

**United Nations Development Programme
Project Document**

Project Title:

Enabling civil society to play a greater role in promoting socio-economic rights of vulnerable populations

UNDAF/CP Outcome(s):

By 2020, the Azerbaijan economy is more diversified and generates enhanced sustainable growth and decent work, particularly for youth, women, persons with disabilities and other vulnerable groups

Expected Output(s):

Output 1: Capacity of targeted civil society organisations increased to utilize human-rights based approach in advancing the social inclusion, equality and socio-economic rights of the vulnerable groups;

Output 2: Social inclusion and socio-economic rights of vulnerable groups advanced at the local level;

Output 3: Issues of non-discrimination and equality promoted through active engagement of civil society in community development and social inclusion

Executing Entity: UNDP

Brief Description

Azerbaijan has considerably reduced poverty and unemployment levels, largely owing to the oil-driven economic growth. However, some segments of the populations (such as people with disabilities, women, young people) remain vulnerable and have special needs. National development strategy Azerbaijan: Vision 2020 recognizes the role that civil society can play in delivering services to the vulnerable population and formulating public policies. EU and UNDP signed a framework agreement to support civil society to address needs of vulnerable groups. The project pursues two specific objectives: i) build capacity of CSOs to promote social inclusion and human-rights based approach, and ii) support small scale community projects through non-governmental organizations to promote socio-economic rights, issues of equality and non-discrimination. The project beneficiaries: women, people and children with disabilities, prisoners and others socially vulnerable populations. Project supports implementation of Convention on Children Rights, CEDAW and Convention of Rights of People with Disabilities.

Programme Period: 2016-2020

Key Result Area (Strategic Plan) Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

Atlas Award ID: 00093393
Start date: 13 June 2016
End Date: 28 February 2018
PAC Meeting Date: 27 April 2016
Management Arrangements: DIM

Total resources required Euro 1,994,981

Total allocated resources: Euro 1,994,981

- Regular _____
- Other:
 - EU Euro 1,994,981

Unfunded budget: n/a

In-kind Contributions n/a

Agreed by UNDP:



Ghulam M. Isaczai, Resident Representative

02.06.2016

See attached NYF on Gov. approval.
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I. SITUATION ANALYSIS

Azerbaijan has a relatively well-developed legislative base in terms of protecting socio-economic rights of vulnerable groups. For example, the Constitution of the Republic of Azerbaijan guarantees its citizens gender equality and freedom from all kinds of discrimination in all spheres of life. National legislation stipulates equal rights of men and women to engage in all types of economic and social activity, inherit, own and sell property, receive bank loans and travel in and out of the country. Since Independence, Azerbaijan ratified all major international agreements on human rights – e.g. the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) in 1995; the Convention on the Right of the People with Disabilities in 2009.

However, in Azerbaijan there is a gap between legislative acts and their enforcement. For example, the UN's alternative report to CEDAW Convention (2014) points out to a number of challenges faced by women that prevent full implementation of women's rights. In terms of people with disabilities there are some gaps in existing legislation that should be harmonized with the Convention. The non-exhaustive list of examples of these gaps includes the need to incorporate specific prohibition of disability-based discrimination; recognition of gender equality of women and girls with disability in the legislation; modification of physical environment.

Azerbaijan has also made spectacular achievements in terms of reducing poverty rate (from almost 50% to 5% in a decade) and unemployment (5% for the general population. However, low unemployment rate masks special vulnerabilities in some segments of the population such as youth and women¹. Young people aged 15-24 have the highest unemployment rate of 13.5% against 5% in the general population². Azerbaijani women still have higher unemployment rates and higher shares in informal employment than men and are disproportionately concentrated in sectors that pay the lowest wages such as agriculture, education, health care and social work. People with disabilities have also not fully benefited from economic growth. Seventy-four per cent of people with disabilities out of 750 surveyed³ are unemployed and face obstacles to economic participation. There are also numerous examples where vulnerable people are excluded from the active participation in the economic and social life as well as cannot participate in decision-making at the community level.

Hence, there is an urgent need to translate the successful growth into augmented opportunities for equitable socio-economic participation and inclusiveness. To complement the government efforts in this direction, this project will support civil society organizations to provide legal and social services to the various groups of vulnerable populations, raise awareness on human rights, advocate for inclusiveness and non-discrimination. The non-exhaustive list of specific target groups for this action includes women, people and children with disabilities, prisoners etc.

Consultation Strategy for the Action

The Project is designed as joint action of UNDP and project teams from 12 partner CSOs towards promoting and advancing rights of vulnerable groups. Each of these organisations will tackle important issues towards achievement of expected results and objectives set by the Action. Throughout the process of overall Programme design, particularly in the programme's inception phase, the draft project document as well as related CSO partner project documents have been discussed and consulted internally within UNDP, between UNDP and CSO partners as well as in a wider forum including the EU as a donor.

Such an approach was critical to form the basis for reaching consensus among all partners and mobilising all efforts and available resources to foster proper implementation of envisaged actions, and hence, the mitigation of potential risks and development gaps. Close cooperation between

¹ UNDP Towards Decent Employment Through Accelerated Structural Reform, 2013

² Data of the Ministry of Labour and Social Protection of Population

³ UNICEF, UNDP Situation Assessment: People with Disabilities in Azerbaijan, 2011

UNDP, CSO partners as well as other development partners will maximise synergies, ensure coordination, but also reduce transaction costs and avoid duplication of efforts.

II. STRATEGY

The project is designed to support civil society in Azerbaijan in promoting human rights and fundamental freedoms, with a focus on vulnerable groups. The project will support non-government organizations and community-based groups to 1) utilize human-rights based approach in promoting the rights of the vulnerable groups; 2) promote social inclusion and socio-economic rights of the vulnerable groups at the local level; 3) promote the issues of non-discrimination and equality. The activities will be implemented in different regions of Azerbaijan, with particular emphasis on the less affluent rayons.

