

United Nations Development Programme

Country: the Republic of Azerbaijan

Project Document

Project Title:	Improving Staff Capacity of the Azerbaijan Service and Assessment Network
UNAPF/CP Outcome(s):	By 2020, Azerbaijan has enhanced institutional capacities for transparent, evidence-based and gender-sensitive policy formulation and implementation
Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CP)</i>	Efficiency, accountability and transparency within public administration are enhanced through capacity development of State Entities, including gender sensitive approaches
Expected Output(s): <i>(Those that will result from the project)</i>	<ol style="list-style-type: none"> 1. A continuous, robust ToT training system is put in place in ASAN 2. 'ASAN Service' centres capacity to deliver gender-sensitive services is strengthened
Executing Entity:	State Agency for Public Service and Social Innovations
Implementing Agencies:	United Nations Development Programme, State Agency for Social Innovation and Public Service Delivery

Brief Description

The purpose of this project is to support the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan in establishment of a pool of Master Trainers who will be deployed at the existing and future "ASAN Service" centers and tasked with building staff capacities in the areas of general values and gender-sensitivity of public services.

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Agreed by (UNDP):

N. Alhazishvili

Mr. Nato Alhazishvili, UNDP Deputy Resident Representative

25.02.2016

I. Situation analysis

In a quest to improve public service delivery Azerbaijan established the State Agency for Public Service and Social Innovations. The agency delivers multiple services through one-stop-shops dubbed 'ASAN Service' center.

Over the past three years, numbers of 'ASAN Service' centers have increased exponentially: presently, there are 9 centers at the local level complemented by mobile service in rural areas that together serve about 3000 people daily. Number of public services provided through 'ASAN Service' center increased from 45 to 60. To gain and maintain public confidence 'ASAN Service' center also needs to demonstrate a new culture of service provision based on the principles of efficiency, transparency and client orientation.

Half of 'ASAN Service' center clients are women who may face gender-based discrimination in everyday life that generates specific challenges and needs to be addressed by public offices. Women are more likely to carry combine work and household responsibilities that limit their time and resources, and lack knowledge or confidence required to navigate bureaucratic system.

Last but not least, 'ASAN Service' center is a recognized best model for service delivery as evidenced by its winning 2015 UN Public Service Award, and there is an increased interest on the part of developing countries to learn ASAN's experience.

The pace of organizational expansion and increasing service coverage puts immense constraints on the 'ASAN Service' centers human capacity. 'ASAN Service' center Strategic Management Plan developed with UNDP support emphasizes the need for robust staff capacity building. Up to now, this need was largely only met through hiring costly external expertise.

II. Strategy

The project proposes an alternative, more systemic and sustainable approach to staff capacity building that will maximize use of in-house capacity to enable continuity and multiplier effect of the learning at a reduced cost. For this purpose, the project will support establishment of a pool of Master Trainers who will be deployed at the existing and future 'ASAN Service' centers and tasked with building staff capacities in the following focus areas:

1. Focus on values: underlining and explaining the general values of the public service, with an emphasis on integrity, accountability, human rights
2. Focus on ethics: what is ethical behaviour of the public servant and how to behave and act ethically, also in the complicated situations, including emphasis on corruption risk reduction
3. Focus on skills and competences: developing necessary skills and competences of the public servants
4. Focus on team spirit: how we can perform better as team, assisting and supporting each other
5. Focus on motivation: how to keep the staff motivated (competitive salaries, supportive working conditions, development and career opportunities) and support them to build up long-term career in the public service.

ASAN's senior managers will also be mobilized as participants of the TOT trainings to ensure high-level support to the initiative, emphasize the key messages on the importance of the focus areas identified above, and to contribute to the organizational transformation.

In the mid-term perspective, Master Trainers will be made available to train foreign professionals from other countries for sharing the experience of 'ASAN Service' center as part of South-South/triangular cooperation.

In parallel, the project will strengthen gender sensitivity of service delivery through the following steps:

1. Gender sensitive organizational analysis will examine the structure and procedures of service delivery provided by 'ASAN Service' center.
2. The Analysis will generate recommendations for strengthening gender sensitivity of the current service delivery.
3. Gender sensitive service delivery training for 'ASAN Service' centers staff
4. On-line course on gender equality and gender-sensitive public service custom-designed for the 'ASAN Service' centers staff. The course will be self-administered and user friendly and can be used for years after the completion of the project.

