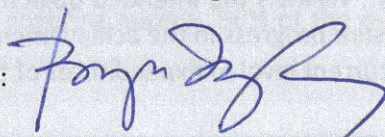


Project Progress Report

Name of the Executive Structure	
Project Title:	Economic Empowerment of Women in Syunik Region and Other Regions of Armenia

General Information

Project No: 1102004 award 14814 (Norway) Programme Name: Office of the Co-ordinator of OSCE Economic and Environmental Activities (OCEEA) Geographical Area: Armenia Thematic Category: Economic Dimension Monitoring Period: January-June 2019 Budget Status (in euro): Available Budget Allotment: 50,000.00 EUR Implementing Partner(s): Beneficiaries: The network of the Women Resource Centres in Armenia; State authorities (Ministry of Economy and Labour); Women in vulnerable situation	MONITOR (Monitor has to be an OSCE staff/mission member) Name: Teresa Albano Title: Economic Affairs Officer E-mail: Teresa.Albano@osce.org Telephone: +431514366259 FUND MANAGER/MAIN PROGRAMME MANAGER: MANAGER: Name: Mr. Vuk Žugić, Co/EEA Signature: 
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1. Executive Summary

During the reporting period, the available funding from the contributing donors (Finland, Italy, Norway, Slovakia, and the United States of America), currently covering approx. 56% of the overall budget, supported the following project phases:

1. *Preparatory phase:* identification of local human resources to implement the project activities;
2. *Mapping and scoping phase:* a new government was established in Armenia in early 2019, expression of a new parliamentary majority. Due to the closing of the OSCE field presence in the country, it was necessary to engage the government and parliamentary stakeholders on the one hand, and identify the most suitable synergies for the project implementation with the variety of players in the field of women economic empowerment, on the other. In order to tailor capacity-development measures, a needs assessment was carried out with the members of the seven Women Resource Centres (WRCs) that represent one of the main target groups of this project;
3. *Capacity-development phase:* based on the results of the needs assessment, a number of capacity-development workshops were carried out targeting the network of WRCs as well as Mission Armenia, one of the most relevant NGOs in the country dealing with vulnerable groups.

The WEE Armenia project was welcomed by the government and the numerous stakeholders, local authorities, associations, NGOs, the private sector, regional and international organizations. It was widely recognized that the closing of the OSCE local presence produced a significant gap in the actions at country level, particularly in the field of women economic empowerment. Such institutional support - facilitated and steered by the Armenian Ministry of Foreign Affairs - allowed a smooth and timely implementation of activities. Despite the lack of a local office in the country, OCEEA was able to leverage the capacities of OSCE internal resources, combined with a modest

involvement of external expertise. The positive feedback from relevant stakeholders on the project's relevance and the effective implementation of activities represent a stimulus to do better and more to support the active role of civil society organizations, particularly those dealing with women and other marginalized groups, in the current transition.

Yet the persistent absence of a local office combined with the lack of the recognition of the Organization's legal status are posing an increasing challenge, as described in detail in this Progress Report. While waiting for such recognition as a key measure to allow the OSCE to pool fully its role and capacities, one of the possible remedial actions could be the hiring of a professional expert to support the project implementation locally. However, the uncertainties in the availability of funding to bridge the current gap, suggest avoiding pursuing such course of action, and instead enhance fund-raising efforts.

2. Purpose of the Progress Report

Reporting on the progressive implementation of projects is part of the regular monitoring activities of the OCEEA project management approach. As part of the agreement between the OSCE and the government of Norway, donors can request progress reports at specific frequencies. This Progress Report aims to comply with the OSCE agreement with the government of Norway that is one of the donors of the WEE Armenia project. The report will include a description of the activities carried out so far, vis-a-vis the intended objectives, including the illustration of relevant indicators identified to measure progress in the achievement of the project objectives. The report will also aim at describing the current level of expenditures of the budget, in particular with regard to the Norwegian award.

3. Progress Status

3.1 Implementation of planned activities

Rationale

As part of the OSCE Armenia Cooperation Programme (ACP), the project "Economic empowerment of women in Syunik region and other regions of Armenia" - from now on referred to as "WEE Armenia" - aims at promoting the economic participation of women in vulnerable situation in the Republic of Armenia. Based on the 2003 OSCE Maastricht Strategy, the MC Decision no. 10/11 on *Promoting equal opportunity for women in the economic sphere*, and the MC Decision no. 8/17 on *Promoting economic participation in the OSCE area* as well as the 2004 Gender Action Plan, the project, developed upon request of the government of the Republic of Armenia and implemented by the Office of the Coordinator of Economic and Environmental Activities (OCEEA), is expected to support the network of Women Resource Centres (WRCs) established by the OSCE since 2009. The support aims at improving the services provided to women in vulnerable situation, in order to expand employment opportunities, including through the setting up of small businesses. To do so, the project pursues the following axes of work: 1. Through capacity-development targeting the members of the WRCs' network, the project will leverage the role of WRCs as service/assistance providers and as active players and accountable counterparts of local and national authorities in promoting effective policy-making; 2. Through direct assistance measures, the project will support 80 women in vulnerable situation in establishing income-generating activities; 3. Through policy-relevant dialogue, the project will elaborate a set of guidelines for the improvement of policies in the field of women poverty reduction, with special attention on promoting an eco-system for social enterprises.

Building on previous undertakings, in particular the project *“Development of women entrepreneurship through SME and small handicraft businesses support”* engaging women from Afghanistan, Tajikistan and Azerbaijan, the project will seek to build synergies and collaborations with the varied community of players active in the field of female poverty reduction and economic empowerment in Armenia.

The persistent marginalization of women in Armenia and their difficulty in accessing services and opportunities in the economic, social, cultural and political spheres represents one of the priority areas for action of the current government, established under the auspices of a new parliamentary majority. In particular, according to the 2019 report of the Council of Europe’s Commissioner for Human Rights, women in Armenia are significantly underrepresented in the economic sphere and constitute more than 50% of the country’s poorest population.

The project “WEE Armenia project” was developed in 2018 by the Office of the Co-ordinator of OSCE Economic and Environmental Activities (OCEEA) as a relevant component of the OCEEA’s long-term engagement in tackling widening socio-economic disparities in the OSCE region and an integral part of the Armenia Co-operation Programme (ACP) (Annex no. 1: WEE Armenia project brief). The ACP programme seeks to support continued project-based co-operation of the OSCE with the Republic of Armenia (RA) after the closure of the OSCE Field Presence in Yerevan on 31 August 2017.

Implementation of activities during the reporting period

During the reporting period, the available funding from the contributing donors (Finland, Italy, Norway, Slovakia, and the United States of America), currently covering approx. 56% of the overall budget, supported the following project phases:

1. Preparatory phase:

Relevant staff for the project implementation was identified and recruited to provide logistical and organizational support in Armenia, considering the closing of the local office. In particular, Ms. Mari Panyan, a former OSCE staff working at the Yerevan field operation, was recruited as a consultant in Yerevan considering her long-standing experience in the OSCE and her capacities to act in line with the OSCE administration rules and regulations. Mr. Stefano Volpicelli was hired as a consultant, as well, to support the implementation of the scoping and capacity-development phase. Mr. Volpicelli selected based on his long-term experience gained in a wide variety of socio-economic and cultural contexts and with a wide variety of groups at risk of marginalization: people living with HIV/AIDS; delinquent and drug addicted youth; victims of trafficking; refugees and asylum seekers; migrants in administrative detention. Mr. Volpicelli’s expertise relates particularly to the setting up of support and assistance services as well as providing training and supervising social workers/caregivers on how to deliver assistance/support services. A project assistant, Ms. Tatiana Varacheva, was hired in September 2019 after receiving additional financial contributions from Norway and Slovakia, to support project implementation in the OSCE Secretariat. The project implementation benefited from the participation of the OSCE Gender Section, in particular Ms. Ulrike Schmidt, who ensured a constant gender-mainstreaming approach in all project activities carried out during the reporting period.

2. Mapping and scoping phase:

○ Scoping missions

A new government was established in early 2019, expression of a new parliamentary majority. Due to the closing of the OSCE field presence in Armenia, after the elections in December 2018, it was necessary to engage the public authorities, at national and local level, as well as parliamentary counterparts. It was also necessary to identify the most suitable synergies for the project

implementation with the variety of players in the field of women economic empowerment, NGOs, regional and international organizations, the banking sector, particularly the European Bank for Reconstruction and Development (EBRD) and the Asian Development Bank (ADB). To this end, an initial scoping mission was carried out in February 2019 (Annex no. 2: Agenda of the scoping mission).

In May, the project team continued its scoping and networking activities (Annex no. 6: Agenda of the follow-up mission). On that occasion, the project team was invited to contribute in three meetings:

- a) the UN Operational partners' coordination, chaired by UNHCR, discussing challenges and possible durable solutions for migrants and refugees in Armenia, including migrant women in vulnerable situation;
- b) the extended Gender Working Group (eGWG), co-chaired by UNICEF, the World Bank, and the UN Resident Coordinator titled "The Agenda 2030: Changing the way we work on empowering women and girls" that discussed the five-year National Action Plan on Gender Equality 2019-2023 under the responsibility of the Ministry of Labour and Social Affairs;
- c) the kick-off meeting of the Social Impact Award at Impact Hub, a year-long program empowering students and youth – including young women - in the field of innovative social entrepreneurship.

As a result of the scoping missions, the Ministry of Territorial Development has proposed to conclude a Memorandum of Understanding with the OSCE in order to further support the project implementation at local level, in the seven Municipalities where the WRCs currently act.

○ *Needs' assessment*

To tailor capacity-development measures targeting the WRCs, a needs' assessment was carried out with the members of the seven Centres. In particular, the needs assessment workshop delved into the following topics 1. The caseload: the features of women in vulnerable situation assisted by WRCs; 2. The personal and professional experience of the members of WRCs as caregivers: motivation, competences and skills as well as frustration, sense of failure and burn out; 3. The impact of the support services offered so far by the network: strengths and weaknesses of the services provided so far, including a reflection on how the current organizational structure of WRCs influences the quality and quantity of services provided to their customers (Annex no. 3: Concept Note, agenda and consolidated feedback from participants, needs assessment workshop).

The workshop revealed the existence of different sensitivities, attitudes, methodologies of work among the members of the WRCs' network. Although all the WRCs are generally devoted to the improvement of the socio-economic conditions of women, the means and the goals are quite different. It became apparent that some of the WRCs have been working more for the empowerment of vulnerable women, others for the emancipation - especially financial emancipation - while some others have been working for women's social inclusion including through greater political participation. The SWOT¹ analysis carried out during the needs assessment workshop showed that the level of diversity among the individual WRCs is such that it hampers greater effectiveness of efforts with the caseload – particularly women in vulnerable situation - and undermines a more robust impact of the activities of the network in the local community, resulting in increased isolation of the network vis-à-vis other relevant stakeholders.

In discussing the above results, the members of WRCs agreed that in order to address the current shortcomings, they would need to engage in a concerted action towards greater coherence of methods, approaches and objectives. To do so, the members of the network concluded that they need to act on – and improve – the effectiveness of their work with the caseload, the internal governance, as well as accountability and financial sustainability. In this latter regard, the trajectory

¹ SWOT Analysis: Strengths, Weaknesses, Opportunities and Threats

of WRCs since 2009 offers a typical illustration. From a fully donor-supported civil society organization (CSO), since 2016 when donations started to decline, WRCs have strived towards greater financial sustainability through the establishment of a social enterprise in order to continue providing services to women and girls and advocating for greater participation of women in the economic and political spheres. Yet, standing challenges in the eco-system of social enterprises in Armenia does not allow to fully leverage this business model both for financial sustainability of CSOs as well as financial inclusiveness of people at risk of marginalization, particularly youth and women.

Given the above, as an additional result of the needs' assessment, it was considered relevant that the expected guidelines envisaged in the project document will focus on developing a Green Paper on Social economy in Armenia.

- *Kick-off meeting*

(Annex no. 4: Concept Note, agenda and report). Attended by approx. 80 participants, the event provided an additional opportunity for the OSCE, national and international stakeholders to discuss crucial components of the WEE Armenia project that would help ensure addressing the beneficiaries' needs and effectively creating synergies and cooperation strategies among the various stakeholders, from national and local authorities, to civil society and international organizations.

3. **Capacity-development phase:**

Established in Armenia since 2009, the WRCs have provided a space for women to exchange views, discuss their role in the society, and provide support to become active members in the community through various types of teaching and training, including psychosocial assistance. In doing so, WRCs have proved to be critical in promoting greater economic and political participation of their female members.²

The network of the WRCs holds considerable promise to be a relevant interlocutor in the field of economic and political empowerment of women. To do so, it is critical that the network of WRCs steps up its efforts to improve accountability and effectiveness as well as financial sustainability of its actions, harnessing its 10 years of experience in order to project its role in the new social, economic and political context.

In this context, the WEE Armenia project intends to provide a two-fold support: on the one hand, enhancing capacities and skills in dealing with their beneficiaries, in particular women in vulnerable situation, as well as financial sustainability through improving their social economy business model; on the other, to leverage the role of WRCs in promoting the active role of women for the sustainable socio-economic development of the country.

Based on the results of the needs assessment, a number of capacity-development workshops were carried out as follows:

- *Follow-up workshop*

In May, the OCEEA organized a two-day follow-up workshop with the 24 members of the seven Women Resource Centres (WRCs) with the aim to agree upon the objectives of the capacity-development endeavour targeting the network based on the results of the needs assessment carried out in February (Annex no. 5: Concept Note and agenda as well as consolidate results of feedbacks). The participants valued the exercise as extremely positive and relevant.

- *Support to the development of the 3-year strategy of WRCs*

² The centres are located in Goris, Yeghegnadzor, Kapan, Meghri, Sisian, Ijevan, and Vanadzor.

Upon request of the WRCs' network, on 20-22 June, the project team participated in the general assembly of the network discussing its three-year strategy. The WRCs' network requested OCEEA to mentor this process considering the ongoing project with the Office.

- Needs' assessment of Mission Armenia NGO

On the occasion of the same mission, and upon request of the Director, a needs' assessment meeting was organized with "Mission Armenia" that with its 250 employees providing services/assistance in 23 centres in respective geographical areas, is the biggest Armenian NGO dealing with community-based social, legal and health services, education/vocational support, economic empowerment initiatives for national and migrant vulnerable adults, young people, women and children. The meeting discussed forms of mentorship activities, similar to the ones carried out for the benefit of WRCs.