The overall objective of the action is to increase the role of civil society in Azerbaijan in advancing the socio-economic rights of vulnerable groups of society. The specific objective of the action is *to support civil society initiatives at national and local level in Azerbaijan aimed at promoting and advancing rights of vulnerable groups through addressing social inclusion, socio-economic, non-discrimination and equality needs of vulnerable groups, particularly women, PWD, children and young people, imprisoned persons.*

The objectives of the action will be achieved through the delivery of the following Expected Outputs:

Estimated Output 1: Capacity of targeted civil society organisations increased to utilize human-rights based approach in advancing the social inclusion, equality and socio-economic rights of the vulnerable groups;

Estimated Output 2: Social inclusion and socio-economic rights of vulnerable groups advanced at the local level

Estimated Output 3: Issues of non-discrimination and equality promoted through active engagement of civil society in community development and social inclusion

The project will contribute to the achievement of the Country Programme Outcome *By 2020, the Azerbaijan economy is more diversified and generates enhanced sustainable growth and decent work, particularly for youth, women, persons with disabilities and other vulnerable groups.* The project's strategy is in line with UNDP corporate strategy on Civil Society and Civil Engagement and supports three goals of UNDP engagement with civil society: invest in civil society and civic engagement; facilitate citizen action for democratic governance and development; strengthen civic engagement for multilateralism and human development.

PROGRAMME COMPONENTS AND INDICATIVE ACTIVITIES

The Programme will be implemented through three inter-related Components, as follows:

Component 1: Organisational Development Support to the Implementing partners

Component 2: Support to viable models for advancing social inclusion and socio-economic rights of vulnerable groups

Component 3: Non-discrimination and equality framework promotion

The following sections outline indicative activities to be implemented within each component towards achievement of set objectives.

Component 1: Organisational Development Support to the Implementing partners

The results of the programme are focused upon development of vibrant civil society advocating for and working on social inclusion and advancing rights of vulnerable groups. To achieve this, UNDP partners with 12 CSOs, each of which has experience and track record in working for and with vulnerable groups. Under Component 1, the Programme will support these partner organisations in their own organisational development towards functional, strong organisations with sustainable structures and networks capable to deliver quality Rights' Based programmes. Development activities will be organised by the CSOs as well as by UNDP as a partner supporting capacity building and organisational development. Below are detailed activities designed to support the partner CSOs during programme. Support and development will be provided in the following main areas: programmatic, governance and management. The CSOs will be supported to develop their networking capacities, and to further strengthen civil society in the region.

Indicative activities:

Activity 1.1 Capacity building for utilisation of human rights based approach

Activity 1.2 Develop and implement M&E and quality assurance systems

Activity 1.3. Develop and implement PR/communication strategy

Activity 1.1 Capacity Building for utilisation of human rights based approach

In the programmatic area, partner organisations will continually be supported to deliver their programmes in a quality and sustainable manner, based on human rights. This will be achieved by providing trainings and educational courses according to the specific needs of each organisation. The training and educational programmes will be provided by UNDP or organised within the partner organisation, as appropriate.

Some indicative topics for support have been identified by CSO partners in their proposals. The topics already identified as requiring further development are: rights-based approach and anti-discrimination; use of social networks and other Internet channels for dissemination of info and promotion of human rights; tailor made trainings on thematic areas linked to penitentiary, and other new methodologies in community work. UNDP will also support analyses and development of individual methodological approaches by partner CSOs and wherever applicable in partnership with organisations professionalising in respective thematic areas (e.g. partnering with the Penal Report International on issues relating to penitentiary).

Activity 1.2 Develop and implement M&E and quality assurance systems

UNDP will provide mentoring, coaching and training to key management staff in order to support their individual professional development. Trainings will be organised according to the needs identified through capacity development needs assessment and will be on topics such as: monitoring and evaluations, quality assurance systems in management and programmes. Alongside the development of programmatic capacity UNDP will also focus support to the finance, accounting and administrative policies and practices for the partner CSOs. This support will cover a range of activities. In Human Resource management, UNDP will support the development of human resource structures appropriate to the needs of the CSO. Within efforts to strengthen strategic orientation of CSOs, UNDP will support development and/or updating organisational strategic and fundraising plans; as well as strengthening organisational policies and procedures.

The UNDP will further provide support to each CSO on improving the financial and reporting management systems in line with UNDP and EU procedures. UNDP will be jointly working with partner organisations in setting and implementing a Monitoring and Evaluation system comprising a number of separate elements, based upon good practice. UNDP and the partner CSOs will ensure quality M&E system is designed to track all areas of work within individual project activities. The tracking of implementation of this system will largely be based on indicators agreed and

presented in CSO proposals. This system will serve to track and monitor progress and provide routines for reflection and adaptation.

Activity 1.3. Develop and implement PR/communication strategy

All 12 partner CSOs recognise that their public profile could be raised and benefit the CSO and their constituency. The CSOs will, in partnership with UNDP, develop their own advocacy and promotional activities within the framework of communication strategies that highlight the strength and value of their products and serve to brand the organisations locally. This will be measured by the visibility of the CSOs work and values and the number of targeted media releases and mentions.

