



Country: AZERBAIJAN
Initiation Plan

Project Title: Strengthening the capacity of educational institutions for teaching and applying the human development concept

Expected CP Outcome(s): 2011-2015 CP Outcome 3.1: By 2015 civil society, media and vulnerable groups enjoy an increased role in policy formulation and implementation processes

Initiation Plan Start Date: 11 October 2010

Initiation Plan End Date: 30 June 2011

Implementing Partner: UNDP

Brief Description

Azerbaijan graduates transition and a national consensus for the longer term vision for the future the country, its development beyond transition, is being crystallised. UNDP will contribute this process through support in promoting concepts and principles of sustainable human development among policy makers and in the entire society. The purpose of this initiative is to enhance the capacities of local universities in teaching human development. UNDP will support introducing Human Development curriculum and courses in local universities with a particular emphasis on public servants. The purpose of this Initiation Plan is to commence developing HD curriculum and course materials, piloting the course at selected universities, and refining the course materials based on the piloting experience, before building further collaboration with the Government of Azerbaijan towards expanding the Human Development course into the curriculum of higher education. Upon completion of this Initiation Plan the outputs will be: 1) complete package of HD course, and 2) full-fledged Project Document on strengthening the capacities of educational facilities for teaching and applying the HD approach.

Programme Period: 2011-2015

CPAP Programme Component: N/A

Atlas Award ID: _____

PAC Meeting Date 29 September 2010

Total resources required	\$ 100,000
Total allocated resources:	_____
• Regular	\$ 100, 000
• Other:	_____
o Donor	_____
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by UNDP:

Fikret Akcura, UNDP Resident Representative

I. PURPOSE

Recognizing the need in promoting the principles of sustainable human development in the society and enhancing the capacities of local universities for teaching human development concept to future researchers, policy analysts and public officials, UNDP proposes introducing Human Development curriculum and courses at national educational institutions with greater emphasis on current and future public servants. UNDP will liaise with the Administration of the President, Ministry of Education, Public Administration Academy, Azerbaijan Diplomatic Academy, and other relevant agencies on the perspectives and implementation methodology of this initiative. At this stage, UNDP proposes initiation of the project through developing HD curriculum and course materials, piloting the course at a selected university, and refining the course materials based on the piloting experience, before building further collaboration with the Government of Azerbaijan towards expanding the Human Development course into the curriculum of higher education in national universities.

II. EXPECTED OUTPUT

This Initiation Plan is introduced in order to achieve the following two objectives:

1. Introducing the Human Development course in the curriculum of higher educational facilities; and
2. Finalizing the full-fledged Project Document on strengthening the capacities of educational facilities for teaching, promoting and applying the human development approach.

The expected output will be the full package of Human Development course developed, through piloting at a local university, for inclusion in the national higher education curriculum. This HD package will include the course curriculum, materials, and HD textbook as adapted to the country context.

UNDP will proceed as follows to achieve the expected deliverables:

Phase 1. Preparation of Human Development Course, October 2010 – January 2011

- HD brainstorming organized as preliminary “situation analysis” in regards to HD teaching, as well as for identifying priority HD topics and generating ideas for project activities.
- Talking to higher education establishments and reaching agreement with at least one university on piloting HD Course.
- Liaising with the Administration of President, Ministry of Education and other appropriate organizations on introducing and expanding the HD teaching in local universities.
- Curriculum and textbook development: Hiring consultants to prepare course materials in Azeri, based on the material and textbooks available in other UNDP offices, and to adapt the materials to the country context. Translation and editing of texts are carried out as appropriate.
- Potential HD teachers identified and Teacher training workshop administered: HD Course requires presence of a pool of well-prepared HD tutors/lecturers. For this purpose, the potential list of HD teachers will be identified in consultations with the Ministry of Education, the administrations of Azerbaijan Diplomatic Academy, Public Administration Academy and other potential stakeholders, followed by an intensive training of HD teachers led by foreign experts.