Next steps in 2019

In the second half of 2019, OCEEA will continue the capacity-development endeavour targeting the network of WRCs as follows:

- Between 16 and 21 August, OCEEA will organize the workshop "Enhancing capacities to deal with persons in vulnerable situation" (Annex no. 7: Concept Note and agenda). The emphasis of the WEE Armenia project on women in vulnerable situation urges to focus a segment of the capacity-building endeavour towards improving skills and methods of WRCs in addressing the needs of individuals at risk of marginalization. On the same occasion, a one-day workshop will be carried out with 15 social workers of the NGO Mission Armenia.
- Between 26 and 29 October a third workshop will be organized for the 24 participants coming from the seven WRCs. The workshop will address two main topics: 1. Improving the understanding of gender stereotypes and biases; 2. Increasing the understanding of social economy business models.
- On 30 October, in cooperation with the Union of Employers of the Republic of Armenia (RUEA) the OCEEA will organize a side event titled "Leaving no one-behind: promoting socially impactful business models for a prosperous and inclusive Armenia" (Annex no. 8: Concept Note and draft agenda). The initiative is part of the celebrations for the 100th anniversary of the establishment of the International Labour Organization (ILO). In particular, the financial contribution from Norway will be used to organize this latter event.

With the above activities the project implementation will be temporarily suspended and retrieved in January 2020.

Deviations, adjustments and hindrances in the project implementation

1. Funding gap: in the reporting period, the project received a financial support amounting to EUR 163,000, approx. 45% of the overall budget (amounting to approx. EUR 400,000). In order to start the implementation of the project, and due to uncertainties related to future funding availability to bridge the funding gap, OCEEA slightly re-shuffled the project activities in order to envisage an initial phase – fitting into the available budget of EUR 163,000 - that could represent a stand-alone

initiative, structurally connected but not necessarily dependent on the other project components. Such phase would envisage the following activities: a) a mapping of ongoing initiatives in the field of WEE (Women economic empowerment) in order to identify relevant synergies and complementarities; b) an assessment of the needs of the social workers of the network of Women Resource Centres (WRCs), to better understand how to tailor the capacity-building measures envisaged in the project; c) the validation of the results of the needs assessment; d) the implementation of a first set of capacity-building measures addressed to the members of WRCs; e) an exchange of experiences and promising practices in the field of social economy to kick-start the policy-relevant discussions in this area; f) the elaboration of a capacity-building roadmap, describing the way ahead in the capacity-development endeavour of WRCs.

2. Political elections in Armenia: after receiving the above-mentioned initial funding of EUR 163,000 - EUR 50,000 from Finland, EUR 50,000 from Italy and EUR 63,000 from USA - OCEEA was ready to start the implementation of the project already in December 2018. After an initial positive feedback, the Armenian authorities suggested to postpone the implementation of project activities due to the political elections in December in the country. The time period for the scoping phase was identified (12-22 December 2018), relevant counterparts in the country were contacted, a Concept Note and agenda for the needs' assessment workshop and the kick-off meeting were developed, and relevant social workers from WRCs available to participate in the workshop were identified. Relevant administrative shortcomings related to the lack of a legal status in the country were addressed with the support of relevant colleagues and suitable solutions were identified.

However, on 29 November the OSCE was informed by the Armenian authorities about the need to postpone the project implementation to February-March 2019. In the meantime, OCEEA received additional funding from Norway (EUR 50,000) and, more recently, from Slovakia (EUR 10,000) that would allow additional activities to be implemented also in 2020.

3. Lack of a legal status of the OSCE in Armenia: The lack of a legal status in Armenia represents a major hindrance in the implementation of project activities. Besides consequences related to the non-recognition of privileges and immunities³, practical challenges include the following:

³ According to the OSCE Office of Legal Affairs, the following points describe the consequences for the non-recognition of privileges and immunities:

- (a) OSCE officials do not enjoy personal immunity from arrest and detention;
- (b) OSCE officials may be subject to legal process for words spoken or written and acts performed by them in their official capacity;
- (c) OSCE officials are not exempt from taxation on salaries and emoluments paid to them by the OSCE for services past or present;
- (d) OSCE officials are not exempt from compulsory contributions to the national social security institutions, if applicable;
- (e) OSCE officials are not exempt from immigration restrictions and alien registration, if applicable;
- (f) OSCE officials may not enjoy the same opportunities for repatriation during national or international crises as employees of the same rank at diplomatic missions;
- (g) OSCE officials may not be given priority in the issuance of their visas;
- (h) OSCE officials may not have unrestricted freedom of movement in the territory;
- (i) The OSCE does not enjoy the right to be promptly informed in the event that an OSCE official is arrested or detained by any authority of the country and the right to send an official to visit the arrested or detained official, to converse and correspond with the official and to provide such legal and medical assistance as deemed necessary. National law and procedures will apply in such an event.

In countries where the OSCE does not enjoy privileges and immunities:

- (a) Not able to enter into contracts as an Organization (procurement/renting of premises/contracting local staff etc.);
- (b) Not able to open a bank account – difficulty in making payments in Armenia;
- (c) Safety of OSCE Officials who will be visiting the country, with no immunity from the jurisdiction of the Republic of Armenia (threat of detention and arrest). The legal status of the OSCE Official may be that of an official visitor (at best, if his/her presence has been formally notified and accepted by the government) or a tourist (at worst, with an ordinary visa);
- (d) Difficulty in movement, in particular through territory that is not safe and/or in restricted areas;
- (e) Administrative requirements imposed upon the OSCE for meeting the national requirements of an employer (registration, payment of taxes and social security); as well as administrative requirements imposed upon OSCE officials (visa limitations, registration, labour law requirements, taxation, social security contributions).

3.2. Horizontal Issues

Considering the lack of a legal status and the closing of the OSCE field presence in Yerevan, all project activities need to be carefully coordinated internally with CPC and with the Armenian authorities. This requirement fosters ownership of national authorities, on the one hand, but it also represents an additional stress factor, particularly with regard to the timing of implementation of activities that may suffer delays because of reasons not related to the OSCE project management and outside of the OSCE control.

The project has a main focus on promoting gender equality in the economic sphere. In doing so, it contributes to the implementation of relevant OSCE gender-related commitments as well as Sustainable Development Goal (SDG) no. 5, Gender equality, as well as SDG no. 8, Decent Work for all.

If not bridged, the persistent funding gap could have implications on the project's impact and the overall expectations of project's target groups and beneficiaries. Although the project phase carried out so far has already produced promising results, only the completion of the overall project can produce the expected outcomes.

3.3. Implementation Modalities

The project activities were implemented throughout the reporting period pursuing a participatory, needs-based, result-oriented approach. Such approach is meant to ensure the ownership of activities and results to the project's target group(s). IN this project phase, special attention has been devoted to the WRCs.

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- (a) The OSCE does not possess legal capacity as is necessary for the exercise of its functions including the capacity to contract, to acquire and dispose of movable and immovable property, and to institute and participate in legal proceedings;
 - (b) The OSCE may be restricted by financial controls, regulations or moratoria of any kind, and may not be able to hold funds and keep accounts in all currencies to the extent necessary for the exercise of operations corresponding to its functions, as well as transfer its funds or currency to or from the territory of the country;
 - (c) The OSCE, its property and assets, including its vehicles, are not immune from any form of legal process;
 - (d) Premises leased or used by the OSCE are not inviolable;
 - (e) The archives of the OSCE and all documents and data belonging to it or held by it are not inviolable;
 - (f) The OSCE may not enjoy the freedom to maintain contacts with local authorities, universities, research institutions and NGOs or arrange events with OSCE participation.

The continuous support from the government ensured through periodic meetings, represents an additional factor in support of the project sustainability.

In all project activities, OCEEA has ensured all possible visibility to the donors, by inserting their respective logos in the information material produced so far (project brief, folders, book-notes, banners). Further visibility material will be soon produced, in particular a video.

4. Administration

The lack of a legal status in the country represents a major hindrance for the smooth implementation of activities in the country, particularly with regard to administrative rules and regulations, as already described in detail.

5. Conclusions

National and local players, international organizations and civil society actors, have welcomed the OSCE project as a relevant and initiative. While supporting the network of WRCs in leveraging its role, the project will act as a catalyst of policy-relevant discussions on the following key issues: how to improve the effective cooperation of civil society actors and public institutions in promoting social cohesion and reduce socio-economic marginalization of vulnerable groups, particularly at local level; how to ensure financial sustainability to civil society organizations, particularly through a positive eco-system for the social economy business models, so that they can actively participate in the social, political and economic development of the country.

In order to deliver on the expected results, it is important that the current funding gap is bridged. Despite the OSCE capacity to deliver results also in case of partial funding, the needs and expectations of local counterparts and beneficiaries would be only partially met.

6. Recommendations and Lessons Learned

1. Support the recognition of the legal status of the OSCE in the country. Although this measure falls out of the specific scope of this project, the full and effective implementation of this initiative would benefit greatly from addressing this issue;
2. Continue engaging relevant stakeholders to complement and synergize project activities with the existing eco-system of interventions, with aim to foster sustainability and long-term impact;
3. Continue engaging national and local authorities to provide the project with a solid support and possibility to influence relevant reforms;
4. Continue pursuing the participatory, community and needs-based approach. In doing so, project activities may deviate slightly from the initial hypothesis described in the project document. However, the project impact will benefit significantly from the constant adherence to needs as they emerge during the project implementation;
5. Continue engaging Mission Armenia in capacity-development and mentoring activities in order to foster complementarities with the actions of the WRCs and improve the project impact particularly in leveraging the role of civil society organizations in dealing with persons in vulnerable situation;

6. Bridge the funding gap in order to provide the project management with the necessary support to plan activities and deliver results.

7. Financial report

The financial report shows no expenses charged so far on the award granted by the Norwegian government. The project management gave priority to the use of the following awards due to the reasons outlined:

1. Finnish award, due to the timing related to the grant (to be used by the end of 2019),
2. USA award, due to the recently emerging uncertainty of funding from this participating State.

Consequently, the awards from Norway, Italy and Slovakia will be used in the coming months, to complete activities in 2019 and implement relevant project phases in 2020.

8. Annexes

Annex no. 1: Project brief

Annex no. 2: Agenda of the scoping mission

Annex no. 3: Concept Note and agenda of the needs' assessment workshop and consolidated results of feedback forms from participants

Annex no. 4: Concept Note and agenda of the kick-off meeting

Annex no. 5: Concept Note and agenda of the follow-up workshop "Towards improved effectiveness and accountability of the network of the Women Resource Centres"

Annex no. 6: Agenda of the follow-up mission

Annex no. 7: Concept note and agenda of the workshop "Enhancing capacities to deal with persons in vulnerable situation"

Annex no. 8: Concept note and draft agenda side event "Leaving no one behind"

Annex no. 9: Financial report of the Norwegian pledge

Economic empowerment of women in Syunik region and other regions of Armenia

Annex no. 1

Project Summary

According to the 2016 Report of the UN Committee on the Elimination of Discrimination against Women (CEDAW), besides other gaps in the level of implementation of gender commitments, women still represent a disadvantaged group in the field of employment, including self-employment, and entrepreneurship. The establishment of a network of Women Resource Centres (WRC) since 2008 has represented a significant step towards advancing the agenda of women's empowerment in Armenia. The OSCE has strongly supported the network and the improvement of the services provided at local level. The WRCs have proved to be critical in reaching out and assisting women in vulnerable situations, but also in promoting greater political and economic participation of Armenian women.

Building on this long-standing cooperation, the project '*Economic empowerment of women in Syunik region and other regions of Armenia*' aims at promoting the economic participation of women in vulnerable situation in Armenia. The project intends to improve the services provided by the network of the Women Resource Centres (WRCs) particularly in the field of self-employment and income-generating activities, through a combination of capacity-building measures, targeting social workers of WRCs, and direct assistance activities, benefitting women in vulnerable situation. On the basis of the lessons learned during its implementation, the project will envisage the development of a set of guidelines as a roadmap for future actions and an advocacy tool for policy improvement in the field of women economic empowerment.

Building on previous undertakings, the project seeks to build synergies and complementarities with the varied community of players active in the field of female poverty reduction and economic empowerment in Armenia.

Supporting women economic participation and empowerment is an essential tool to achieve the common objective of promoting cohesive, prosperous, inclusive and secure societies, which is at the core of the mandate of the Office of the Coordinator of OSCE Economic and Environmental Activities (OCEEA).

Geographical coverage:
Armenia

Project duration:
24 months

Donors:
Finland, Italy, Norway, United States, Slovakia

Budget: 400,000 EUR

Reference person:

Ms. Teresa Albano, Economic Affairs Officer

Office of the Coordinator of Economic and Environmental Activities (OCEEA)

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With the contribution of:



Embassy of Finland



Permanent
Delegation of
Italy to the OSCE



Permanent Delegation
of Norway to the OSCE

Annex no. 2

Scoping mission Armenia

Yerevan, 21 February – 2 March 2019

Time	Organisation	Focal point	Contacts	Status/location
Arrival from Istanbul to Yerevan, Thursday 21st February at h.				
Departure from Yerevan to Rome, Saturday 1st March at h.				
Thursday 21st February				
9.30 a.m.	Briefing at MFA	Mari Panyan	Mr. Davit Knyazyan, Head of the OSCE Division d.knyazyan@mfa.am	MFA premises
11:00	UN Resident Coordinator, FAO, UNDP		Mr. Shombi Sharp shombi.sharp@one.un.org FAO representative: Ms. Nasoyan, Gayane (FAOAM) Gayane.Nasoyan@fao.org Mr. Dmitri Mariassin dmitri.mariassin@undp.org	UN House, 14 Petros Adamyan St., Yerevan
14:00	IOM, UNIDO, UNHCR		Ms. Anahit Simonyan Country Representative Tel: +37410 544 667; +43 1 26026 18087; Cell phone:+37491 400 836 a.simonyan@unido.org Ms. Ilona Terminasyan iterminasyan@iom.int Ms. Anahit Hayrapetyan hayrapet@unhcr.org ost@unhcr.org	UNIDO premises 14 P. Adamyan Street, Yerevan
16:00	World Bank branch office		Ms. Sylvie K. Bossoutrot sbossoutrot@worldbank.org	
17:00	Asian Development Bank		Mr. Shane Rosenthal srosenthal@adb.org	
18:30	Working dinner with EBRD			
Friday 22nd February				
04:35	Arrival Mr. Stefano Volpicelli		Yerevan airport, Austrian Airlines from Vienna	
9:30	Ministry for Labour and Social Affairs	Mari Panyan and Iren NALBANDYAN		
11:00	MPs: http://www.parliament.am/committees.php?do=show&ID=111199&lang=eng	Mari Panyan and Iren NALBANDYAN		
12:30	Prime Minister's office	Mari Panyan and Iren NALBANDYAN		
13:30	Working lunch with Ms .Gulnara Shahinian GRETA			
16:00	"People in Need"/PIN		Ms. Varduhi Dadunts	

			mail: varduhi.dadunts@peopleinneed.cz Phone: +37491333026	
17:00	Homeland Development Initiative foundation (HDIF)		Timothy.Straight@gmail.com 37491 401623 374 77 47 33 35 info@hdif.org	Parpetsi, 13/6 Yerevan, Armenia
18:30	Working dinner with Ruzanna Torozyan, Goris Women's Development "Resource Center" Foundation			
Saturday 23rd February				
00:55	Arrival Ulrike Schmidt		Yerevan airport, from Kiev	
08:00	Departure via taxi-van	Mari Panyan and Iren NALBANDYAN, Ruzanna Torozyan	Participants: Teresa Albano, Stefano Volpicelli, Ulrike Schmidt, Mari Panyan, Ruzanna Torozyan, Iren Nalbandyan	
11:00-13:30	Visit at Yeghegnadzor Women's Resource Center	Mari Panyan and Iren NALBANDYAN, Ruzanna Torozyan	Executive Ms Karine Movsisyan Phone: +374 93-221-144 Mail: karamovsisyan@gmail.com	
14:30	Meeting with the Mayor			
16:00	Departure to Goris, 130 km, 2.5 hrs			
18:30	Arrival in Goris "Mirhav" hotel			
Sunday 24th February				
10:00	Meeting with Goris Women's Resuscitation Center		Executive Ms. Ruzanna Torozyan Phone: +374 77060699 Mail: goriswomen@gmail.com	
12:00	Meeting with the Mayor, Goris		Mayor : Mr. Arush Arushanyan Phone: +374 43600600, +374 98 511 910 Mail: goris.syunig@mta.gov.am	
14:00	Departure to Kapan, arrival 16:00, meeting with mayor at 16:30, meeting with Kapan Women resource center, overnight in Kapan			
Monday 25th April				

