <i>to increase the role of the civil society in advancing women's right and to promote participation of women in civil society organizations</i>	Indicator 1: <i>Number of CSOs advancing rural women's rights and promoting participation of women in civil society organizations in Bilasuvar, Neftchala, Sabirabad and other regions</i>	N/A	16 NGOs	16 NGOs	S	There were three trainings for NGOs and the total reach of 16 NGOs with total participation in average 25 per training.  Simulation exercise engage 33 persons from 16 NGOs
	Indicator 2: <i>Percentage of women respondents who agree or strongly agree that barriers to women's social participation are reduced (measured through women's perception) and by this, women social participation has increased</i>		75%	100% of women participating in the group discussions organised within the scope the evaluation. Targeted survey on the entire 'universe' of women beneficiaries was not conducted.	S	Feedback gathered throughout the evaluation process from all interviewed women benefiting from the project and also women NGO representatives points to agreement that the project has contributed to reducing the barriers to women's social participation and also increasing women participation in community life.

<b>Specific objective 1:</b> <i>Non-governmental organizations advancing the gender equality agenda through human-rights based approach</i>	Indicator 3: <i>Number of NGOs benefitting from trainings and knowledge resources</i>	N/A	16 NGOs	16 NGOs but also wider pool of activists, students and other NGOs in networks of NGOs targeted by this Project	HS	
	Indicator 4: <i>Number of NGOs utilizing knowledge, skills and abilities received from trainings and resources</i>	N/A	Yes	16 NGOs but also wider pool of activists, students and other NGOs in networks of NGOs targeted by this Project	S	
<b>Specific objective 2:</b> <i>Strengthen capacities of women activists to better exercise their right to social participation</i>	Indicator 1: <i>Number of women who participated in capacity building workshops who report on increased degree of social participation</i>	N/A	350 women	355	S	Feedback gathered throughout the evaluation process from all interviewed women benefiting from the project <i>strongly agree that WRCs play an active role in promoting women's social participation (measured through women's perception) in the regions of Bilasuvar, Neftchala and Sabirabad.</i>
	Indicator 2: <i>Percentage of women respondents who agree or strongly agree that WRCs play an active role in promoting women's social participation (measured through women's perception) in the regions of Bilasuvar, Neftchala and Sabirabad.</i>	N/A	75%	100% of women participating in the group discussions organised within the scope the evaluation. Targeted survey on the entire 'universe' of women beneficiaries was not conducted.	HS	



<b>Specific objective 3:</b> <i>Enable vulnerable women to better exercise their economic rights</i>	Indicator 1: <i>Percentage of women respondents who agree or strongly agree that barriers to exercising women's economic participation are reduced by capacity development (measured through women's perception)</i>	N/A	75%	100% of women participating in the group discussions organised within the scope the evaluation. Targeted survey on the entire 'universe' of women beneficiaries was not conducted.	S	
	Indicator 2: <i>Number of women with improved livelihoods due to developed business skills, supported start-ups and employment through job fairs.</i>	N/A	20 women	28 through start up business, they have recruited additionally 42. Through the Job Fair 8  Total:78	HS	
	Indicator 3: <i>Number of women supported in setting up their business who report an increase in income</i>	N/A	28 women	28	HS	

#### 4.4. Project Implementation and Adaptive Management

**Management Arrangements of the project are feasible and are a driver for the project results. The Programme's efficiency was enhanced by an experienced team of local experts and outsourced consultants.** UNDP team has extensive experience from the previous cycles of supporting economic empowerment of women and piloting WRC centers. The WRC centers are staffed by local staff members in the respective regions where centers are located, which helps localising the expertise but also ensuring more socially relevant support is provided to women. The team has been further strengthened by outsourcing local expertise for activities relating to the CEDAW through partnering with WARD, but also through engaging consultants and CSOs which implemented trainings and other relevant capacity building activities for women and WRCs. Employing local expertise is a significant value added for the Project both in terms of utilization of local skills and expertise, efficiency and as a measure to further invest in human capital in the region by utilising and building on the experience and expertise of local experts. Finally, partnering with SCFWCA was a good way to ensure critical political support to the project is secured, which also contributed to efficiency but also effectiveness of support. The project was sufficiently flexible to adapt to changing circumstances and also to respond to unexpected issues that arise (e.g. positive

move by the government to allow registration of WRCs, or unexpected needs of businesses or CSOs).

**Work planning and project implementation flows were efficient.** Document review and stakeholder consultations point to the fact that **outputs have been delivered in a timely manner and that the project approaches and interventions were viable and efficient** in achievement of results. Also, the interviews reveal Project's openness and inclusion of partners from the government and civil society at all levels of interventions in planning and implementation of the project activities, strengthening the relevance of the project to developmental context of Azerbaijan.

**The project was financed by EU with UNDP financial and in-kind contribution, as well as in-kind contribution by the SCFWCA.** Project is part of the larger UNDP's sector support to socio-economic empowerment of women and support to WRC, financed by the New World Coca-Cola Foundation and USAID. The project, being part of the larger framework, ensures there are synergies and complementarities between interventions. Importantly, the project team invests efforts in cross-fertilizing between regions engaged in different projects to ensure wider networking and exchanges among women. Interviews and group discussions with women benefiting from the project confirm that these opportunities have been extremely meaningful to them particularly from the point of increasing their social network and widening their views.

**Project-level monitoring and evaluation system is efficient, while reporting is mainly output based. UNDP's monitoring and evaluation framework for project is comprehensive and enables good data input for analysis and reflection.** The project team collects data on all events and captures main achievements both at output and outcome levels. The outcome level monitoring is conducted by regular monitoring visits to businesses, WRCs and local authorities, as well as close contact between the team members and supported business women, as witnessed during the course of the evaluation. Reporting is very detailed and provides good insight into activities and results (outputs) achieved. There is limited outcome analysis, and this is a potential area for improvement of the project. The positive finding of the evaluation is that the project was based on lessons learned and recommendations from previous cycles of support to economic empowerment of women. The survey to the entire 'universe' of women beneficiaries was not conducted within the scope of the project to inform the indicators set by the project to measure results.

Data gathered throughout the evaluation process points that the main strength of the project is the stakeholder engagement at all levels (government at state and local/regional level; partners (WARD and SCFWCA); CSOs and experts engaged, donor)/ the Project team invests a lot of efforts in ensuring stakeholder engagement in all steps in the planning and implementation. The fact that the main project office is located in the SCFWCA facilitates close contacts and consultations with this partner, but also ensures SCFWCA's ownership over project results.