Phase 2. Piloting the “Human Development” Course, February – June 2011

- HD Course will be introduced as a semester-long pilot course.
- Potential institutions for piloting the HD Course: Azerbaijan Diplomatic Academy, Public Administration Academy, or other educational institutions.
- Course content: Aside from basic introduction to human development concept and its measurements, the course will include cross-sectoral review and in-depth study of the HD concept, how it applies in everyday life, and how it is (can be) reflected in public policies.
- Student assessments through “knowledge generation”: Aside from the regular assessment of academic performance, all students will be required to develop “case studies” on

different policy areas with linkages to human development and, as appropriate, formulate relevant policy recommendations through the prism of HD concept.

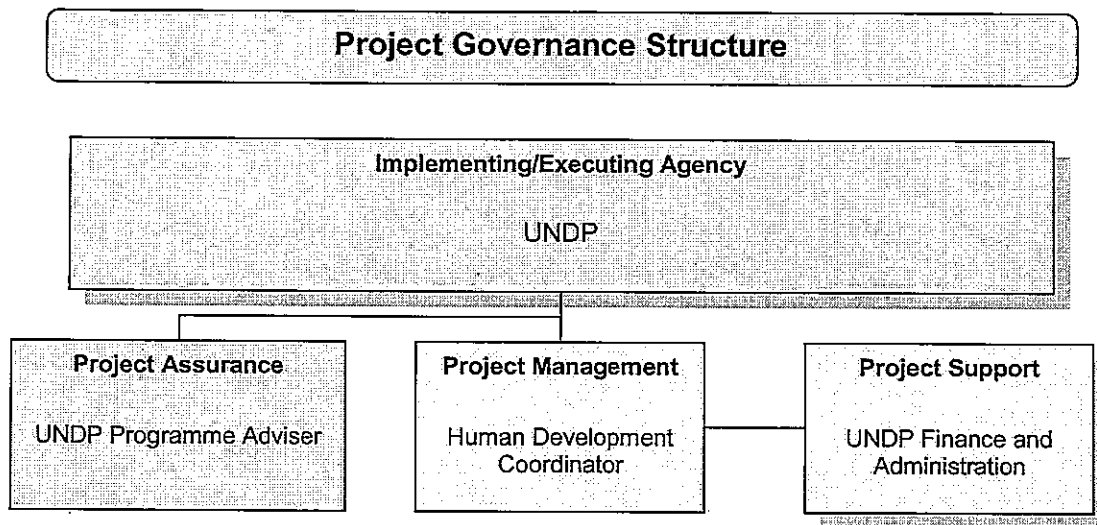
- Upon completion of the pilot HD course, the course materials will be refined.

Phase 3. Project Document finalized, May – June 2011

- Based on the piloting experience and deliverables, as well as the negotiations with the Presidential Administration and Ministry of Education, Project Document will be finalized to strengthen the capacities of educational facilities for teaching, promoting and applying the human development approach.

III. MANAGEMENT ARRANGEMENTS

I. Project Governance. For the purposes of Initiation Plan, UNDP will serve as the Implementing and Executing Agency and carry out the activities in consultation with the Administration of the President, the Ministry of Education, and other relevant stakeholders. Final Project Governance Structure and the composition of Project Board will be defined during the Phase III of Initiation Plan. Temporary Governance Structure is as follows:



II. Project Management. Human Development Coordinator (HDC) will be recruited and tasked with the day-to-day management of project activities, as well as with financial and administrative reporting. HDC will be responsible for project implementation, routine management, monitoring and decision-making for the project. HDC's prime responsibility is to ensure that the planned outputs are produced by undertaking necessary activities in accordance with required standards of quality and within the specified constraints of time and cost.

III. Project Assurance. UNDP will designate a Development Advisor to provide independent project oversight and monitoring functions, to ensure that project activities are managed and milestones accomplished. The UNDP Development Advisor will be responsible for reviewing Risk, Issues and Lessons Learned logs.

IV. Project Support. UNDP will provide financial and administrative support to the project including procurement, contracting, travel and payments.

V. Expert support. Some of the activities will be conducted by national and/or international experts. It is proposed that 1 (one) consultant is hired to develop the curriculum of pilot Human Development course and to refine the curriculum at the end of piloting. Additional team of three experts will be hired to develop a textbook on human development, based on the material and textbooks available in other UNDP offices and adapted to the context of Azerbaijan. At a later stage, these experts will be also involved in editing and improving the textbook based on the feedback and experience from the pilot HD course.