09:00	Departure to Yerevan, travel duration from 5-6 hours, depending on weather and roads Meghri Women's RC			
13:00	Departure to Yerevan			
17:00	EU delegation in Yerevan		Mr. Line Urban and/or Gregory Tsuris	
18:30	Working dinner with Save the Children		Mr. Arsen Simonyan, Regional Program Manager	
Tuesday 26th April				
	Arrival Aneta Krzemien		Yerevan airport	
9:30	National Institute of Labor and Social Research	Ruzanna Torozyan	Gender expert Ms. Armine Mkhitarian Head of the Social Assistance and Social Innovations Department, Tel: +37491206386 Mail: armine_mm@hotmail.com	
11:00	UNFPA Armenia	Ruzanna Torozyan	Ms. Tsovinar Harutyunyan Tel: +37491012606 Mail: harutyunyan@unfpa.org 14 Petros Adamyan St. Yerevan 0010, Armenia	
14:00	AGBU Armenia	Ruzanna Torozyan	Executive Ms Dalar Kazanchian Tel: +37460 72 22 22 Mail: agbuarm@agbu.am 2/2 Melik-Adamyan Street	
15:30	Near East Foundation Armenia	Ruzanna Torozyan	Country Director, Ms. Arpine Baghdoyan Tel: +374 98 022 475 Mail: abaghdoyan@neareast.org	
17:00	OxYGen Foundation for Protection of Youth and Women Rights	Ruzanna Torozyan	Ms. Kristine HOVHANNISYAN Program Manager Tel: +37411 308 808; +374 93 08 08 86 skype:kristinehovhannisyan http://www.oxygen.org.am	23 D. Anhaght street, 3rd floor - 19, Yerevan 0014
18:30	Working dinner with Ms. Zara Budaghyan TUMO school		Ms. Zara Budaghyan, Senior Project Manager TUMO school zara.budaghyan@tumo.org	
Wednesday 27th February: Needs' assessment workshop				
04:35	Arrival of Ms. Meksi		Pick up at the Yerevan airport, Austrian Airlines	

			from Vienna	
13:00-18:00	Needs' assessment workshop			
Thursday 28 February: Needs' assessment workshop				
09:30-18:00	Needs' assessment workshop			
Friday 1 March: Kick-off meeting				
09:30-14:00	Kick-off meeting			
15:30	Briefing with Armenian MFA		Mr. Davit Knyazyan, Head of the OSCE Division d.knyazyan@mfa.am	MFA premises
Departure from Yerevan: h. 05.25 to Vienna – Teresa h. 07:55 to Rome via Moscow				



Organization for Security and Co-operation in Europe
Office of the Coordinator of OSCE Economic and Environmental Activities

Annex no. 3

CONCEPT NOTE

NATIONAL WORKSHOP

Assessing the needs of social workers of the Women Resource Centres in Armenia

Yerevan, 27th – 28th February 2019

Venue: Hotel Ani Plaza CJSC, 19 Sayat-Nova Ave., 0001 Yerevan

Background: the project

The workshop “Assessing the needs of social workers of the Women Resource Centres in Armenia” is organized in the framework of the project “*Economic empowerment of women in Syunik region and other regions of Armenia*” (so-called “WEE Armenia” project) that the Office of the Co-ordinator of OSCE Economic and Environmental Activities will implement in Armenia with the aim to enhance the employability of women in vulnerable situation in the country. The project will aim at improving the services provided by the network of the Women Resource Centres (WRCs) particularly in the field of self-employment and income-generating activities, through a combination of capacity-building measures, targeting social workers of WRCs, and direct assistance activities, benefitting women in vulnerable situation. In order to tailor activities on the current needs of WRCs, the project will envisage an initial scoping phase, comprising the following activities: 1. A mapping of ongoing efforts in the field of women economic empowerment with the aim to identify the most suitable synergies and complementarities with the “WEE Armenia” project; 2. An assessment of the needs of WRCs - through field visits and a workshop with social workers - with the aim to tailor future project activities around the current situation of the Centres in order to leverage their potential. Upon completion of the project, on the basis of the lessons learned during its implementation, and in co-operation with relevant stakeholders, a set of guidelines for the economic empowerment of women will be elaborated offering a possible roadmap for future actions in this area, for the benefit of the Armenian women and the whole society.

The WCRs and the workshop

Established in 2008, the WRCs have proved to be critical in reaching out and assisting women in vulnerable situation in Armenia, but also in promoting greater political and economic participation of Armenian women. The OSCE has strongly supported the network since its inception. In 2014, the Network of WRCs – “WINNET Armenia” – became part of WINNET Europe in recognition of the NGO role in promoting the empowerment of Armenian women. With the view to further support the ongoing efforts to expand the services provided to women in vulnerable situation in different regions of the country, the workshop intends to assess strengths and weaknesses of the activities currently carried out by the WRCs. The objective is to tailor the capacity-building measures envisaged in the “WEE Armenia” project to the needs, aspirations and ideas of the social workers actively involved in the provision of assistance services. In doing so, the workshop will invite participants to reflect on the following topics: 1. *The caseload*: the features of women in vulnerable situation assisted by WRCs; 2. *The personal and professional experience as a caregiver*: motivation, compe-

tences and skills as well as frustration, sense of failure and burn out; 3. *The impact of social work*: strengths and weaknesses of the services provided so far, including a reflection on how the organizational structure influences the quality and quantity of services.

The working language will be English with simultaneous interpretation in Armenian.

Participants to the workshop

The workshop will gather 24 social workers from the Women Resource Centres placed in six regions of the country.

Objectives of the workshop

With the intention to tap the potential of the WRCs', the workshop will investigate the gap between the activities currently offered, the caseload assisted, the competencies needed, the external resources necessary, the current organizational structure vis-à-vis the improvements that are feasible and desirable in the future.

In doing so, the overall objective of the workshop is two-fold:

- on the one hand, it aims at collecting all relevant information concerning the **characters** benefitting from the services of the WRCs as well as the **services** provided to them. This will allow the analysis of the impact of the activities carried out so far by the Centers and the capacity to match the full range of beneficiaries' needs;
- on the other, the workshop will increase the participants' self-awareness about the effectiveness of the services provided so far – including strengths and weaknesses deriving from the current organizational structure - while investigating new areas of action that could lead to the expansion of services.

Methodological approach

Assessing the needs is a learning process that implies the analysis of who we are as professionals, what we do and what we want to achieve. In facilitating such reflection, the workshop will make use of a methodological approach based on the following features where participants will be:

- actively involved in an analysis of their roles and tasks;
- actively involved in an analysis of the current social and economic structure of the country, in order to identify emerging needs possibly leading to the identification of beneficiaries not yet considered in the current caseload of the Centres;
- supported in connecting and aligning their usual methods and practices with the vulnerabilities related to ever-changing socio-economic trends and caseload;
- encouraged to apply theoretical concepts into case-studies based on real-life situations;
- involved in a collaborative learning setting, where the contribution from each participant is acknowledged, valued and contextualized in the common learning process.

Such learning setting is different from the traditional – and more static – one based on the “frontal lecture-discussion-agreement” sequence. Indeed, this setting is characterized by an interactive and participatory approach that fosters a peer-to-peer learning process. Such approach ensures the maximization of learning objectives and the participants' ownership of the overall learning experience.

Such setting offers the ideal conditions to harness the contribution of each participant and to facilitate the identification of feasible and attainable operational measures that are relevant to meeting the specific, complex and ever-changing needs of women in vulnerable situation in Armenia.

The participants will be guided through the overall assessment process by stimulating and progressively re-organizing their current knowledge (maieutic lever) in an ideal “gym” (the seminar setting) where their competencies and abilities are empowered and expanded (cognitive/emotional lever).

In doing so, the training techniques will include an initial input provided by the facilitator or by the resource person(s), in the form of a brief introductory lecture(s) to frame the topic and the expected outcome of the session, followed by guided brainstorming, working groups, discussion of case studies, practical exercises, visual games, including role-playing exercises.

Structure of the workshop

The agenda of the workshop is structured in order to analyze the following interconnected topics:

- Session I: Understanding the Caseload of WRCs.

This first session aims at picturing the caseload of the beneficiaries of the WRCs. The group will be invited to reflect about their beneficiaries in order to identify and clustering the profiles and the needs of the women currently assisted. The session will focus on the following topics: - Meaning of “vulnerability” and correlation between vulnerability and marginalization - Differences between individual and/or family vulnerability - Physical and/or Psychological distress - Role of social context in framing vulnerability. Through a series of working group, group discussions and figurative games the various tiles of the mosaic of the beneficiaries’ difficulties and related needs will be assembled and the participants’ operational environment expanded.

- Session II: Investigating the impact of the work of the caregivers.

This second session will dig into the working experience of the caregivers. Motivation, competence and skills as well as frustration, sense of failure and burn out will be carefully investigated. The participants will be invited to reflect on their daily routine to better understand excellence, shortcoming and potentialities. The aim is to identify areas to improve their job as caregivers and maximize the positive impact of their actions on the socio-economic situation of the beneficiaries.

- Sessions III: Expanding boundaries: matching supply and demand of services.

Building on the outcomes of the previous sessions, the third and last session will discuss how the services provided so far match the beneficiaries’ needs. According to the different profiles of women identified in the previous discussions, participants will be stimulated to assess strengths and weaknesses of the current capacities of WRCs with the view to maximize the impact of the services provided so far. The reflection will help identifying ways to consolidate and expand the network of partners – among national and international stakeholders – that could help addressing possible shortcomings in the organizational structure of WRCs.

The workshop will conclude with a wrap-up session where the common path of reflection and its main outcomes will be summed up, including proposed actions to meet the needs expressed by the group.

Outcome

The overall scoping phase of the WEE Armenia project will result in a “Capacity-building roadmap” that will report the outcomes of the mapping exercise, the field visits and the needs’ assessment workshop. The roadmap will include a detailed description of the capacity-building measures - including content, methodology, expected outcomes and supervision mechanisms - that, on the basis of the observations carried out, are considered as the most appropriate to meet the needs identified during this phase. The roadmap will be shared with the WCRs for their comments, observations and possible concurrence. The roadmap will be then discussed on the occasion of a workshop organized in Yerevan and possibly validated by the social workers that participated to the Needs’ assessment workshop and contributed to the elaboration of the document. The roadmap will represent “the contract” that will guide the future implementation of the project activities.



**Organization for Security and Co-operation in Europe
Office of the Coordinator of OSCE Economic and Environmental Activities**

ANNOTATED AGENDA

Wednesday, 27 February 2019

13:00–14:00 Registration of participants

14:00–14:30 Opening Session

Welcoming remarks

Moderator: Ms. Teresa Albano, Economic Affairs Officer, Office of the Coordinator of Economic and Environmental Activities, OSCE

- **Mr. Davit Knyazyan, Head of the OSCE Division**, Ministry of Foreign Affairs of the Republic of Armenia
- **Ms. Ruzanna Torozyan**, Goris Women's Development "Resource Center" Foundation

14:30 – 15:30 Session I: Understanding the Vulnerable and the Vulnerabilities

Introduction: Teresa Albano, Economic Affairs Officer, OSCE

Facilitator: Stefano Volpicelli, featuring

- *interactive session 1: framing vulnerabilities*

Feedback/Comments: Ms. Ulrike Schmidt, Adviser on Gender Issues, OSCE

15:30 – 16:00 Coffee/tea break

16:00 – 17:30 Session I (cont.): Understanding the Vulnerable and the Vulnerabilities

Facilitator: Stefano Volpicelli, featuring

- *interactive session 2: the mosaic tiles (of the characters)*
- *interactive session 3: the mosaic composed*
- *Feedback/Comments: Ms. Ulrike Schmidt, Adviser on Gender Issues, OSCE*

Thursday, 28 February 2019

09:30 – 11:00 Session II: Caregivers' Role, Tasks and Impact of Action

Introduction: Teresa Albano

Facilitator: Stefano Volpicelli

- *interactive session 4: what works, what doesn't...analysis of the caregivers' daily routine*

11:00 – 11:30 Coffee break

11:30 – 13:00 Session II (cont.): Caregivers' Role, Tasks and Impact of Action

Facilitator: Stefano Volpicelli

- *lecture 1: burn out*
- *interactive session 5: everything you always wanted to do...but were afraid to try*

Feedback/Comments: Ms. Ulrike Schmidt, Adviser on Gender Issues, OSCE

13:00 – 14:00 Lunch break

14:00 - 15:30 Session III: Expanding boundaries: matching supply and demand

Introduction: Teresa Albano

Facilitator: Stefano Volpicelli

- *interactive session 6: the market*

Feedback/Comments: Ms. Ulrike Schmidt, Adviser on Gender Issues, OSCE

15:30 – 16:00 Coffee break

16:00 – 17:00 Session III (cont.): Expanding boundaries: matching supply and demand

Facilitator: Stefano Volpicelli

- *interactive session 7: old and new challenges...way to meet them*

Feedback/Comments: Ms. Ulrike Schmidt, Adviser on Gender Issues, OSCE

17:00 – 17:30 Coffee break

17:30 – 18:00 Wrap-up session

Mr. Stefano Volpicelli, Senior Trainer

18:00 – 18:15 Concluding remarks

Ms. Teresa Albano, Economic Affairs Officer, Office of the Coordinator of Economic and Environmental Activities, OSCE

Ms. Ulrike Schmidt, Adviser on Gender Issues, Economic and Environmental Affairs, OSCE Gender Section

18:30 Cocktail and finger food offered by the Office of the Co-ordinator of Economic and Environmental Activities (OCEEA)

Consolidated results of evaluation forms

Participants were asked to express their feedback/opinion towards the outcomes, expressing their appreciation by rating the following questions on a scale from 1 to 10, session by session

Session I

- *How useful the first session was for expanding your knowledge about your beneficiaries' profiles?* average score **8.45**.
- *How useful the first session was for better framing of your clients' needs?* Average score **8.5**.
- *How useful the first session was for better framing of your clients' resources?* Average score **8.58**

Session II

- *How useful the second session was for improving your role and tasks?* Average score **9.1**
- *How useful the second session was for understanding strengths and weaknesses of your job?* Average score **9.3**
- *How useful the second session was for reframing your attitude as WRC worker?* Average score **8.9**

Session III

- *How useful the third session was for assessing the impact of the services provided by your agency on beneficiaries' life?* Average score **8.6**
- *How useful the third session was for identifying the shortcoming in the services provided by your agency?* Average score **8.8**
- *How useful the third session was for identifying other working areas?* Average score **9.0**

Overall evaluation of the workshop:

- *Overall, how useful the whole workshop was for you (as a person?)* Average score **9.0**
- *Overall, how useful the whole workshop was for you (as a social worker?)* Average score **9.16**.
- *Overall, how would you rank the methodology of the whole workshop?* Average score **9.29**.
- *Did the workshop give you the possibility to share thoughts, knowledge, experience, with the other participants?* All participants answered **yes**. Was it useful? Average score **9.12**.