## 4.5. Sustainability

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Interviews with partners and stakeholders have demonstrated strong commitment, leadership, and technical capabilities to continue the efforts for sustaining the WRCs and established businesses. The evaluator had an opportunity to visit the supported WRC and just established businesses in Sabirabad at the end of 2014 within the scope of the Outcome Evaluation<sup>5</sup>, noting that sustainability of these is questionable without external financial support. In 2018, the visit to the same community (region) included visits to the same businesses and the WRC. It showed that the businesses established within the previous support have been successful and even expanded far beyond the scope they even envisaged in 2014. Interviews with business women and site observations of

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<sup>5</sup> UNDP; Kacapor-Dzihic, Zehra (2015); Outcome evaluation: Country Programme Outcome 2: Policies, capacity to address regional and gender disparities in work opportunities strengthened, with focus on increasing the ability of vulnerable groups to manage and mitigate risks; UNDP Azerbaijan

businesses show that these are quite stable and strong prospects for further expansion in the next period. Importantly, these interviews and site visits presented additional sustainable change: confidence and power of these business women as well as clear and optimistic vision of the future. All supported WRCs have been officially registered as local NGOs, which is already a great success by itself taking into account the complexities of the current legislative framework for NGO registration. WRCs are more established in their communities, with close cooperation with local authorities and higher number of women attending various activities. Interviews with the WRC teams, local authorities, the SCFWCA confirm commitment to sustain the WRCs and include them more systematically in the official support to women empowerment in the regions. This is a critical additional driver of sustainability of project results.

**The manuals, toolkits, guides developed by the project (see effectiveness section) will be instrumental for the continuation of capacity building and quality assurance activities.** Efforts are being made by UNDP in partnership with WARD and the government have contributed to more systematic understanding and capacities relating to CEDAW. The Project has provided important learning opportunities through exchanges with successful business women, CSOs, individuals and it is expected that the awareness and knowledge acquired will be sustainable at individual level. It is still not clear whether targeted NGOs will use their knowledge and skills on CEDAW to prepare the CEDAW shadow report. This is an area for further focus of the project in the potential follow up phase. Also, it is of utmost importance to continue the capacity building activities and the tools developed by the project both on CEDAW, the business development, but also other areas provide essential prerequisites for doing so.

## 5. Conclusions

The following sections of the report present sets of cross-cutting conclusions and recommendations, derived from the findings and answers to the main areas of focus of evaluation required in the ToR.

### CONCLUSION 1: Project strategy (Relevance)

**UNDP Interventions within the project were relevant** for Azerbaijan government's efforts towards enhancing women's rights while also addressing important capacity challenges of CSOs, and women individually and collectively (through WRC). Project is in line with governments' strategic directions, with its objectives responding to the government's legislative and policy framework for gender equality and rights. The Project addressed capacity building needs of CSOs towards increasing understanding of the CEDAW, particularly in terms of providing inputs in policy making and monitoring on mainstreaming gender, while also assisting with improvement of systems to enhance gender rights through development of CEDAW shadow reports. The project responds to the needs of women in small communities to gain opportunities to become economically empowered but also to meet other women and strengthen social networks.

### CONCLUSION 2: Project implementation and adaptive management

**Project implementation is assessed as efficient, while the project was guided by adaptive management principles.** Financial and human resources of the project have been very efficiently utilised for achievement of results. The project's budget is relatively small for amount of work undertaken and the success in making the most of these funds is very positive. The project managed to utilise the political leverage of the SCFCWA, while also creating efficient partnership with the local NGOs, particularly the WARD. The team is lean with a pool of experts engaged in different activities. The one area of improvement is a threat of spreading human resources thin. M&E processes within the project are efficient and provide good inputs for reflection on project results. The project was sufficiently flexible to adapt to changing circumstances and also to respond to unexpected issues that arise (e.g. positive move by the government to allow registration of WRCs, or unexpected needs of businesses or CSOs).

### CONCLUSION 3: Progress towards results

**Contributions to empowerment of women, particularly those coming from rural areas, are significant.** The project has applied a holistic approach to women empowerment, tackling support to NGOs, women activists, entrepreneurs and empowerment of women who would otherwise not be in position to participate in community life. Applying such approach, the project succeeded in opening a window to the world for women in the remote and traditional areas, infiltrating the barriers of women's marginalisation. More than the immediate impact on women of the various economic empowerment-based interventions, making the employment or business start-up opportunities accessible to women is the achievement of this project and a significant contribution towards the overall objective to the project. Besides, the project invested strong capacity development efforts, including trainings, workshops and discussions as a space for women NGOs and activists to learn, exchange and network. Women participants considered them to be relevant and effective in view of their immediate objectives. The capacity building also contributed to increased sense of self-confidence and motivation to take more proactive role in advocacy and watch dog function of NGOs within the framework of CEDAW. Important achievement was the registration of the three Women Resource Centres in the three target communities as a space for women to gather, exchange business and other ideas and plans and discuss lessons learned and experiences. Beyond project's achievements as discussed above, most important achievement was actually the investment into social capital, women's empowerment to start changing their family and society roles and also become more independent and strong as evidenced by this evaluation. This is important contribution, particularly in small communities where gender roles are still divided and women are marginalized.

#### **CONCLUSION 4: Sustainability Prospects**

Based on the assessment of results, **the sustainability of UNDP results have mixed prospects.** The current policy and institutional framework governing the gender and socio-economic empowerment is supportive for further development and expansion of programmes and approaches. WRCs are established and registered, which make for strong sustainability measure. Most established businesses are pretty dynamic and positively developing at the time of this evaluation. However, there are significant financial constraints at the national and regional levels of government, making the continuation of gender reforms but also functioning and expansion of WRCs, (and businesses to some extent) dependent on external funding. At operational level, there is a question of how sustainable new knowledge and skills on CEDAW, GBV, and other relevant topics are, bearing in mind that capacity building support was provided for limited period of time. The manuals, training curricula and guides developed provide a good basis for further capacity building and quality assurance activities.

## 6. Recommendations

The recommendations presented in Table 4 below are based on the findings and conclusions of the evaluation. Each interview provided opportunity to check the perceptions of various stakeholders (representatives of the EU, the SCFWCA, UNDP team, WARD as a project partner, representatives of civil society organisations, the WRCs and final beneficiaries) concerning the top priorities of the women empowerment process to be addressed in the coming years, and consequently the role UNDP, SCFWCA and partners should play in supporting this process. The recommendations are divided into two categories: strategic recommendations, and operational recommendations.

The Strategic Recommendations are aimed to be used by the SCFWCA and other relevant government institutions contributing to women empowerment, UNDP, EU and other donors in prioritising and programming future government and donor support towards socio-economic empowerment of women and strengthening the role of civil society in these processes. The Operational Recommendations are aimed to inform the operational segments of implementation of the potential follow up project. Each recommendation has an addressee and a proposed timing.

