



**“ENVIRONMENTAL PROJECT IMPLEMENTATION UNIT” SA**

## **Manual**

# **On Environmental, social and gender mainstreaming, monitoring and evaluation**

**Yerevan 2019**

This Manual was prepared by the “Environmental Project Implementation Unit” State Agency with the support of the Adaptation Fund.

The views expressed in the manual may differ from those of the Adaptation and Green Climate Funds.

## LIST OF ABBREVIATIONS

ESMS	Environmental and social management system
USA	United States of America
ԱՄՆ ԱԶԳ	United States Agency for International Development
CIS	Commonwealth of Independent States
NSS	National Statistical Service
EPIU	Environmental project implementation unit
EC	Council of Europe
ADHS	<i>Armenia Demographic and Health Survey</i>
AWHHE	Armenian Women for Health and Healthy Environment NGO
RA	Republic of Armenia
GDP	Gross domestic product
DA	Disabled person
WEF	World Economic Forum
UNPF	United Nations Population Fund
UNO	United Nations
UN HDI	United Nations Human Development Index
SA	State Agency
OECD	Organization for Economic Cooperation and Development

## Introduction

Human rights and human development are the greatest values of our day. These are rules that are destined to ensure the safe life of each person and set the standard of living that must be guaranteed for every person.

Many countries around the world have accepted UN human rights as fundamental principles of a democratic society, one of which is the principle of equal rights and equal opportunities for women and men- the principle of gender equality.

Gender equality contributes to sustainable development, enhancement of democratic processes, efficient use of human potential and enhancement of life quality.

Women and men have different roles and responsibilities in society as a result of which state policies, legislation, and programs affect them in a different way. Country development strategies should take into consideration those differences and include gender approaches.

In society and in economic life existing inequality in the realization of rights and opportunities for men and women is mainly dependent not only on cultural traditions and social-economic situations but also by the absence of a gender-sensitive approach.

To address the issue, international experience shows that it is necessary to ensure equal rights and opportunities for men and women and to expand women's opportunities in the public sphere as one of the main strategic goals of public policy, which implies non-discriminatory policy development, reform and providing sufficient funds for their oversight.

Gender policy<sup>1</sup> is based on the Constitution and laws of the Republic of Armenia, international treaties ratified by Armenia, as well as other international guiding policy documents.

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<sup>1</sup> Gender Policy Concept adopted by the RA Government protocol decree N5, dated February 11, 2010

The Gender Policy of the Republic of Armenia is based on the idea that gender equality underlies in the formation of a democratic, social and legal state as a democratic supreme value, one of the fundamental human rights and a condition precedent to achieving social justice.

According to this document, gender equality assumes

- Creating equal conditions and equal opportunities for women and men to express their individual potential,
- Ensuring equal participation of both sexes in all areas of public life to contribute to the country's socio-economic, political and cultural development,
- Overcoming gender discrimination disaggregated by sex and achieving actual equality between men and women,
- equal treatment and equal attitude for both sexes.

Gender policy should be implemented both in all areas of social and political life through gender measuring mainstreaming and through the development of specific programs and measures to address gender inequality and to expand women's options.

The need for social, environmental and gender risk assessments arises from the fact that the needs and requirements of men and women, the availability of resources and goods for them are different, for this reason, state policies, legislation, and programs affect them differently, cause different consequences for them.

Sensitive approach envisages a constant review and identification of these circumstances through social, environmental, and gender analysis to minimize their adverse effects as far as possible. That is to say, in this context, the purpose of the analysis is to assess the impact of legislation, programs, approaches, and planned actions on women and men, to identify the causes for the division of labor, unequal distribution of time and resources and to prevent their negative consequences. Gender and social analysis can also reveal discrimination.

## **The purpose and use of the manual**

“Environmental Projects Implementation Unit” State Agency was founded in 2010 to implement environmental projects in the Republic of Armenia. The main areas of activity are the programs and activities approved by the RA Government, which include, Ministry of Environment and Territorial Administration, RA State Budget, as well as foreign countries and international lenders and grants organizations. In 2016 EPIU was accredited to Adaptation Fund as a National Implementing Entity (NIE) and in 2019 in Green Climate Fund as Direct Access Entity. The Adaptation Fund (the Fund) finances concrete climate adaptation projects and programmes that benefit vulnerable communities in developing countries that are Parties to the Kyoto Protocol. Two project proposals were approved by the Adaptation Fund.

During the process of accreditation in AF, as well as in Green Climate Fund EPIU developed Operations and Procedures Manual where it demonstrated its initial capacity to assess Environmental and Social, Gender-related risks, Monitoring and Evaluation Framework. To comply fully with Adaptation Fund's, as well as Green Climate Fund's Environmental and Social Policy (ESP), the Gender Policy and Monitoring and Evaluation Framework EPIU has applied for technical assistance grant.

Funding through the Adaptation Fund (AF) is informed by the Environmental and Social Policy (ESP), which aims to ensure that projects and programmes supported by the AF promote positive environmental and social benefits, and mitigate or avoid adverse environmental and social risks and impacts. The AF policy requires that all projects be screened for their environmental and social impacts.

Environmental and social policies are fundamental to ensuring that EPIU does not support or implements projects/programmes that unnecessarily harm the environment, public health or vulnerable communities.

Once funded, projects/programmes are required to undertake quarterly reviews to assess and manage environmental and social risks, the results of which are incorporated into an Environmental and Social Management System (ESMS).

Thus, the purpose is to provide the project team with tools to effectively monitor, project progress and achievement, and provide evaluations at the end of the project with sufficient information to assess the project's success.

This manual contains information on

- ✓ Gender and social situation in the Republic of Armenia,
- ✓ International and national documents in the field,
- ✓ Gender and social mainstreaming principles and procedure,
- ✓ Environmental, social and gender risk assessment tools, as well as
- ✓ Project monitoring and evaluation.

## **PART I. GENDER AND SOCIAL MAINSTREAMING**

### **Gender and social situation in the Republic of Armenia**

A significant diversity exists between Europe and CIS countries more than 25 years after the collapse of state socialism. While some countries are members of the European Union and have relatively strong economies and stable democracies, the situation in Armenia is different. The fact that Armenia is included in the "Human Development Medium" category means that it faces the same challenges as developing countries. Although Armenia does not have gender gaps in literacy and education, women here face gender inequalities, some of which have arisen due to transition policies and others due to certain conservative ideologies, stereotypes and hidden discrimination.

Gender situation in Armenia is characterized, on the one hand, by a de jure favorable legislative framework in terms of equal rights of citizens as enshrined in the Armenian Constitution, in the RoA Gender Policy Concept Paper<sup>2</sup> and in the RoA Law on provision of equal rights and equal opportunities for women and men adopted in 2013 and, on the other hand, by a de facto lack of the mechanisms tasked with ensuring the attainment of gender equality goals declared by the State. It is explained mainly by a lack of political will as well as the absence of functional and efficient gender equality mechanisms and national machinery in the public administration system that would be responsible for the formulation and implementation of the national gender equality policies based on the principles outlined in international and national documents.

The 2017 UNDP Human Development Index (HDI) scored Armenia as 0.743, falling within the high human development category and placing it in 85th place out of 188 countries<sup>3</sup> and 2015 OECD Social Institutions and Gender Index<sup>4</sup>, which ranked Armenia a country with very high

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<sup>2</sup>RoA Gender Policy Concept Paper approved by the Armenian Government in February 2010

[http://www.gov.am/u\\_files/file/kananc-xorh/Gender-hayecakarg.pdf](http://www.gov.am/u_files/file/kananc-xorh/Gender-hayecakarg.pdf)

<sup>3</sup><http://hdr.undp.org/en/countries/profiles/ARM>

<sup>4</sup><http://genderindex.org/sites/default/files/datasheets/AM.pdf>

discrimination score for son bias.

The correlation between gender imbalance and the country's competitiveness is reflected through the Gender Gap / Inequality Index<sup>5</sup>, according to which Armenia ranks 97<sup>th</sup> among 144 countries (2017).<sup>6</sup> As evidenced by the indicators, the best situation is in the education sector. The smallest gap in the country is in the access to education, thereby securing Armenia the 42<sup>nd</sup> rank in the WEF ranking.

The most problematic in the Gender Gap Index are spheres of economy, politics, and health. In the "health and survival" sector, where differences in life expectancy and in sex ratio at birth are also taken into consideration, Armenia ends up with the 143<sup>rd</sup> (out of 144) rank<sup>7</sup> because of the practice of sex-selective abortions. Nevertheless, in this area some positive changes took place. The reported boy preference has decreased significantly, being replaced by a response favoring no gender for any future child. According to the National statistical service data for 2017, unlike 2011, when 59.3 percent explicated reported believing that the environment (that is the reference network) preferred a boy over a girl, this number has declined to a level of 36.7 percent. The real situation has been also changed: in 2016, the birth ratio of boys to girls dropped to 112 boys per 100 girls instead of 115 boys per 100 girls, as it was five years ago<sup>8</sup>. However, for the shift in social norms, there is a need for the reframing of girl child image as now a girl child is still regarded as a loss, instead of being associated with the winner's image.

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<sup>5</sup> The Index is calculated by the World Economic Forum (WEF) in four key areas of economy, politics, education and health. The index reflects most accurately the problem of ineffective use of human capital and proves that the countries that make ineffective use of the half of their labor resources risk diminishing competitiveness.

<sup>6</sup>[http://www3.weforum.org/docs/WEF\\_GGGR\\_2017.pdf](http://www3.weforum.org/docs/WEF_GGGR_2017.pdf)

<sup>7</sup> *ibid*

<sup>8</sup> Women and Men in Armenia, Statistical Booklet, NSS 2017, p. 27

*Table 1. Demographic statistics disaggregated by sex<sup>9</sup>*

Demographic profile	Women # (in thous.)	Men # (in thous.)	Women %
Total population	1 567 380	1 418 771	52,5
Rural	549 995	534 703	50,7
Urban	1 017 385	884 068	53,5
Life expectancy at birth - rural	78,1	71,3	
Life expectancy at birth - urban	78,4	71,7	
Total births 2016, girls and boys	19 147	21 445	47,1
Number of pensioners	285 151	183 377	61,0

Women have a higher life expectancy at birth – 78.3 years compared to 71.6 years of men.

Studies demonstrate that men more rarely realize their exposure to the risk of getting ill, infliction of traumas and the emergence of different problems with health than women. In spite of the fact, that men’s risk of developing drug addiction or alcoholism is much higher, men of all ages underestimate, to a large degree, the risks associated with smoking and the use of alcohol and narcotic substances. Contemporary researchers consider one of the social factors of men’s morbidity to be the traditional masculine ideology which ascribes to men and expects from them a certain standard of behavior: not to turn to doctors, not to accept one’s weaknesses, to avoid self-revelation, etc<sup>10</sup>.

According to the RoA NSS, the 2016 poverty headcount ratio, percentage of the population living below the national poverty line, was 29.4 percent<sup>11</sup>, which means that almost every third person lived in a household below the upper poverty line of **40 867** AMD/month (or USD

<sup>9</sup> Women and Men in Armenia, Statistical Booklet, NSS 2017, p. 13-27

<sup>10</sup> [Men and Gender Equality in Armenia](#), Report, UNFPA 2016, P.187

<sup>11</sup> World Bank, Armenia Overview, <http://www.worldbank.org/en/country/armenia/overview>

85.1/month)<sup>12</sup>. This indicator, nevertheless, exceeds the pre-crisis period data of 27.6% (2008), including in terms of the gap and severity of the poverty<sup>13</sup>. The poverty gap and poverty severity in 2016 was still at a higher level than in 2008 (4.3% and 1.1 % versus, respectively, 5.1% and 1.4%)<sup>14</sup>. Women comprise 56.6 % of the poor population, men 43.4%.<sup>15</sup>

According to the ADB<sup>16</sup> *“Armenia exhibits gender parity in enrolment rates from primary to higher education, with the only significant deviation occurring when students enter vocational or professional education. Boys more often enter vocational education after having completed basic or general education”*.