IV. MONITORING

In accordance with the programming policies and procedures outlined in the *UNDP User Guide*, the project will be monitored through the following:

- HDC will carry out on-going monitoring and quality assurance, along with the oversight of daily project implementation.
- HDC will submit Project Progress Report (PPR) at the end of the initiation plan, using the standard report format available in the Executive Snapshot;
- With inputs from HDC, Issue Log shall be activated in Atlas and updated to facilitate tracking and resolution of potential problems or requests for change;
- With inputs from HDC, Risk Log shall be activated in Atlas to capture the potential risks on the implementation of both the piloting activities and the future full-fledged project. Risk Logs will be regularly updated by reviewing the external environment that may affect the project implementation;
- With inputs from HDC, Project Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to be included the preparation of the PPR.

V. ANNUAL WORK PLAN

Project Title: Strengthening the capacity of educational institutions for teaching and applying the human development concept
Year: 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Amount	
<p>Output 1: Full package of HD course developed, through piloting at a local university, for inclusion in the national higher education curriculum.</p> <p>Baseline: No ongoing HD course in higher education facilities implemented.</p> <p>Indicators: Number of local universities with HD course integrated in curriculum</p> <p>Targets: HD course materials and curriculum developed</p> <p>Related CP outcome: 2011-2015 CP Outcome 3.1: By 2015 civil society, media and vulnerable groups enjoy an increased role in policy formulation and implementation processes</p>	<p>1. Pilot Human Development course is developed and course materials are finalized.</p> <ul style="list-style-type: none"> - HD brainstorming organized - Meetings held at MoE and other relevant organizations - At least one university identified and negotiated with to pilot HD course - One consultant hired to develop HD curriculum - Three experts hired to develop HD course materials and draft HD textbook - Translation and editing 				X	UNDP	71300 Local consultants 71400 Contractual services – Ind 72500 Supplies	\$5,000 \$4,000 \$2,000	
<p>4. Ongoing project management, monitoring and reporting carried out.</p> <ul style="list-style-type: none"> - Human Development Coordinator hired - Issue, Risk and Lesson-learned logs activated and updated - PPR developed - Other project management related tasks carried out 					X	UNDP	71400 Contractual services – Ind 72400 Comm & AudioVisual	\$6,900 \$500	
TOTAL									\$18,400

II. STRATEGY

The Project contributes to the expected achievement of the objectives set out in the United Nations Development Assistance Framework (UNDAF) for Azerbaijan and will be implemented within the UNDP Country Programme for Azerbaijan for the period 2011-2015.

The goal of this project is to promote the concept and principles of sustainable human development in the society, including the leading academic institutions, research centres, mass media and policy-makers of Azerbaijan. This will be achieved through introducing and systematically expanding the teaching of human development concept in local universities and national training institutions.

The specific objectives are: 1) to build capacities of educational institutions in contributing to human-centred public policy at different levels; and 2) to create a human development lab (research centre) for students, teachers, state officials, and different professionals engaged in socio-economic policies.

While the project will focus on teaching of human development approaches, it will also aim at integrating HD Course, annual national HD reports, policy briefs and any other substantive reports into a strong Azerbaijani concept of human development.

This project on promoting the human development teaching will evolve through the following components:

Component 1. Expansion of HD teaching to other educational institutions

Based on the experience and refining of pilot HD course, a number of local universities and national training institutions will be liaised with in order to put the HD course on their curriculum. In order to ensure the capacity of interested universities, a summer school will be organized for the lecturers of those universities and training institutions. If possible, this summer school will be open to other interested individuals as well. Additionally, efforts will be made to find national champion(s) who will lend further credibility to the initiative and sustain it with funding.

Component 2. Establishment of a human development lab (“HD Research Centre”)

HD Research Centre (HDRC) will be established in order to address the deficit in understanding and applying the concept of sustainable HD, and improving the level of scientific research in this dimension. HDRC will also serve as participatory platform for students, professors, experts, media representatives, and policy-makers for translating the obtained theoretical knowledge into policy practice as advocated by HD concept and supported by MDGs. In this sense, the HD Research Centre can become an effective mechanism to reinforce collaboration between wide range of higher educational centres and governmental structures on activities with explicit policy focus.