**TABLE 3. LIST OF RECOMMENDATIONS**

No	Recommendations	Addressee	Timing
<b>Strategic Recommendations (S)</b>			
<b>S1</b>	<p><b>Continue to support to the realization of women's economic and social rights in Azerbaijan through scaling up the model across the country.</b></p> <p>The project has succeeded in achieving important results in empowering women entrepreneurs, activists and NGOs. The model developed and tested by UNDP that includes packages of capacity building support; WRC development and registration; business start up and function as well as overall women empowerment have proven to be functional. In order to ensure equal development of different regions, UNDP in cooperation with SCFWCA and donors should explore how to provide continued support to national actors to apply and build on these models in their communities and regions.</p>	UNDP SCFWCA Donors	2018 and beyond
<b>S2</b>	<p><b>Engage with a wider pool of women NGOs from central and regional levels in future interventions.</b></p> <p>UNDP partnered with NGO WARD in achieving results within the Specific objective 1 and 2 of the project with a number of NGOs targeted as beneficiaries of assistance. In the potential future interventions, UNDP should partner with a wider pool of NGOs to ensure equal representation and strengthening their capacities, but also in promoting the role of women in socio-economic life.</p>	UNDP NGOs	2019 and beyond

No	Recommendations	Addressee	Timing
<b>S3</b>	<p><b>Develop the theory of change of the concept of women economic and social empowerment</b></p> <p>The project so far has been based on the log frame presenting the results framework. However, taking into account the nature of the project and the level of change it aims to achieve, it is advised that the Project (if continued or replicated) develops a Theory of change to capture this desired change.</p>	UNDP	Next project
<b>Operational Recommendations (O)</b>			
<b>O1</b>	<p><b>Conduct cost-benefit analysis of the projects contributions</b></p> <p>Official project figures of established businesses and jobs created are important but do not allow for understanding of the full scope of project's contribution towards positive outcomes of women's social and economic empowerment. If in any way feasible, UNDP is advised to conduct a cost-benefit analysis to understand, better what the model is bringing to local communities and wider Azerbaijan's society.</p>	UNDP	2018
<b>O2</b>	<p><b>Continue supporting NGOs towards strengthening their capacities and role in CEDAW monitoring.</b></p> <p>The project laid strong grounds for NGOs to understand and be able to monitor CEDAW implementation. In order to build up on this, and ensure more sustainable efforts of NGOs in this field, UNDP should continue these efforts that may lead to NGOs readiness to develop a strong and evidence based alternative CEDAW report by 2019.</p>	UNDP and NGOs	2018-2019
<b>O3</b>	<p><b>Continue critical support to communities, which struggle with adequate social inclusion of women.</b></p> <p>UNDP's work thus far provided important lessons learned and experiences, pointing that most needs and at the same most returns come when investing in poor and excluded communities. UNDP should continue providing support to women from such communities as investment in critical agents of change.</p>	UNDP SCFWCA Donors	2018 and beyond



## Annex 1. Evaluation Matrix

Evaluation Question (EQ)	Indicators	Sources of Information	Data collection methods
<b>Evaluation category as required by the TOR: Project strategy</b>			
EQ 1. To what extent has the Project responded and remained relevant to the country priorities and in line with the national sector development priorities and plans of the country?	<p><b>Indicator 1. 1 Project</b> Objectives and results have linkages to the Azerbaijan's national sector development priorities and plans of the country with regards to gender equality and the role of civil society.</p> <p><b>Indicator 1. 2</b> The Project intervention concept is aligned to identified needs regarding implementation of the CEDAW as well as overall women economic empowerment priorities (High/Medium/Low).</p>	Country Strategies, government gender related strategies/policy documents	<p>Document analysis</p> <p>Key Informant Interviews</p> <p>Group discussions</p>
EQ 2 To what extent is the design of the Project concept and its modalities contributing to the effectiveness of the support? Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?	<p><b>Indicator 2.1.</b> Project concept includes a sound intervention logic/results framework with SMART indicators and targets, in line with best practices, that enables most effective route towards expected/intended results</p> <p><b>Indicator 2.2.</b> Project concept provides clear definition of the problem to be addressed and the underlying assumptions</p> <p><b>Indicator 2.3.</b> Evidence of Project partners' attempt to review any incorrect assumptions or changes to the context in order to ensure achievement of the project results as outlined in the Project Document.</p> <p><b>Indicator 2.4.</b> Percentage of lessons learned and recommendations from previous similar projects integrated in the project design.</p> <p><b>Indicator 2.5.</b> Project design and implementation was done in close consultation with the government partners to ensure country ownership</p>	Project documentation, Key Informants	<p>Document analysis</p> <p>Key Informant Interviews</p>
<b>Evaluation category as required by the TOR: Project Implementation and Adaptive Management</b>			



<p>EQ 3. How efficiently, in terms of quality and quantity, has the Project been managed with regard to the financial and human resources available?</p>	<p><b>Indicator 3.1.</b> Project implementation coordinated, monitored and reported within an overall supervision system (including the Project Board)</p> <p><b>Indicator 3.2.</b> Degree of respect of reporting requirements, cases reporting delays and their causes</p> <p><b>Indicator 3.3.</b> Adequacy of staffing vis-à-vis perceived/realized workload</p> <p><b>Indicator 3.4.</b> Degree of implementation delays and their causes</p> <p><b>Indicator 3.5.</b> Degree of adequacy of the budget vis-à-vis the volume of tasks carried out</p> <p><b>Indicator 3.6.</b> Work-planning processes are results-based and contribute to effectiveness of support</p> <p><b>Indicator 3.7.</b> Possible adjustments to the projects' design (logical framework) and budget are justified, appropriate and relevant, accompanied by a sound analysis and communicated to the donor.</p> <p><b>Indicator 3.8.</b> Fiduciary and sound financial management rules allowed cost-effective and conscious implementation of project and informed decisions to allow for timely flow of funds</p> <p><b>Indicator 3.9.</b> Co-financing being is used strategically to help the objectives of the project as evidenced through regular meetings of all co-financing partners in order to align financing priorities and annual work plans</p>	<p>Project documentation, Informants      Key</p>	<p>Document analysis</p> <p>Key Interviews      Informant</p>
<p>EQ 4. To What extent has the project developed and leveraged partnerships toward efficient and effective delivery of results?</p>	<p><b>Indicator 4.1.</b> Collaborative leadership of the cooperation with direct and tangential stakeholders is efficient and effective, with transparent and timely decision-making</p> <p><b>Indicator 4.2.</b> Roles and responsibilities are agreed and clear</p>	<p>Project documentation, Informants      Key</p>	<p>Document analysis</p> <p>Key Interviews      Informant</p>