*Table 2. Students in Preliminary Vocational Educational Institutions by Specialization, 2016/2017<sup>17</sup>*

Women 1 758 persons

Men 4 493 persons

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<sup>12</sup> The poor are defined as those with consumption per adult equivalent below the upper total poverty line; the very poor are defined as those with consumption per adult equivalent below the lower total poverty line, whereas the extremely poor or the undernourished are defined as those with consumption per adult equivalent below the food poverty line. In 2015, the total – both upper and lower – and the extreme ore food poverty lines per adult equivalent per month were estimated to be AMD 41 698 (or USD 87.2), AMD 34 234 (or USD 71.6) and food poverty line AMD 24 109 (or USD 50.4), respectively.). In 2015 the nutritious monthly food basket was prescribed as AMD 30 742 (USD 64.2)\* per person, 2412 kcal per day

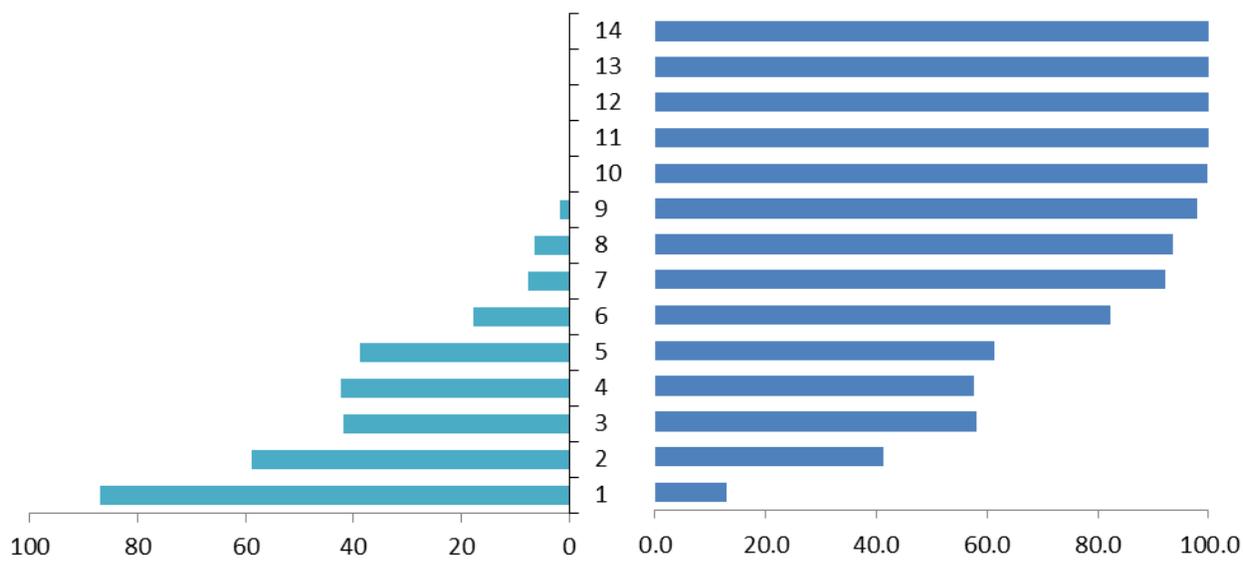
<sup>13</sup> Social Snapshot and Poverty in Armenia, Yerevan: NSS, 2017 [http://www.armstat.am/file/article/poverty\\_2017\\_a\\_2.pdf](http://www.armstat.am/file/article/poverty_2017_a_2.pdf)

<sup>14</sup> Ibid

<sup>15</sup> Social Snapshot and Poverty in Armenia, Yerevan: NSS, 2017 <http://www.armstat.am/am/?nid=82&id=1988>

<sup>16</sup> Asian Development Bank. Armenia country gender assessment. Mandaluyong City, Philippines: Asian Development Bank, 2015

<sup>17</sup> Women and Men in Armenia, Statistical booklet, NSS, 2017, p.57



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|--|---|
| <i>1. Light industry</i>                       | <i>8. Construction and public service</i>                     |
| <i>2. Services</i>                             | <b><u>9. Agriculture</u></b>                                  |
| <i>3. Food production</i>                      | <i>10. Means of transport</i>                                 |
| <i>4. Economics and management</i>             | <b><u>11. Forest resources reproduction and recycling</u></b> |
| <i>5. Informatics and computer engineering</i> | <i>12. Radio-electronic equipment and communication</i>       |
| <i>6. Art and design</i>                       | <i>13. Machine-building equipment and technologies</i>        |
| <b><u>7. Extraction of minerals</u></b>        | <b><u>14. Energy</u></b>                                      |

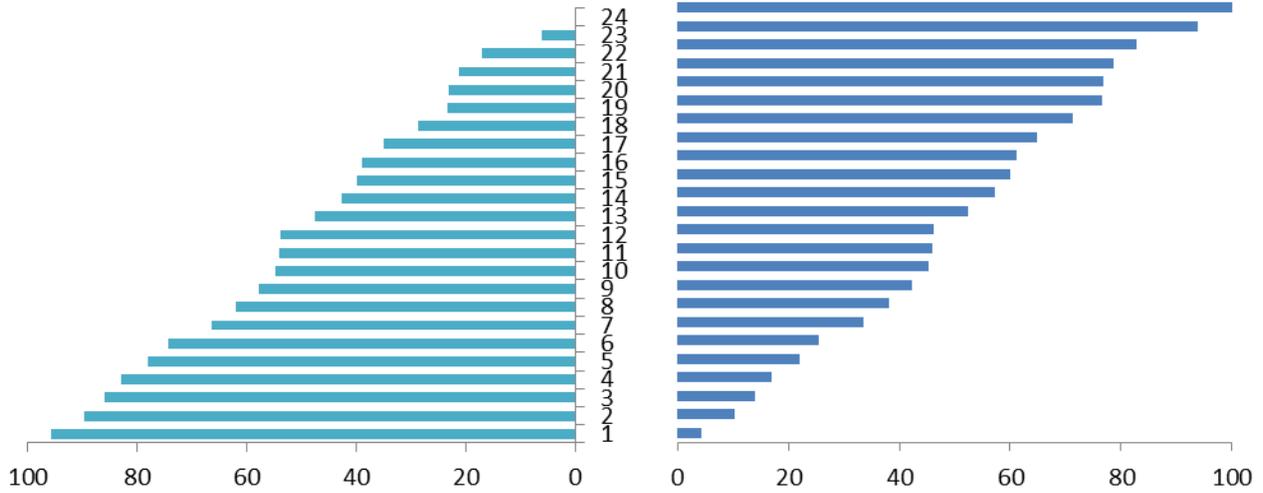
The situation is different at Higher/ University education level, where women make up to 54% of enrolled persons. However, despite women’s high level of educational attainment, this has not resulted in corresponding gains in the labor market. As with employment, there are clear gender patterns in subjects of study at the postsecondary level. Young women dominate the “traditionally female” areas of study (i.e., education, social sciences, services, and health) while young men are concentrated in technical fields (i.e., energy, transport, and construction). These technical fields generally correlate with jobs in higher-paying sectors, while the humanities lead to work in lower-paid public sector jobs.

*Table 3. Students in Higher Educational Institutions by the Specialization, 2016/2017<sup>18</sup>*

<sup>18</sup> Women and Men in Armenia, Statistical booklet, NSS, 2017, p.58

Women 43 926 persons

Men 37 722 persons



1. *Philological sciences*

2. *Social work*

3. *Journalism and information sciences*

4. *Biological sciences*

5. *Chemistry*

6. *Education*

7. *Art*

8. *Healthcare*

9. *Personal services*

10. *Mathematics and statistics*

11. *Social and behavioural sciences*

12. *Humanities*

13. *Business and administration*

14. *Veterinary*

15. *Law*

**16. Earth sciences**

**17. Environment**

18. *Information and communication technologies*

19. *Physical sciences*

20. *Security services*

21. *Industry and technology*

22. *Architecture and construction*

23. *Engineering*

**24. Agricultural sciences**

Among the numerous young women who complete higher education, many do not become employed after graduation, either because their qualifications do not meet labor market demands or because they marry and are expected to take on a family-focused role.<sup>19</sup>

Stereotypes remain influential in Armenia. For instance, the overwhelming majority of the public surveys indicated that 85% of respondents agreed with the statement that “a man should normally be the breadwinner” (only 14% thought this role should be shared equally and 1% that this was women’s role).<sup>20</sup>

As to the indicators of a gender imbalance in the economic sphere (employment rates for men and women, men’s and women’s pay for equal work, the proportion of men and women among specialists and technical staff), Armenia ranks 71<sup>th</sup>.<sup>21</sup>

The total share of women in labor resources is bigger than that of men. However, only 52.5 % of women are economically active, while among men the percentage is 71.2 % Women comprise 47.5% and men 52.5% of the total employed population. At the same time, women make up 62% of the Long-term unemployed and 67,8% of the officially registered unemployed in the Republic of Armenia, whereas labor migration occupies a significant place in the employment structure of men<sup>22</sup>.

In 2016 gender gap (GG) inactivity rates of women and men are 26.4 percent. GG is especially high in the 25 to 34 age groups (on average - 40%), mainly due to the engagement of women in family responsibilities (pregnancy, childbirth, child care, etc.)<sup>23</sup>. Married men are more than twice as likely as married women to be employed (89% versus 42%). Employed men are more likely to be paid in cash (87%) than employed women (65%). Similarly, employed women are more likely to be unpaid (9%) than employed men (1%)<sup>24</sup>.

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<sup>19</sup> Asian Development Bank. Armenia country gender assessment. Mandaluyong City, Philippines: Asian Development Bank, 2015

<sup>20</sup> Caucasus Research Resource Centers–Armenia and UNDP. 2011. 2011 Social Cohesion Survey. <http://www.crrccenters.org/20598/Social-Cohesion-Survey>

<sup>21</sup> Gender Gap Index [http://www3.weforum.org/docs/WEF\\_GGGR\\_2017.pdf](http://www3.weforum.org/docs/WEF_GGGR_2017.pdf)

<sup>22</sup> Women and Men in Armenia, Statistical Booklet, NSS, Yerevan 2017; P.56-65 <http://www.armstat.am/am/?nid=82&id=1976>

<sup>23</sup> Women and Men in Armenia, Statistical Booklet, NSS, Yerevan 2017P.64; <http://www.armstat.am/am/?nid=82&id=1976>

<sup>24</sup> 2015-16 Armenia Demographic and Health Survey (ADHS), P.16 <http://armstat.am/file/article/adhs-himnakan-2015-english.pdf>

At the same time, the situation on the Armenian labor market<sup>25</sup> is characterized by the existence of *vertical* (unequal access to career hierarchies) and *horizontal* (in jobs and employment spheres) segregation of the labor market, which brings about a significant gender pay gap. According to the 2016 data, women’s average wages were about 66,4% of men’s wages<sup>26</sup>. The gender pay gap is not always reduced due to women’s high level of educational attainment because of obstacles to women’s career growth. Thus, vertical segregation remains even in the spheres where women’s employment traditionally predominates such as health care, education, culture, social welfare and agriculture.

In 2016, 67% of women and 33% of men were economically inactive. The difference of 1.7 times between inactivity rates of women and men is equivalent to 39.4 percent gender gap (GG) in inactivity rate. GG is especially high in the 25 to 49 age groups (64,9% -71,5%), mainly due to the engagement of women in family responsibilities (pregnancy, childbirth, child care, household workload, etc.).<sup>27</sup>

A gender analysis of unemployment also reveals a high rate of unemployment among youth. Almost 47% of female and 23% of male youth aged 15 to 29 are neither in education nor in employment.<sup>28</sup>

The state measures to support women to balance work and -family responsibilities are minimal. As a result, there are 2.4 times more men in managerial positions as compared to women<sup>29</sup>

*Table 4. Employed population by types of economic activity, 2016<sup>30</sup>*

Economic sector	Percent of women and men in the sector out of total employed (%)	The proportion of women and men within the sector (%)
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<sup>25</sup> The problematic nature of the labor market in Armenia is revealed by the 2013 Human Capital Index. As to the Index, according to the *Human Capital Report 2013* of the World Economic Forum (WEF) (<http://www.weforum.org/issues/human-capital> [http://www3.weforum.org/docs/WEF\\_HumanCapitalReport\\_2013.pdf](http://www3.weforum.org/docs/WEF_HumanCapitalReport_2013.pdf)) Armenia ranks 73<sup>rd</sup> out of 122 countries. This is accounted for by an extremely low (113<sup>th</sup>) rank in the “workforce and employment” category.