Additional reasons were outlined as follows:

- the relaxing atmosphere and the positive emotions which helped them not to feel tired,
- the way of running workshop that was not usual and considered to be interesting by participants,
- the others' opinions were fully respected and it was possible to express themselves freely,
- the friendly atmosphere,
- the way the trainers and facilitators delivered a knowledgeable workshop, with useful explanations, detailed clarifications, helping participants to identify the problems and tasks from another point of view.

Topics considered particularly interesting and relevant:

- Vulnerability (2), identification (4), definition (6), difference btw personal and family,
- SWOT- Strengths, Weaknesses, Opportunities and Threats (11),
- Methodology of the workshop (3),
- The analysis of the characters (beneficiaries) (4),
- Work in the team, work in the group (2),
- Employment issues,
- Beneficiary's services,
- Role of social workers (3),
- Expand the borders (2) and adjust to the final goals.

Feedback on the logistics of the workshop:

Overall, how would you rank the logistic of the whole workshop? The average score was **9.29**.



Organization for Security and Co-operation in Europe

CONCEPT NOTE

Kick-off meeting of the Project

“Economic empowerment of women in Syunik region and other regions of Armenia”

Promoting economic participation of women for social cohesion and economic security in Armenia

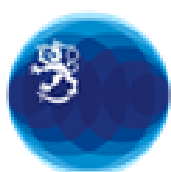
Friday, 1 March 2019

Venue: Hotel Ani Plaza CJSC, 19 Sayat-Nova Ave., 0001 Yerevan
h. 9:00 – 13:30

Background: the project

According to the 2016 Report of the UN Committee on the Elimination of Discrimination against Women (CEDAW), besides other gaps in the level of implementation of gender commitments, women still represent a disadvantaged group in the field of employment, including self-employment, and entrepreneurship. The establishment of a network of Women Resource Centres (WRC) since 2008 has represented a significant step towards advancing the agenda of women’s empowerment in Armenia. The OSCE has strongly supported the network and the improvement of the services provided at local level. The WRCs have proved to be critical in reaching out and assisting women in vulnerable situations, but also in promoting greater political and economic participation of Armenian women. Building on this long-standing cooperation, the project *“Economic empowerment of women in Syunik region and other regions of Armenia”* – implemented by the Office of the Co-ordinator of OSCE Economic and Environmental Activities (OCEEA) - intends to support the expansion of support services particularly in the field of self-employment and income-generation, through a combination of capacity-building activities, targeting social workers of WRCs, and direct assistance activities, benefitting women in vulnerable situation in the country. Upon completion of the project, on the basis of the lessons learned during its implementation, and in co-operation with relevant stakeholders, a set of guidelines for the economic empowerment of women will be elaborated offering a possible roadmap for future actions in this area, for the benefit of Armenian women and the whole society.

With the contribution of:



Embassy of Finland



Permanent
Delegation of
Italy to the OSCE



Permanent Delegation
of Norway to the OSCE

The OSCE mandate

The OSCE Ministerial Council (MC) Decision No. 10/11 on *Promoting equal opportunity for women in the economic sphere* underlines that “*women’s participation in the economic sphere contributes significantly towards economic recovery, sustainable growth and the creation of cohesive societies, and thus is essential to the security and stability of the OSCE region*”. Moreover, it calls on States to “*eliminate gender-biased discrimination, (...) promote women’s economic empowerment to overcome the global economic crisis*”, (...) and “*facilitate the development of women’s entrepreneurial and other related skills*”.

The MC Decision no. 8/17 on *Promoting economic participation in the OSCE area* further confirms this vision, inviting OSCE participating States to “*strengthen measures that enable the development of women’s entrepreneurial and other work-related skills, and promote and protect equal opportunity for participation of women in the labour market*”.

Supporting women economic participation and empowerment is an integral part of the OSCE strategy to achieve cohesive, prosperous, inclusive and secure societies across the OSCE Area.

The kick-off meeting

The kick-off meeting “Promoting economic participation of women for social cohesion and economic security in Armenia” will gather national and local authorities, international and civil society organizations, as well as successful business women with the aim to offer an interactive debate on how to support gender equality in the economic sphere in the country. The meeting will discuss ongoing efforts and explore how to build synergies with the OSCE project “*Economic empowerment of women in Syunik region and other regions of Armenia*” in order to maximize the added value of this OSCE initiative. A *Key findings* report will gather the main topics discussed at the event.

The working language will be English with simultaneous interpretation in Armenian.



Organization for Security and Co-operation in Europe

Kick-off meeting of the Project

“Economic empowerment of women in Syunik region and other regions of Armenia”

Promoting economic participation of women for social cohesion and economic security in Armenia

Friday, 1 March 2019

Venue: Hotel Ani Plaza CJSC, 19 Sayat-Nova Ave., 0001 Yerevan

h. 09:00 – 14:00

Agenda

09:00 – 09:30 Registration of participants, welcoming coffee and family photo

09:30 – 11:00 Opening session

Welcoming remarks:

- **Ms. Lena Nazaryan**, Vice President of the National Assembly and Member of the Armenian delegation to the OSCE Parliamentary Assembly (tbc)
- **Mr. Davit Knyazyan**, Head of the OSCE Division, Ministry of Foreign Affairs of the Republic of Armenia (tbc)
- **Ambassador Vincenzo Del Monaco**, Embassy of Italy in Yerevan
- **Mr. Timothy David Straight**, Honorary Consul of Finland and the Kingdom of Norway in Armenia (tbc)
- **Ms. Deborah Grieser**., Mission Director in Armenia, United States Agency for International Development (USAID)

Key-note address:

Prof. Ermelinda Meksi, Deputy Co-ordinator, Office of the Co-ordinator of OSCE Economic and Environmental Activities

Moderator: **Ms. Teresa Albano**, Economic Affairs Officer, Office of the Co-ordinator of OSCE Economic and Environmental Activities

Discussion

11:00 – 11:30 Coffee break

11:30 – 13:00

Roundtable discussion: Promoting women economic participation: why it is relevant for social cohesion, economic growth and security

- Current trends and challenges in the field of women economic empowerment in Armenia
- How can the OSCE project best fit into ongoing efforts?
- What will the long-term perspectives for gender equality in the economic sphere be?

Panellists:

- **Ms. Zaruhi Batoyan**, Minister of Labor and Social Affairs
- **Mr. Davit Harutyunyan**, Policy Adviser, United Nations' Development Programme
- **Ms. Ruzanna Torozyan**, Goris Women's Development "Resource Center" Foundation

Moderator: Ms. Ulrike Schmidt, Adviser on Gender Issues, OSCE

Discussion

13:00 – 13:15

Concluding remarks

- **Prof. Ermelinda Meksi**, Deputy Co-ordinator, Office of the Co-ordinator of OSCE Economic and Environmental Activities

13:30

Buffet lunch offered by the Office of the Co-ordinator of OSCE Economic and Environmental Activities

Report and recommendations from the kick-off meeting of the Project “Economic empowerment of women in Syunik region and other regions of Armenia”

Friday, 1 March 2019, Ani Plaza CJSC, 09:00-14:00, Yerevan, Armenia



Mr. Davit Knyazyan, Head of the OSCE Division, Ministry of Foreign Affairs of the Republic of Armenia, emphasized the protection of women's rights including in the economic sphere, as one of the government priorities. The OSCE project, upon a thorough assessment, will build the basis to meet the primary needs of women in most vulnerable situations and address them in close cooperation with Armenia's authorities, in particular the Ministry of Territorial Administration and the Ministry of Labour and Social Affairs, and with the primary beneficiaries of the project – the women in Syunik and other regions of Armenia.

Professor Ermelinda Meksi, Deputy Co-ordinator of the Office of the Co-ordinator of OSCE Economic and Environmental Issues, explained that the project aims at bridging socio-economic inequalities as one of the main threats to security. It is in line with the OSCE's comprehensive approach to security based on the politico-military dialogue, the promotion of prosperity through economic and environmental activities and the promotion and protection of human rights.

Ambassador Vincenzo Del Monaco of Italy to Armenia reminded on the persisting lack of women in top decision-making positions globally, and reiterated the need to start addressing the issue at national level. Key words in the recently adopted government programme in Armenia give reason for being

optimistic on women's economic empowerment, such as the objective of free, dignified, and happy citizenship, poverty reduction, and increase in competitiveness.

Mr. Timothy David Straight, Honorary Consul of Finland and the Kingdom of Norway to Armenia has observed visible progress in the work of the WRCs, despite of frustrations and challenges faced since their establishment ten years ago. He urged to build the project on the foundation achieved in years of problems and experience.

Ms. Deborah Grieser, Mission Director in Armenia of the United States Agency for

International Development (USAID), affirmed that the U.S. government will continue supporting female economic empowerment as part of its overall support to Armenian institutions and civil society, as female entrepreneurship can help society as a whole. However, according to recent estimates by the World Bank, 14% of potential GDP have been lost in Armenia due to unequal opportunities for women to participate in employment and entrepreneurship.

The kick-off meeting followed a week-long scoping mission by the OSCE project team to map international, national and local stakeholders' initiatives in Armenia in the area of women's economic inclusion and empowerment.

Activities and methodologies of the project “Economic empowerment of women in Syunik region and other regions of Armenia” will be adjusted upon assessment of the scoping mission.

The event provided another opportunity for the OSCE, national and international stakeholders to discuss crucial components of the planned project that will help ensure addressing the beneficiaries' needs and effectively creating synergies and cooperation strategies among the stakeholders.

“Armenia cannot afford the luxury of not using the power of its women.”

Davit Knyazyan,
Ministry of Foreign Affairs of the
Republic of Armenia

“Women entrepreneurs are a growing market force and serve as a source of innovation and job creation for economic growth. However, women still lack access to markets, market information, networks and resources; the OSCE project will help bridge some of these gaps.”

Deborah Grieser, USAID

Mr. Arman Udumyan, Deputy Minister of Labour and Social Affairs, emphasized the importance of women's economic security for social cohesion; causes and effects of poverty among women in Armenia are manifold, including social exclusion, low esteem, outdated professional skills and competencies and lack of entrepreneur skills. The Ministry aims to increase employability and income-generating opportunities of women by measures improving access to education, technical training and access to micro-crediting and mentorship, and the fast re-employability of mothers through childcare services or financial assistance. The ongoing government reform for integrated social services at territorial level rests on four pillars: the Ministry of Labour and Social Affairs, the Ministry of Territorial Administration, the service centres in the territories of Armenia, and the national and local social workers. In the coming 2-3 years, 54 social service centres will be in place, 23 of which have already been established and are functioning; the format for integrated social services will also involve the Case Management Institute which deals with cases opened by social workers. The great workload and the various needs of beneficiaries cannot be catered for by the available government social services alone; therefore, the empowerment of communities as envisaged through the OSCE's project bears great potential to support the government reform, if it considers elements to position it well within the social services system at the local level which will bear positive results at local and national level.

Mr. Davit Harutyunyan, Policy Adviser at UNDP, highlights the high level (40%) of economic inactivity among women in Armenia. UNDP adopted a systemic approach to women's empowerment, including the potential and ideas of youths to improve the image of women in society. Root causes for the lack of women's public and economic participation grounded in social norms and stereotypes and their consequences, such as selected abortions, need to be addressed, starting with children at an early age. Other areas to address with a systemic approach are improved legislation and skills training. UNDP is ready for cooperation with the OSCE in these areas and share knowledge and methodologies to create synergies.

Ms. Ruzanna Toroyzan, Goris Women's Development "Resource Centre" Foundation, recalled the purpose of establishing the first Women's Resource Centre in Syunik: establish a favourable environment for women in vulnerable situations for developing their capacities and knowledge sharing. Economic empowerment of women not only generates income for their family, but is partly reinvested in communities to bring positive change which becomes viral and can inform public opinion on the role of women. Poverty could be further alleviated through innovative and entrepreneurial activities; however, traditional roles and lack of care opportunities confine women to the service sector, seen as better reconcilable with family duties than trade. Though working in the whole production chain provides better chances to be independent and self-sustainable, a new production line requires establishing new contacts outside the community and marketing. Additionally, Domestic Violence and Violence Against Women persistently hamper women's full participation in public and political life.

"Women's success in establishing small business is grounded in their determination and persuasive powers – they need to be provided with relevant skills and small grants to enable them to expand, become public players and, why not, agents for change."