	<p><b>Indicator 4.3.</b> The Executing Agency/Implementing Partner(s) execute their tasks with quality</p> <p><b>Indicator 4.4.</b> Degree to which lessons derived from the adaptive management process are documented, shared with key partners and internalized by partners.</p> <p><b>Indicator 4.5.</b> Support provided by the Project Beneficiary (SCFWCA) contributes to efficiency and effectiveness of support</p>		
EQ 5. To what extent has the monitoring system contributed to effective reflection of progress towards delivery of results?	<p><b>Indicator 5.1.</b> Monitoring system and related tools effectively tracks progress of individual project activities and the broader development aspects</p> <p><b>Indicator 5.2.</b> Monitoring system setup is accessible for involvement of key partners and aligned with national systems</p> <p><b>Indicator 5.3.</b> Adequacy of resources allocated to monitoring and evaluation</p>	Project documentation, Key Informants	Document analysis Key Informant Interviews
EQ 6. To what extent do communication systems in place for the project contribute to efficient awareness raising and information on project progress and intended impact to the partners and public?	<p><b>Indicator 6.1.</b> The project's Communication strategy is in place and contributes to regular and effective communication with key stakeholders (to ensure no key stakeholder is left out of communication)</p> <p><b>Indicator 6.2.</b> Communication tools include feedback mechanisms I</p> <p><b>Indicator 6.3.</b> Degree to which communication with stakeholders contributes to their awareness of project outcomes and activities and investment in the sustainability of project results I</p> <p><b>Indicator 6.4.</b> Evidence of appropriate outreach and public awareness campaigns to raise awareness of public on project progress and intended impact</p>	Project documentation, Key Informants	Document analysis Key Informant Interviews
<b>Evaluation category as required by the TOR: Project Progress Towards Results</b>			

EQ 7. To what extent has the project achieved its results?	<p><b>Indicator 7.1.</b> CSO beneficiaries of various capacity building interventions (trainings, workshops, etc.) feel confident to work on advancement of the gender equality agenda with application of human-rights based approach</p> <p><b>Indicator 7.2.</b> CSOs, beneficiaries of various capacity building interventions (trainings, workshops, etc.), have opportunity to apply and practice their acquired skills to work on advancement of the gender equality agenda with application of human-rights based approach</p> <p><b>Indicator 7.3.</b> Women activists, beneficiaries of various capacity building interventions (trainings, workshops, etc.) feel confident to better exercise their right to social participation</p> <p><b>Indicator 7.4.</b> Women activists, beneficiaries of various capacity building interventions (trainings, workshops, etc.), have opportunity to apply and practice their acquired skills to exercise their right to social participation</p> <p><b>Indicator 7.5.</b> Vulnerable women, beneficiaries of Project activities, feel confident to exercise their economic rights.</p> <p><b>Indicator 7.6.</b> Vulnerable women, beneficiaries of various project support activities, have opportunity to apply and practice their acquired skills to exercise their economic rights.</p> <p><b>Indicator 7.7.</b> Supported Women Resource Centers are institutionalised and fulfil their missions</p> <p>Main drivers and hindering factors affecting achievement of results</p>	Project documentation, Key Informants	<p>Document analysis</p> <p>Key Informant Interviews</p> <p>Focus Group discussions</p> <p>Site observations</p>
EQ 8 What is the level of Project's contribution to overall objective?	<p><b>Indicator 8.1.</b> Evidence of positive contribution of the project to beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc.)</p> <p><b>Indicator 8.2.</b> Evidence that the projects activities made a visible contribution to enhanced role of civil society in advancing women's rights and promotion of economic and social participation of rural women through civil society organizations.</p>	Project documentation, Key Informants	<p>Document analysis</p> <p>Key Informant Interviews</p> <p>Focus Group discussions</p> <p>Site observations</p>

<b>Evaluation category as required by the TOR: Sustainability</b>			
<b>EQ 9 What are the sustainability prospects of achieved results?</b>	<p><b>Indicator 8.3.</b> Level of commitment of local and national government stakeholders to support the objectives of the project</p> <p><b>Indicator 8.4.</b> Local and national government partners continue to have an active role in project decision-making that supports efficient and effective project implementation</p> <p><b>Indicator 8.5.</b> Mechanisms in place to ensure sustainability of results at local and national levels</p>	Project documentation, Informants      Key	<p>Document analysis</p> <p>Key Interviews      Informant</p> <p>Focus discussions      Group</p> <p>Site observations</p>

## Annex 2. Terms of Reference

Final evaluation of the UNDP/EU project “Enabling civil society to play a greater role in advancing gender equality and women’s rights”

Title: Evaluation Consultant (international position)

Location: Bilasuvar, Sabirabad, Neftchala and Baku, Azerbaijan

Type of contract: Individual Contract

Starting date: 05 February 2018

End date: 30 March 2018

### **PROJECT BACKGROUND INFORMATION**

The project titled “Enabling civil society to play a greater role in advancing gender equality and women’s rights” is funded by the EU Delegation to Azerbaijan and jointly implemented by the United Nations Development Programme (UNDP) in partnership with the State Committee for Family, Women and Children Affairs (SCFWCA), and the Women’s Association for Rational Development (WARD).

The overall objective of the action is to increase the role of civil society in advancing women’s rights and to promote economic and social participation of rural women through civil society organizations. The specific objectives of the action are the following:

1. Build capacities of the non-governmental organizations to advance the gender equality agenda through human-rights based approach;
2. Strengthen capacities of women activists to better exercise their right to social participation;
3. Enable vulnerable women to better exercise their economic rights.

The project is implemented in Sabirabad, Neftchala, Bilasuvar regions and Baku, and focuses on:

- Capacity building for NGOs on CEDAW Convention;
- Capacity building for Women Resources Centres;
- Legal education of CSOs and local women;
- Trainings for women in social participation;
- Trainings for women in entrepreneurial skills; and
- Support to business start-up for women.

Capacity development approach constitutes the principal methodology for the implementation of all activities proposed by the action. As practiced and promoted by UNDP, an essential ingredient in the capacity development approach is to bring about transformation that is generated and sustained over time from within.

The indicative project activities are structured under the four Expected Results as below:

**Expected Result 1. CSOs have stronger capacities to advocate for, monitor and report on the implementation of the major international treaty addressing women’s rights:**

- Activity 1.1** Development of a legal education guide for NGOs on CEDAW Convention
- Activity 1.2** Awareness raising session for NGOs to improve their understanding of CEDAW
- Activity 1.3** Development of a toolkit on effective advocacy to promote women's rights
- Activity 1.4** Delivery of training to NGOs on effective advocacy to promote women's rights
- Activity 1.5** Development of a toolkit on monitoring fulfilment of obligations under CEDAW Convention and guidelines on preparing alternative CEDAW report
- Activity 1.6** Delivery of training on monitoring and reporting under CEDAW Convention
- Activity 1.7** Organization of a simulation exercise modelling a CEDAW Committee session with participation of government and NGOs

**Expected Result 2. Women Resource Centres are established and/or maintained as a vehicle to support women's civic engagement in Sabirabad, Neftchala and Bilasuvar:**