<sup>26</sup> Global Wage Report 2016/17 <https://www.ilo.org/global/research/global-reports/global-wage-report/2016/lang--en/index.htm>

<sup>27</sup> Women and Men in Armenia, Statistical Booklet, NSS, Yerevan 2017 P.56-73; <http://www.armstat.am/am/?nid=82&id=1976>

<sup>28</sup> Women and Men in Armenia, Statistical Booklet, NSS, Yerevan 2017 P.56-73; <http://www.armstat.am/am/?nid=82&id=1976>

<sup>29</sup> Women and Men in Armenia, Statistical Booklet, NSS, Yerevan 2017 P.56-73 NSS, <http://www.armstat.am/am/?nid=82&id=1976>

<sup>30</sup> Women and Men in Armenia, Statistical booklet, NSS, Yerevan, 2017, p.62

	W	M	W	M
Agriculture	37	31	52	48
Industry	8	15	30	70
Construction	0.2	8	3	97
Trade and repair, Transport and storage, Accommodation and food service activities	14.4	19.5	40	60
Information and communication	1.2	2.4	32	68
Financial and insurance activities	1.5	1.1	54	46
Real estate activities	0	0.2	0	100
Professional, scientific and technical activities; Administrative and support service activities	2.3	1.5	58	42
Public administration, education, human health and social work activities	30.9	18	61	39
Other services	4.6	3.6	54	46
Total	100.0	100.0	48	52

Approximately 35 %<sup>31</sup> of all employed population are involved in the area of agriculture, of which 52% are women, moreover, in men's employment structure the share of agriculture stands at 31% and in women's employment structure it comprises 37%, which makes women a rather important actors in agriculture development. In addition, the number of women engaged in non-formal employment in agriculture is 82 percent.

In family farming, a strong gender-based segregation of tasks exists. Men tend to be more present in those tasks that are capital-intensive, involving higher amount of machinery and technology, and in those tasks that are better paid. Women from rural communities are strongly involved in livestock farming, particularly in dairy production (including milking, milk processing, and the marketing of milk and other dairy products). Poultry production in Armenia is also almost completely the responsibility of women, including feeding, watering, slaughtering and trade in small scale (of both poultry and eggs). Both women and men are deeply involved in the crop production sector, with clear-cut roles and responsibilities. Women are generally responsible for seeds - including buying, sowing and marketing, and are strongly engaged in

<sup>31</sup> Labour market in the Republic of Armenia, 2011-2015 [http://www.armstat.am/file/article/6.trud\\_2016\\_1.pdf](http://www.armstat.am/file/article/6.trud_2016_1.pdf) P.12

harvesting of most crops where this is done by hand, as they do not usually drive tractors or operate other agricultural machinery. Regarding the two main cash crops cultivated in Armenia, apricots and grapes, women are mainly responsible for picking up the apricots and putting them in boxes and for processing apricots, producing dry fruits, juices and jams.<sup>32</sup>

In its Concluding observations on the combined fifth and sixth periodic reports of Armenia, the UN CEDAW Committee<sup>33</sup> expressed concern by the lack of social, health and economic infrastructure in rural environments, as well as by the concentration of rural women in the informal sector.

The main gender differences in employment status relates to employer status, with only 16.2 percent of registered employers being women, and the category 'other' which would include unpaid family workers and informal employment.

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<sup>32</sup> Even though there is no official statistic, the fact was registered by different research conducted throughout Armenia, including Gender assessment report of the "Development of Agriculture in Syunik marz" project ACDI/VOCA, and Gender approaches of "Water to market" activity, MCA-Armenia, January 2011, as well as voiced by the participants of the focus groups conducted within the framework of the Assessment.

<sup>33</sup> Concluding observations to the 5th and 6th Armenia's State Periodic Reports Armenia CEDAW/C/ARM/CO/5-6, Distr.: General, 25 November 2016, [http://tbinternet.ohchr.org/\\_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW/C/ARM/CO/5-6&Lang=En](http://tbinternet.ohchr.org/_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW/C/ARM/CO/5-6&Lang=En)

Table 5. Employed population by status in employment, 2016<sup>34</sup>

	Proportion of total # of men and women (%)		By sex (%)	
	W	M	W	M
Wage-earner (employee)	59	57	48	52
Employer	0.4	2	18	82
Own-account worker	31.7	37	43	57
Contributing family worker	8.9	4	69	31
Total	100.0	100.0	48.0	52.0

The Government regards the advanced development of the entrepreneurship, in particular of small and medium size businesses, as an effective way for solving employment and social problems. According to the Republican Union of Employers of Armenia, women account for not more than 10 percent among entrepreneurs in small and medium sized and big businesses. In micro businesses, the number of women constitutes 20-25 percent<sup>35</sup>.

The obstacles that women have to overcome before they go into business include lack of confidence and risk management skills, the lack of business contacts, entrenched and perpetuated stereotypes about women's role and their participation in economy and in business in particular. Objective reasons include limited access to funds, difficulties in obtaining loans, the absence of savings and property for collateral, burdensome interest rates, unfavorable business environment and informal payments to officials to facilitate business<sup>36</sup>.

In its Concluding observations on the combined fifth and sixth periodic reports of Armenia, the UN CEDAW Committee recommended to reinforce measures to expand women's access to microfinance and microcredit at low interest rates, enabling women to engage in income-

<sup>34</sup> Women and Men in Armenia, Statistical booklet, NSS, Yerevan, 2017, p.67-68

<sup>35</sup> Gender policy in Armenia and the right of women entrepreneurship <http://employers.am/News.aspx?NewsId=39&lang=eng>

<sup>36</sup> Gender Assessment USAID/Armenia. [http://pdf.usaid.gov/pdf\\_docs/PDAGR978.pdf](http://pdf.usaid.gov/pdf_docs/PDAGR978.pdf)

generating activities and to start their own businesses<sup>37</sup>. Due to the limitations towards women employment and their discrimination in the labor market, Armenia suffers an annual GDP loss equal to 50-60 million dollars<sup>38</sup>.

According to the Global Gender Gap Report 2017, with respect to the political empowerment indicator (which is based on gender representation in decision-making structures) Armenia is ranked 111<sup>th</sup>. Meanwhile as a result of the parliamentary elections, the representation of women in the National Assembly of Armenia increased to 18 percent, improving in the rating list of the Inter-parliamentary Union, from 160 to 110, in the list of 193 countries. This result may be considered as one step forward in the elections if not the expectations from the quota of at least 25 percent representation of each sex stipulated in the Electoral Code that was not met again. In this regard, this quota provision worked more effectively in Yerevan municipal elections with 28 percent% of women elected to Yerevan city council.

Although the number of women MPs has increased as compared with the previous convocation from 14 to 18, nevertheless, only 2 women were elected in the National Assembly's leading positions<sup>39</sup>.

In April 2018 as a result of a series of anti-government protests in Armenia, a new Prime Minister was appointed. Armenia's new government is a technical cabinet to administer the country until new parliamentary elections. Almost all the officials of the former government were changed and it provided opportunity to women to be appointed to some decision making positions. Nevertheless, there are only 2 women (11.7 %) in the political position (Ministers)<sup>40</sup> and 10 women (16%) in discretionary positions of a Deputy Minister in the executive branch of the Government. There are no women among the governors (marzpets)<sup>41</sup>, with only 5 of women out of 29 Deputy Regional Governors, and only one woman acting as a head of urban

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<sup>37</sup> Concluding observations to the 5th and 6th [Armenia's State Periodic Reports](http://tbinternet.ohchr.org/_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW/C/ARM/CO/5-6&Lang=En) Armenia CEDAW/C/ARM/CO/5-6, Distr.: General, 25 November 2016, [http://tbinternet.ohchr.org/\\_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW/C/ARM/CO/5-6&Lang=En](http://tbinternet.ohchr.org/_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW/C/ARM/CO/5-6&Lang=En)

<sup>38</sup> Gender Gap: analysis of the discriminatory approaches towards women (Գեղերային ճեղքվածք. Կանանց նկատմամբ խտրական դրսևորումների ախտորոշիչ ուսումնասիրություն) // 2016 // UNFPA [http://www.un.am/up/library/Gender-Gap\\_arm.pdf](http://www.un.am/up/library/Gender-Gap_arm.pdf)

<sup>39</sup>Information-analytical portal Womenet.am

<http://womennet.am/%D5%AB%D5%B6%D6%86%D5%B8%D5%A3%D6%80%D5%A1%D6%86%D5%AB%D5%AF%D5%A1/>

<sup>40</sup> As to the Armenian legislation, the hierarchy in the public administration system includes 3 categories: political, discretionary positions and civil servants.

<sup>41</sup> Head of regional authority in Armenia

communities.

During the 20 years of the existence of local self-governance bodies in Armenia, women's number among community heads has almost remained unchanged staying within 2% limits over the years. During the same period, women's number among councilors has almost doubled. According to the results of local elections held in 2016 women make up 11.7% of the total number of the elected members of the local councils. At the same time all the local elections taken place in cluster communities in 2016 resulted in two-threefold decrease of women community heads and councils' members. According to the 2018 data, only 8 out of 502 rural communities are headed by women (1.6%) and 10% of the municipal councilors were women.

During the entire period of the democratic transition women never ran for the position of the Armenian President and never held a position of the Prime Minister or Speaker of the National Assembly.

*The Foundation of Doing Business*<sup>42</sup> by World Bank Group has traditionally assumed that the entrepreneurs or workers discussed in the case studies were men. This was incomplete by not reflecting correctly the *Doing Business* processes as applied to women—which in some economies may be different from the processes applied to men. Starting this year, *Doing Business* measures the starting a business process for two case scenarios: one where all entrepreneurs are men and one where all entrepreneurs are women. Within the registering property indicators, a gender component has been added to the quality of land administration index. This component measures women's ability to use, own, and transfer property according to the law.

Armenian law provides equal property rights to women and men, but in practice women are in a more unequal situations due to the following reasons/peculiarities: 1) Since independence the Government of Armenia privatized land in 1991 and 1992 by dividing it among households.

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<sup>42</sup> The Foundation of Doing Business by World Bank Group measures aspects of business regulation affecting domestic small and medium-size firms defined based on standardized case scenarios and located in the largest business city of each economy. Doing Business covers 11 areas of business regulation across 190 economies. WBG, 2017  
<http://www.doingbusiness.org/~media/WBG/DoingBusiness/Documents/Annual-Reports/English/DB17-Chapters/DB17-About-Doing-Business.pdf>

Land ownership was awarded to the person who was identified as the “head of the household”. Although in the context of Armenia, both women and men play an equally important roles as breadwinners, the majority of land was registered on the name of men as “household head by default”. Women received land titles only in case of the absence of a male head of the family. As a result of this situation, only 1/3 of women-headed households have land property in Lori and Syunik provinces. 2) Limited knowledge by women and whole communities about women’s ownership rights over land contributed to the problem. This includes limited knowledge about rights and of the consequences of not having land registered also in their name; 3) another reason is “inheritance practices” widely accepted in Armenia. - parents usually grant the house, vehicle and other property to sons, and daughters are having nothing or less from their parents and almost nothing from the husbands’ families; 4) women have limited access and control over financial resources that’s why are less able to purchase land and other property than men; 5) Lack of control over their own earnings - only 34 in urban and 11 percent of women in rural areas decide about their earnings.<sup>43</sup>

Households headed by men are more likely to keep livestock, and to have a larger number of animals across all categories, than female-headed households. When female headed households have livestock, they tend to have cattle and poultry, possibly because dairy farming is traditionally “female” work or because selling extra milk and eggs is a relatively simple way to supplement the household income. Men have greater involvement in grazing, feed production and purchasing and sales of livestock.<sup>44</sup>

Limited access to productive resources is a serious constraint to rural women’s agricultural activity. For instance, rural women have little or no direct access to farm equipment such as tractors, combines and harvesters. Traditionally, these are operated only by men. Even female

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<sup>43</sup> Prevalence of and Reasons for Sex Selective Abortions in Armenia, UNFPA 2012, <http://unfpa.am/sites/default/files/Sex-selective-abortion-report-Eng.pdf> ; Sex Imbalances at Birth in Armenia: Demographic Evidence and Analysis Report, UNFPA 2013, <http://unfpa.am/sites/default/files/Sex-Imbalance-report-Eng-final-with%20cover-final.pdf> ; Missing Girls in the South Caucasus, World Bank, CRRC 2014.