Component 2: Support to viable models for advancing social inclusion and socio-economic rights of vulnerable groups

Under Component 2, interventions at local and regional levels will aim at developing models for advancement of social inclusion and socio-economic rights of vulnerable groups, particularly women, PWD, children and young people, and imprisoned persons, in partnership with government stakeholders and other CSOs. The Programme will work on improving the knowledge and awareness on related subjects concerning work and inclusion of vulnerable groups, and will support targeted communities and their local authorities to provide quality public services to achieve sustainable social development. It is expected that interventions implemented within this component will have direct contribution to improvement of the quality of life as well as empowerment of most vulnerable women, men and children. Below are detailed indicative activities to be implemented within this Component.

Indicative Activities:

Activity 2.1 Increasing Capacities of state and non-state actors for provision of legal and social services to PWDs

Activity 2.2 Increasing Capacity of CSOs in the field of Juvenile Delinquency prevention, early detection and intervention

Activity 2.3 Preparation and delivery of prison monitoring services

Activity 2.4 Protecting and promoting economic and social rights of prisoners for their rehabilitation and reintegration of into society.

Activity 2.1 Increasing Capacities of state and non-state actors for provision of legal and social services to PWDs

Activities will contribute to social protection of PWD/CWD in 6 districts of Sheki-Zakatala regions and in Baku through addressing legal and social protection issues at district and national levels and promoting an equitable, open and democratic society. This activity will be lead by local partner organisation, Constitution Research Fund (CRF). The organisation will work with 20 local and regionally active CSOs on provision of para-legal assistance and advocacy for PWD; and up to 30 social workers, 60 representatives of duty bearers, 100 school teachers and 50 health personnel as well as the Ombudsman's Office on raising their capacities and education on rights of PWDs stemming from the National Action Programme 2013-2018 on Rights of PWDs. CRF will work with social workers and lawyers on raising their knowledge and skills to work directly on education and provision of legal aid to 300 PWDs and their family members on the rights of PWDs, legislation, Convention on the Rights of Persons with Disabilities (CRPD), existing services/resources, etc. Finally, CRF and social workers will carry out 100 follow-up visits to families and individual persons with disabilities to monitor the implementation of decisions made after legal services are

provided. The work with PWDs will be followed up and promoted through public events and campaigns and through media, which will also serve to promote the rights and protection mechanisms, directly contributing to Expected result 3 of this action.

Activity 2.2 Increasing Capacity of CSOs in the field of Juvenile Delinquency prevention, early detection and intervention

The Activity 2.2 contributes directly to the implementation of the Juvenile Justice Reform, by creating mechanisms for prevention of juvenile delinquency, through increased attention to the emotional, behavioural and autism spectrum disorders of children and adolescents within the operation of the pilot Family Center to be opened in Baku – Narimanov District. The approach to working on prevention of juvenile delinquency is based on the principle of identifying individuals and environments at risk for delinquent activity before the behavior has occurred and then either removing risk factors or strengthening resistance to the risk factors through support the development of the child's personality, abilities, and potential. Establishment of FCCC with well-trained team members will ensure early detection and preventive interventions to troubled families. FCC centre will be duplication of the Georgian model, which served effectively and was undertaken by the Ministry of Education and Science of Georgia and continues its' effective functioning till now. Georgian experience will be presented to the project network of governmental and non-governmental bodies, to use as additional evidence to be used in the advocacy process.

The family-directed psychosocial care Center is the community-based service that will provide the high-risk families and juveniles with preventive intervention both at centre and in community/families. This service has the advantage that young people are not taken from their trusted environments. FCC team members will represent different professions - psychologists, social workers, nurse, and medical doctor. This multidisciplinary team will provide both at-centre/day care and outreach services. Family and Child Care Centre's (FCCC) services' will include Day-care, In-home intervention (via mobile teams), Care Coordination, Psychosocial assessment (Family and Child and Adolescent Functional Assessment), Parents' aide (e.g. training parents in family management techniques), Supervision.

The work within this activity will also include establishment of the referral system for effective coordination of various agencies and structures, including policlinics, schools and kindergartens, social agencies, mental health institutions (psycho-neurological dispensary), police stations, CSOs, etc. Advocacy and promotion will be underlying endeavour in order to raise awareness and ensure buy-in for continuity of care.

This activity will be implemented in close cooperation with the local community and address the most exposed, at-risk groups/families, aiming at setting up the equal and effective care and preventive programs for and with them.

Activity 2.3 Preparation and delivery of prison monitoring services

The opportunity of public control over the prisons was included in law in 2000. However, only in 2006, the Public Committee (PC) under the Minister of Justice was established. The PC includes 11 experts representing Baku-based non-governmental organizations (NGO), including the Programme CSO Partner, HRCA. Other NGOs can participate in the process of monitoring of prisons and correction of convicts under the supervision of the PC. However, this measure is challenged by two factors: lack of capacity of CSOs from regions to monitor prisons thus preventing them from participation in the process of public control as well as lack of possibility for PC to monitor regularly prisons in remote areas. The Activity 2.3 is designed to address these two challenges through building of new capacities of local CSOs to monitor the prison institutions subordinated to the Ministry of Justice of Azerbaijan. Local CSO partner in charge for this Activity will identify and train up to 30-40 prospective members of the prison monitoring groups in Ganja and Sheki among the local activists of civil society, covering all aspects of the monitoring of prisons. The training activities will include also the study visits to the prisons and the learning of monitoring work of PC and National Prevention Group and fellowship at the HRCA offices in Baku and Ganja, in cooperation with the PC, National NGO Forum, regional offices of the Human Rights

Commissioner (Ombudsman). Trained CSO activists will then perform regular monitoring of about 15-20 prisons in Baku, Salyan, Ganja and Sheki, with reports to the Ministry of Justice, mass media and international organizations. During monitoring visits, lawyers of each monitoring groups will work with the prisoners and provide them the legal consultations related to the convictions and detention. The reports and media articles about prison conditions and actual problems will be issued, with a goal to promote the prison reforms. For the purpose of education, the Programme will produce a manual for prison monitors and its annex, a compilation of basic legal norms on prisons (about 500 copies). The publications will be used during the trainings and distributed among the NGOs, mass media and prison libraries in various regions of the country (e.g. in Nakhchivan).