- Activity 2.1** Assessment of barriers preventing women's civic engagement in the target regions
- Activity 2.2** Establishment of a new Women's Resource Centre in Bilasuvar
- Activity 2.3** Training for three WRCs to build robust capacity on organizational development
- Activity 2.4** Support to development and Implementation of Action Plans for the three WRCs
- Activity 2.5** Study tour for WRC coordinators and/or active WRC members to learn experiences on community-based women's organizations abroad

**Expected Result 3. Women community groups are equipped with tools and resources to exercise their right to social participation:**

- Activity 3.1** Development of a Resource Guide to Advancing Women's Economic and Social Rights Using CEDAW and a booklet on economic and social rights of women in Azerbaijan
- Activity 3.2** Training to improve legal education of women on CEDAW convention and economic and social rights in Azerbaijan
- Activity 3.3** Training on *Strengthening Women's Social Participation in Rural and Peri-urban Areas*
- Activity 3.4** Awareness raising campaign among local communities about women's contribution to community development and Azerbaijan's tradition of women's social activism
- Activity 3.5** Training to interested women on the basics of NGO Establishment and Management
- Activity 3.6** Networking among women activists from the three target regions through 3 face-to-face meetings and social media platforms
- Activity 3.7** Provision of legal advice to the community activists interested to establish local NGOs

## **Expected Result 4. Women are enabled to more actively participate in economic activities and exercise their economic rights:**

- Activity 4.1** Assessment of employment opportunities/vacancies in the local labour market that could be filled by active women of the target regions
- Activity 4.2** Trainings courses in the WRCs as may be relevant based on the labour market demand (e.g. CV writing, computer courses, accounting and others)
- Activity 4.3** Production of a booklet on economic empowerment and delivery of awareness raising sessions to broaden understanding of the career choices
- Activity 4.4** Meeting with the private sector and banks to sensitize them to gender specific needs and initiate dialogue between the businesses and civil society activists to promote women's rights
- Activity 4.5** Organization of a Job Fair as a venue to bridge job-seeking women with potential employers
- Activity 4.6** Production of the "*Start and Improve your Business*" training manual and delivery of business start-up training including support to business proposal writing
- Activity 4.7** Competition for best business proposal among women graduates from the '*Start and Improve your Business*' training and procurement of in-kind inputs to support winners of the competition

### **EVALUATION GOAL AND OBJECTIVES**

The final evaluation will assess the progress towards achievement of project objectives and outcomes as specified in the Project Document, and assess the relevance and sustainability of outputs as contributions to long-term development changes. In general, the Final Evaluation will:

1. Measure to what extent the project has fully implemented their activities, delivered intended outputs and attained outcomes and specifically measuring development results.
2. Generate substantive evidence-based knowledge by identifying best practices and lessons learned that could be useful for other development interventions at national (scale up) and international level (replicability).
3. Evaluate the findings in relation to one or more of the related SDG thematic windows.

### **EVALUATION APPROACH & METHODOLOGY**

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator will review all relevant sources of information including documents prepared during the preparation phase (i.e. UNDP proposal to the EU Delegation, the Project Document, project progress reports, project budget revisions, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based review).

The evaluator is expected to follow a collaborative and participatory approach<sup>6</sup> ensuring close engagement with the UNDP Country Office, EUD, project team, government counterparts and other key stakeholders. Stakeholder involvement should include key informant interviews with key experts and consultants in the subject area, project team, partners and beneficiaries, etc.

The final evaluation report should provide the evaluation methodology and its rationale, describing the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

### **DETAILED SCOPE OF THE FINAL EVALUATION**

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<sup>6</sup> For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

The scope of the final evaluation will cover all activities undertaken in the framework of the project. The evaluator will compare planned outputs of the project to actual outputs and assess the actual results to determine their contribution to the attainment of the project objective.

The evaluator will assess the following four categories of project progress.

i. **Project Strategy**

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logical Framework Matrix:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound).
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Verify whether the broader development aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators.

ii. **Progress Towards Results**

Analysis of Progress towards Outcomes:

- Review the Logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

**Table. Progress towards Results Matrix (Achievement of outcomes against End-of-project Targets)**



Project Strategy	Indicator <sup>7</sup>	Baseline Level <sup>8</sup>	End-of-project Target	Achievement Rating <sup>9</sup>	Justification for Rating
Outcome 1:	Indicator 1:				
	Indicator 2:				
Outcome 2:	Indicator 3:				
	Indicator 4:				
Outcome 3:	Indicator 5:				
	Indicator 6:				

### **Indicator Assessment Key**

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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In addition to the analysis of progress towards outcomes:

- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

### **iii. Project Implementation and Adaptive Management**

#### **Management Arrangements:**

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the Project Beneficiary (SCFWCA) and recommend areas for improvement.

#### **Work Planning:**

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/Logframe as a management tool and review any changes made to it since project start.

#### **Finance and co-finance:**

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.

<sup>7</sup> Populate with data from the Logframe and scorecards

<sup>8</sup> Populate with data from the Project Document

<sup>9</sup> Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU (See ToR Annex E below)

- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

#### Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

#### Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

#### Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil reporting requirements.
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

#### Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

#### **iv. Sustainability**

Assess the following risks to sustainability:

#### Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the EU grant assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

#### Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

#### Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

#### Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

### **v. Conclusions & Recommendations**

The evaluator will include a section of the report setting out the evaluation's evidence-based conclusions, in light of the findings.

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant.

The evaluator should make no more than 15 recommendations total.

### **vi. Ratings**

The evaluator will include the ratings of the project's results and brief descriptions of the associated achievements in *Evaluation Ratings & Achievement Summary Table* in the evaluation report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

**Table. Evaluation Ratings & Achievement Summary Table for “Enabling civil society to play a greater role in advancing gender equality and women’s rights” Project**

Measure	Achievement Description
Project Strategy	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)
	Outcome 1 Achievement Rating: (rate 6 pt. scale)

	Outcome 2 Achievement Rating: (rate 6 pt. scale)
	Outcome 3 Achievement Rating: (rate 6 pt. scale)
	Etc.
<b>Project Implementation &amp; Adaptive Management</b>	(rate 6 pt. scale)
<b>Sustainability</b>	(rate 4 pt. scale)

### **TIMEFRAME**

The total duration of the final evaluation will be approximately 2 months starting 05 February 2018.

Total number of working days: 20.