<sup>44</sup> ACDI/VOCA “Development of Agriculture in Syunik marz” project documents, 2011

heads of the household do not personally use these resources, they hire in assistance or ask male relatives to help.<sup>45</sup>

Market accessibility depends greatly on the mobility of the producer or the accessibility of the community. Cars and machinery are rarely owned by women. In rural areas, in more than 95 percent of car and machinery owners are men, as are 100% of agricultural machinery operators in the marzes. Female car owners and female drivers are increasingly prevalent in urban areas, especially in Yerevan, but continue to be rare in rural areas.<sup>46</sup>

Lack of access to transportation impedes women's income-earning opportunities, through the sale of their agriculture and other production. Dairy products are mostly sold at a place rather than in other rural or urban markets. In the absence of dairy products collection systems, there is a need to take the products directly to the urban market. As a result, women, and mostly lonely women and even women heads of households have no opportunity to do that due to stereotypical practices and lack of transportation.<sup>47</sup>

Women are known as primary users of forests and the main gatherers of forest products. They play an important role in the protection of forests, though it goes unnoticed most of the time. This is because women are aware of the adverse effects of forest destruction and its negative impact on their lives. Though women play such an important role in the protection of forests, their participation and presence in decision making bodies are often seen to be insignificant.<sup>48</sup>

According to the household survey commissioned by the FAO and conducted by the *Armenian Women for Health and Healthy Environment* (AWHHE) NGO for this particular project proposal<sup>49</sup> wood is the most widely used fuel for heating and cooking. Despite the fact that, generally, gas is used more than wood for cooking during the summer and warm seasons the use of gas, electricity and liquid gas during the cold season is reduced due to wood

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<sup>45</sup> From the gender analysis of the project on "Water-to-Market Activity (2006-2011)" carried out in 2007 within the framework of the Millennium Challenge Account: <http://www.mca.am/files/publications/13079458990.pdf>

<sup>46</sup> *ibid*

<sup>47</sup> "Gender and Transport" Background materials of the 2011 International Transport Forum, Leipzig, Germany, 2011

<sup>48</sup> ACHARYA, B.P. 2007. Practice and implementation of community forest certification in Nepal: Case study from some CFUGs in Dolakha district. Master thesis. University of Natural Resources and Applied Life Sciences, Vienna.

<sup>49</sup> The survey was conducted in 28 villages in three Armenia's marzes: Tavush, Lori and Syunik. The selection of interviewees was made based on village/ household structure as well as location of the villages compared to forested areas. A total of 280 people were interviewed of which 140 people were interviewed in 14 villages in location in proximity of relevant forest resources and 140 people interviewed in 14 villages, where forest resources were not available in the radius of 15 km. Among respondents were also the representatives of local public authorities. The survey was conducted on a one-to-one individual basis addressing women as the main target (appx 65% of all respondents were women).

consumption. The women from both gasified and non-gasified villages usually use woodfuel during the cold season, in order to parallel heating and cooking and to reduce expenses.

At the same time, the biggest challenge for women participation in the forest and pasture management is the lack of awareness as well as low level of public and particularly women participation in issue related decision-making.

In provinces women seem to be more active in decision-making in the following circumstances: (a) when women have to assume responsibility as head of the household, (b) when women are employed or are engaged in public activities, and as a result, are more independent; (c) when there is a participatory setting in the culture of decision-making in an individual family.

The prevalence of women-headed households increased in Armenia due to the high rate of long-term labor migration of men, as well as divorce factors. In 2016 the share of women-headed households was 34.3% (in urban areas 37.7 and in rural 27.8%)<sup>50</sup>. Given the more limited range of employment and income opportunities for women, particularly in rural areas, and continuing gender inequality in income and salary levels, female-headed households are more likely to be in extreme poverty than other households (in 2016, 39,8% of women-headed households with children is poor, and 4.1% is extremely poor, which exceeds the average indicator by almost two times). It might partly be the result of the more limited range of income opportunities for women, but mostly because female-headed households tend to be single-headed households, which limits the number of persons in working age who can contribute to income generation of the family. Female-headed households in 2016 comprised 30% and 27% of, respectively, of the poor population and the total population. Within female-headed households, those with children up to 6 years of age were exposed to a higher risk of poverty (by 1.4 times) compared to the national average. The risk of poverty for such families in urban communities was lower than in rural communities (39.8% and 48.4%, respectively)<sup>51</sup>.

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<sup>50</sup> Social Snapshot and Poverty in Armenia, National statistical service. 2017;p.57; [http://www.armstat.am/file/article/poverty\\_2017\\_a\\_2.pdf](http://www.armstat.am/file/article/poverty_2017_a_2.pdf)

<sup>51</sup> Ibid

In most households, the husband is the main decision-maker. However, the Decision-making at the household level can vary - there are also households where decisions are taken jointly by the husband and wife.

Only twenty-eight percent of women are the main decision-makers about their own *health care*, 14% decide mainly themselves about major *household purchases*, and decisions about *visits to the woman's family or relatives* are also mostly made jointly (80 percent), with 13 percent of women making this decision by themselves, - in all other cases, the decision is taken jointly.<sup>52</sup>

Women's participation in decision making can vary in accordance with age, residence, and education.

- The percentage of women participating in all three decisions increases with age from 51 percent among women age 15-19 to 89 to 92 percent among women age 35-49;
- Participation in all three decisions is somewhat lower among women in rural areas (79 percent) than among those in urban areas (84 percent);
- The proportion of women who participate in all three decisions increases from 69 percent among women with basic education to 84 percent among women with secondary special or higher education.<sup>53</sup>

The significance of community-managed forests is its participatory approach and equal benefit sharing among forest users. In other words equal rights and opportunities to use the forest products, share the benefits and participate in decision making. However, in Armenia where the structure of the society is predominantly hierarchical and patriarchal, exclusion of some disadvantaged groups of people such as women, young and poor people exists. According to AWHHE survey, more than 35% of female and 20% of male respondents believe that community participation in decision making on the issue is important and most important.

***Table 6. Community participation in decision making***

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<sup>52</sup> Armenia Demographic and Health Survey 2015-16, Report, National Statistical Service Armenia, Yerevan 2016, *Table 15.8*

<sup>53</sup> Ibid

IMPORTANCY		RESPONENT SEX		Total
		Male	Female	
not important at all	% within	41.70%	58.30%	100.00%
	% of Total	1.80%	2.50%	4.30%
not important	% within	27.90%	72.10%	100.00%
	% of Total	4.30%	11.10%	15.40%
may be important	% within	21.70%	78.30%	100.00%
	% of Total	4.60%	16.80%	21.40%
important	% within	41.00%	59.00%	100.00%
	% of Total	15.40%	22.10%	37.50%
most important	% within	33.30%	66.70%	100.00%
	% of Total	6.80%	13.60%	20.40%
No answer	% within	66.70%	33.30%	100.00%
	% of Total	0.70%	0.40%	1.10%
Total	% of Total	33.60%	66.40%	100.00%

Moreover, almost 58% of respondents (females), underlined the importance of fair and equal access to forest products for all member of the community.

*Table 7. Fairness/ equity in access to forest products*

IMPORTANCY		RESPONENT SEX		Total
		Male	Female	
not important at all	% within	57.10%	42.90%	100.00%
	% of Total	1.40%	1.10%	2.50%
not important	% within	12.50%	87.50%	100.00%
	% of Total	0.40%	2.50%	2.90%
may be important	% within	23.10%	76.90%	100.00%
	% of Total	1.10%	3.60%	4.60%
important	% within	29.50%	70.50%	100.00%
	% of Total	10.00%	23.90%	33.90%
most important	% within	35.90%	64.10%	100.00%
	% of Total	19.60%	35.00%	54.60%
No answer	% within	75.00%	25.00%	100.00%
	% of Total	1.10%	0.40%	1.40%
Total	% of Total	33.60%	66.40%	100.00%

Another group of answers given by the AWHHE' s survey participants provided with the opportunity to judge about *Women's readiness to be involved in forest use management processes.*

*Table 8. Women participation in forest use management*

RESPONDENT SEX		YES	NO	DON'T KNOW
Male	% within	48.90%	21.30%	29.80%
	% of Total	16.40%	7.10%	10.00%
Female	% within	52.70%	12.40%	34.90%
	% of Total	35.00%	8.20%	23.20%
Total	% of Total	51.40%	15.40%	33.20%

Thus women have a desire and the right to participate in decision making in the communities as well as in forest use management processes but are lacking the opportunity to do so.

Decision making at the community level depends on the following three aspects, and women face discrimination in all. These areas are as follows:

1) **Cultural norms and stereotypes** which affect women’s participation in the decision making:

Women are not generally prominent in local community-level decision making, and are very rarely elected as members of community councils. The Gender assessment conducted by USAID in 2010 pointed out that while “there is evidence that societal views of the “appropriate” roles for men and women are quite rigid and influenced by patriarchal traditions”<sup>54</sup>, there is significant variation within Armenia, and some marzes appear to be more socially conservative than others in relation to gender roles and women’s status. Nevertheless, the perception of men as the main decision-makers and leaders in society is prevalent and influences women’s access to political positions and participation in public life overall. The influence of traditional roles affects women’s own confidence and perception of what is appropriate.

2) **Knowledge:** on management and productive farming is depending on the level of education and/or experiences, accessibility to consultancies; on average, women enjoy less education than men; consultancies focus in general on men. There is no Government policy in place to promote women's education in management and entrepreneurship. No efforts have been made to offer training, retraining or vocational education to women to equip them with adequate skills and competence and to match those with the existing challenges and

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<sup>54</sup> Gender Assessment, USAID/Armenia, Yerevan 2010

opportunities. The Government policies to promote small and medium businesses have yet to become gender-sensitive.

3) **Access to financial resources**, and financial independence. Given the more limited range of employment and income opportunities for women, particularly in rural areas, and continuing gender inequality in income and salary levels. The overall level of professional qualification of rural women is low in comparison with urban women. Veterinarians and agronomists are mostly men. Apart from the agricultural sector, rural women are also employed in educational and in health care institutions - mainly in middle-level posts, yet in low paid sectors. The main causes of gender inequality in rural areas could be considered cultural norms and stereotypes which affect women's participation in the labor market. In fact, some husbands do not allow their wives to work, even if a household could use the additional income. Women face more difficulties in receiving a loan and in having access to the family budget. Sometimes women have no own funds even to register her candidacy for the local elections, which means that they should check their availability with other members of the family.

Thus, the analysis of the gender situation shows that inequality between women and men lies in the economic and political spheres, as well as the division of traditional gender roles that are preserved and even reinforced in society.

Obviously, the problem of gender equality is because of the extent to which the gender component is integrated into the country's economic, political, social and national security systems. The successful development of Armenia also depends on an effective and balanced use of the potential and opportunities of men and women in socio-economic life.

Although there are some measures to mitigate gender inequality in various gender policy documents in the Republic of Armenia and even gender indicators<sup>55</sup> are adopted or offered to assess the situation, gender mainstreaming of all documents, programs and processes remains a key requirement.

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<sup>55</sup> "Gender sensitive and disaggregated indicators" order of the Minister of LSA of the RA(October 19, 2012)

## **Basic principles of gender and social mainstreaming**

When adopting the Beijing Platform for Action<sup>56</sup>, governments have committed themselves to implement a gender-oriented strategy throughout policy-making and planning processes. The Gender mainstreaming section that is included in each sector of the Action Plan is as follows: The Platform for Action calls for the promotion of the policy of gender mainstreaming, repeatedly stating that

“governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes, so that, before decisions are taken, an analysis is made of the effects on women and men, respectively”

According to the Beijing Action plan gender mainstreaming assumes responsibilities at different levels of society. First and foremost it the state’s responsibility to apply this approach. Second, in the context cooperation development, civil society and other development organizations should take into account this state commitment in programs and technical assistance activities.