Activity 2.4 Protecting and promoting economic and social rights of prisoners for their rehabilitation and reintegration of into society.

This Activity is responding to recognised challenge of recidivism in Sheki-Zagatala region of Azerbaijan, as well as the reintegration and rehabilitation problems of ex-prisoners into the society. Programme partners and the Ministry of Justice believe that the best way to interrupt a negative cycle would be to better prepare prisoners for their releases and to support them as they readjust to freedom. Hence, within this activity, the Programme, through partner CSO Uluchay, will concentrate on solving psychological problems and employment of ex-prisoners through psychological mentoring and supporting ex-prisoners' own business initiatives. Simultaneously, issues of weak capacity, coordination and cooperation between government and civil society sector for improvement of rehabilitation and reintegration processes of ex-prisoners into the society will be addressed through trainings, exchanges and networking among sectors. Finally, legal problems of prisoners in and out of the prison will be covered through the legal aid support, whole problems related to the social stigma on ex-prisoners will be addressed through awareness raising sessions and publications. An awareness raising campaign will be realized that details the training, struggle, transition, and progress former inmates make as they leave prison and become productive citizens.

Component 3: Non-discrimination and equality framework promotion

Communication on non-discrimination and equality was acknowledged as one of the critical elements that need further investment, as efficient communication and public awareness are crucial for the success in ensuring full social inclusion and equality. The Programme will work on designing and implementing communication and advocacy strategies to ensure awareness raising and understanding of non-discrimination and equality framework to the potential stakeholders, beneficiaries and concerned authorities, especially the most vulnerable and affected communities and groups of population. One of the most important aspects covered by the Programme advocacy and awareness raising efforts will be the rights and opportunities for the vulnerable groups targeted by this action, particularly women and children.

Indicative Activities:

Activity 3.1 Build partnership with national and local government and advocate for and promote the issues of non-discrimination and equality (including advocacy campaign, inputs into policy-making; advocacy for participatory policy processes)

Programme CSO partners across the country will interact with or enter into partnerships with government at local, regional and national levels to promote the the issues of non-discrimination and equality. Partner CSOs will provide trainings to local and regional authorities to support the development of participatory policy processes; will engage in advocacy and lobbying for the issues of non-discrimination and equality; as well as directly provide input into policies and State Programmes through offering viable models assessed, developed or tested within the programme.

To ensure ongoing exchange of experiences and presentation of results, UNDP and partners will support the implementation of a local, regional and national level advocacy and policy conferences, seminars and trainings discussing issues of non-discrimination and equality. Such

events will seek to engage a variety of partners, state and CSO, to explore forms of active social inclusion, non-discrimination and equality; to share best practice and lessons learnt in community work, etc. The events, wherever applicable will also engage representatives of vulnerable groups. Evaluation of the events, knowledge development of participants and subsequent changes in policy processes (measured by follow up contact through CSO partners) will be used to demonstrate the development impact of such initiatives.

This activity will target also raising profile of CSOs in society, while advocacy will aim to ensure that more local authorities provide support to measures, initiatives and models of social inclusion, non-discrimination and equality. This type of activity is vital for the organisations in Azerbaijan, as it will secure not only financial sustainability but also recognition in the wider society.

Use of social media and internet in citizen mobilisation and advocacy will be also instrumental towards building a data community to empower CSOs to promote accountability and better governance and to empower local communities. Work on this will be organised by Programme Partner Mingachevir Parents Organization through six "meetups" of data enthusiasts in order to promote data culture to a mix of journalists, CSO activists, public officials, IT developers ensuring convergence between these groups for the future development of data tools; and creation of online hub to store datasets mined in the course of the project, data visualizations, reports developed, training manuals and courses.. This community which will be made of representatives of all target groups will further disseminate open data handling knowledge resulting in development of more data tools, projects, reports, services benefitting whole range of communities inside Azerbaijan. The critical mass of activists will be trained at home and abroad and networking among data enthusiasts will be supported towards development of data tools for the benefit of local communities.

Activity 3.2 Develop networking and partnerships with and between CSOs working on the issues of non-discrimination and equality (including information sharing and planning meetings)

The value of improved networking among partner CSOs, but also between partner CSOs and other CSO actors in the country was identified by the proposals and is recognised as having a strong function for quality assurance of the work of the CSOs and more successful advocacy. Partner CSOs will have the opportunity to meet and exchange experience and coordinate work, through Programme coordination events and bi-lateral exchanges. Programme coordination meetings and Steering Committee meetings will be organised at least twice per year. Bilateral or multilateral exchanges, meetings, and coordination will be organised whenever deemed relevant and important for advancement of Programme's intervention.

Activity 3.3 Build Infrastructure and Documentation Resource for Civil Society and National Women's Machinery

The activity responds to the recommendations of the CEDAW review of Azerbaijan from March 2015 to strengthen operation of Gender Focal Point (GFP) through education and skill development interventions. Within this Activity, the Programme, through CSO WARD, will work with eight (8) independent gender experts, 10 GFPs from 10 ministries and state committees, 10 human resource managers and supervisors as well as 7 decision-makers from National Parliament & State Committee on designing and establishment of a unique capacity-building infrastructure with gender-oriented profiled team in the form of a Gender School, which will provide in-depth training on gender concepts with the view of gender as interdisciplinary perspective in all major fields (from global to micro levels). Gender School will be a 'non-formal education' setting, formed of gender experts and mixed profiled (relevant fields) experts for integrating gender aspects in GFP system work within this activity, and mainstreaming gender into all fields, in future projects. Direct work with GFPs and HR managers/senior supervisors will contribute to increased knowledge and skills but also improved groups' perspectives on the needs for improvement of GFP system and for upgrading recruitment standards to ensure that gender balances and GFP-related functions are institutionalized in the personnel as well as human resource units.