Project Objective: The overall goal of the Project is to improve staff capacity of the Azerbaijan Service and Assessment Network.

Project Outputs:

- A continuous, robust ToT training system is put in place in "ASAN Service" center
- ASAN Service's capacity to deliver gender-sensitive services is strengthened

The project's support will focus on the following components/activities:

Component 1: Establishment of the ToT Training System

- Assessment of training needs for the "ASAN Service" centers
- Establishment of a pool of Master Trainers for the capacity building of the "ASAN Service" centers staff
- Deliver and evaluate results of the trainings
- Purchase of necessary equipment
- Establishment of e-space for knowledge sharing and networking between ASAN centers

Component 2: Strengthening of the gender-sensitive service

- Examination of the structure and procedures of service delivery provided by "ASAN Service" Center by international consultant
- Recommendations for strengthening gender sensitivity will be provided by International consultant
- Deliver of trainings on Gender sensitive service for "ASAN Service" centers staff
- Design of the on-line course on gender equality and gender-sensitive public service

Component 3: Project Management

- Day to day project management.

I. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: By 2020, Azerbaijan has enhanced institutional capacities for transparent, evidence-based and gender-sensitive policy formulation and implementation</p>			
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p>			
<p>Applicable Key Result Area (from 2014-17 Strategic Plan): Inclusive and effective democratic governance</p>			
<p>Partnership Strategy</p>			
<p>Implementing Partner: State Agency for Public Service and Social Innovations, 'ASAN Service' centers</p>			
<p>Responsible parties: UNDP, State Agency for Public Service and Social Innovations and 'ASAN Service' centers</p>			
<p>Project title and ID (ATLAS Award ID): Improving Staff Capacity of the Azerbaijan Service and Assessment Network</p>			
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	PARTNERS	INPUTS
<p>Output 1: A continuous, robust ToT training system is put in place in ASAN</p> <p>Indicator 1.1: Extent to which ASAN's in-house capacity meets its training needs</p> <p>Baseline: Minimum (ASAN has training facilities but relies largely on external expertise to meet training needs)</p> <p>Target: Adequate</p> <p>Indicator 1.2: Number of Masters Trainers trained by the project, disaggregated by gender</p> <p>Baseline: zero</p> <p>Target: 32 trainers of whom at</p>	<p>1 Activity Result: Priority training needs identified</p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Hire a local consultant to identify training needs ▪ Carry out training needs assessment in consultation with management and staff of the State Agency and 'ASAN Service' centers ▪ Present recommendations for priority topics <p>2 Activity Result: Pool of Master Trainers established</p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Identify potential master trainers ▪ Prepare ToRs and hire individual consultants/contractual companies to develop training 	<p>State Agency for Social Innovation and Public Service Delivery</p> <p>'ASAN Service' centers</p> <p>Educational institutions (ADA, Azerbaijan Bank Training Centre etc.)</p>	<p>Local consultants: 49,500 USD</p> <p>Publications: 10,000 USD</p> <p>Equipment: 25,000 USD</p> <p>Direct project costing: 10,000</p> <p>Miscellaneous: 1,500 USD</p> <p>Facilities and Administration (GMS) – 1,500 USD</p> <p>Sub-total: 97,500 USD</p>