The European Commission adopted the gender mainstreaming approach in 1996, not as a political substitute for equal opportunities, but as an addendum. It is, therefore, an integrated approach “Gender mainstreaming involves not restricting efforts to promote equality to the implementation of specific measures to help women but mobilizing all general policies and measures specifically for the purpose of achieving equality by actively and openly taking into account at the planning stage their possible effects on the respective situation of men and women. This means systematically examining measures and policies and taking into account such possible effects when defining and implementing them”<sup>57</sup>.

According to the Council of Europe, gender mainstreaming can be characterized as: “Gender mainstreaming is the (re) organization, improvement, development and evaluation of policy

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<sup>56</sup>Fourth World Conference on Women - Beijing, 1994 / Platform for Action

<sup>57</sup> European Commission (1996), Incorporating equal opportunities for women and men into all Community policies and activities COM(1996) 67 final

processes, so that a gender equality perspective is incorporated in all policies at all levels and at all stages, by the actors normally involved in policy-making.”<sup>58</sup>

The most important possible outcome of gender mainstreaming is that it can promote gender-sensitive policy implementation, change the nature of the relationship between women and men, identify new development trends, and create equal opportunities for men and women.

On the whole, environmental, social and gender mainstreaming is an important part of a comprehensive socio-economic analysis of public policy.

Mainstreaming is a tool for understanding social processes. It provides not only for the collection and analysis of statistics but also for the calculation of other quantitative and qualitative data.

Another definition of gender mainstreaming could be the application of three models of gender equality<sup>59</sup>.

- ✓ **‘Tinkering’**. The first model is one in which equality based on sameness is fostered, especially where women enter previously male domains, and the existing male norm remains the standard, such as equal treatment legislation and mechanisms for securing the activities of law enforcement agencies. EU level Examples are the directives on equal pay and equal treatment, ensuring ... Tinkering is actually one of the oldest strategies for promoting equal opportunities.
- ✓ The second model is **“tailoring”**. in which there is a move towards the equal valuation of existing and different contributions of women and men in a gender-segregated society. For example positive discrimination programs for women, PWDs and the elderly.
- ✓ The third is **‘transformation’**, in which there are new standards for everyone replacing the segregated institutions and standards associated with masculinity and femininity.

Thus, gender mainstreaming will increase this potential by establishing gender equality policies along with formal equality and positive discrimination.

In the context of the preparation of this manual, it should be noted that gender mainstreaming is particularly important for the Republic of Armenia, as although post-socialist developments have brought some opportunities and benefits, poverty, unemployment, rising social levels, social exclusion and polarization have also been observed. Although during the transition

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<sup>58</sup> Council of Europe (1998), Gender mainstreaming: conceptual framework, methodology and presentation of good practices. Strasbourg.

<sup>59</sup> Rees (1998). See also Stevens and Van Lamoen 2001.

period both men and women faced difficulties, women have suffered greater social, political and economic losses than men. It should be noted that despite greater progress towards gender equality, women remain among the poorest and most marginalized sectors of Europe and the CIS. Despite several approaches to determining a person's identity, including age, ethnicity, religion, class, disability, and education, gender is one of the most important factors deciding how an individual is perceived in society and what to expect- resource availability, capabilities, authority, decision-making level<sup>60</sup>.

For this reason, policy developers and practitioners should focus on the transformation approach in policy design and implementation to prevent gender inequality and social exclusion.

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<sup>60</sup> Gender Mainstreaming in Practice: A Toolkit, UNDP, 3rd Edition 2007

## **Gender and social mainstreaming process**

Environmental, social and gender mainstreaming implies the implementation of the following main activities:

- ✓ **Integrate** equality principles and rights-based approach as required by UN conventions and other international and national documents.
- ✓ **Demonstrate** a "sensible" approach in planning and decision-making processes and to enable them to engage in professional (gender-aware) dialogue at the community and national levels to address equality issues.
- ✓ **Promote** public awareness-raising on gender justice and equity, including planning and budgeting processes, developing skills and disseminating methods and tools that complement existing practices.

**Both organizations (procedures, documents, structure) and organizations' initiatives – (strategies and programs) are subject to gender mainstreaming.**

### **– Gender mainstreaming of organizations**

**Gender mainstreaming of organizations implies the implementation of the following steps:**

- ✓ Understand the idea of gender mainstreaming and its application in the organization,
- ✓ Learn about steps and tools for evaluating organizations' gender mainstreaming and capabilities,
- ✓ Conduct evaluation of the organization (processes, documents, structure) from the gender equality perspective
- ✓ Determine organization's gender mainstreaming strategic approaches and methods
- ✓ Develop an institutional gender mainstreaming plan.

On the whole gender mainstreaming of organizations should have the following picture:

<b>GENDER MAINSTREAMING FRAMEWORK</b>		
<b>Existence of political will<sup>61</sup></b>		
<p>High-level management(publicly) support gender equality issue and oversees its implementation. It is reflected by the gender mainstreaming of staff time and financial resources, institutionalized policy and procedures, for example, gender policy, budget allocation, speeches and written communications on the principles of gender equality</p>		
<b>TECHNICAL skills</b>	<b>ORGANIZATIONAL CULTURE</b>	<b>REPORTING</b>
Development of staff skills and abilities in the field of gender analysis	Establishment of gender-balanced staff and management system	Defining annual targets for gender strategy implementation and evaluating
Establishment of a sex-disaggregated data collection system	Equal estimation of men and women in the workplace	Regulation of incentives and rewards system
Development of gender-sensitive tools and procedures	Analysis of the behavioral and procedural features of the organization	Adherence to the principles of gender equality in job announcements, descriptions, work plans and performance, monitoring and reporting
	Communication on gender equality	

– **Institutional gender analyses**

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<sup>61</sup> By saying political will for organizations we mean a change in the attitude and attitude of the highest level management of the organization.

Institutional gender analyses/evaluation is the tool that enables organizations to get acquainted with gender issues existing in all spheres and levels of the office work. Institutional gender analyses can be done through the following checklist:

<b>TECHNICAL SKILLS</b>	<b>Yes</b>	<b>No</b>
There is a person and/or department in the organization responsible for gender mainstreaming?		
Employees have been trained to acquire the knowledge and skills needed to carry out their gender mainstreamed work.		
Project/project planning, implementation, evaluation, and advisory groups consist of gender-sensitive members		
Project/program planning, implementation, evaluation, and advisory groups include at least one person with specific expertise and skills in gender issues.		
Gender analyses is included in project planning and implementation procedures		
Gender analysis is embedded in project evaluation procedures		

<b>ORGANIZATIONAL CULTURE</b>	<b>Yes</b>	<b>No</b>
Issues related to gender/women's rights and opportunities are taken seriously and openly discussed by men and women of the organization		
The organization has a reputation as a leader in maintaining integrity and competence in gender issues		
The organization has improved the working environment for women over the past two years		
The organization is committed to the development of gender equality		
The organization has made significant progress in terms of gender mainstreaming activities and programs		

<b>REPORTING</b>	<b>Yes</b>	<b>No</b>
The data collected for programs and projects is sex-disaggregated		
The gender impact of programs and projects is monitored and evaluated		
Programs and projects ensure equal participation and benefits for men, women, boys and girls		
Gender Awareness is included in job descriptions and/or job performance criteria		

<b>POLITICAL WILL</b>	<b>Այո</b>	<b>Ոչ</b>
Integration of gender equality in programs/projects is mandatory		
There is a written policy that affirms adherence to the principles of gender equality		
Senior management actively supports the implementation of gender equality policy		
Over the past few years, there has been an increase in women's representation in senior management positions		
My organization has allocated budget to support gender mainstreaming activities		

– **Development of institutional gender mainstreaming plan**

Once the institutional analysis is completed, the results should be discussed with the management and relevant staff and develop an action plan on "improving the situation". The following checklist can be used for the development of the action plan

<b>GENDER MAINSTREAMING FOR IMPROVING TECHNICAL CAPACITIES OF THE ORGANIZATION</b> Action plan	Timeframe	Responsible	Necessary measures
Provide qualified/experienced staff who can be responsible for providing and monitoring gender mainstreaming in project planning and implementation. <sup>62</sup>			
Ensure that project staff understand the need for gender-sensitive approaches, enabling them to conduct gender training and assess their competencies			
Develop gender-sensitive indicators for project areas			
Develop risk management dashboards and plans			
Ensure the use of gender-sensitive indicators in planning documents and monitoring/evaluation systems, project reviews and reports			

<b>GENDER MAINSTREAMING FOR IMPROVING ORGANIZATIONAL CULTURE</b> ACTION PLAN	Timeframe	Responsible	Necessary measures
Develop an organizational strategy incorporating the principle of gender equality in all areas of an organization's activities and programs			
Develop a job description for the core program and project managers and staff, including gender mainstreaming duties and responsibilities			
Develop an organizational policy that recognizes and reasonably ensures a combination of family and work responsibilities for working women			
Ensure the involvement of experienced gender expertise in staff development of gender capacity in all planning, monitoring and review activities (programs and activities)			

<sup>62</sup> Terms of reference for gender expert is given in the Annex 3

Ensure that the management of the organization is involved in reviewing the organization's strategy and gender mainstreaming, evaluating the organization's actions and programs and performance with gender lenses as well			
Ensure that the recruitment process is transparent and ensure equal participation of women candidates in the process			
Ensure that staff training opportunities are equally accessible to men and women and that the level of participation of women and men is monitored and used in human resource planning and budgeting			
Ensure that staff remuneration packages foresee maternity/paternity leave			

<b>GENDER MAINSTREAMING FOR IMPROVING ORGANIZATION REPORTING</b> ACTION PLAN	Timeframe	Responsible	Necessary measures
Find out if project staff really understand the gender differences that often affect men's and women's participation in meetings, counseling, field visits, and training events			
Ensure that project staff understand the importance of gender mainstreaming in their work by enabling gender training and evaluation of their competencies			
Conduct basic analysis of the status of women and men in the organization/municipality/community			
Ensure that data collected on men and women are taken into account when developing a project proposal/program			
Ensure project staff develop gender sensitive training courses, materials, and leaflets			

Ensure that project staff develops gender-sensitive media/communication strategies and schedules that maximize opportunities for women to listen, participate, and benefit from project activities			
Ensure that all project management structures are gender-balanced			
Ensure additional opportunities for project staff to increase their participation in training /mentoring support in project management instances.			
Ensure that Project Final Reports contain information and analysis on their effectiveness according to agreed gender indicators <sup>63</sup>			

### **Gender mainstreaming in projects**

The mainstreaming in projects assume the implementation of the following logical sequence of actions.

#### **Analyses**

Situation analyses should be behind any action.

Gender analyses envisage the following steps: problem detection, decision and foreseeing solutions, determination of expected results, consideration of information and consulting resources, research implementation, development of recommendations and solutions, communication policy and quality assessment of the analysis.

All possible differences must be taken into account during the analysis. In this case, gender relates to other social strata, constituting a different quality that must, of course, be taken into account during analyses. For example, nationality (gender issues of national minorities may vary), access to resources related to physical or mental disability of an individual (people with disabilities also have unique gender issues that cannot be ignored), victims of violence (presence

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<sup>63</sup> Gender mainstreamed report template is given in **Annex 4**

of fear and other psychological complexes), marital status (there are differences, for example, between the social status of married women, single mothers, divorced or widowed women), economic status (profit size, property ownership), place of residence (the difference between the problems of minors or the elderly) etc

The following issues may be the subject of gender analysis:

- ✓ **Access to resources-** that is, equal access to income, services, information, employment for women and men, as well as other social groups (including persons with disabilities, the elderly, single mothers, socially insecure families, etc.). The efficient use of human resources by the state is also linked to the issue.
- ✓ **Knowledge, conviction, and perception.** Adequacy of knowledge levels of men and women, as well as of other social groups. Part of knowledge is a belief or ideology that shapes gender identity and lifestyle. Belief or ideology constitutes part of the knowledge that shapes gender identity and lifestyle.
- ✓ **Practice and participation.** People's lifestyles, actions and ways of spending, consuming, accumulating. Participation implies being involved in public affairs, political processes, service delivery, training courses.
- ✓ **Space and time.** Gender theory touches on how and to what extent men and women independently manage their time, as well as whether they can move about freely. These include the distribution of time, the availability of time, the division of labor.
- ✓ **Rights and status.** This includes gender approaches in legislation and the judicial system. In particular, are women and men equal in terms of property and inheritance, legal documents, identity cards, property certificates, voter registration, reproductive planning, representation, legal processes?
- ✓ **Power, authority.** Ensure gender harmonization at the decision-making level. This implies an opportunity for women and men, as well as other social groups, to participate in decision-making.