III. TARGET AREAS, GROUPS AND BENEFICIARIES

Organisational Development Support to the Implementing partners. The Programme will work closely with the partner CSOs and will regularly support their organisational development, in particular project management and monitoring and evaluation of the project implementation. The learning opportunities will be enhanced by thematic trainings on M&E, project management, organisational and structural issues (e.g. internal organisational procedures, principles, approaches, etc.) or trainings on human-rights based approach in advancing the social inclusion, equality and socio-economic rights of the vulnerable groups. Tailor made trainings for individual organisations as per defined needs will also be organised, while backstopping and support to other related learning opportunities will be also available.

Support to viable models for advancing social inclusion and socio-economic rights of vulnerable groups.

The Programme will work with local service providers and professionals, local governments, other CSOs and representatives of vulnerable groups across the country, with particular focus on Baku, Ganja, Samux, Sheki, Narimanov and other neighbouring districts of the city. The target groups will include the following:

| | |
|---------|--|
| CRF | 60 Duty Bearers (DB) from local government 300 Persons and children with Disability 20 lawyers 30 social workers 100 healthcare service providers 100 school personnel 20 CSOs |
| FCCC | 9 Professionals offering preventive intervention 15 psychologists and mental health specialists 30 representatives of general practitioners, family nurses, teachers, juvenile inspectors/police officers, social workers, Children and youth with emotional, conduct and autistic spectrum disorders (ASD) |
| CESD | 20 CSOs At least 20 Political decision makers from government, parliament and relevant local agencies |
| ULUCHAY | 600 prisoners in Sheki Prison 100 Sheki Prison Employees |
| LDPA | Approximately 35,000 people living in Baku, Ganja, Shirvan and Mingechevir regions receiving free legal aid |

The programme will also work on supporting exchanges between communities/institutions, with the aim to extend and share best practices, lessons learnt and models of social inclusion and advancing socio-economic rights of vulnerable groups.

Component 3: Non-discrimination and equality framework promotion

The Programme's strong focus will be on sharing good practices and advocating for non-discrimination, equality and rights of vulnerable groups. Therefore, the main targets of activities within this component will be other civil society organisations and decision makers (local authorities, ExComs, government institutions both at regional and national levels) as well as all other relevant stakeholders and wider public. The programme will target particularly Baku, Ganja, Sheki, Guba; Mingechevir, Sumgayit and Shirvan. The breakdown of target groups per organisations is as follows:

| | |
|-----|---|
| EPF | 30 local civil society organizations Local authorities, including EXCOMs |
|-----|---|

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|-------------|---|
| | Governmental institutions both at regional and national levels 3 NGO Resource Centres in Guba, Mingechevir and Shirvan regions 30 to 40 activists of the civil society (NGO activists, journalists and lawyers) in Baku, Ganja and Sheki cities |
| HRC | |
| INTERNEWS | Ganja Regional Women's Center, "Bridge to the Future" Youth Public Union, "NGO Resource Center" Public Union, "Young Friend" Youth Public Union, "Permanent Development" Public Union etc 60 CSO members will be the participants of project based capacity building trainings |
| LGA | Decision-makers: The representatives of local and national authorities like executive administration, state committees, municipalities, state universities 8 representatives of at 8 NGOs from regional level 2 city municipalities 10 representatives from each municipality 10 representatives of regional and national authorities from Azerbaijan |
| TRANSITIONS | At least 200 disadvantaged youth and children and their families from 2 regions Approx. 40 journalists 50 NGO activists and members of wider public 15 govt officials in Mingachevir, Baku, Sumgayit, Sheki |
| WARD | 8 experts of Gender School 10 GFPs from main Ministries and State Committees 10 HR managers/senior supervisors from main Ministries and State Committees 7 decision-makers from Parliament & SCFWCA |

End beneficiaries of interventions and results achieved by the Programme will be general population of Azerbaijan, and particularly particularly vulnerable groups, including women, PWD, children and young people, imprisoned persons. Beneficiaries will also be journalists, media, government institutions as well as a range of professionals and experts dealing with social services and equality mechanisms. Specifically, it is expected that activities relating to provision of legal and social services to PWDs will reach out to families and individuals, PWDs in the targeted regions. It is expected that app. 135 families and juveniles from the targeted district as well as about 200 representatives of CSOs trained or included directly will benefit from results achieved through activity 2.2. Final beneficiaries of activities focusing on protecting and promoting economic and social rights of prisoners for their rehabilitation and reintegration of into society will be the prisoners in the penitentiary institutions in Baku and surrounding regions (about 15.000 persons), Salyan region (550), Ganja city (530) and in Sheki city (900 people). It is expected that the activity will provide benefit for about 450-500 women.