Ruzanna Toroyzan

Main takeaways from the Kick-off meeting

Create effective cooperation and synergies:

- As one single project cannot address all shortcomings, WEE Armenia project needs to ensure synergies and effective cooperation with the various stakeholders at all level;
- The OSCE project team needs to regularly interact with national, regional, local as well as international stakeholders, take into account ongoing initiatives and make use of the various technical skills and mandates available;
- The OSCE will closely cooperate at the central level with the Ministry of Labour and Social Affairs and with the National Institute for Research; ensure that data provided by these agencies and beyond on the situation of women's rights, and sex-disaggregated data on economic and political participation in Armenia are used to inform project activities;
- There is a strong need for closer cooperation among the government, civil society and the business sector, in particular employment associations, to match the provision of professional skills to the actual and future demands and needs of employers to make the Armenian society, including women, men, boys and girls, fit for the labour market, by paying attention to the digital transformation of the economy.
- The OSCE project team will explore the possibility of creating a Steering Committee with relevant government authorities at the central level as well as Working Groups at the local level, including social workers and mayors to enable effective and feasible cooperation mechanisms and platforms for sharing information and work methodologies.

Address social norms and break up gender stereotypes detrimental to women's socio-economic advancement through an inclusive and systemic approach

- Violence Against Women and Domestic Violence need to be systematically addressed by national and local stakeholders as a major obstacle to women's full participating in public and economic life;
- It is crucial not to leave men out of any programmes aiming at women's empowerment, but to work with them as the main keepers of existing (patriarchal) social norms with the objective to gradually move towards a new social pact; this wider debate on social norms and attitudes in the Armenian society needs to be an integral part of government programmes, to challenge existing gender stereotypes and counter gender-based and any other form of discrimination;
- To erode and gradually change social norms and attitudes, child education at an early age is as paramount as educating the wider population using all possible channels including commercials and social media;
- This approach will contribute to creating a conducive environment for girls and women to enter study areas and professions which are traditionally male dominated and which generate greater income than traditionally female dominated professional areas.

Revise the scope of skills and opportunities for women

- The project objectives and activities need to consider ongoing economic developments and political changes as well as government reforms, such as the reform of social work provision at central and local level;
- Establish strategies for linking women with regions and enhance their access to markets and provide WRC members with relevant skills;
- Enhance women's capacities in establishing relations with different stakeholders at the local, regional, central level and with potential donors or markets at the international level, including the Armenian diaspora;
- Enhance women's advocacy skills and mediation skills: the Women's Resource Centres can act as mediation hubs that connect the various players relevant for ensuring social cohesion in their respective communities and beyond;
- Consider reshaping the project scope by employing a more regional perspective of the project, strengthening the conflict resolution aspect of it - a peaceful and stable society is a precondition for economic stability; the Women's Resource Centres can lay the ground by strengthening economic relations in the region;
- Include displaced women and refugee women and raise awareness about the fact that they can contribute to the Armenian socio-economic development;
- Strengthen the skills of the members of the WRCs in the area of public relations and the organisation of information events and awareness raising campaigns; it is paramount for women's public and economic inclusion to promote role models and share good examples and success stories from the various WRCs.



CONCEPT NOTE

NATIONAL WORKSHOP

**Towards improved effectiveness and accountability of the network of
the Women Resource Centres**

Yerevan, 8th – 10th May 2019

Venue: TBD

Background: the project

The workshop “*Towards improved governance of the network of the Women Resource Centres*”, is organized as a follow-up event of the workshop “*Assessing the needs of the members of the Women Resource Centres in Armenia*” carried out in February 2019. Both activities are part of the project “*Economic empowerment of women in Syunik region and other regions of Armenia*” (so-called “WEE Armenia” project) that the Office of the Co-ordinator of OSCE Economic and Environmental Activities is currently implementing in Armenia with the aim to enhance the employability of women in vulnerable situation in the country. The project aims at improving the services provided by the network of the Women Resource Centres (WRCs) particularly in the field of self-employment and income-generating activities. The project will envisage, on the one hand, a set of capacity-building measures targeting the members of the Women Resource Centres to improve their skills and competencies in dealing with effectively with their caseload, women in vulnerable situation; on the other, the project will envisage direct assistance measures, through the creation of a micro-credit fund, to support up to 80 women in vulnerable situation.

In order to better tailor the project activities to the current Armenian context and to the needs of the members of the WRCs, the project envisaged an initial scoping phase, comprising the following activities: 1. A mapping of ongoing efforts in the field of women economic empowerment with the aim to identify the most suitable synergies and complementarities with the “WEE Armenia” project; 2. An assessment of the needs of WRCs - through field visits and a workshop with the members of the network - with the aim to leverage the untapped potential of WRCs through the project activities; 3. A kick-off meeting with the aim to place the OSCE project in the ongoing ecosystem of endeavours in the field of women economic empowerment.

Upon completion of the project, on the basis of the lessons learned during its implementation, and in co-operation with relevant stakeholders, a Green Paper on social work will be elaborated offering a possible roadmap for future policy-making and actions in this area.

The outcomes of the Needs' assessment workshop

As mentioned above, the workshop “*Towards improved effectiveness and accountability of the network of the Women Resource Centres*” follows and builds on the results of the workshop “*Assessing the needs of the members of the Women Resource Centres in Armenia*” (so-called Needs' assessment workshop) held in Yerevan from 27th to 29th February 2019. On the occasion of that event, attended by 24 members of six WRCs, useful insights were collected and analyzed that allowed to better tailor the capacity-building roadmap aimed at improving the skills and capacities of the members of the network of WRCs and, consequently, the impact of WRCs' activities vis-à-vis their caseload – women in vulnerable situation – and the local communities where the WRCs offer their support services.

In particular, the Needs' assessment workshop delved into the following topics 1. *The caseload*: the features of women in vulnerable situation assisted by WRCs; 2. *The personal and professional experience of the members of WRCs as caregivers*: motivation, competences and skills as well as frustration, sense of failure and burn out; 3. *The impact of the support services offered so far by the network*: strengths and weaknesses of the services provided so far, including a reflection on how the current organizational structure of WRCs influences the quality and quantity of services provided to their customers.

The workshop revealed the existence of different sensitivities, attitudes, methodologies of work among the members of the WRCs' network. Although all the WRCs are generally devoted to the improvement of the socio-economic conditions of women, the means and the goals are quite different. It became apparent that some of the WRCs have been working more for the *empowerment* of vulnerable women, others for the *emancipation* - especially financial emancipation - while some others have been working for women's *social inclusion* including through greater political participation. The SWOT¹ analysis carried out during the Needs' assessment workshop showed that the level of diversity among the individual WRCs is such that it hampers greater effectiveness of efforts with the caseload – particularly women in vulnerable situation - and undermines a more robust impact of the activities of the network in the local community, resulting in increased isolation of the network vis-à-vis other relevant stakeholders.

In discussing the above results, the members of WRCs agreed that in order to address the current shortcomings, they would need to engage in a concerted action towards greater coherence of methods, approaches and objectives. To do so, the members of the network concluded that they need to act on – and improve – the effectiveness of their work with the caseload, the internal governance, as well as accountability and participation. Indeed, considering their growing importance in developing practices and contributing to policy-making in a wide range of areas in the public domain, civil society organizations (CSOs) are increasingly requested to align with operational standards of effectiveness, efficiency, accountability and transparency. This is even truer in the case of the network of WRCs as some of the members act as “social enterprises”, a form of socially-impactful business carried out with an entrepreneurial approach.

The capacity-building roadmap targeting the network of the Women Resource Centres

All the above considered, the OSCE will carry out a capacity-building roadmap that will allow the network of the WRCs to move from an association of women based on volunteer work to a sound

¹ SWOT Analysis: Strengths, Weaknesses, Opportunities and Threats

civil society organization ready to contribute to the socio-economic development of their respective communities and the Armenian society as a whole, in cooperation with an ecosystem of partners in line with the network's vision, methods and caseload.

Taking into account international standards in this field², and based on the results of the *Needs' assessment workshop*, the roadmap will focus on the following areas:

1. *within the network*: improve coherence of action, by building a common vision, shared goals and methodologies. Diversity of vocations, memberships and professional background of the members is a key asset as long as this diversity is systemized around a common framework of action;
2. *with external stakeholders at local level*: support structural interaction with other civil society actors and public authorities at local level. The aim is to joint efforts to deliver impactful actions to tackle socio-economic marginalization of women and other groups in vulnerable situation in line with shared priorities;
3. *with external stakeholders at national level*: enhance advocacy efforts through a structured strategy based on effective monitoring tools that allow learning from field activities;
4. *with external stakeholders at international level*: improve capacities for effective fund-raising through both an entrepreneurial approach (social enterprise) and donations/grants from international donors, including the Armenian diaspora.

In particular, the roadmap will delve on the following aspects:

1. the vision of the network. Like a compass, the vision orients long-term, key decisions of the network, while preserving the different vocations of the individual WRCs. Setting up a common vision replies to the question “why, for which purpose do we act as a network?”;
2. the caseload. A common understanding of the caseload will help improving responsiveness of the network WRCs. Increased diversity of services and a clearer picture of the reference ecosystem of stakeholders will be the result of this reflection. Enhancing responsiveness replies to the question “for whom do we work as individual WRCs and as a network?”;
3. the methodologies of action. Methods refer to how the actions of the network meet the needs of the customers and the surrounding community while making the best use of human, financial and other available resources. Building common methodologies improves effectiveness and efficiency and allows learning from each other's experience. It replies to the question “how do we act as individual WRCs and as a network?”.

In framing the capacity-building roadmap around the above core issues, the overall training endeavour will contribute to address the following additional key aspects:

- participation: the network of WRCs was built in time since the first centre opened in 2009. Ensuring participation of all the members means that the network's organizational structure and the way centers interact with each other allows all the members to contribute equally in shaping the vision and objectives of the network. Participation makes diversity of vocations, memberships and professional background of the members a key asset and not a weakness;
- accountability: who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an organization. First and foremost, an organization is accountable to

² <https://www.undp.org/content/dam/china/docs/Publications/UNDP-CH03%20Annexes.pdf>

those who will be affected by its decisions and actions. However, in order to enhance impact, CSOs are increasingly confronted with an ecosystem of stakeholders, according to their visions and objectives. In such a context, accountability is to be understood as an “active and positive stakeholder relationship management with a focus on achieving the shared vision”³

- transparency: transparency means that decisions are taken and implemented in a manner that follows agreed rules. Increased participation calls for greater transparency, making the overall governance of the network functional to the enhanced role that WRCs wish to play in the respective communities and in the Armenian society as a whole;

Addressing the above aspects, will allow the WRCs to re-consider the current relations with other stakeholders and take action to build solid and structured alliances with relevant counterparts at local and national level, in particular public social services.

The workshop “Towards improved effectiveness and accountability of the network of the Women Resource Centres”

The workshop “*Towards improved effectiveness and accountability of the network of the Women Resource Centres*” represents the first step of the capacity-building roadmap that will be implemented in due time in the framework of the WEE Armenia project.

The overall objective is to discuss and agree upon a common vision of the network that will contribute to shape the overall working framework of the network of WRCs. In doing so, the different activities carried out by WRCs at micro level will be placed within an overall vision to be pursued at macro level.

In particular, the workshop will offer the opportunity to discuss the following matters:

- synthesizing a common profile of beneficiaries from the gallery of the many already discussed during the Needs’ assessment workshop;
- creating a directory of methodologies for the achievement of the specific purposes of the different WRCs;
- endorsing a common goal of the WRCs as a network;
- reaching consensus about the mission and the vision of the network.

The working language will be English with simultaneous interpretation in Armenian.

Participants to the workshop

The workshop will gather the same 24 members who attended the first workshop, coming from the Women Resource Centres located in six communities of the country: Goris, Kapan, Yeghegnadzor, Meghri, Sisian, Vanadzor and Ijevan.

Methodological approach

The workshop is based on a highly interactive methodology.

The setting of the workshop will be characterized by constant interaction and involvement of the participants, working together to achieve something that already exists in parts (i.e. the operational framework of each, individual WRC) but not as a sum (i.e. the operational framework of the whole network).

³ See further on the New accountability paradigm for CSOs: <https://accountablenow.org/publications/new-accountability-paradigm/>

In doing so, the workshop techniques will include an initial input provided by the facilitator or by the resource person(s), in the form of a brief introduction of the expected outcome of the session, followed by guided brainstorming, working groups' activities, discussion of case studies, practical exercises, including role-playing exercises.

The participants will be encouraged to understand the needs of their beneficiaries and progressively re-consider the current ecological niche of their respective WRCs that are framed around different individual and group motivations, goals, and local contexts. This common creative process will result in an increased level of self-awareness that will turn a group of individuals into a cohesive team of persons that work together interdependently and cooperatively to meet the needs of their customers. As a result of this process, the different sensitivities will be collected and summed up in one that will become the common "sentiment" of the WRCs' network.

Structure of the workshop

The agenda of the workshop is structured in order to analyze the following interconnected topics:

- Session I: Harnessing the results of the Needs' assessment workshop

This introductory session, organized in working groups and plenary discussions, will aim at sharing the analysis of the outcomes of the Needs' assessment workshop. This is an important step considering that the outcomes of the Needs' assessment workshop represent the foundations of the overall capacity-building roadmap, including this workshop.

- Session II: Understanding key factors to improve coherence of action and effectiveness

The second session will involve the participants in a series of interactive exercises and discussions aimed at shaping a new, common working environment. Participants will be guided in reaching a common picture of their beneficiaries, listing common goals and activities, designing common tasks, sharing the same vision and mission as a network of centres investing their energies for the same cause.

- Sessions III: Shaping a new framework of action

Building on the outcomes of the previous sessions, the third and last sessions will discuss how to make use of the new identity of the network of WRCs. Participants will be involved in an exercise for monitoring the benefits of the newly established working environment as well as planning the next steps of the learning process.

The workshop will conclude with a wrap-up session where the main outcomes of this common path of reflection will be summed up, including proposed actions to meet the needs expressed by the group.

Outcome

The workshop will result in a change of overall framework of action and methodological approaches of the members of the WRCs. The workshop will provide them with a common understanding about their role in promoting the well-being of their beneficiaries. Through this exercise, the diversities identified during the first workshop – the existence of different sensitivities, attitudes, methodologies of work and goals among the different WRC groups – will be reconciled in a common framework. In doing so, the WRC groups will be provided with new and additional tools to work more effectively for the personal empowerment, the financial emancipation and the social inclusion of their beneficiaries, instead of pursuing *only one* of these three objectives.