Project gender mainstreaming implies incorporating gender perspective and gender analysis results at all stages and levels of project **planning** and **implementation**.

One can be guided by the following checklist when implementing gender mainstreaming in projects:

- **Justification**

Were gender specifics taken into account during project design?

Do situation analyses contain sex-disaggregated data?

Does situation description contain gender situation analyses?

Have gender studies been conducted to identify the need?

- **Objectives**

Do project objectives reflect the needs of women and men?

Are project objectives intended to address existing gender inequalities and are based on international and national documents?

- Do project activities assume participation of both women and men and equal benefit

- **Stakeholders**

Has the balance been maintained between women and men beneficiaries of the project (unless the program is aimed solely at women or men as an inequality remedy)?

- **Problems**

Are project objectives centered on meeting the needs of both men and women?

- **Planned activities**

– **Indicators<sup>64</sup>**

Have project indicators been developed to measure project outcomes for both men and women?

Are the project indicators gender-disaggregated?

– **Project implementation**

Who will implement the project?

Are project implementers willing to carry out project mainstreaming?

Will men and women equally participate in project implementation?

– **Monitoring and evaluation**

Will the monitoring and evaluation component of the project be based on gender equality principles?

Who will implement monitoring and evaluation?

– **Budget**

Has gender-responsive budgeting been implemented?

Were costs been planned in terms of achieving equal results for men and women?

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<sup>64</sup> Samples of Gender Indicators are presented in Annex 5

### **PART III. RISK DASHBOARD TO DETECT ENVIRONMENTAL, SOCIAL AND GENDER RISKS<sup>65</sup>**

This Risk Dashboard has therefore been developed to guide and support the systematic screening of proposals and/or funded projects/programmes, to ensure that environmental and social risks are adequately identified and assessed by the NIE and its implementing partners in an open and transparent manner, with appropriate consultation. The Dashboard is flexible to accommodate an assessment that is proportionate with the scope of the projects/programmes and potential severity of risks.

The risk assessment dashboard is also used for preparing quarterly, annual and final reports for all projects/programs.

#### **1. COMPLIANCE WITH THE LAW**

<b>1.1</b>	<b>Has the relevant legislation for the project been identified?</b>
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*If yes, please list the legislation and state programs.*

<b>1.2</b>	<b>Does the relevant legislation require any permits/licenses/assessments?</b>
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If yes, list the permits/licenses/assessments that are needed?

*If no move to Principle 2 Access and Equity*

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<sup>65</sup> The following documents have been used for the preparation of this part ***RISK DASHBOARD FOR DETECTION AND MANAGEMENT OF ENVIRONMENTAL AND SOCIAL RISKS IN PROJECTS/PROGRAMMES FUNDED BY THE ADAPTATION FUND***, 2 VERSION, September 2017 /Institute of Natural Resources NPC Pietermaritzburg, South Africa ,

1.3	<b><u>Have the relevant permits/licenses/assessments been obtained or undertaken?</u></b>
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<i>If yes move to principle Access and Equity</i>	
<i>If No, describe the current status of the application process (e.g. pending, approved still to be submitted)</i>	

**2. ACCESS AND EQUITY**

2.1	<i>Has a process been followed to ensure the equitable allocation and distribution of benefits generated by the project/programme?</i>
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<i>If 'No', please undertake a responsible process to identify how the allocation and distribution of benefits can be achieved in an equitable way.</i>	
<i>In the interim, continue to 2.2</i>	

2.2	<i>Has stakeholder mapping been conducted to identify project beneficiaries, marginalized or vulnerable people, and the potential for conflict?</i>
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2.3	<i>Does the project/programme ensure fair and impartial access to benefits by direct project beneficiaries?</i>
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<i>If 'Yes', describe:</i>	
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2.4	<i>Does the project/programme avoid discrimination and/or favoritism among direct project beneficiaries in assessing benefits?</i>
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<i>If 'Yes', describe</i>	
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2.5	<b><u>Արդյո՞ք նախագիծը / ծրագիրը ապահովում է գանկացած խմբերի համար հասանելիության և իրավունքները պահպանության սկզբունքի պահպանումը</u></b>
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If 'Yes', describe:

2.6	<b>Has the risk of impeding access and rights to essential services and the risk of worsening inequalities within project beneficiaries or other groups been assessed?</b>
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If 'Yes', describe:

2.7	<b>Has the process of ensuring access and equity by the project/programme been documented?</b>
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### 3. VULNERABLE AND MARGINALIZED GROUPS

3.1	<b>Has a process be followed to identify <i>marginalized and vulnerable groups</i> that may be affected by the project/programme?</b>
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If 'No', please undertake a responsible process to identify marginalized and vulnerable groups. In the interim, continue to 3.2

3.2	Has the process been documented?
3.3	<b>Have any of the listed groups been identified?</b>

- *Children under the age of 18*
- *Women and girls*
- *The elderly*
- *Indigenous people*

- *Displaced people*
- *Youth under the age of 35*
- *Refugees and etc.*

3.4

Have any negative impacts on marginalized and vulnerable groups been identified?

If "Yes" (describe and quantify as far as possible)

3.5

What mitigation is proposed/in place to address the negative impacts?

If 'Yes', describe:

3.6

What is the *significance* of the negative impacts to vulnerable and marginalized groups after mitigation has been implemented?

#### 4. HUMAN RIGHTS

*This Principle always applies to a project/programme*

4.1

Does the project/programme meet the requirements of the Universal Declaration of Human Rights?

If 'Yes', please proceed to Principle 5:

and

if 'No" or "Maybe" please proceed to Question 4.2

4.2	Have stakeholders be consulted to identify potential human rights issues that may be linked to the project/programme?
4.3	Has awareness be raised around relevant human rights issues during the course of the project/programme?

## 5. GENDER EQUALITY AND WOMEN EMPOWERMENT

5.1	Has a process been undertaken to identify and categorize project beneficiaries according to gender to ensure that the project/programme contributes to <i>gender equality</i> ?  No, will be
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*If «Yes», what is planned for this,*

*If no, take the appropriate action*

5.2	Does the project/programme ensure that women and men have <i>equitable</i> opportunities to participate?
5.3	Does the project/programme ensure that women and men receive <i>equitable</i> social and economic benefits?
5.4	Does the project provide equal opportunities for men and women to avoid the negative impact of the program?
5.5	Does the program provide equal opportunities for men and women to work in the program?:
5.6	Have/will women been encouraged to apply and take up positions in the project/programme?

*If Yes, please is planned in this way for all the above questions*

## 6. INVOLUNTARY RESETTLEMENT

*This Principle always applies to a project/programme*

<b>6.1</b>	<b>Does the project/programme result in the need for <i>involuntary physical and/or economical loss or resettlement</i>?</b>
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If 'No' or 'Not Applicable', move to Principle 9: Protection of 'Natural Habitats'

If 'Yes/Maybe,' continue to 8.2

<b>6.2</b>	<b>What is the extent of the loss or need for resettlement caused by the project/programme (number of people, extent of vulnerability, etc.)?</b>
	If resettlement is required, please provide details of the resettlement process to be applied and legislation being followed
	What precautions, grievance procedures, etc. are/will be applied to address these negative impacts?

<b>6.3</b>	<b>What mitigation activities are proposed to address the negative impacts?</b>
	How do the proposed activities mitigate the impact of involuntary physical and/or economic loss or resettlement?

<b>6.4</b>	<b>What is the <i>significance</i> of this impact after mitigation has been implemented?</b>
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<b>6.5</b>	<b>Is there appropriate capacity to deal with the impacts of involuntary physical and/or economical loss or resettlement, and has this and the process been documented?</b>
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<b>6.6</b>	<b>Has awareness been created about the projects/programmes impacts that will result in the need for involuntary physical and/or economical loss or resettlement?</b>
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If 'Yes', where and how was this be done?

## 7. PROTECTION OF NATURAL HABITATS

<b>7.1</b>	<b>Does the project/programme have the potential to negatively impact on <i>natural habitats</i> (either directly, indirectly and/or cumulatively)?</b>
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If 'No', move to Principle 10: Conservation of Biological Diversity  
If 'Yes/Maybe', continue to 9.2

<b>7.2</b>	<b>Does the target area fall within a formally or traditionally protected area?</b>
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If 'Yes', do the project/programme activities support the management objectives of the protected area?

<b>7.3</b>	<b>Could the project/programme activities potentially result in negative impacts to natural habitats and/or protected areas?</b>
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If 'Yes' or 'Maybe', have alternative activities been explored to avoid the negative impacts?

If 'No', please undertake a process to identify alternative activities that will not result in negative impact to natural habitat and/or protected areas?  
If 'Yes', continue to 9.3.3

Describe the unavoidable impact/s that the project/programme activities will have on the natural habitat and/or protected areas

What mitigation is proposed/in place to address these unavoidable negative impacts?

What is the **significance** of impact after mitigation has been implemented?

## 8. BIOLOGICAL DIVERSITY

8.1

Does the project/programme have the potential to negatively impact on **biological diversity, critical biodiversity areas (CBAs) and/or species of special concern (SoSC)** (either directly, indirectly and/or cumulatively)?

If 'No' or 'Not Applicable', move to Principle 9: Climate Change

If 'Yes/Maybe', continue to 8.2

8.2

Have the **relevant authorisations** been obtained to proceed with the project/programme activities?

8.3

Have alternatives been explored to avoid negative impacts on biological diversity, critical biodiversity areas and/or species of special concern?

Describe the unavoidable impact/s that the project/programme activities will have on biological diversity, critical biodiversity areas and/or species of special concern

What mitigation is proposed/in place to address the negative impacts?

What is the **significance** of impact after mitigation has been implemented?

## 9. CLIMATE CHANGE

9.1

Does the project/programme create the risk of significant increases in Greenhouse Gas (GHG) emissions or other **drivers of climate change**?

If 'No' or 'Not Applicable', move to Principle 10: Pollution Prevention and Resource Efficiency  
If 'Yes/Maybe', continue to the next question

9.2	Does the project/programme increase the risk of GHG emissions from the use of fossil fuels and change in land use?
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9.3	Does the project/programme increase the risk of GHG emissions from large scale agriculture, forestry or waste management?
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9.4	Does the project/programme increase the risk of GHG emissions from heavy transport or energy use?
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9.5	Does the project/programme increase the risk of GHG emissions from large scale construction or building?
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## 10. POLLUTION PREVENTION AND RESOURCE EFFICIENCY

10.1	Has <i>resource use efficiency</i> been considered and incorporated into planning and operations?
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If 'Yes' or 'Not Applicable', continue with Principle 11. Public Health

If 'No' or 'In Progress', please undertake a responsible process to incorporated resource use efficiency into planning and operations.

10.2	Have opportunities to minimize waste been considered and incorporated into planning and operations?
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Has a waste management plan been developed?

What mitigation is proposed/in place to minimize and manage waste?

What is the **significance** of impact after mitigation has been implemented?

## 11. PUBLIC HEALTH

11.1

**Has a rapid assessment and systematic *public health screening* been undertaken to assess the potential negative impact arising from the project/programme?**

If 'No/In Progress', please undertake a rapid assessment and systematic public health screening in line with the Adaptation Fund's requirement.

In the interim, move to Principle 12: Physical and Cultural Heritage

If 'Yes' or 'Not Applicable', continue to the next question

11.2

**Were significant negative public health impacts identified through the screening process?**

If 'Yes', have effective mitigation measures been identified and incorporated into the Environmental and Social Management Plan (ESMP)?

If 'Yes', what is the **significance** of impact after mitigation has been implemented

## 12. PHYSICAL AND CULTURAL HERITAGE

12.1

**Has a responsible process been undertaken to identify the presence of physical and/or cultural resources, cultural sites, and/or sites with unique natural values (recognized at local community, national or international level)?**

If 'No/In Progress', please undertake a responsible process to identify the presence of physical and/or cultural resources before proceeding to 14.2

In the interim, move to **Principle 13: Land and Soil Conservation**

If 'Yes' or 'Not Applicable', continue to the next question.