IV. RISKS AND MITIGATION STRATEGIES

Risks have been identified as part of the formulation process and captured in the risk log below. The most immediate short-term macro political risk is the current volatile situation in which CSOs operate in Azerbaijan, and political constraints related to this. However, while delays may occur, programme as such is designed with high degree of robustness to be able to withstand possible political volatility. UNDP has a long and impressive track record in managing political relations with the diverse range of government institutions in Azerbaijan. UN is committed to monitoring the situation as in continuous dialogue with the government and other relevant stakeholders in the process.

| Description of risk | Type and Category | Risk Management Action |
|---|-------------------|--|
| Resistance of national and local authorities to engage in essential reforms relating to vulnerable groups | Political/high | The programmes will support assessments, studies and international practices presentations that will provide clear explanations about the impact of the reforms and to |

| | | |
|--|--------------------|--|
| | | promote public debates to garner public support for reforms. |
| Current CSO legislation obstructing work with beneficiaries from vulnerable groups. | Political/high | The programme will provide a framework for outreach to vulnerable groups by programme teams composed of organisations. |
| Government's limited capacity and resistance to change and introduce innovations in social services. | Medium | The Programme will support the CSO partners in their networking and capacity building of the government institutions, taking into account the institutional factors. |
| Reluctance of the local authorities in the targeted regions, causing delays in operationalization | Operational/Medium | Securing support of the President's Administration plays a pivotal role for implementation of the activities, also at the regional level, including cooperation and engagement of EXCOMs and municipalities. Programme partners will seek the support of the President's Administration in planning and implementing activities. |
| The government of Azerbaijan reluctant to engage CSOs from policy dialogue | Political/high | The programme enables CSOs to react to their constituencies, turning them into a link between the public and political actors. Programme partners will support regional CSOs to interact with the political process effectively. |
| Regional CSOs might not have sufficient commitment/resources to engage in extensive capacity building measures | Operational/Medium | The proposed project combines different types of interventions to better address the needs of regional CSOs and their constituencies. In addition to the extensive capacity building (both institutional and related to public policy and effective advocacy), the Programme will provide the members of the regional CSO networks with opportunities to implement their small scale initiatives addressing locally-defined needs. |

V. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

By 2020, the Azerbaijan economy is more diversified and generates enhanced sustainable growth and decent work, particularly for youth, women, persons with disabilities and other vulnerable groups

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

1. Indicator: GDP growth rate in non-oil sector

Baseline: 110, as % of previous year

Target: 117%

2. Indicator: Global Competitiveness Index

Baseline: 4.51

Target: 5

3. Indicator: Unemployment rate disaggregated by sex and age

Baseline (2013):

Population: 5.0%

Males: 4.0%

Females: 5.9%

Youth (15-29): 9.9%

Target:

Population: 4.7%

Males: 3.8%

Females: 5.3%

Youth (15-29): 8.7%

Applicable Key Result Area (from UNDP Strategic Plan): Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

Partnership Strategy: Non-governmental organizations, municipalities, local and central government, media

Project title and ID (ATLAS Award ID): 00093393

| INTENDED OUTPUTS | OUTPUT TARGETS FOR (2016-2017) | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS (Euro) |
|---|--|---|---------------------|---|
| Output 1. Capacity of targeted civil society organisations increased to utilize human-rights | Targets (year 1): a) Needs assessment for Organisations' capacity building performed | Activity 1.1 Capacity building for utilisation of human rights based approach Activity 1.2 Develop and | UNDP, CSO partners | Local consultants (trainers): 60,000 International consultants: 30,000 |

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| <p>based approach in advancing the social inclusion, equality and socio-economic rights of the vulnerable groups</p> <p>Baseline: tbd</p> <p>Indicators:</p> <p>Indicator 1.1 Evidence of improved M&E capacities of CSO Project partners;</p> <p>Indicator 1.2 Evidence of effective functioning of CSO partners</p> <p>Indicator 1.3 Evidence of CSOs becoming relevant speaking partner to donors, policy makers, media etc.</p> | <p>b) At least one training held on M&E</p> <p>c) At least one training held on PR/Communication</p> <p>d) At least two trainings held on finances and reporting</p> <p>e) at least one organisation receiving expert assistance to improve or develop internal organisational policies</p> <p>f) at least one thematic training organised on issues of human rights and vulnerable groups</p> <p>Targets (year 2):</p> <p>a) at least three organisations receiving expert assistance to improve or develop internal organisational policies</p> <p>b) at least two thematic training organised on issues of human rights and vulnerable groups</p> | <p>implement M&E and quality assurance systems</p> <p>Activity 1.3. Develop and implement PR/communication strategy (successful IEC strategies, in line with the key values of the organizations, that are easy to brand)</p> | | <p>Equipment (computer& furniture): 12,000</p> <p>Rent of vehicle: 15,200</p> <p>Training & Workshops: 38,000</p> <p>Audio Visual and Printing Production Cost: 19,500</p> <p>Miscellaneous: 18,168</p> |
| <p>Output 2 Social inclusion and socio-economic rights of vulnerable groups, particularly women, PWD, children and young people, imprisoned persons, advanced at the local</p> | <p>Targets (year 1):</p> <p>a) prison monitoring groups established</p> <p>b) manual for prison monitors</p> | <p>Activity 2.1 Increasing Capacities of state and non-state actors for provision of legal and social services to PWDs</p> <p>Activity 2.2 Increasing Capacity</p> | <p>UNDP, CSO partners (Constitution Research Fund, FCCC, Human Rights Centre, Law and Development</p> | <p>International consultants: 50,000</p> <p>Local consultants 200,000:</p> <p>Travel: 50,000</p> <p>Contractual services</p> |