Organization for Security and Co-operation in Europe
Office of the Coordinator of OSCE Economic and Environmental Activities

NATIONAL WORKSHOP

Yerevan, 8th – 10th May 2019

Venue: TBD

Towards improved effectiveness and accountability of the network of the Women Resource Centres

ANNOTATED AGENDA

Wednesday 8 May 2019

13:00–14:00 Registration of participants and welcoming coffee

14:00 – 15:00 Opening session

Welcoming remarks:

- **Ms. Teresa Albano, Economic Affairs Officer**, Office of the Coordinator of OSCE Economic and Environmental Activities, Organization for Security and Cooperation in Europe
- **Ms. Karine Sudiyan**, Ministry of Foreign Affairs of the Republic of Armenia
- **Ms. Ruzanna Torozyan**, Goris Women's Development "Resource Center" Foundation

Moderator: **Ms. Teresa Albano, Economic Affairs Officer**, Office of the Coordinator of OSCE Economic and Environmental Activities, OSCE

15:00 – 15:30 Coffee break

15:30 – 17:00 Session I: Harnessing the results of the Needs' assessment workshop

This session will be devoted to a thorough discussion of the outcomes of the *Needs' assessment workshop* in order to pave the way to the following working Sessions. Participants will be involved in a guided brainstorming in order to fully understand the operational and organizational implications of the results of the SWOT analysis.

Facilitator: **Mr. Stefano Volpicelli**, Senior Trainer

- **Introduction:** Ms. Teresa Albano, Economic Affairs Officer, OCEEA/OSCE
- **Guided brainstorming and group discussion**
- **Wrap-up:** Mr. Stefano Volpicelli, Senior Trainer

Resource person: Ms. Ulrike Schmidt, Gender Advisor, gender Section, OSCE

Thursday 9 May 2019

09:30–11:00 Session II: Understanding key factors to improve coherence and effectiveness of action

Like a compass, the vision orients long-term, key decisions of any organized group, from public institutions to civil society organizations. Building a common vision allows preserving the different vocations of the individual WRCs, while providing enhanced coherence and effectiveness of efforts. Setting up a common vision replies to the question “why, for which purpose do we act as individual WRCs and as a network?” Building a common vision is a dynamic process that requires the involvement of all the members of WRCs, so that the vision is the expression of a common agreement. To do so, Session II will delve into the different aspects that are relevant in improving coherence and effectiveness of action, starting from a reflection on the beneficiaries and the stakeholders that WRCs have been dealing with since their establishment. The participants will be involved in interactive activities, based on an experiential-driven approach, in order to ensure long-lasting learning achievements. The result will be the actual drafting of the vision, objectives and action plan of the WRCs for the next three years. This document will provide the platform for further capacity-building endeavours aimed at improving and expanding technical capacities, including networking and fund-raising.

Facilitator: Mr. Stefano Volpicelli, Senior Trainer

- **Introduction:** Ms. Teresa Albano, Economic Affairs Officer, OCEEA/OSCE
- **Group exercise**

Resource person: Ms. Ulrike Schmidt, Gender Advisor, Gender Section, OSCE

11:00 – 11:30 Coffee break

11:30 – 13:00 Session II (cont.): Understanding key factors to improve coherence and effectiveness of action

- **Interactive activity:** Identifying the customers and their needs; Shaping goals;
- **Interactive activity:** Listing activities; Measuring effectiveness of actions

Facilitator: Mr. Stefano Volpicelli, Senior Trainer

Resource persons: - Ms. Teresa Albano, Economic Affairs Officer, OSCE/OCEEA
 - Ms. Ulrike Schmidt, Gender Advisor, Gender Section, OSCE

13:00 – 14:30 Lunch break

14:30 – 16:30 Session II (cont.): Building a common vision, shared goals and a long-term strategy

- **Interactive activity:** Drafting the WRCs' vision, goals and strategy

Facilitator: Mr. Stefano Volpicelli, Senior Trainer

Resource persons: - Ms. Teresa Albano, Economic Affairs Officer, OSCE/OCEEA
- Ms. Ulrike Schmidt, Gender Advisor, Gender Section, OSCE

18:00 Finger food and wine offered by the Office of the Co-ordinator of OSCE Economic and Environmental Activities

Friday 10 May 2019

09:30–11:00 Session III: Shaping a more effective and accountable framework of action

This session will help the participants focusing on the benefits of co-operation, thus shaping the pre-conditions for improved interaction with external stakeholders and counterparts relevant to the new vision of the network of WRCs. The participants will be involved in a number of interactive exercises that will contribute to shaping a new understanding of the benefits of co-ordination and the need of an inclusive, dynamic leadership to achieve the planned goals of the organization. To this end, the participants will be involved in the best-known game of strategy in social science - the prisoner's dilemma - that will help understanding what governs the balance between co-operation and competition in business, politics, and social settings.

- **Understanding co-operation and competition**
- **The prisoner's dilemma**

Facilitator: Mr. Stefano Volpicelli, Senior Trainer

Resource persons: - Ms. Teresa Albano, Economic Affairs Officer, OSCE/OCEEA
- Ms. Ulrike Schmidt, Gender Advisor, Gender Section, OSCE

11:00 – 11:30 Coffee break

11:30 – 12:00 Session VI: The way forward

- **Mr. Stefano Volpicelli, Senior Trainer**

- **Ms. Ruzanna Torozyan**, Goris Women's Development "Resource Center" Foundation

Moderator: Ms. Teresa Albano, Economic Affairs Officer, Office of the Co-ordinator of OSCE Economic and Environmental Activities, OSCE

Concluding remarks

- **Ms. Ulrike Schmidt, Adviser on Gender Issues**, OSCE
- **Ms. Teresa Albano, Economic Affairs Officer**, Office of the Co-ordinator of OSCE Economic and Environmental Activities, OSCE

Consolidated results of evaluation forms

Participants were asked to express their feedback/opinion towards the outcomes, expressing their appreciation by rating the following questions on a scale from 1 to 10, session by session

Session I

1. *How much useful was the first session to better clarify the orientation of your group in counteracting women's vulnerability?* **Average score 9.20.**
2. *How much useful was the first session to better clarify the different orientations of the other Women Resource Centers in counter acting women's vulnerability?* **Average score 9.16.**
3. *Did the session helped you in rehearsing the work done in the previous workshop?* **Average score 9.56.**

Session II

- *How much useful the second session was to take into account the overall set of activities – carried out from each WRC - that could potentially be implemented by the net-work as a whole?* **Average score 9.54**
- *How much useful the second session was for setting up the common goals of the network?* **Average score 9.58**
- *How much useful the second session was for working out a common vision with the other members of the Women Resource Centers?* **Average score 9.62**

Session III

- *How much useful the third session was to raise awareness about the importance of structured and coordinated collaboration?* **Average score 9.58**
- *How much useful the third session was for understanding the traps that prevent effective collaboration?* **Average score 9.39**
- *Do you agree upon the "roadmap" (the future steps) identified at the end of the third session?* **Average score 9.73**

Feedback on the overall workshop:

- *Overall, how would you rank the methodology of the whole workshop?* **Average score 9.79.**
- *Did the workshop give you the possibility to share thoughts, knowledge, experience, with the other participants?* All participants answered **yes**. Was it useful? **Average score 9.37.**

The reasons why the workshop was successful are mostly related to the methodology that supported a positive "atmosphere" during the sessions, and in particular the following aspects were mentioned in the feedback forms: the attitude of the trainers, positive emotions, warm and comfortable atmosphere, warm feelings, excellent methodology, interactive teaching style, flexibility in teaching, mutual support, cooperation, collaboration and serious approach of participants to the subject.

Feedback on logistics and organization:

Overall, how would you rank the logistic of the whole workshop? The average score was **9.70.**

Topics considered more relevant:

- Session related to women's vulnerability (6)
- Setting of goals (8)
- Setting of vision (10)
- Development of general vision
- The role of social work
- Listing activity (3)
- Collaboration (3)
- Social support
- Evaluation of WRC's network

Annex no. 6

Follow-up mission Armenia

Yerevan, 1 – 11 May 2019

Time	Organisation	Focal point	Contacts	Status/location
Wednesday 1 May				
	Arrival Ms. Teresa Albano	21:10 From Moscow		
Thursday 2 May				
09.30	Briefing at MFA	Mari Panyan	Karine Sujayan, the head of the human rights and humanitarian affairs department of the international organizations department of MFA hrhid@mfa.am (060) 620504	MFA premises
10:30	Meeting with selected UN Agencies: UNIDO, UNFPA, UNHCR	Mari Panyan	Ms. Tsovinar Harutyunyan Tel: +37491012606 Mail: harutyunyan@unfpa.org 14 Petros Adamyan St. Ms. Anahit Simonyan UNIDO Country Representative Tel: +37410 544 667; +43 1 26026 18087; Cell phone: +37491 400 836 Ms. Anahit Hayrapetyan External Relations Associate UNHCR Armenia Mail: a.simonyan@unido.org tel: +374 91 41 61 27	
11:30	Schaefer, Katrin GIZ AM katrin.schaefer@giz.de Team leader of the Good Local Governance Project South Caucasus			
13:00	Working lunch with Armenian Caritas – operating an EU funded large-scale business incubator project		Ms. Lusine Stepanyan l.stepanyan@caritas.am	
14.30	Embassy of the Russian Federation	Mari Panyan	Leonie Shebarshin info@rusembassy.am	13a, Grigor Lousavorich Street, 0015, Yerevan, Armenia
15:30	United States of	Mari Panyan	Deborah Grieser	1 American

	America (USAID)		Mission Director USAID dgrieser@usaid.gov Ani Manukyan Project management specialist amanukyan@usaid.gov	Avenue, Yerevan
17:30	Working dinner with EBRD	Mari Panyan	Zara Ohanyan, PMP® Associate, WIB Programme Coordinator Piazza Grande Business Centre	10 Vazgen Sargsyan Street, Yerevan 0010, Republic of Armenia Tel: + 374 10 590901
Friday 3 May				
	Arrival Ms. Ulrike Schmidt and Mr. Stefano Volpicelli	03:45	Yerevan airport, Austrian Airlines from Vienna	
10:00	Impact Hub	Mari Panyan	Ms. Sara Anjargolian Co-founder and CEO sara.anjargolian@impacthub.net Chief Program Officer Ani Baboomian yerevan@inpacthub.net +37477346842.	2/2 Melik Adamyany, 0010, Yerevan, Armenia Yerevan, Armenia
11:30 Request sent	ASEA - The Association of Social Enterprises of Armenia	Mari Panyan	Ms. Satik Badeyan President rdrcngo@mail.ru 098 919014; Non-governmental organisation (NGO), https://www.facebook.com/asea .armenia/	
12:30	Lunch			
14:00	GIZ (Gesellschaft für Internationale Zusammenarbeit)	Mari Panyan	Naeher, Eva GIZ AM eva.naeher@giz.de Project Small and Medium Enterprise Development In Armenia (SMEDA - co-funded by EU) Margarita Hakobjanyan margarita.hakobjanyan@giz.de Advisor for Women Entrepreneurship and Results Monitoring M + 374 (0) 91 01 49 08 Ms. Mariam Babayan SMEDA Ms. Susan Bagratuni	3rd floor, VERNISSAGE Business Center 59 Hanrapetutyany street, 0010 Yerevan, Armenia
16:00				
17:30	Working dinner with Urban Foundation	Mari Panyan	+37460612070 info@urbanfoundation.am urbanfoundation.am AM, Yerevan, 0070 9 A. Manukyan St.	

Saturday 4 May				
09:00	Departure: field visits in the WRC in Vanadzor	Mari Panyan	Participants: Teresa Albano, Stefano Volpicelli, Ulrike Schmidt, Mari Panyan, Ruzanna Torozyan, Iren Nalbandyan	
11:00	Meeting with the WRC in Vanadzor		Participants: Teresa Albano, Stefano Volpicelli, Ulrike Schmidt, Mari Panyan, Ruzanna Torozyan, Iren Nalbandyan	
12:30	Meeting with the Mayor in Vanadzor		Participants: Teresa Albano, Stefano Volpicelli, Ulrike Schmidt, Mari Panyan, Ruzanna Torozyan, Iren Nalbandyan	
14:00	Driving to Dilijan/overnight			
Sunday 5 May				
09:00	Departure to Ijevan			
10:00	Meeting with the WRC in Ijevan		Participants: Teresa Albano, Stefano Volpicelli, Ulrike Schmidt, Mari Panyan, Ruzanna Torozyan, Iren Nalbandyan	
13:00	Meeting with the Mayor in Ijevan		Participants: Teresa Albano, Stefano Volpicelli, Ulrike Schmidt, Mari Panyan, Ruzanna Torozyan, Iren Nalbandyan	
15:00	Departure to Yerevan			
Monday 6 May				
10:00	Ministry of Labour and Social Affairs together with the National Institute of Labour and Social Research together with together with the University of Yerevan	Karine Sujayan, the head of the human rights and humanitarian affairs department of the international organizations department of MFA hrhid@mfa.am (060) 620504	Mr. Zhora Sargsyan, Head of the Labour and Employment Department. Ms. Geghanush Gyunashyan, Head of the department of Family, Women and Children issues. Gender expert Ms. Armine Mkhitarian Head of the Social Assistance and Social Innovations Department, Tel: +37491206386 Mail: armine_mm@hotmail.com YSU the list of participants TBC	
12:00				
14:30	"Diaconia" Charitable Fund	Mari Panyan	Mr. Paruyr H. Jambazyan, ChairmanHuysi Avan, Administrational Building, Ashtarak Highway Yerevan, Armenia +374-10-358424 +374-10-358624 , +374-10-349196	

17:00	World Vision Armenia	Mari Panyan	Ms. Aida Muradyan Programme manager aida_muradyan@wvi.org +37495 005461	1R Melikyan street, Malatia-Sebastia, Yerevan
Tuesday 7 May				
09:30	Ministry of Economic Development and Investments	Ms Karine Sujayan, MFA	Tel.: 011-59-71-10	5 M. Mkrtchyan street, Yerevan 0010
11:30	RA Ministry of Territorial Administration and Development	Ms Karine Sujayan, MFA	<ul style="list-style-type: none"> • Reception: +374-10-511313 • 1st Deputy: +374-10-511303 	0010, Yerevan Hanrapetutyan Sq., Government House 3, 6th Floor(
13:00	Working lunch with SME Cooperation Association – a think tank business NGO		Mr. Hakob Avagyan hakob.avagyan@sme.am	
15:30	Political Advisor to the EU Special Representative for the South Caucasus and the delegation of the European Union	Mari Panyan	Ms Karin MARMSOLER Political Advisor to the EU Special Representative for the South-Caucasus and the crisis in Georgia EU Delegation Mobile:+374 (0)41 912150 Karin.marmsoler@ext.eeas.europa.eu Andrea Chalupova, Political Officer, Human Rights Focal Point Line Urban.	21 Frik Street, Yerevan 0002, Republic of Armenia
17:00	Armenian Association of Social Workers (AASW)	Mari Panyan	Mira Antonyan, The President Tel: (+37460) 540150 infoaasw@gmail.com	K. Ulnetsi 64, Yerevan 0069, Republic of Armenia
18:30	Working dinner with Ms. Zara Budaghyan TUMO school		Ms. Zara Budaghyan, Senior Project Manager TUMO school zara.budaghyan@tumo.org	
Wednesday 8 May				
03:45	Arrival Ms. Aneta Krzemien		OS, Yerevan airport	
09:30	Republican Union of		Mr. Gagik Makaryan	0010, Yerevan

	Employers of Armenia		ruca@employers.am +374-10-527421	M. Khorenatsu St., 26a Building, 3rd Floor
11:00	KASA Swiss Humanitarian Foundation – innovative 2 for a job project matching potential employees and employers	Mari Panyan	Ms. Marine Tunyan marine.tunyan@kasa.am	Armenia, 0001, Yerevan Nalbandyan
13:00 - 18:00	Follow-up workshop			
Thursday 9 May				
09:30 - 18:00	Follow-up workshop			
18:30	Finger food and wine			
Friday 10 May				
09:30 - 14:00	Follow-up workshop			
14:30	Departure of the members of the WRCs	Mari Panyan		
15:30	De-briefing with Armenian MFA	Mari Panyan		MFA premises
Saturday 11 May: Departure from Yerevan airport of the whole delegation				



Organization for Security and Co-operation in Europe
Office of the Coordinator of OSCE Economic and Environmental Activities

Annex no. 7

CONCEPT NOTE

NATIONAL WORKSHOP

Enhancing the capacities of the Women Resource Centres to deal with persons in vulnerable situation

Yerevan, 16th – 21st August 2019
Venue: Hotel Ibis - Yerevan

Background and scope of the workshop

Organized in the framework of the project “Economic empowerment of women in Syunik region and other regions of Armenia” (from now on “WEE Armenia” project) the workshop “Enhancing capacities to deal with persons in vulnerable situation” is an integral part of the capacity-development road map targeting the members of the Women Resource Centres (WRCs).