Project Communication Strategy: Raising public awareness on HD through mass media

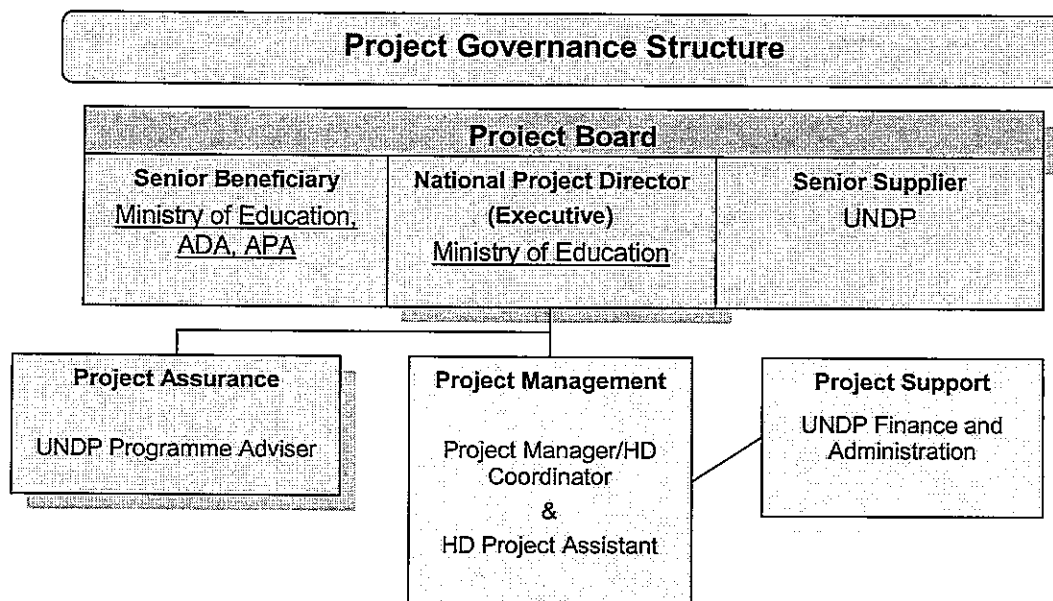
In order to promote the general awareness about human development in society and to bring HD issues into public dialogue, communication component and collaboration with mass media will be strengthened. Indicative activities will include (but not limited to):

- Publications
- TV/radio programs
- Campaigns
- “Communication-for-results” – communicating project achievements to general public
- Social advertisements and broadcasting on local TV channels

	universities	<p>5.1 Liaising with public and private universities for including HD course in their curriculum</p> <p>5.2 Identifying the pool of interested and qualified lecturers to deliver the HD courses in these universities</p> <p>5.3 Holding a 1-week HD Summer School to train lecturers in HD approaches and to prepare them deliver HD courses at the agreed institution(s)</p> <p>5.4 Gain support for HD initiative by national champion(s)</p> <p>Activity Result 4: Ongoing project management, monitoring and reporting carried out.</p> <p>6.1 Project staff salaries: Human Development Coordinator and HD Project Assistant</p> <p>6.2 Project implementation per UNDP guidelines</p>		<p>Activity 4: \$139,480</p>
TOTAL for Project:				\$271,480

Figure A. Project Governance Arrangements.

The project will be managed by the Project Board, comprising of UNDP Country Office in Azerbaijan and the Government of Azerbaijan Republic, and implemented jointly under National Execution modality (NEX) with UNDP support. The Government cooperating agency will be represented by Ministry of Education that will provide premises for the project and appoint the National Project Director. The Project Manager/Human Development Coordinator, with the support of Human Development Project Assistant, will be responsible for the day-to-day implementation of the project. The project governance structure is as follows:



C. Inputs to the project. To ensure successful implementation of the project the Government of Azerbaijan and UNDP will make the following contributions to the project:

Government inputs:

- Financial resources in amount of USD_____ to support implementation of the project;
- Free premises for the project related activities and facilitating access to any information necessary for the consultants to complete their missions. The Government should provide with the necessary premises for implementation of training courses, or the project reserves a right to rent respective premises;
- Overall support in preparation of the training courses, including selecting, in consultation with UNDP, the persons to participate in training activities;
- Assistance in identification of the most appropriate national experts.