<p>least 50% are women</p>	<p>packages on the priority subjects</p> <ul style="list-style-type: none"> ▪ Deliver and evaluate results of the trainings ▪ Incorporate trainees feedback and finalize/publish training materials ▪ Create e-space for knowledge sharing and networking between ASAN centres 		
<p>Output 2: ASAN's capacity to deliver gender-sensitive services is strengthened</p> <p>Indicator 2.1: Extent to which ASAN has capacity to provide gender-sensitive services</p> <p>Baseline: Minimum (there is space in ASAN's premises with dedicated staff for taking care of children while their mothers receive services)</p> <p>Target: Adequate (ASAN is equipped with roadmap, tools and competencies for gender-sensitive services)</p> <p>Indicator 2.2: Gender training is mandatory for all ASAN staff – Yes/No</p> <p>Baseline: ASAN does not have</p>	<p>1. Activity Result: Key areas to improve ASAN's services to better meet specific needs of women are identified</p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Develop ToR and hire international consultant ▪ Conduct gender-sensitive organizational analysis ▪ Provide specific and practical recommendations for strengthening gender sensitivity of the current service delivery <p>2. Activity Result: Staff of ASAN is trained on delivering gender-sensitive services</p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Develop ToR and hire international consultant and IT consultant ▪ Develop training package and organize Gender sensitive service 	<p>State Agency for Social Innovation and Public Service Delivery</p> <p>ASAN Centres</p> <p>State Committee for Family, Women and Children Affairs</p>	<p>International consultant: 14,500 USD</p> <p>Local Consultant : 4,000 USD</p> <p>Miscellaneous: 1,000 USD</p> <p>Sub-total: 19,500 USD</p>

<p>provide gender training to its staff</p> <p>Target: ASAN includes gender training into the list of mandatory trainings</p>	<p>delivery training</p> <ul style="list-style-type: none"> ▪ On-line course on gender equality and gender-sensitive public service, 		
<p>Indicator:</p> <p>Level of accomplishment of annual project targets, as per the IWP</p>	<p>Activity Result: Project and achievement of the project objectives are successfully implemented</p> <p>Activity result: Project is being implemented according to schedule.</p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Ensure daily management of project activities ▪ Prepare annual work plans and project reports 		<p>Contractual Services (individuals) – 13,000 USD</p> <p>Sub-total: 13,000 USD</p>

IV. MANAGEMENT ARRANGEMENTS

A. National Execution (NEX):

The project will be nationally implemented by the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan that will act both as the implementing Agency and the Beneficiary of the project. Implementation support will be provided by the UNDP Country Office (see Project Governance Arrangements below). In its capacity as Implementing Agency, the State Agency will be responsible for overall project management. Besides, it will be responsible for the facilitation of all project activities such as trainings for respective staff, ensuring appropriate access to project sites, relevant data, records, agencies and authorities. UNDP will provide support and services including procurement and contracting, human resources management and financial services in accordance with the relevant UNDP Rules and Procedures and RBM guidelines.

Project steering committee: The Project Steering Committee will be the executive decision making body for the project, providing guidance to the Project Assistant, and approving project revisions. The Project Steering Committee will consist of three members:

- The Executive (Implementing Partner). This position will be held by the Head of State Agency for Social Innovation and Public Service Delivery or his authorized representative;
- The Senior Supplier. This position will be held by the UNDP RR / DRR, or a designated UNDP Programme Advisor.
- The Senior Beneficiary: This position will be held by an authorized representative of State Agency for Public Service and Social Innovations

Project Assurance: UNDP will designate a Programme Adviser to provide independent project oversight and monitoring functions, to ensure that project activities are managed and milestones accomplished. The UNDP Programme Advisor will be responsible for reviewing Risk, Issues logs, Annual Plan of Activities, budgets and ensuring compliance with the Monitoring and Communications Plan.

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

Expert support: National and international expert support will be mobilized for implementation of project activities, where relevant. For each project component, there will be a lead consultant acting as Team Leader. He/she will be responsible for preparing component plans, organizing expert groups, setting tasks and monitoring their implementation.

Project management: On day-to-day basis the project will be management by Project Administrative/Finance assistant. Under the guidance of UNDP Programme Adviser and designated focal point from the State Agency the Project Administrative/Finance assistant will prepare Action Plan, supporting documents for contracting and payments. Also he/she will provide support services related to administrative, procurement and financial issues such as preparation of payment and contract requests, raising requisitions and due filing and maintenance of inventory records.

Project Organization Structure

Project Board

Senior Beneficiary
SAPSSI

Executive
SAPSSI

Senior Supplier
UNDP

Project Assurance
UNDP Programme
Advisor

Project Admin/Fin
Assistant

Project Support
UNDP Finance and
Administration

Consultants

Local

Consultants

International

V. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle:

- On annual basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Assistant to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Assistant to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually:

- Annual Review Report: An Annual Review Report shall be prepared by the Project Assistant and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review: Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Azerbaijan and UNDP, signed on January 6, 2001.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]¹.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.