The emphasis of the WEE Armenia project on women in vulnerable situation urges to focus capacity-building endeavours towards improving skills and methods of WRCs in addressing the needs of individuals at risk of marginalization. This effort intends to improve the accountability of the network of WRCs towards the intended beneficiaries of its actions, women and girls – particularly the most vulnerable ones –, on the one side, as well as the communities where the WRCs act, on the other.

For the purpose of this workshop, vulnerability will be defined as the diminished capacity of an individual or a group, to anticipate, cope with, resist and recover from a hazard, a difficult situation, a distressful change in life. The concept is relative and dynamic.

Although vulnerability is most often associated with poverty, other relevant factors contribute to limit the ability of people to deal with risk, shock and distress: on the one side, individual factors – as a result of people’s social group(s), gender, ethnic origin, age or other identity or situational circumstances; on the other, economic, social and political factors, mainly related to the way a community perceives and understands its own challenges, and how it gets organized in order to address them.

The reverse side of vulnerability is capacity, which can be described as the resources available to individuals, households and communities to cope with a threat or to resist the impact of a hazard. Such resources can relate to the individual’s physical, spiritual or material assets, but they also relate to the way a community is organized and to the skills of the different individuals and entities acting in the community.

Considering the above, counteracting vulnerability requires:

- reducing the impact of the hazard itself, where possible, identifying ways to anticipate/prevent the risk and mitigate the consequences (harm reduction);
- building capacities of individuals to withstand and cope with hazards and distressful situations (empowerment of individuals);
- tackling risk factors, such as poverty, poor governance, discrimination, inequality and inadequate access to services, resources and livelihoods (community-based social development interventions).

Considering the role of WRCs as agents of socioeconomic development at individual as well as community level, the workshop is going to address all the above aspects.

Objectives of the workshop

With the intention to improve the accountability of WRCs towards its beneficiaries, women and girls particularly those in vulnerable situation, as well as the communities where the WRCs act, the workshop will be framed around the following topics:

- Understanding vulnerability: concept, individual and situational factors;
- Assessing individual's vulnerability: helping relationship and empowerment;
- Addressing risk factors at community level: discussing the role and the actions of WRCs in community-based interventions.

In doing so, the workshop will pursue the following specific purposes:

- First, increasing the capacity and the confidence of WRCs to deal properly with a specific segment of its caseload – people in vulnerable situation - which requires specific knowledge and skills;
- Second, providing WRCs with a structured and shared methodology of work to improve the effectiveness of their actions when dealing with individuals in vulnerable situation;
- Third, supporting WRCs to identify the most suitable tools to achieve sustainable socioeconomic change at community level.

Participants to the workshop

The workshop will gather the same 25 members who attended the first two workshops already carried out in the framework of the WEE Armenia project. The participants come from the Women Resource Centres and informal groups located in seven communities of the country: Goris, Kapan, Yeghegnadzor, Meghri, Sisian, Vanadzor and Ijevan.

Methodological approach

The workshop will pursue a highly interactive methodology. In particular, the working sessions will discuss the following topics:

- Framing the concept of vulnerability and the ways to assess it;
- Exploring the concept of “empowerment” and the ways to achieve it;
- Understanding the role, methods and tools of civil society organizations in promoting socioeconomic development at local level so to tackle structural factors that reduce the ability of the local population to resist and cope with hazards and distressful situations.

The setting of the workshop will be characterized by constant interaction and involvement of the participants, working together to achieve common operational standards, as well as methodological and attitudinal approaches.

In doing so, the workshop techniques will alternate frontal lectures provided by the facilitator, followed by guided brainstorming, working groups' activities, discussion of case studies, practical exercises, including role-playing.

The participants will be encouraged to understand the different grade of vulnerabilities of their beneficiaries and progressively re-consider and adapt the current ecological niche of the action of their respective WRCs, reaching out new categories of beneficiaries and shaping a more effective approach when interacting with other stakeholders in the community.

Structure of the workshop

The agenda of the workshop is structured in order to reflect the above described objectives, as follows:

- Session I: Exploring vulnerability

This introductory session will discuss the concept of vulnerability by considering primarily the contributing factors at individual's level, which are often related to social groups, gender, ethnic, age or other identity's features and situational circumstances. The Session will try to reply to the following question: to what threat or hazard are individuals vulnerable? The session will offer the opportunity to reflect on prejudices and stereotypes, as well as other defending mechanisms that often affect the attitudes and actions of caregivers.

- Session II: Dealing with vulnerable cases: helping relationship and empowerment

The second session will involve the participants in a series of lectures, interactive exercises and discussions aimed at improving their communication skills in order to establish an effective helping relationship conducive to the empowerment of individuals in vulnerable situation. Communication is the only available tool for a caregiver: it is the art of active listening and questioning. Participants will be guided in deepening the(ir) models of communication and in improving their awareness of pathological resistances and paradoxes of the social interaction.

- Sessions III: Addressing vulnerability at community level: enhancing the role of WRCs

The third and last session will be framed around the following question:

- what makes individuals vulnerable to specific threats or hazards?

This Session will go beyond the assessment of individual vulnerability factors and will dig into why people are vulnerable, what are the structural elements that contribute to their vulnerability in the context where they live, and which resources exist to contribute to achieving a sustainable change in the local community. The Session will discuss the role of CSOs in acting as catalysts of socio-economic development, which tools and methods they can use in order to interact with the different economic, social and political actors at local level. Participants will explore how to effectively discuss and negotiate suitable measures to reduce the impact of hazards and distressful situations on individuals (harm reduction) as well as how to identify common solutions to common challenges, with the participation of main stakeholders (community-based interventions). They will reflect on the various asymmetries and power plays related to competitive, co-operative and complementary attitudes, as well as positive and negative impact that such approaches imply.

Expected outcomes

The workshop will result in the acquisition and consolidation of skills, tools and methods that will allow the WRCs to play a more effective role towards their principal stakeholders: their beneficiaries, on the one side, especially women and girls in vulnerable situation; their counterparts at local level, local authorities and other civil society organizations acting in the community towards sustainable socioeconomic development. In doing so, the workshop will offer a relevant opportunity for the WRCs to improve their understanding of the main factors to be addressed when promoting the well-being and empowerment of their beneficiaries, including through the promotion of structural changes in the social, administrative and political organization of the communities where WRCs act.



Organization for Security and Co-operation in Europe
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NATIONAL WORKSHOP

Enhancing the capacities of the Women Resource Centres to deal with persons in vulnerable situation

Yerevan, 16th – 21st August 2019
Venue: Hotel Ibis - Yerevan

ANNOTATED AGENDA

Friday 16 August 2019

09:00–09:30 **Opening Session - Introduction, scope and structure of the training**

09:30 – 10:15 **Session I: Exploring vulnerability**

This session will be devoted to a review of the discussions initiated on the occasion of the *Needs' assessment workshop*. Participants will be involved in a guided brainstorming in order to harness the outcomes of that workshop paving the way to the following working sessions.

Facilitator: Mr. Stefano Volpicelli, Trainer, OSCE Consultant for the WEE Armenia project

10:15 – 10.45 *Coffee break*

10:45 – 13:00 **Session I (cont.): Expanding the concept of vulnerability**

Social vulnerability refers to potential harm to people. It involves a combination of factors that determine the degree to which someone's life and livelihood are put at risk by a discrete and identifiable event in nature or in society. This Session will dig into the various aspects of vulnerability and the different individual and community factors involved in preventing and tackling vulnerability.

- **Mr. Stefano Volpicelli**, Trainer, OSCE Consultant for the WEE Armenia project, *Vulnerability as a social construct*
- **Guided brainstorming and group discussion**

- **Wrap-up:** Mr. Stefano Volpicelli, Trainer, OSCE Consultant for the WEE Armenia project

13:00 – 14:15 *Lunch break*

14.15 – 15.30 **Session I (cont.): Reframing vulnerability of the WRC caseload**

Facilitator: Mr. Stefano Volpicelli, Trainer, OSCE Consultant for the WEE Armenia project

- *Interactive activity: stigma and prejudices*
- *Group discussion*
- *Wrap up*

15:30 – 16:00 *Coffee break*

16:00 – 17:00 **Concluding session of day 1**

16.30 – 17.00 **Concluding session of day 1**

Saturday 17 August 2019

09:30 – 11:00 **Session II: Tackling vulnerability in the social context: stress and resilience factors at community level**

This Session will explore vulnerability factors related to social interactions, functioning of institutions and systems of cultural values in communities with the aim to better understand the role of WRCs and the tools to be used to prevent vulnerability and build resilience.

Facilitator: Mr. Stefano Volpicelli, Trainer, OSCE Consultant for the WEE Armenia project

- *Interactive activity: assembling the puzzle* - Participants will be asked to design a map matching the role of relevant stakeholders at community level with needs of vulnerable people.
- *Group discussion*
- *Wrap up*

11:00 – 11:30 *Coffee break*

11:30 – 13:00 **Session II (cont.): Tackling vulnerability in the social context: the role of WRCs**

- *Interactive activity: positioning WRCs in the social context at community level*
- *Group discussion*
- *Wrap up*

13:00 – 14:15 *Lunch break*

14:15 - 15:30 **Session II (cont.): The role of NGO/CSO in the social context**

- *Lecture: Roles and responsibilities of State authorities, including local authorities, and civil society organizations (CSOs)*

15:30 – 16:00 *Coffee break*

16:00 – 17:00 **Concluding session of day 2**

Sunday 18 August 2019

09:30 – 11:00 **Session III: Dealing with individuals in vulnerable situation: the helping relationship**

‘Helping’ is one of those taken-for-granted words. It is a familiar part of our vocabulary. Traditionally, for example, social workers, youth workers and support workers have been talked about as members of the ‘helping professions’. The question, ‘do you need some help?’ is part of our daily business as informal educators and social pedagogues. Yet what we mean by ‘helping’ isn’t that obvious – and the qualities we look for in ‘helping relationships’ need some thinking about. This session will help to identify key features of an effective helping relationship.

- *Lecture: The theoretical perimeter of helping relationship*

11:00 – 11:30 *Coffee break*

11:30 – 13:00 **Session III (cont.): Dealing with individuals in vulnerable situation: the helping relationship**

- *Lecture: Exploring the operational model*

- 13:00 – 14:15** Lunch break
- 14:15 – 15:45** **Session III (cont.): Dealing with individuals in vulnerable situation: the helping relationship**
- *Interactive activity 5: various role-plays on communication*
- 15:45 – 16:00** *Coffee break*
- 16:00 – 17:00** **Concluding session of day 3**

Monday 19 August 2019

- 09:30 – 11:00** **Session IV: Community-based interventions: engaging stakeholders in the local context**

In order to promote long-lasting change at local level, communities need to be interested, empowered and committed. Ensuring participation and ownership of communities are key factors to ensure that state and non-state authorities collaborate towards the achievement of common goals that are considered important by the same community. Communication is an essential tool to pursue participation and engagement. This Session will explore how to use communication to raise awareness of common challenges and take action towards common achievements aimed at reducing vulnerability of at-risk groups in the community.

- *Lecture: Communicate to others*

- 11:00 – 11:30** *Coffee break*

- *Interactive activity: Meeting the stakeholders*

- 11:30 – 13:00** **Session IV (cont.): External communication**

Every organization is required to maintain a relation with other organizations or people with a view to achieving goals. So, when an organization exchanges information with other organizations, state authorities, the business sector, customers/beneficiaries, and general people, it is known as external communication. External communication covers how an organization interacts with those acting in the surrounding social, economic and political space. Building on the previous one, this session will examine external communication objectives and tools for the WRCs.

- *Lecture: Communicate to others*

13:00 – 14:15 *Lunch break*

14:15 – 15:45 **Session IV (cont.): External communication**

- *Interactive activity: The communication plan*

15:45 – 16:00 *Coffee break*

16:00 – 17:00 **Concluding session of day 4**

Tuesday 20 August 2019

09:30 – 11:00 **Session V: Empowerment**

The term empowerment refers to measures designed to increase the degree of autonomy and self-determination in people and in communities in order to enable them to represent their interests in a responsible and self-determined way. It is the process of becoming more confident, especially in controlling one's life and claiming one's rights. Empowerment as action refers both to the process of self-empowerment and to professional support of people, which enables them to overcome their sense of powerlessness and lack of influence, and to recognize and use their resources. This Session will explore how WRCs can leverage their capacities to empower their own beneficiaries and the communities where they act.