**12.2** Were any recognized physical and/or cultural resources or sites identified?

If 'No', move to **Principle 13: Land and Soil Conservation**

'Yes', continue to the next question.

List the resources and/or sites identified

What is the status of the resource and/or site (local, national or international significance)?

What is the likely negative impact on the resource and/or site as a result of the project/programme?

**12.3** Describe the mitigation to avoid alteration, damage or removal of the resource and/or site

What is the *significance* of impact after mitigation has been implemented?

**12.4** Describe the mitigation to avoid negative impacts to existing access and use to the resources and/or by stakeholders

What is the *significance* of impact after mitigation has been implemented?

### 13. LAND AND SOIL CONSERVATION

**13.1** Has an assessment been undertaken of the potential of the project/programme to negatively impact soil (directly, indirectly and/or cumulatively)?

If 'Yes' or 'Not Applicable', proceed to 13.2

If 'No/In Progress', please undertake an assessment to identify the potential negative impacts to the soil before proceeding to question 13.2

In the interim, proceed to 13.2

Is the project/programme location on steep slopes?

If 'Yes', rate the risk negative impact to soils

Is the project/programme location on rocky areas with very thin soils?

If "Yes", rate the risk negative impact to soils

<b>13.2</b>	<b>Has an assessment been undertaken of the potential of the project/programme to negatively impact productive land and/or land that provides valuable <i>ecosystem services</i> (directly, indirectly and/or cumulatively)?</b>
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Is the project/programme location on productive land?

If 'Yes,' rate the risk of negative impacts on productive land

Is the project/programme location on land that provides valuable ecosystem services?

If 'Yes', rate the risk of adverse impacts to ecosystem services



### **PART III. MONITORING AND EVALUATION SYSTEM**

Monitoring and evaluation have become anticipated or necessary component of any development program or project. The main aim of monitoring and evaluation is to evaluate the effectiveness and degree of implementation of the program or initiative, as well as its relevance to the expected results. This section of the manual defines the main components and principles of M&E.

**Monitoring** is the situational, constant and continuous investigation and the process of recording the results. Monitoring is done through a combination of pre-planned and factually documented goals, outcomes, actions, and resources allocated to development programs.

Monitoring function aims to rapidly identify actual and possible(potential) achievements and shortcomings at the same time facilitate their correction and overcoming. Monitoring is a useful tool for ongoing management for leaders implementing development programs and initiatives.

- **Drafting of a monitoring system for development programs**

This action is especially crucial at the early stage of planning or implementing development projects. A well-designed monitoring system is based on clearly defined and measurable goals and assumptions about the initiative. In this connection, it is vital to set specific, measurable, achievable, relevant, and time-bound (SMART) indicators and to introduce their system. The monitoring system also identifies sources and tools for collecting information on proposed indicators.

- **Baseline survey**

The baseline survey is usually used for the definition of the above-mentioned indicators and initial determination of their content. The baseline survey is a social-economic, as well as other situational descriptive and analytical process of gathering information. The set of indicators defined as a result of this process is used as a benchmark to measure the extent of envisaged changes in further stages.

**Performance (functional) indicators**

The assessment of planned or budgeted works is carried out through performance tasks or functional indicators.

These are information or data which are used to assess the performance of any component (event, activity, work) or waiver from it. In rare cases, only quantitative or qualitative indicators can be used, but most often evaluators use these two indicators simultaneously.

Types of indicators for the performance of the works envisaged by the project or budget and their description.

<p><b>Embedded resources (input indicators)</b></p>	<p>These indicators refer to the resources (human, financial, material, technical etc.) needed for the implementation of an activity or intervention such as planned spending, labor force, working hours, number of material resources and hours of equipment use. Embedded resources are easily defined and often included in project activities and budget estimates. However, it should be noted that there is no information on what has been achieved by investing these resources.</p>
<p><b>Quantitative outcomes of the work done (baseline quantitative</b></p>	<p>These indicators show the volume of the work done, for example, how much garbage has been collected, how many hectares of land have been restored, how many pits and holes have been</p>

<b>indicators)</b>	covered, how many licenses have been issued, how many screening check visits have been made etc.?
<b>Qualitative outcomes of the work done (impact, including qualitative indicators)</b>	These indicators record impact indicators and the quality of project implementation. These indicators reflect the extent to which the works done met the set objectives and issues. Examples of indicators of this type can be the level of satisfaction of citizens and consumers, the percentage of non-functioning street lights, the percentage of community roads in excellent or good condition. There is a specific indicator, called a qualitative indicator, that from a citizens' point of view addresses such important criteria as timely service delivery, punctuality, accessibility, affordability, security, politeness, convenience, compliance with applicable standards, awareness, etc.
<b>Work efficiency (efficiency indicators)</b>	The cost of the quantitative and qualitative results of the work is expressed in the following terms: unit cost, timing. Indicators of this type are, for example, the price to dispose one ton of garbage, the cost of restored forest or land, feedback on complaints, the working hours spent on site visits.

In addition to the four types of functional indicators the following ones can also be used:

- **Relative indicators** when the direct assessment of the output of an activity is hampered by some complexity, cost and time constraints,
- **Replacement indicators** that reflect certain trends in work performance and guide managers to perform tasks that need special attention;
- Sometimes there is a need to use **approximate indicators** when the cost, complexity, or failure to deliver on time precludes accurate measurement of output.

Thus for the assessment of each project or event, there is a need to develop input, output, impact and efficiency indicators.

The responsibility for doing this work rests with the organization's monitoring and evaluation specialist but those who collect or use data for those indicators should be involved in the designation of Functional Indicators. They can help identify those uncontrollable factors that lead to undesirable consequences.

When developing functional indicators, the opinions of the target community residents must also be taken into account. Functional indicators need to be revised and refined if there is a change in the goals and objectives of the project. You should maximally reduce the number of these indicators, leaving only the most necessary ones, as the presence of too many indicators confuses users and deviates from their main indicators.

### **The development of functional principles is based on the following principles**

**Usefulness.** Does the indicator ensure the necessary information?

**Data availability.** Are the data needed for the assessment of the indicator available?

**Reliability.** Is the indicator relevant to the goals of the project? Does the indicator reveal the necessity of exerting influence on the outcomes?

**Clarity.** Is the indicator clear for those who will evaluate and use it?

**Accuracy.** Is it possible to determine the accuracy of the indicator over time?

**Stability.** If the assessment of the indicator is periodically repeated, would the outcomes be stable?

**Universality.** Is the indicator applicable for all or most of the goals? Is the information satisfactory to assess the project?

**Uniqueness.** Does the indicator ensure the information the other indicators are unable to provide?

**Completeness.** Does the indicator provide a complete picture of the situation?

**Comparability.** Can the indicator be used when compared to equivalent indicators evaluated in another time or region?

**The process of monitoring implies the following activities:**

Implementation of project monitoring starts with the development of a monitoring plan. The monitoring plan defines the monitoring indicators, their frequency, source and method of collection. The monitoring plan is an integral part of the project implementation.

Information on monitoring indicators can be collected on a monthly, quarterly, semi-annual or annual basis, only the collection of indicators should be followed by their analysis and the report based on the analysis.

The monitoring plan can be drawn up in Excel, which makes it more convenient to use. While direct outputs and resource inputs of the project implementation and the target values of the indicators are already defined at the project design stage.

Desireable sample of the monitoring plan is given below:

Project objective								
Objective #								
##	Activity	Expected result	Step	Responsible	Timeframe/or frequency	Efficiency Indicators	Monitoring Timeframe/Frequency/methods	Monitoring responsible

Monitoring activities also imply:

- Support to company/project staff to develop/experiment/amend the document and report templates and formats.
- Support to company/project staff to use the document and report templates and formats
- Field monitoring visits

- Preparation of monthly, quarterly and annual reports
- Drafting of recommendations for change in the result of field monitoring visits
- Submission of report and recommendations for change to project/company management.

Project implementation should also be evaluated.

Evaluation is a comprehensive and systematic review of outcomes of ongoing or already completed development projects and initiatives. The two key objectives of evaluation functions are: a) make revisions in the policies of future projects and specific actions based on the impressions and lessons learned from the evaluation, b) create a responsible environment and ensure transparency by making information accessible to the public.

The evaluation stipulates the study of development projects in the following ways:

1. Project relevance,
2. Effectiveness of planned activities and direct performance,
3. The efficiency of implementing activities and achieved outcomes,
4. The long-term impact of implemented activities, and
5. Sustainability of well-fixed positive changes.

Standard methodology and tools are used during the implementation of monitoring and evaluation tasks. Monitoring and evaluation involve the following actions:

- **Mid-term evaluation**

It is implemented in the middle of implementing development initiatives. Such assessments do not usually address long-term impacts and sustainability issues. These studies mainly focus on the current status of project compliance, performance, and effectiveness.

- **Final/Impact Assessment**

The final evaluation is being carried out by the end of the project or after a while. This assessment holistically covers all the aspects of the project and gives a final general assessment of all the activities implemented.

The final assessment is based on the **Logical Framework Matrix** and the indicators defined therein. Sometimes the final or impact assessment is carried out in an Implementation Completion Study format, which is usually assumed to be performed by a permanent or involved specialist of a donor funding organization.

**Assessment should include the following mandatory actions:**

- Prepare terms of references for project evaluation
- Share terms of references for project evaluation and select Assessment agency
- Evaluate the draft report of the Assessment Agency, final evaluation report and share it.

## Annexes

### – International tools for gender and social mainstreaming

In 1991 the Republic of Armenia was proclaimed a sovereign, democratic and social state mandating equal rights for men and women by the constitution. Meanwhile, independent Republic of Armenia being admitted into the United Nations, then to a number of international and European organizations, signed and ratified the following documents regulating human rights and freedom:

ORGANIZATION	DOCUMENT	RATIFIED BY THE RA
UN	“Universal Declaration of Human Rights”,1948	1993
UN	“International Covenant on Economic, Social and Cultural Rights”	1993
UN	“Optional Protocol to the International Covenant on Civil and Political Rights”	1993
UN	The Convention on the Nationality of Married Women	1994
UN	Convention on the Elimination of All Forms of Discrimination against Women, 1979	1993
UN	The Beijing Declaration and the Platform for Action, the Fourth World	1993

	Conference on Women, 1995	
UN	Convention against Discrimination in Education	1993
UN	The Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, the Protocol against the Smuggling of Migrants by Land, Sea and Air supplementing United Nations Convention against Transnational Organized Crime	2003
UN	The Convention on the Political Rights of Women	2007
UN	The Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women	2007
ILO	The Convention concerning Discrimination in Respect of Employment and Occupation or Discrimination,	1993
ILO	Convention on Equal Remuneration,	1993
ILO	Convention Concerning Labour Inspection in Industry and Commerce	2004
ILO	The Forced Labour Convention	2004
ILO	Minimum Wage Fixing Convention	2004
ILO	Protection of Workers' Claims (Employer's Insolvency) Convention	2005
ILO	European Social Charter	2004

ILO	Paid Vacations (Seafarers) Convention (Revised)	2005
EC	The Convention for the Protection of Human Rights and Fundamental Freedoms	2004
EC	Council of Europe Convention on Action against Trafficking in Human Beings	2008

The Republic of Armenia has formally ratified almost all international gender mainstreaming legal instruments and, as a member of the UN and the Council of Europe and an independent state focused on European integration, has undertaken certain commitments not only to ratify the most important international legal instruments but also to align national legislation with those documents.

– **National instruments for gender and social mainstreaming**

Following the above-mentioned commitments, as well as the principle of strengthening equal rights for women and men, after the independence of the republic, legislative reforms are being implemented.

The main law of the country - the Constitution of the Republic of Armenia adopted in 1995 enshrines the fundamental human rights and freedoms in our country. The Constitution of the Republic of Armenia, edited in 2005, has not only upheld the prohibition of discrimination based on sex, equal rights of men and women in marriage, during married life and in divorce but has also improved the provisions on the protection of the family, motherhood and childhood.