UNDP inputs:

- Amount of USD_____ to the budget of the project;
- Support services in selecting international/local experts and staff to be recruited under the project;
- Support services in procurement and finances;
- Participation in the organization of training activities and selection of equipment suppliers;
- In close collaboration with the senior management of the Project, the quality control over the project outputs.

D. Audit Arrangements. The project will be subject to an independent audit as required by the UNDP/NEX Guidelines.

Quality Criteria	Quality Method	Date of Assessment
Outlined target met	Project reports, feedback from the academic institution(s)	On-going

OUTPUT 1: Strengthened capacity of local universities and national training institutions for teaching human development concept.		
Activity Result 2 (Atlas Activity ID)	Public awareness raising on Human Development issues is carried out through mass media.	Start Date: 2011 End Date: 2012
Purpose	To inform general public on the ideas of human development concept and project achievements.	
Description	Different info-materials, brochures, booklets, info-materials on HD and project products will be produced to promote the ideas and principles of human development concept in the society. Project will produce press-releases and will collaborate with mass media on an on-going basis to ensure communicating project results effectively.	
Quality Criteria	Quality Method	Date of Assessment
Info-materials, press-releases	Availability of media materials	On-going

OUTPUT 1: Strengthened capacity of local universities and national training institutions for teaching human development concept.		
Activity Result 3 (Atlas Activity ID)	Human development teaching is expanded to other universities.	Start Date: 2011 End Date: 2012
Purpose	To expand human development teaching to other education facilities and national training institutions.	
Description	Project will liaise with different universities to include HD course in their curriculum. A pool of interested and qualified lecturers will be identified to deliver the HD courses in these universities and will be trained through HD Summer School. Summer School will also be open to other interested individuals, such as students, officials, and specialists.	
Quality Criteria	Quality Method	Date of Assessment
HD course introduced at least in three universities	Project reports, feedback from the academic institutions	

OUTPUT 1: Strengthened capacity of local universities and national training institutions for teaching human development concept.		
Activity Result 4 (Atlas Activity ID)	Ongoing project management, monitoring and reporting carried out.	Start Date: 2011 End Date: 2012
Purpose	To ensure day-to-day implementation of project activities in line with UNDP guidelines.	
Description	Human Development Coordinator will serve as the project manager responsible for ensuring day-to-day implementation of the project. Human Development Project Assistant will be hired to assist the HD Coordinator in management of HDRC and development of HD networks among students, teachers, and professionals.	
Quality Criteria	Quality Method	Date of Assessment
Outlined target met	Performance appraisal of the project staff	On-going

VII. ANNEXES

Attachment No. 01

Risk Log Matrix

Strengthening the capacity of educational institutions for teaching and applying the Human Development Framework

#	Description of Risk	Category	Impact & Probability	Counter-Measures / Management Response	Owner	Author	Date Identified	Last Update	Status
1	The progress of the project may be hindered by reluctance of academic institutions to accept and include human development course in their current curricula.	Institutional	I = 3 P = 2	This risk will be managed by the project staff who will negotiate with the universities for mutually acceptable terms and with the Ministry of Education for their support to piloting/introducing the HD course at selected academic institutions	Govt UNDP		September 2010	N/A	N/A

VI. SCHEDULE OF ACTIVITIES
Annual Plan of Activities and Estimated Budget
Human Development Course

Project Outputs **Main directions of activity** **Responsible parties** **Budget** **2010** **2011** **Comments**
 o n d j f m a m j