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| <p>level</p> <p>Baseline: tbd</p> <p>Indicators:</p> <p>Indicator 2.1. Share of models, services and best practices generated by the Programme for advancement of socio-economic rights of vulnerable groups that have been taken into consideration in relevant policies and legislation;</p> <p>Indicator 2.2 Number of final beneficiaries from targeted vulnerable groups, particularly women, PWD, children and young people, imprisoned persons benefitting from healthcare, social protection, legal aid and economic policies;</p> <p>Indicator 2.3 Number of Azeri CSOs with increased capacity to address rights and needs of targeted</p> | <p>produced</p> <p>c) at least 2 trainings held for prison monitoring groups</p> <p>d) The staff (9 persons) of Family-oriented Care Centre for juveniles (FCC) is recruited;</p> <p>e) advanced ToT trainings to FCC staff members conducted</p> <p>e) The FCC is founded as a pilot model service in the Baku, Narimanov District</p> <p>f) at least one business training provided for ex-prisoners</p> <p>g) Training module for regional and national CSOs and authorities developed</p> <p>h) at least two information sessions to local and regional entrepreneurs organized</p> <p>Targets (year 2):</p> <p>a) at least three monitoring visits conducted</p> <p>b) at least three monitoring reports provided</p> | <p>of CSOs in the field of Juvenile Delinquency prevention, early detection and intervention</p> <p>Activity 2.3 Preparation and delivery of prison monitoring services</p> <p>Activity 2.4 Protecting and promoting economic and social rights of prisoners for their rehabilitation and reintegration of into society.</p> | <p>Public Organization, Uluchay)</p> | <p>(companies): 150,000 Equipment and furniture: 50,000 Training and Workshops: 100,000 Audio Visual and Printing Production Cost: 30,000 Miscellaneous: 70,000 Rent of vehicle: 15,200</p> |
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| <p>Output 3 Issues of non-discrimination and equality promoted through active engagement of civil society in community development and</p> | <p>c) prisoners of at least three reports received legal assistance</p> <p>d) two advanced 6-day training to 15 persons (FCC staff members and other specialists);</p> <p>e) Protocols of the service functioning for the FCCC are elaborated: guidelines, inner regulations, job descriptions, ethical codes developed</p> <p>f) FCCC functioning properly</p> <p>g) mentoring and counselling to businesses established by ex-prisoners provided</p> <p>h) at least two information sessions to local and regional entrepreneurs organized</p> <p>i) booklets on prisoners' problems developed and disseminated</p> <p>j) services and legal aid for PWDs provided</p> | <p>Activity 3.1 Build partnership with national and local government to promote the issues of non-discrimination and equality (including advocacy campaign,</p> | <p>UNDP, CSO partners</p> | <p>International consultants: 50,000 Local consultants 200,000; Travel: 50,000</p> |
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| <p>social inclusion</p> <p>Baseline: tbd</p> <p>Indicators: Indicator 3.1 Number and quality of comprehensive publications produced on issues of targeted vulnerable groups (particularly women, FVVD, children and young people, imprisoned persons);</p> <p>Indicator 3.2 Share of evidence-based policy recommendations elaborated by rights advocates for the improvement of the situation of vulnerable groups that were submitted to the government in the timeframe of the Project implementation;</p> <p>Indicator 3.3. At least 60% of targeted CSOs with strengthened CSOnetworks and relations with local authorities</p> | <p>b) At least five partnerships with government at local and regional levels established</p> <p>c) at least three networks of CSOs dealing with human rights issues, non-discrimination and equality established;</p> <p>d) GFPs, Human resource managers and experts trained in gender and equality</p> <p>e) Gender school established</p> <p>f) Data enthusiast network established</p> <p>g) at least one advocacy campaigning organised</p> <p>Targets (year 2):</p> <p>a) Gender School functioning</p> <p>b) At least five trainings for CSOs held in targeted regions</p> <p>c) At least five partnerships with government at local and regional levels established and maintained</p> <p>d) at least three networks of CSOs dealing with human rights issues, non-discrimination and equality maintained;</p> <p>e) Data enthusiast network maintained</p> | <p>inputs into policy-making; advocacy for participatory policy processes)</p> <p>Activity 3.2 Develop networking and partnerships with and between CSOs working on the issues of non-discrimination and equality (including information sharing and planning meetings)</p> <p>Activity 3.4 Build Infrastructure and Documentation Resource for Civil Society and National Women's Machinery</p> | <p>Contractual services (companies): 150,000 Equipment and furniture: 50,000 Training and Workshops: 100,000 Audio Visual and Printing Production Cost: 30,000 Miscellaneous:70,000 Rent of vehicle: 15,200</p> |
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| Output 4. Project Management | f) at least two advocacy campaigns organised | Activity 4.1 Establish Project Management Unit Activity 4.2 Establish M&E and Quality Assurance System | UNDP | Project Manager: 83,520 Project Assistant: 38,280 M&E consultant: 12,000 UNDP Programme Officer (DPC): 48,000 Travel: 22,400 Office rent: 12,000 Project evaluation: 25,000 GMS (7%): 130,513 |
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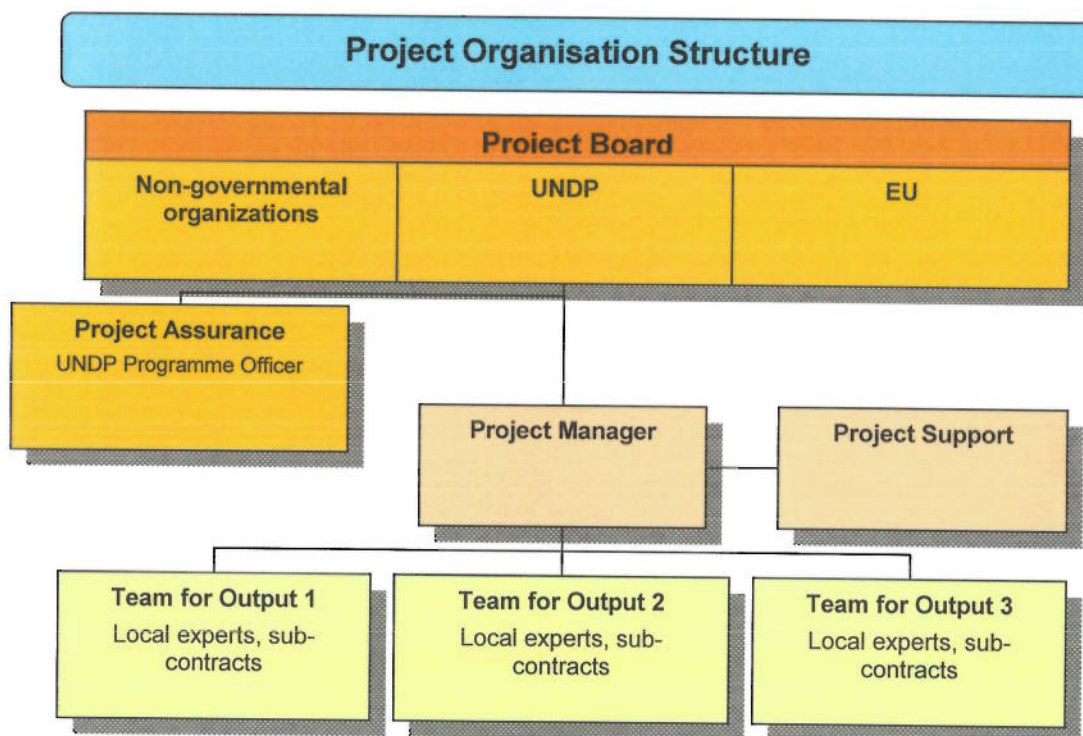
| Indicators tbd: | intervention | | | | | | | | | | | | |
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| <i>Targets:tbd</i> | Activity 2.3 Preparation and delivery of prison monitoring services | | | | | | | | | | | | |
| <i>Related CP outcome: By 2020, the Azerbaijan economy is more diversified and generates enhanced sustainable growth and decent work, particularly for youth, women, persons with disabilities and other vulnerable groups</i> | Activity 2.4 Protecting and promoting economic and social rights of prisoners for their rehabilitation and reintegration of into society. | | | | | | | | | | | | |
| Output 2 Social inclusion and socio-economic rights of vulnerable groups, particularly women, PWD, children and young people, imprisoned persons, advanced at the local level | Activity 2.1 Increase capacity of state and | X | | X | | UNDP | | EU | | | | International consultants | 50,000 |
| | Activity 2.1 Increasing Capacities of state and non-state actors for provision of legal and social services to PWDs | X | | X | | UNDP | | EU | | | | Local consultants | 200,000 |
| | | X | | X | | UNDP | | EU | | | | Travel | 50,000 |
| | | X | | X | | UNDP | | EU | | | | Contractual services (companies): | 50,000 |
| | | X | | X | | UNDP | | EU | | | | Equipment and furniture | 50,000 |
| | | X | | X | | UNDP | | EU | | | | Training and Workshops | 40,000 |
| | | X | | X | | UNDP | | EU | | | | Miscellaneous | 25,000 |
| | | X | | X | | UNDP | | EU | | | | Rent of vehicle | 6,000 |
| | Activity 2.2 Increasing Capacity of CSOs in the field of Juvenile Delinquency prevention, | | | | | | | | | | | | |