The tentative evaluation timeframe is as follows:

<b>TIMEFRAME</b>	<b>ACTIVITY</b>
7-9 February 2018	<ul style="list-style-type: none"> <li>- Desktop review of materials;</li> <li>- Preparing evaluation methodology ("Inception Report");</li> <li>- Planning of evaluation mission to Azerbaijan.</li> </ul>
12 February-16 February 2018	<p>During the mission in Azerbaijan (5 days in February):</p> <ul style="list-style-type: none"> <li>- Debriefing with project administrators</li> <li>- Evaluation mission: stakeholder meetings, interviews, visits</li> <li>- Mission wrap-up meeting &amp; presentation of initial findings</li> </ul> <p>Home-based work upon completion of mission:</p> <ul style="list-style-type: none"> <li>- Submission of draft report</li> <li>- Preparation &amp; Issue of Management Response</li> <li>- Submission of final report</li> </ul>
19 February- 6 March 2018	

### **DELIVERABLES**

<b>#</b>	<b>Deliverable</b>	<b>Description</b>	<b>Timing</b>	<b>Responsibilities</b>
<b>1</b>	<b>Inception Report</b>	Evaluator clarifies objectives, methods, and deadlines of evaluation	2 weeks before the evaluation mission to Azerbaijan	Evaluator submits to project management
<b>2</b>	<b>Presentation</b>	Initial Findings	End of evaluation mission	Evaluator presents to project management and UNDP CO
<b>3</b>	<b>Draft Final Report</b>	Full report (using guidelines on content outlined in Annex B) with annexes	Within 2 weeks after the mission	Sent to the UNDP CO, reviewed by Project Coordinating Unit, EUD
<b>4</b>	<b>Final Report</b>	Revised report detailing how all received comments have (and have not) been addressed in the final report	Within 1 week of receiving UNDP comments on draft	Sent to the UNDP CO

**All deliverables must be in English.** If applicable, the UNDP may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

**Inception Report** should be prepared by the evaluator before going into the full-fledged data collection exercise. It should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures.

## **IMPLEMENTATION ARRANGEMENTS**

The principal responsibility for managing this evaluation resides with the UNDP Country Office (UNDP CO) in Baku, Azerbaijan.

The commissioning unit will contract the consultant and ensure the timely provision of per diems and travel arrangements within the country for the evaluator. The Project Team will be responsible for liaising with the evaluator to provide all relevant documents, set up stakeholder interviews, and arrange visits.

### **Qualifications and Competencies**

One independent evaluator will perform the evaluation. The evaluator should have prior experience in reviewing or evaluating similar projects. Experience with UNDP/EU financed projects is an advantage. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the overall qualities in the following areas:

- Minimum Master's Degree in business administration, economics, regional development/planning, project assessment, or any other related fields **(15 points)**
- Experience and knowledge on gender equality and women's empowerment, civil society or related **(15 points)**
- Recent experience (minimum 5 years) with result-based management evaluation methodologies and applying SMART indicators, reconstructing or validating baseline scenarios; **(15 points)**
- At least five years of experience in programme/project evaluation and proven accomplishments in undertaking evaluations for international organizations, strong knowledge of United Nations development agenda, the civil society and working with government authorities **(15 points)**
- Experience working with the EU or EU-evaluations will be considered as an asset; **(10 points)**

### **Competencies**

- Strong reporting and communication skills;
- Excellent communication skills with various partners including donors;
- Demonstrable analytical and strategic thinking skills;
- Excellent written and spoken English and presentation capacities; working knowledge of Azerbaijani or Russian will be an asset;
- Result oriented.

## **PAYMENT MODALITIES AND SPECIFICATIONS**

- Payment will be done in three instalments and based on completion of deliverables:

- 1<sup>st</sup> instalment – 20% advance payment to cover travel costs, after signing the contract, February
- 2<sup>nd</sup> instalment – 40% - deliverable 1 and 2 (inception report and presentation of initial findings), March
- 3<sup>rd</sup> instalment – 40% - deliverables 3 and 4 (draft and final evaluation reports), March
- Financial proposal should be done as a lump sum in consideration of supposed travels (including accommodation, ticket and DSA).
- The breakdown is necessary.
- Daily allowance for Baku/Azerbaijan is 176 USD.
- Total working days should be no more than 20 days.
- Total no of days in the country/field (evaluation mission in Azerbaijan): 5 days
- Only economy class is applied to international consultant travel.

### **APPLICATION PROCESS**<sup>10</sup>

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Cover Letter
  - (i) Explaining why they are the most suitable for the work
  - (ii) Providing a brief methodology on how they will approach and conduct the work.
2. Financial proposal, i.e. total amount for completion of works, indicated in ToR
3. A filled out and signed P11 form with names and contacts of at least 2 referees.

**Criteria for Evaluation of Proposal:** Only those applications, which are responsive and compliant, will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

### **ToR ANNEX A: List of Documents to be reviewed by the evaluator**

1. UNDP Proposal to the EU Delegation, along with the Logical Framework Matrix
2. UNDP Project Document
3. Project Inception Report
4. All Project Progress Reports
5. Financial and Administration guidelines used by Project Team

The following documents will also be available:

6. Programme and Operations Policies and Procedures
7. UNDP country/countries programme document(s)
8. Minutes of the "Steering Committee" meetings
9. Project site location maps
10. Handbook on Planning M&E Evaluation for Development Results
11. UNDP Gender Equality Strategy (2014-2017)
12. UNDP Social and Environmental Standards (14 July 2014)

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<sup>10</sup> Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: <https://poppp.undp.org/SitePages/POPPRoot.aspx>

## **ToR ANNEX B: Guidelines on Contents for the Final Evaluation Report**<sup>11</sup>

- i. Basic Report Information (*for opening page or title page*)
  - Title of UNDP supported EU financed project
  - UNDP project ID#
  - Evaluation time frame and date of evaluation report
  - Region and countries included in the project
  - Executing Agency/Implementing Partner and other project partners
  - Acknowledgements
- ii. Table of Contents
- iii. Acronyms and Abbreviations
1. Executive Summary (*3-5 pages*)
  - Project description (brief)
  - Project progress summary (between 200-500 words)
  - Evaluation ratings & Achievement summary table
  - Evaluation findings
  - Concise summary of conclusions
2. Introduction (*2-3 pages*)
  - Purpose of the Final Evaluation and objectives
  - Scope & Methodology: principles of design and execution of the evaluation, evaluation approach and data collection methods, limitations to the final evaluation
  - Structure of the Final Evaluation Report
3. Project Description and Background Context (*3-5 pages*)
  - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
  - Problems that the project sought to address: threats and barriers targeted
  - Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
  - Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
  - Project timing and milestones
  - Main stakeholders: summary list
4. Findings (*12-14 pages*)
  - 4.1 Project Strategy
    - Project Design
    - Results Framework/Log frame
  - 4.2 Progress Towards Results
    - Progress towards outcomes analysis

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<sup>11</sup> The Report length should not exceed 40 pages in total (not including annexes).