- *Lecture: The meaning of empowerment*

11:00 – 11:30 *Coffee break*

11:00 – 13:00 **Session V (cont.): Empowerment**

- *Lecture : Empowerment or the process towards emancipation*

13:00 – 14:15 *Lunch break*

14:15 – 15:45 **Closing Session: The way ahead**

- *Interactive activity: putting the pieces together*

15:45 – 16:00 *Coffee break*

16:00 – 17:00 **Conclusion of the training, compilation and collection of feedback forms**

Consolidated results of evaluation forms

Participants were asked to express their feedback/opinion towards the outcomes, expressing their appreciation by rating the following questions on a scale from 1 to 10, session by session

Session I

- *How much useful the first session was for framing the concept of vulnerability?* **9.68**
- *How much useful the first session was for better understanding how social stigma and prejudices contribute to increase the vulnerability of a person ?* **9.6**

Session II

- *How much useful the second session was for understanding the complexity of the Armenian “social arena”?* **9.5**
- *How much useful the second session was for understanding the position of WRC in the Armenian social arena?* **9.6**
- *How much useful the second session was for positioning WRC among the other stakeholders’ roles and responsibilities?* **9.7**

Session III

- *How much useful the third session was for understanding the key feature of helping relationship?* **9.6**
- *How much useful the third session was strengthening your capacity as helper?* **9.6**
- *How much useful the third session was for improving your communication skills (with your clients)?* **9.7**

Session IV

- *How much useful the fourth session was for expanding the “awareness oriented” communication?* **9.7**
- *How much useful the fourth session was for improving your communication style?* **9.4**
- *How much useful the fourth session was for orienting your future communication objective?* **9.5**

Session V

- *How much useful the fifth session was for understanding the concept of empowerment?* **9.8**
- *How much useful the fifth session was for understanding how to empower a vulnerable woman?* **9.7**
- *How much useful the fifth session was for understanding the meaning of empowerment at community level?* **9.6**

Overall evaluation of the workshop

- *Overall, how would you rank the setting of the whole workshop?* **9.4**
- *Overall, how would you rank the methodology of the whole workshop?* **9.8**
- *Did the workshop give you the possibility to share thoughts, knowledge, experience, with the other participants?* **10**
- *If yes, how much useful was it?* **9.6**
- *Overall, I much useful the whole workshop was for you (as a social worker?)* **9.5**
- *Have you enjoyed the atmosphere of the workshop?* **10**

Evaluation of logistics

- *Overall, how would you rank the logistic of the whole workshop?* **9.6**

Please list three topics you benefited most

- Enhancing capacities
- Communication
- Self-evaluation
- Understanding vulnerability
- Empowerment
- Helping relationship
- Stereotypes
- Working with vulnerable groups at the community level
- Omnipotence and impotence
- The psychological condition of persons in vulnerable situation

SIDE EVENT

**Leaving no one behind:
Promoting social economy for an inclusive and prosperous Armenia**

Yerevan, Wednesday 30 October 2019

Concept note

The OSCE and ILO engagement in support of social economy

Since the 2003 Strategy Document for the Economic and Environmental Dimension of the Organization for Security and Co-operation in Europe (OSCE) acknowledges that “*deepening economic and social disparities, [...] widespread poverty and high unemployment are among the factors that contribute to global threats*”. Further commitments were built on this vision, re-affirming the urgency to rethink development towards more responsible, ethical, and inclusive approaches as an integral part of the Organization’s role to promote security and stability in the OSCE region.¹

With 100 years of cumulated experience in support to social entrepreneurship², the International Labour Organization (ILO) is the lead UN agency on employment and the world of work. In pursuing its overarching goal to promote social justice, the ILO has been active in fostering an eco-system for social economy to flourish since the early 1950s, providing a wide range of support measures to countries in all continents and at all stages of economic

¹ The Ministerial Council (MC) Decision no. 4/16, “Strengthening good governance and promoting connectivity”, encourages participating States “*to promote, in co-operation with the private sector, sustainable production patterns based on internationally recognized labour, social, and environmental standards*”; the MC Decision no. 8/17, “Promoting economic participation in the OSCE region”, recalls “*the need to promote social justice and improve living and working conditions*” especially for young people and women; the MC Decision no. 5/18, “Human capital development in the digital era”, calls upon participating States “*to facilitate innovative business models to promote job creation and sustainable, inclusive economic growth*.”

² The ILO’s Cooperatives Unit was created in 1920.

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development.³ Globally, the ILO is a member of the UN Inter-Agency Task Force on Social and Solidarity Economy (TFSSE).⁴

Considering the respective mandates and roles, the two organizations are well placed to join forces in promoting social economy models that support financial sustainability of civil society organizations (CSOs) and other socially-impactful businesses thus “leaving no one behind”.

The side event: Leaving no one behind

Organized by the Office of the Co-ordinator of OSCE Economic and Environmental Activities (OCEE) in the framework of the project “*Economic empowerment of women in Syunik region and other regions of Armenia*” (WEE Armenia project) implemented with the financial support of Finland, Italy, Norway, Slovakia and the United States of America, in co-operation with the International Labour Organization, Office in Armenia, and hosted by the Republican Union of Employers of Armenia (RUEA), the side event is part of the celebrations for the 100th anniversary of the establishment of the ILO.

The event intends to spur policy-relevant discussions about the financial sustainability of civil society organizations (CSOs) through a more effective eco-system for social enterprises, as a way to promote the relevant role of CSOs in supporting the most fragile social groups thus contributing to one of the essential roles of state authorities.

According to recent studies⁵, social entrepreneurship is still at an early stage of development in Armenia. Yet, despite current shortcomings, the Armenian social economy sector shows a promising potential that would be worth leveraging for the sustainable development of the country.

Considering the ongoing reforms at national and local level, particularly in the field of welfare, promoting a positive business climate for social enterprises would offer greater financial sustainability for CSOs dealing with vulnerable groups and consequently expand economic opportunities for the marginalized, particularly women and youth.

National and international experts as well as policy-makers from relevant institutions together with innovative social entrepreneurs will discuss ways to unlock the potential of social economy in Armenia and support an enabling environment for CSOs and other social

³ ILO has been providing its support in different areas: economic and legal analysis to identify emerging fields for social entrepreneurs; promote effective legal and policy frameworks and develop tools to monitor and measure the social impact of social economy organizations; capacity-development to promote approaches, methods and expertise, including through academies and on-line courses for social entrepreneurs; exchange of experiences, to foster co-operation among social entrepreneurs and improve their overall social and environmental impact.

⁴ The UN Inter-Agency Task Force on Social and Solidarity Economy (TFSSE) was established as a tool to promote visibility and knowledge on social economy in international policy circles.

⁵ Andreja Rosandic and Nazareth Seferian Social, *Economy in Eastern Neighbourhood and in the Western Balkans, Country report – Armenia*, February 2018, <https://ec.europa.eu/docsroom/documents/29642/attachments/2/translations/en/.../pdf>

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enterprises to display their impact on social cohesion, prosperity, peace and sustainable economic growth in the country.

The debate will be distilled in a *Key findings* report and infused in the ongoing activities of the “WEE Armenia project” aimed at elaborating a *Green Paper on Social Economy in Armenia*, as a tool to provide knowledge-base towards policy choices that would allow a more effective eco-system for social enterprises.

Supporting constructive co-operation between government authorities and civil society organizations towards reduced inequalities, through the economic empowerment of the most fragile population segments, in particular women and youth, is a key component of the “WEE Armenia project” and an integral part of the OCEEA’s long-term endeavour to achieve cohesive, prosperous, and secure societies across the OSCE Area.

The working language will be English with simultaneous interpretation in Armenian and Italian, this latter generously offered by the Italian Embassy in Yerevan.

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SIDE EVENT

Leaving no one behind:

Promoting social economy for an inclusive and prosperous Armenia

Wednesday, 30 October 2019, 9:30-13:30

United Nations' hall, 14 Petros Adamyan Street, Yerevan

Provisional Agenda

- | | |
|--------------|---|
| 9:00 – 9:30 | Registration of participants and welcoming coffee |
| 9:30 – 11:00 | Opening Session |

Welcoming remarks:

- **Prof. Ermelinda Meksi**, Deputy Co-ordinator, Office of the Coordinator of OSCE Economic and Environmental Activities
- **Representative** of the Ministry of Labour, Armenia (tbc)
- **Representative** of the Ministry of Economy, Armenia (tbc)
- **Representative** of the International Labour Organization, ILO (tbc)
- **Representative** of the Republican Union of Employers of Armenia

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Key-note address:

- **Mr. Victor Meseguer**, Director, Social Economy Europe, Brussels (available)

Moderator: Ambassador Vincenzo Del Monaco, Embassy of Italy in Yerevan

11:00 – 11:30 **Coffee break**

11:30 – 13:00 **Panel discussion: Social economy: unlocking the potential of social economy for inclusive development**

The Session will discuss key topics as follows:

- Is social economy real business or an advanced form of charity?
- Current trends and challenges in promoting innovative and socially-impactful business models in Armenia and Europe
- Preconditions for development of social entrepreneurship in Armenia
- Which long-term perspectives for social economy to foster gender equality in the economic sphere?
- Youth entrepreneurs and social entrepreneurship in Armenia
- How can the OSCE project for the economic empowerment of women best fit into ongoing efforts?

Panellists:

- **Ms. Sara Anjargolian**, Chief of staff, High Commission of Diaspora Affairs and former CEO of Impact Hub Armenia, Yerevan (tbc)
- **Mr. Gianluca Pastorelli**, Director, DIESIS - European Research and Development Service for Social Economy, Brussels (available)
- **Ms. Satik Badeyan**, President of the Association of Social Enterprises, Armenia (tbc)
- **Representative** of the World Bank, Armenia (tbc)
- **An Armenian social entrepreneur** (tbc)
- **Ms. Enrica Arena**, Co-Founder, Start-up company Orange Fiber, Italy (available)

Moderator: Representative of RUEA

Discussion

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Concluding remarks

- **Prof. Ermelinda Meksi**, Deputy Co-ordinator, Office of the Coordinator of OSCE Economic and Environmental Activities
- **Representative** of the International Labour Organization, ILO

14:00

Buffet lunch offered by the OCEEA

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OSCE Projects - Pledge Budget and Expenditure EUR

For the Period Ending: Sep-19

Pledge Name:

NOR-1101243-Norway Unallocated Funds

General Information

Pledge No.:	14814
Donor:	XB - NORWAY
Donor Reference No.:	<Donor Pledge Num>
Pledge Start Date:	22-NOV-16
Pledge Expiry Date:	31-DEC-20

Pledge Amount and Income by Donor

Donor	Pledge No.	Pledge Amount	Cash Received	F/X Gain(Loss)	Unpaid Pledge Amount	Outstanding Advance Authorisation
XB - NORWAY	14814	50,000.00	50,000.00	0.00	0.00	0.00
Total:		50,000.00	50,000.00	0.00	0.00	0.00

Income Installments Details by Donor

Installment No.	Installment Date	Cash Received
37	31-Dec-2018	50,000.00
Total:		50,000.00

* Negative values in the Income Installments Details by Donor section pertain to re-allocated funds

Pledge Amounts and Income by Project

Project No.	Project Title	Task No.	Pledge End Date	Pledge Amount	Cash Received	F/X Gain(Loss)	Outstanding Advance Authorisation	Budget Allotment	Expenditure	Refund of Unspent Funds	Available Budget Allotment	Available Budget Allotment DIRECT
1102004	XB-VIE-EE-EmpowermentWomen-18	EEA-EmpowermentWomen	31-MAR-20	50,000.00	50,000.00	0.00	0.00	50,000.00	0.00	0.00	50,000.00	50,000.00
Total:				50,000.00	50,000.00	0.00	0.00	50,000.00	0.00	0.00	50,000.00	50,000.00



OSCE Projects - Pledge Budget and Expenditure EUR

For the Period Ending: Sep-19

Budget Allotment and Expenditure (Direct and Indirect) by Project

Project No.	Task No.	Budget Allotment TOTAL	Expenditure INDIRECT	Expenditure DIRECT	Refund of Unspent Funds TOTAL	Available Budget Allotment TOTAL	Available Budget Allotment INDIRECT	Available Budget Allotment DIRECT
1102004	EEA-EmpowermentWomen	50,000.00	0.00	0.00	0.00	50,000.00	0.00	50,000.00
Total:		50,000.00	0.00	0.00	0.00	50,000.00	0.00	50,000.00

Budget Allotment and Expenditure by Cost Category and Changes to Fund Balances

ProjectNo.	Task No.	Cost Category	Budget Allotment	Commitments (PRs)	Obligations (POs)	Actuals (Invoices)	Expenditure	Refund of Unspent Funds	Available Budget Allotment
1102004	EEA-EmpowermentWomen	<u>EXPENDITURE</u>							
		Operational Costs	50,000.00	0.00	0.00	0.00	0.00		50,000.00
			50,000.00	0.00	0.00	0.00	0.00		50,000.00
		<u>CHANGES TO FUND BALANCES</u>							
		Extra-Budgetary Refund to donors							
Total:			50,000.00	0.00	0.00	0.00	0.00		50,000.00
TOTAL			50,000.00	0.00	0.00	0.00	0.00		50,000.00

NOTE:

* All Values above relate to the Donor Pledge Amount and not the entire Project Budget.

* Pledge end date displayed in the report might differ from the agreed pledge end date due to a technical reconciliation of outstanding transactions. Please note, however, that no expenditure was incurred beyond the agreed pledge end date.

* F/X - Foreign Currency Exchange - Gain(Loss) reflects currency difference where pledge is received in non-EUR amount.

This report was run on 13-SEP-2019 12:22:20, based on data extracted from Oracle on 12-SEP-2019 21:54:28.



OSCE Projects - Pledge Budget and Expenditure EUR

For the Period Ending: Sep-19

- * Expenditure includes Commitments (PR's), Obligations (PO's) and Actuals (Invoices).
 - * Budgetary Control is set at Pledge-Project Level and not at Pledge-Project-Task Level.
 - * Data on this report may not reconcile to the relevant financial statement figures due to timing of income recognition and MINOR ROUNDING DIFFERENCES MAY OCCUR.
 - * Totals vary according to TASK and PERIOD Parameters selected.
 - * Please contact the Extra-Budgetary Unit in the Secretariat for questions related to Pledges and Income. For any other details please contact the Project Manager directly. Access to on-line reports is restricted to Internal Use only. User IDs and passwords have been distributed to authorised Users.
- On-line reports contain data subject to periodical review and adjustment.

PARAMETERS:

<i>Period Ending</i>	: Sep-19
<i>Pledge</i>	: 14814 - NOR-1101243
<i>Project</i>	: 1102004 - XB-VIE-EE-EmpowermentWomen-18
<i>Show Details</i>	: Yes
<i>Show ICC Details</i>	: No
<i>Show Tasks</i>	: Yes
<i>Task</i>	: EEA-EmpowermentWomen - 22120-11041200-SEC
<i>Project Category</i>	: EXtra-Budgetary projects