Project Outputs	Main directions of activity	Responsible parties	Budget	2010	2011	Comments
Project Component 1: Development of Course						
	HD brainstorming meeting organized		32,500			
	Meetings held at MoE and other organizations to solicit their participation and support					
	Agreement reached with at least one university to pilot the HD course					
	Lecturers who will teach pilot HD course identified					
	Details of including HD course in university curriculum finalized					
	One consultant hired to develop pilot HD course curriculum		1,500			
	Relevant HD materials translated into Azeri		10,000			
	Three national experts contracted to develop HD course materials		9,000			
	HD curriculum developed					
	HD course materials prepared					
	Foreign experts selected as the master trainers for HDToT					
	Travel and DSA of foreign experts to lead HDToT		5,000			
	HD ToT site identified, all logistical arrangements finalized		4,000			
	A 5-day HD Teacher Training workshop completed		3,000			
			31,000			
Project Component 2: Course Piloting						
	Piloting of HD course implemented		10,000			
	Monitoring the progress of pilot HD course carried out		0			
	Consultant hired to refine course materials and course structure/curriculum		2,000			
	HD textbook refined and finalized based on feedback throughout project implementation		9,000			
	HD Textbook published in Azeri (500 copies)		10,000			
			36,500			
Project Component 3: Project Management						
	HD Coordinator recruited (salary)		20,700			
	Office equipment and supplies		10,000			
	Travel expenses		4,000			
	Communications expenses		1,800			
	Project board meeting organized and held		0			
	Project progress report developed		0			
			100,000			

United Nations Development Programme

Country: AZERBAIJAN

DRAFT Project Document

Project Title

Strengthening the capacity of educational institutions for teaching and applying the human development concept

UNDAF Outcome(s):

2011-2015 UNDAF Outcome 3: By 2015, the State strengthens the system of governance with the involvement of Civil Society and in compliance with its international commitments, with particular emphasis on vulnerable groups.

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

2011-2015 CP Outcome 3.1: By 2015 civil society, media and vulnerable groups enjoy an increased role in policy formulation and implementation processes

Expected Output(s):

(Those that will result from the project)

Strengthened capacity of local universities and national training institutions for teaching human development concept.

Executing Entity:

UNDP

Implementing Agencies:

The Ministry of Education of Azerbaijan Republic, Azerbaijan Diplomatic Academy (ADA) and the Public Administration Academy (PAA)

Brief Description

This project is aimed at promoting the concept and principles of sustainable human development in the society, including the leading academic institutions, research centres, mass media and policy-makers of Azerbaijan. This will be achieved through introducing and systematically expanding the teaching of human development concept in local universities and national training institutions.

Programme Period:	2011-2015
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date:	2011
End Date	2012
PAC Meeting Date	_____
Management Arrangements:	NEX with UNDP support

Total resources required	271,480 USD
Total allocated resources:	_____
• Regular	_____
• Other:	_____
o Donor	_____
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Government)

Agreed by (Executing Entity):

Agreed by (UNDP):

ANNUAL WORK PLAN

Project Title: Strengthening the capacity of educational institutions for teaching and applying the human development concept

Year: 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<p>Output 1: Full package of HD course developed, through piloting at a local university, for inclusion in the national higher education curriculum.</p> <p>Baseline: No ongoing HD course in higher education facilities implemented.</p> <p>Indicators: Number of local universities with HD course integrated in curriculum</p> <p>Targets: HD course piloted at least in one university, and complete HD package finalized</p> <p>Related CP outcome: 2011-2015 CP Outcome 3.1: By 2015 civil society, media and vulnerable groups enjoy an increased role in policy formulation and implementation processes</p>	<p>1. Pilot Human Development course is developed and course materials are finalized.</p> <ul style="list-style-type: none"> - Meetings held at MoE and other relevant organizations - HD course materials compiled - HD Teacher training carried out <p>2. Human Development Course is piloted.</p> <ul style="list-style-type: none"> - HD course piloting commenced at selected university - Monitoring of course piloting is carried out - One consultant hired to refine course curriculum, structure, materials - Three experts hired to finalize the HD textbook - HD textbook published (500 copies) 	X	X			UNDP		<p>71300 Local consultants \$5,500</p> <p>71200 Int'l consultants \$5,000</p> <p>71400 Contractual services – Ind \$6,000</p> <p>72500 Supplies \$2,000</p> <p>73100 Rental & Maintenance \$3,000</p>	
<p>4. Ongoing project management, monitoring and reporting carried out.</p> <ul style="list-style-type: none"> - HDC salary - Issue, Risk and Lesson-learned logs updated - PPR developed - Other project management related tasks carried out 		X				UNDP		<p>71400 Contractual services – Ind \$13,800</p> <p>71600 Travel \$4,000</p> <p>72200 Equipment and Furniture \$10,000</p> <p>72400 Comm & AudioVisual \$1,300</p>	
TOTAL									\$81,600