Equality between men and women is also enshrined in a number of codes and laws:

- RA Family Code (adopted by the National Assembly of the RA on November 9, 2004),
- RA Labor Code (adopted by the National Assembly of the RA on November 9, 2004),

- RA Civil Code (adopted by the National Assembly of the RA on May 5, 1998),
- RA Criminal Code (adopted by the National Assembly of the RA on April 18, 2003),
- RA Electoral Code (adopted by the National Assembly of the RA on May 26, 2011),
- RA Law on Citizenship (adopted by the National Assembly of the RA on November 6, 1995),
- RA Law on Education (adopted by the National Assembly of the RA on April 14, 1999),
- RA Law on State Pensions (adopted by the National Assembly of the RA on December 22, 2010),
- RA Law on State Benefits (adopted by the National Assembly of the RA on October 24, 2005),
- RA Law on Civil Service (adopted by the National Assembly of the RA on April 12, 2001),
- RA Law on Remuneration of Civil Servants (adopted by the National Assembly of the RA on July 3, 2002),
- RA Law on Medical Assistance and Services to the Population (adopted by the National Assembly of the RA on March 4, 1996),
- RA Law on Human Reproductive Health and Reproductive Rights (adopted by the National Assembly of the RA on December 11, 2002),
- RA Law on Equal Rights and Equal Opportunities for Men and Women (adopted by the National Assembly of the RA on May 20, 2013),
- RA Law on Social Assistance (adopted by the National Assembly of the RA on December 20, 2014).

The legislation of the Republic of Armenia ensures equal rights of men and women and equal opportunities for the enjoyment of those rights. When defining fundamental human and civil rights and freedoms the phrases “every person” and “every citizen” are mentioned in the Constitution without any reference to either men or women.

The legislation of the Republic of Armenia is to the extent possible called to ensure equality of rights of men and women in public and political life.

In particular, the Constitution of the Republic of Armenia contains a number of important provisions on discrimination prohibition, ensuring equal rights and opportunities for men and women, as well as promoting actual equality between men and women, they are:

– **Article 29. Prohibition of discrimination**

- Discrimination based on any ground such as sex, race, skin color, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited.

– Article 30. Legal equality for women and men

- Women and men should enjoy legal equality

– Article 86. the main objectives of the state policy in the economic, social and cultural spheres

- 2) promoting the employment of the population and improving the working conditions
- 4) promoting actual equality between women and men.

– Article 87. Fulfillment of the main objectives of the State Policy

1. Within the framework of their competencies and possibilities, state and local self-government bodies shall be obliged to fulfill the objective prescribed by Article 86 of the Constitution.

2. Within the framework of the report provided for by Article 156 of the Constitution, the Government shall submit information regarding the fulfillment of the objective prescribed by Article 86 of the Constitution.

*The Labour Code of the Republic of Armenia* adopted on 11 October 2004 and entered into force on 21 June of 2005 defines — as its principles — freedom of labor, including the right to work, prohibition of any forms (nature) of compulsory labor and violence against employees, legal equality of parties to labor relations irrespective of their gender, race, national origin, language, origin, nationality, social status, religion, marital and family status, age, beliefs or viewpoints, affiliation to political parties, trade unions or non-governmental organizations, and

other circumstances not associated with the professional skills of an employee, ensuring the right to fair working conditions for every employee, equality of rights and opportunities of employees.

Article 40 (2) of the RA Law on Making Amendments and Addenda to the Labor Code (HO-117-N), adopted by the National Assembly of the Republic of Armenia on June 24, 2010, provides for an amendment to Article 114 (2.1) of the Labor Code, according to which the employment contract upon the employer's initiative shall be prohibited in the case of pregnant women, from the day of submitting a reference to the employer until one month after the maternity leave.

Given the fact that the culture of filing complaints/lawsuits has not yet been established in the republic (Article 221 concerning gross violations of labor discipline has been repealed), the substitution of clear liability in a more declarative formulation further reduces employer liability limits.

The duration and procedures for pregnancy, childbirth and child care leave have remained unchanged.

The new provision in the law is that by the request of the employee unpaid leave of up to two months is given to the spouse for pregnancy and childbirth leave as well as for the care of a woman under one year of age (RA LC, Art. 176). In fact, this clause is not very practical as the father's vacation is not paid, and the interest in exercising that right is not so great.

Gender-sensitive are those articles of the Code that regulate overtime, night work, shifts, weekly uninterrupted rest(Art. 144).

These articles set forth the rights related to family responsibilities of working men and women who take care of their children. In this respect, Article 258 (Protection of motherhood) is an exception, which prohibits engaging pregnant women or women taking care of a child under the age of one in heavy, harmful, especially heavy and especially harmful works established by the legislation of the Republic of Armenia.

Article 3 of the Electoral Code of the Republic of Armenia (adopted on 26 May of 2011 and entered into force on 26 June of 2011) defines that “Electors shall — irrespective of national origin, race, gender, language, religion, political or other views, social origin, property or other status — have the right to vote and to be elected”.

Thus, the Electoral Code of the Republic of Armenia also excludes all forms of discrimination, including on the grounds of gender.

The Electoral Code of the Republic of Armenia has set quotas for increasing the representation of women in the legislative branch. This provision was amended in 2012 (19.03.12 HO-52-N) becoming gender-sensitive. Gender-sensitive quotas aimed at increasing women's representation in the legislative power were defined in the new Electoral Code of the Republic of Armenia adopted on 26 May 2011. In particular, Article 108 defines " ... The number of representatives of each gender must not exceed the 80% of each integer group of five candidates (2-6, 2-11, 2-16 and subsequently till the end of the list) starting from the second number of the electoral list of a political party, of an alliance of political parties and of each of the parties included in an alliance for the elections to the National Assembly under the proportional electoral system

According to Article 143 of the Criminal Code of the Republic of Armenia (adopted on 18 April of 2003 and entered into force on 1 August of 2003), a violation of nationals’ legal equality, in particular direct or indirect violation of human and citizen's rights and freedoms on ground of national origin, race, sex, language, belief, political or other opinion, social origin, property or other status, which has harmed a person’s lawful interests are considered as a criminal offense. Thus, the violation of Article 14.1 of the Constitution is criminalized under the mentioned article.

The Family Code of the Republic of Armenia (adopted on 9 November of 2004 and entered into force on 19 April of 2005) states the legal equality of spouses in the family, mentioning that each of the spouses is free in choosing the work, occupation, profession and place of residence (Article 24). The mutual voluntary consent, as well as marriageable age of men and women entering into marriage, is necessary for concluding a marriage.

For the fulfillment of the requirements of the international commitments assumed by the Republic of Armenia, the National Assembly of the Republic of Armenia adopted the Law of the Republic of Armenia "On making amendments to the Family Code of the Republic of Armenia" on 30 April of 2013 which entered into force on 8 June of 2013. The main purpose of the Law is to ensure gender equality between men and women. While the Family Code of the Republic of Armenia has defined the age of 17 as a marriageable age for women and the age of 18 for men the revised Family Code defines the age of 18 as a marriageable age for both women and men.

Article 39 of the Constitution enshrines the right to education: "Everyone shall have the right to education. Basic general education shall be compulsory. Secondary education in state educational institutions shall be free of charge. Every citizen shall have the right to free education on a competitive basis in state higher and other vocational educational institutions, as prescribed by law. The State shall provide financial and other support to educational institutions conducting higher and other vocational education programs and students thereof in cases and in the manner provided for by law". In 1999 the National Assembly of the Republic of Armenia adopted the Law of the Republic of Armenia "On education" which, based on the constitutional provisions, guides in a certain extent the development of the education system. State guarantees for the right to education are enshrined in this Law according to which, "The Republic of Armenia shall ensure the right to education, irrespective of national origin, race, gender, language, belief, political or other views, social origin, property status or other circumstances." The said law also stipulates the legal equality of women and men.

According to the Law of the Republic of Armenia "On medical assistance and services to the population" adopted in 1996, both men and women enjoy equal rights to medical assistance. Maternal and infant health care has been identified as a principle priority, which is under the auspices of the state. Laws, decisions of the Government, a number of normative methodological documents regulating the medical practice and the legal framework relating to reproductive health and reproductive rights of the person have been developed.

In 2011, taking into account the higher mortality rate of females and the high mortality of reproductive organs, including breast and cervical cancer, the decree on "Approval of the

Concept Note on Prevention, Early Detection and Treatment of the Most Common NCDs and the Action Plan that Ensures Implementation of this Concept” approved for the prevention of these diseases and for the reduction of mortality which subsequently approved the decree to approve the National Strategic Programme for and Action plan on three diseases with higher mortality rates: circulatory diseases (cardiovascular diseases), malignant neoplasms and diabetes.

During 2011 relevant amendments were made to the Decisions of the Government of the Republic of Armenia No 318-N and 748-N as well as examinations of comprehensive health condition and reproductive system of boys aged 14-15 and girls aged 15, identification and treatment of pathologies were carried out which serve as solid guarantees for improving the adolescents’ health, becoming a healthy parent and preventing infertility.

The greatest and the most effective reform was the execution of the instruction of the Prime Minister of the Republic of Armenia issued on 11 September 2007. According the mentioned instruction, Obstetrical state certificate programme was introduced on 1 July 2008 within the framework of “Obstetrics and Gynaecology Aid” Budget Programme which is effectively implemented ensuring real, actual outpatient and inpatient free obstetrical aid. Those reforms are especially aimed at supporting vulnerable groups, improving the quality and accessibility of medical aid for women and elimination of inequality and differences between men and women depending on urban and rural settlements, the level of well-being of the family, education level, etc.

Although the legislation is rather favorable in this field, however, the analysis of the situation of women reveals some restrictions on reproductive health issues, particularly in terms of availability of more effective contraceptives for women and certain types of medicine (necessary for medical abortion), limited possibility for both women and men to use assisted reproductive technologies.

The RA Law on State Pensions (adopted on December 22, 2010) provides for the exercise of the right to pension irrespective of nationality, race, sex, language, religion, political or other views,

social origin, property or another status. The law is essentially gender-sensitive: an old-age pension is granted to a person over the age of 63 if he or she has at least 25 years of service.

In addition to the adoption (amendment) of the above-mentioned laws, by-laws have also been developed to ensure the implementation of the laws. However the process of reforming national legislation have not yet lead to the actual equality of women and men, since declaring equality does not yet mean ensuring its actual implementation, as the rights reserved are a necessary but not sufficient condition. Actual equality is measured by the results obtained which imply not only the proclamation of equal rights but also equal opportunities and equal access to resources. Besides, representative democracy dictates equal participation of all social groups and strata in the governance of the state. Whereas ensuring equal participation of women and men is an integral part of the democratization process.

The Law of the Republic of Armenia "On provision of equal rights and equal opportunities for women and men" in May of 2013 which defines the guarantees for ensuring equal rights and equal opportunities of men and women in political, social, economic, cultural and other fields and regulates the relationships arising with regard thereto. In essence, this law is a key document aimed at regulating the equal rights and opportunities of men and women.

On December 17, 2014, the National Assembly of the Republic of Armenia adopted the Law "On Social Assistance", which stipulates the relevant provisions of "Domestic violence" and "Social assistance to persons exposed to domestic violence".

To become part of practical policy, the declared norms need to be aligned with the policy implementation and strategy of those documents.

In 2009 a Concept Paper on Gender Policy in the Republic of Armenia was developed which was approved by the Decision of the Government of the Republic of Armenia of 11 February 2010. The Concept Paper was aimed at creating gender equality, eliminating all types of discrimination on grounds of gender, ensuring equal rights of men and women in the labor market and the employment sector and equal access to economic resources, establishing

democratic political culture and tolerance, gender-related dialogue in the public through the inclusion of the gender criterion in all spheres of life.

The Statute of the Ministry of Labour and Social Affairs approved by the Decision of the Government of the Republic of Armenia No 618-N of 13 May 2010 enshrined the tasks of studying gender issues, elaborating state programmes for the solution thereof, co-ordinating and monitoring the activities of the implementation thereof as well as studying the issues of trafficking in human beings, elaborating social rehabilitation programmes of trafficking victims and monitoring the implementation thereof.

“Gender Policy Strategic Action Plan of the Republic of Armenia 2011-2015” was approved by the Government protocol decree N 19 of May 20, 2011, setting the priority directions of state policy for women and men. Targeted strategic plans were approved by the Government of the Republic of Armenia for addressing the issues raised in the concept paper.