- Remaining barriers to achieving the project objective

#### **4.3 Project Implementation and Adaptive Management**

- Management Arrangements
- Work planning
- Finance and co-finance
- Project-level monitoring and evaluation systems
- Stakeholder engagement
- Reporting
- Communications

#### **4.4 Sustainability**

- Financial risks to sustainability
- Socio-economic to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

### **5. Conclusions and Recommendations (4-6 pages)**

#### **5.1 Conclusions**

- Comprehensive and balanced statements (that are evidence-based and connected to the evaluation findings) which highlight the strengths, weaknesses and results of the project

#### **5.2 Recommendations**

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

### **6. Annexes**

- Final Evaluation ToR (excluding ToR annexes)
- Final evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Example Questionnaire or Interview Guide used for data collection
- Ratings Scales
- Evaluation mission itinerary
- List of persons interviewed
- List of documents reviewed
- Co-financing table (if not previously included in the body of the report)
- Signed UNEG Code of Conduct form
- Signed evaluation final report clearance form

### Annex 3. Interview Guide used for data collection

Evaluation questions, as set by the Evaluation framework in response to TOR requirement are the following:

1. To what extent has the Project responded and remained relevant to the country priorities and in line with the national sector development priorities and plans of the country?
2. To what extent is the design of the Project concept and its modalities contributing to the effectiveness of the support? Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
3. How efficiently, in terms of quality and quantity, has the Project been managed with regard to the financial and human resources available?
4. To What extent has the project developed and leveraged partnerships toward efficient and effective delivery of results?
5. To what extent has the monitoring system contributed to effective reflection of progress towards delivery of results?
6. To what extent do communication systems in place for the project contribute to efficient awareness raising and information on project progress and intended impact to the partners and public?
7. To what extent has the project achieved its results?
8. What is the level of Project's contribution to overall objective?
9. What are the sustainability prospects of achieved results?

#### **General methodological notes:**

Each interview, focus group discussion started with the presentation of the Evaluator and of the evaluation objectives, followed by the presentation of the interlocutors. Whenever necessary, a brief presentation of the Project was also done. Interviews lasted approximately 1-1.5 hours each.

The participants in focus group discussions were briefed in advance about the major topics to be discussed during the meeting. The discussion groups were composed of 6-8 women, depending on the context of the community/thematic area. The discussion groups lasted 1- 1.5 hours each and took place during the site visits to the target communities.

#### **Interview guide for UNDP team and WRC coordinators, WARD, EU and SCFWCA**

Identification (name, gender, position, contact details, relevant experience, coordinates), date and location.

1. To what extent has the Project responded and remained relevant to the country priorities and in line with the national sector development priorities and plans of the country?
  - ✓ Do Project Objectives and results show linkages to the Azerbaijan's national sector development priorities and plans of the country with regards to gender equality and the role of civil society?
  - ✓ Is the Project intervention concept aligned to identified needs regarding implementation of the CEDAW as well as overall women economic empowerment priorities?
2. To what extent is the design of the Project concept and its modalities contributing to the effectiveness of the support? Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
  - ✓ Does the Project concept include a sound intervention logic/results framework with SMART indicators and targets, in line with best practices, that enables most effective route towards expected/intended results?

- ✓ Were there efforts by Project partners' to review any incorrect assumptions or changes to the context in order to ensure achievement of the project results as outlined in the Project Document?
  - ✓ Does the project integrate lessons learned and recommendations from previous similar projects?
  - ✓ Is project designed and implemented in close consultation with the government partners to ensure country ownership?
1. How efficiently, in terms of quality and quantity, has the Project been managed with regard to the financial and human resources available?
  2. To What extent has the project developed and leveraged partnerships toward efficient and effective delivery of results?
  3. To what extent has the monitoring system contributed to effective reflection of progress towards delivery of results?
  4. To what extent do communication systems in place for the project contribute to efficient awareness raising and information on project progress and intended impact to the partners and public?
  5. To what extent has the project achieved its results?
  6. What is the level of Project's contribution to overall objective?
  7. What are the sustainability prospects of achieved results?

### **Guide for Focus group discussions with women. members of WRCs**

#### **Introduction**

- Introduction of the evaluator/s to the group
- Presentation of participants
- Provision of background information to the discussion group:
  - The purpose of the discussion
  - The intended recipients of findings and how they will be used
  - How feedback will be handled (issues of anonymity, confidentiality, data protection)
  - Rules of the discussion group: who speaks when and agreement on how to indicate when one wants to speak
  - The time allocated for discussion and explanation of the discussion group approach
- Answering any questions participants might have.

#### **Discussion**

- How did you learn about the project and what motivated you to participate?
- How did the Project support your efforts?
- What do you think have been the biggest achievements of the Project in your community? Would it have been possible to achieve these changes (if any) without the Project?
- What have been the main benefits for women?
- What challenges do you face? What are the main challenges in involving women?
- Has your community ensured support/funds for continuation of practices initiated by the project? If yes, in what way? If no, why not?
- What are the challenges ahead and ways to overcome them? What would your role be in this process?

#### **End of Discussion**

- Thanking participants for attending and giving feedback.

## Annex 4. Rating scales

The rating of the Project performance in the reference period April 2016 – March 2018 was determined by separately evaluating and ranking the four categories of project progress as specified in the ToR. The ToR requires all categories except for sustainability to be assigned a 6 -point scale. Sustainability is required to be rated by 4 point scale. The TOR stipulates that no rating on Project Strategy and no overall project rating is required.

The table below summarizes the approach and shows the relationship between the evaluation criteria, rating descriptors and scale points. It also provides the rating of the performance resulting from the evaluation process.

*Table 4. Performance Rating*

Category of project progress	Achievement Description	Rating	Rating descriptor	Scale point
<b>Project Strategy</b>		Not required by the Evaluation ToR	Totally relevant Very Relevant Average Partly relevant Irrelevant N/A	5 4 3 2 1 0
<b>Progress Towards Results</b>	Overall Objective:	Not required by the Evaluation ToR	Highly effective Effective Neutral Moderately effective Ineffective N/A	5 4 3 2 1 0
	Outcome 1: <i>Non-governmental organizations advancing the gender equality agenda through human-rights based approach</i>	4		
	Outcome 2: <i>Strengthen capacities of women activists to better exercise their right to social participation</i>	4		

	Outcome 3. <i>Enable vulnerable women to better exercise their economic rights</i>	4		
<b>Project Implementation and Adaptive Management</b>		5	Totally efficient Highly Efficient Efficient Moderately efficient Inefficient N/A	5 4 3 2 1 0
<b>Sustainability</b>		2	Most likely Likely Less likely Unlikely	3 2 1 0