VII. MANAGEMENT ARRANGEMENTS

The project will be directly executed by UNDP Azerbaijan (DIM). DIM modality was the preferred option given that the project supports community-level interventions benefiting a wide range of populations including women, children, people with disabilities, prisoners and other vulnerable groups. In Azerbaijan the mandate and capacity to implement projects for these populations is split between various central and local-level executive authorities. In view of absence of a single government authority capable to implement the project, national implementation modality is not seen as a feasible option.

However, it should be understood that the project will seek strong involvement of different partners, with focus on the non-governmental authorities, municipalities, local and central authorities, in order to achieve the project objectives.

The roles and responsibilities for the implementation of the programme will be in line with UNDP Rules and Regulations for Project Management that defines minimum requirements to ensure UNDP's accountability for programming activities and use of resources. Project management responsibilities will be distributed according to the following division of work: Project Executive Group, Project Assurance, Project Manager, and Administrative Support Services. UNDP Azerbaijan will take full responsibility for the achievement of immediate objectives as well as for the administration of financial and human resources.



The Executive Group is the group responsible for making by consensus executive management decisions for a project when guidance is required by the Project Manager, including approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Executive Group decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

This group contains three roles: an Executive to chair the group, a Senior Supplier to provide financial resources of the project's activities, and a Senior Beneficiary to ensure the realisation

of the project's benefits from the perspective of the beneficiaries. The Executive role is held by UNDP Deputy Resident Representative. The Senior Supplier role is held by EU Delegation in Azerbaijan and the Senior Beneficiary role will be held by the non-governmental organizations benefiting from the project.

Programme Assurance: UNDP Azerbaijan Programme Officer will hold the Programme Assurance role. The Programme Assurance role supports Executive Group by carrying out objective and independent programme oversight and monitoring functions. This role ensures that appropriate programme management milestones are managed and completed.

Programme Management: The Programme Manager has the authority to run the project on a day-to-day basis on behalf of UNDP Azerbaijan. The Project Manager's prime responsibility is to ensure that the project produces the required results that are capable of achieving the benefits defined in this document.

The Project Support role provides project administration and management support to the project manager and to the projects teams. This role will be performed by two Project Assistants responsible to support the Project Manager in making procurement, recruitment and financial management, and UNDP Operations Unit.

VIII. 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 a quarterly 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 Manager 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 Manager 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 Manager 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.

At the end of the project:

- A final project evaluation will be conducted at the end of the project.

IX. 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 (country) and UNDP, signed on 6 January 2001.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds 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 this Project Document.