## Annex 5. Evaluation Mission itinerary

Time	Monday, 12 March	Tuesday, 13 March	Wednesday, 14 March	Thursday, 15 March	Friday, 16 March
09:00					Debriefing UNDP - Alessandro Fracassetti, UNDP Deputy Resident Representative, Leyla Fathi, Programme Analyst and Gulara Humbatova, Project Analyst
10:00				Shahnaz Babayeva, Deputy Head of Excom, Sabirabad	Jale Amirbekova, Women Association
10:30		Sadagat Gahramanova, Deputy Head, SCFWCA		Aygun Aliyeva, WRCC Sabirabad	
11:00		Sabina Manafova, Head of International Relations Department, SCFWCA	Hanlar Mamedov, Deputy Head of ExCom, Bilasuvar	Focus group discussion with WRC members in Sabirabad	Zenfira Agayeva, Women Entrepreneurship LTD
11:30			Leyla Ismayilova, WRCC Bilasuvar	Jeyran, visit to business location	
12:00		Taliyya Ibragimova, Head of Legal Department, SCFWCA	Focus group discussion with WRC members in Bilasuvar		
14:00	Shahla Ismayil, Leyla Iskenderova, WARD	Malahat Murshudlu, NGO	Gulnara Ahmadova, Visit to business locations		
15:00		Esmira Orujova, NGO	Zulfiyya, Visit to Business locations		

15:30				Gulgadam Mirzazade, WRCC	
16:00	Maryam Haji-Ismayilova, EU	Leyla Fathi, Programme Analyst, Nadir Guluzadeh, Project Manager and Gulara Humbatova, Project Analyst	Mansura, Visit to business locations	Focus group discussion with WRC members in Neftchala	Departure



## Annex 6. List of interviewed persons

### Interviews

Name	Position, institution
<b>Government representatives</b>	
Sadagat Gahramanova	Deputy Head, SCFWCA
Sabina Manafova	Head of International Relations Department, SCFWCA
Taliyya Ibragimova	Head of Legal Department, SCFWCA
Hanlar Mamedov,	Deputy Head of ExCom in Bilasuvar
Shahnaz Babayeva	Deputy Head of Excom in Sabirabad
<b>European Union Delegation</b>	
Maryam Haji-Ismayilova	Task Manager, EU
<b>UNDP</b>	
Gulara Humbatova	Project Analyst
Nadir Guluzadeh	Project Manager
Leyla Fathi	Programme Analyst
<b>NGOs</b>	
Shahla Ismayil	Chairwomen, WARD
Leyla Iskenderova	Executive Director, WARD
Malahat Murshudlu	Independent Teacher's Public Union
Esmira Orujova	Help to captives and prisoners Public Union
<b>WRC Coordinators</b>	
Leyla Ismayilova	WRC Coordinator Bilasuvar
Aygun Aliyeva	WRC Coordinator Sabirabad
Gulgadam Mirzazade	WRC Coordinator Neftchala

### Focus group discussions participants and businesses visited

Focus group discussions participants	Businesses Visited
<b>Sabirabad</b>	
Babayeva Shahnaz	Jeyran Ibrahimova
Aliyeva Aygun	
Mehraliyeva Rena	
Zeynalli Khanim	
Babayeva Shahla	
Aliyeva Ruhangiz	
Aliyeva Gultakin	
Mammadova Sevil	
Ismayilova Samira	
Farajova Leyla	
Rasulova Sadagat	
Aliyeva Badam	
Ibrahimova Jeyran	
Afendi Gulshan	
<b>Bilasuvur</b>	
Gulnara Axmedova	Gulnara Axmedova
Zulfiyya Abishova	Zulfiyya Abishova
Shahla Abishova	Mansura Shahveranova
Mansura Shahveranova	
Natavan Azizova	
Aynur Rustamova	
Gulbaniz Aliyeva	

Kamila Huseynova	
Leyla Ismayilov	
<b>Neftchala</b>	
Mirzazade Gulgadam	
Ahadova Aynura	
Babayeva Gulchohra	
Huseynzade Tunzala	
Sardarzade Dinara	
Abdullayeva Aygun	

## Annex 7. List of reviewed documentation

- ✓ UNDP Proposal to the EU Delegation, along with the Logical Framework Matrix (original and revised)
- ✓ UNDP Project Document
- ✓ Project Inception Report
- ✓ Project Progress Reports
- ✓ Publications and resource materials produced by the Project
- ✓ Financial and Administration guidelines used by Project Team
- ✓ Programme and Operations Policies and Procedures
- ✓ UNDP country/countries programme document(s)
- ✓ Minutes of the Steering Committee meetings
- ✓ Project site location maps
- ✓ Handbook on Planning M&E Evaluation for Development Results
- ✓ UNDP Gender Equality Strategy (2014-2017)
- ✓ UNDP Social and Environmental Standards (14 July 2014)

Annex 8. Signed UNEG Code of Conduct form

Included as separate pdf file.

Annex 9. Signed evaluation final report clearance form

Included as separate pdf file.

## Annex 10. Progress in achieving expected results as measured by indicators

<b>Expected results</b>	<i>R1 - CSOs have stronger capacities to advocate for, monitor and report on the implementation of the major international treaties addressing women's rights</i>	<p><b>1.1 Indicator 1:</b>  <i>Number of NGOs (from among project beneficiaries) reporting making references to training materials</i>  Target: 15 NGOs</p>	16 NGOs
		<p><b>2.1 Indicator 1:</b>  <i>Bilasuvur, Neftchala and Sabirabad WRCs are fully operational and registered as NGOs</i>  Target: Yes</p>	Yes
	<i>R2 - Women Resource Centres are established and/or maintained as a vehicle to support women's civic engagement in Bilasuvur, Neftchala and Sabirabad</i>	<p><b>2.2 Indicator 2:</b>  <i>WRCs have annual Action Plans developed in participatory manner</i>  Target: Yes</p>	Yes, reviewed every six months
		<p><b>2.3 Indicator 3":</b>  <i>Number of registered members of WRCs</i>  Target: 50 registered members</p>	TOTAL: 577;– in Neftchala – 209; in Sabirabad – 234; in Bilasuvur – 134
		<p><b>3.1 Indicator 1:</b>  <i>Number of women participating in capacity building workshops and awareness raising sessions, including training to improve legal education on CEDAW convention and economic and social rights in Azerbaijan</i>  Target: 300 women.</p>	2197 women participated; including awareness raising sessions on GVB. Networking and community development events
	<i>R3 - Women community groups are equipped with tools and resources and</i>	<p><b>3.2 Indicator 2:</b>  <i>Percentage of women with passing level of improved legal literacy and understanding of training topics</i></p>	100%

	<p><i>knowledge to exercise their right to social participation</i></p> <p><i>R4 - Women are enabled to more actively participate in economic activities and exercise their economic rights</i></p>	<p><i>Target: 70% of women</i></p> <p><i>4.1 Indicator 1: Number of women participating in capacity building workshops and awareness raising sessions on increasing their economic status Target: 130 women</i></p> <p><i>4.2. Indicator 2: Number of women who have benefitted from training on business skills and other support to start-up a business Target: 80 women</i></p> <p><i>4.3 Indicator 3: Number of women supported in setting up their business to improve their livelihoods Target: 28 women</i></p>	<p><i>262 women</i></p> <p><i>78 women</i></p> <p><i>28 women</i></p>
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