

United Nations Development Programme

Country: Azerbaijan

Project Document

Project Title: Youth Participation in Decision Making and Policy Implementation

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

Expected Output(s): Youth empowered to be more active in the governance sector and their capacities developed as future leaders and public servants

Executing Entity: UNDP

Implementing Agencies: Ministry of Youth and Sports of the Republic of Azerbaijan

Narrative

Project aims to empower the young people of Azerbaijan to participate in decision-making more actively by contributing to policy planning and policy outcomes, and to develop their capacity as future leaders and public servants. The project echoes the priorities of the SPAY 2011-2015 which emphasises "the need of promoting youth participation in governance and development of civil society" and will be implemented in close collaboration with the Ministry of Youth and Sports of the Republic of Azerbaijan. The project will aim to provide young people with knowledge and skills to identify and advocate for youth-specific outcomes in the state programmes and strategies; to attract more youth to the civil service; and to strengthen young people's capacities to participate at the international fora.

Programme Period: **2011-2015**
Country Programme Component: _____

Project Title: **Youth Participation in Decision Making and Policy Implementation**

Atlas Award ID: _____
Start date: **June 2012**
End Date: **December 2013**

PAC Meeting Date: _____

Total resources required	USD 210,000
Total allocated resources:	_____
• Regular	USD 60,000
• Other:	
○ DGTF	USD 150,000
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions	USD 30,000

Agreed by Government: _____

Agreed by UNDP: _____

I. SITUATION ANALYSIS

The key legal instruments governing the youth policy in Azerbaijan, aside from the general provisions stipulated by the Constitution, are the Law on Youth Policy and the current State Program on Azerbaijani Youth 2011-2015. As one of the principal national priorities of the Government, youth policy in Azerbaijan aims at youth development through helping youth to develop their professional skills and capacities; creating enabling legal environment; implementing different youth programmes in social, cultural and economic spheres; supporting national youth NGOs; and so on. Each of these priorities implies a set of policy measures to be implemented on local, regional and national levels. The Ministry of Youth and Sport is the key government entity responsible for implementation of youth policy and bringing youth issues into the policy agendas.

Everywhere in the world we are witnessing the emergence of young people manifesting their demands for more and better civil, social and political citizenship. More active involvement of youth in governance can play indispensable role in achieving sustainable human development. Given that youth¹ constitute 31% of the population², the future development of Azerbaijan will depend very much on the kind of investment that is put into young people today.

In Azerbaijan, effective governance is one of key priorities for UNDP Country Programme Document 2011-2015. UNDP focuses on supporting the continuing moves towards democratization, including a refining of the roles of the central government and civil society, and increased involvement of the latter in the design and implementation of policies and programmes to achieve greater accountability of government. Access to information is vital for transparency, accountability, participation and rule of law - all hallmarks of democratic governance. It empowers people to take an active part in political decision-making, including the free and open debate essential to sustain pluralistic regimes.

Recognizing that youth are tremendous agents for change and are important constituencies and drivers for peace and development, and considering its corporate experience in working on youth-related challenges in Europe and former Soviet Union, UNDP proposes this joint project with the Ministry of Youth and Sports (MYS) of the Republic of Azerbaijan, under a theme of "youth empowerment and democratic governance". In light of the implementation of State Programme on Azerbaijani Youth in 2011-2015 (SPAY), UNDP suggests the below components of the proposed partnership.

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 project falls within the CPD 2011-2015 Outcome 3.1 "By 2015 civil society, media and vulnerable groups enjoy an increased role in policy formulation and implementation processes."

The project is also designed along the key priorities of national youth policy set forth in the *State Programme of Azerbaijani Youth in 2011-2015* (SPAY), particularly echoing the SPAY goal of "increasing the role of youth in governance and development of civil society".

The project will support the Democratic Governance Key Corporate Outcomes of UNDP Strategic Plan 2008-2011 by aiming at a "double-hit" capacity building: on one hand, contributing to the institutional capacity of the Ministry of Youth and Sports to bring results-oriented approach to implementation of national youth strategy, and on the other hand, empowering the youth to work

¹ According to the law, youth in Azerbaijan is defined as persons aged 14-29 years old.

² Azerbaijan State Statistics Committee, 2011

with the Government on mainstreaming youth into other state policies and to be proactive in matters relevant to public administration.

The project echoes the priorities of the SPAY 2011-2015 which emphasises “the need of promoting youth participation in governance and development of civil society”. It is among the first international projects to support the implementation of the SPAY through establishment of a well-defined monitoring system.

Another innovative aspect of the project that challenges traditional governance practices is the effort to develop a methodology to allow for the analysis of state programs in terms of their youth-friendliness. Youth mainstreaming methodology was never attempted in Azerbaijan and its pilot testing is important for demonstrating its value-added to the Government. It will be UNDP's original and practical instrument for further supporting the integration of young people's needs and contributions in all stages of planning, implementation and evaluation of state policies. This framework can also be adapted for replication in other countries.

The SPAY prescribes important role for the youth in public administration. The component on civil service internships can be catalytic in a sense that it will supply the Government with resources for institutionalizing internship in civil service and putting in place a training system targeting currently group of young professionals aspiring to become public servants. While other donors in Azerbaijan have focused on sub-sectors of governance (rule of law, political party management, human rights, etc), UNDP introduces cross-sectoral and leadership-oriented approach to allow the national authorities benefit from constructive energies and resourceful thinking of the youth.

The project also aims to uphold the Millennium Declaration by setting the stage for “more inclusive political processes, allowing genuine participation by all citizens” in the country. Moreover, Azerbaijan is one of the few countries that have supported the MDG 9 on Good Governance as a prerequisite for achieving other MDGs. This project will help nurture a group of young competent, democratically minded public officials that can influence the formulation of the existing and future policies. The project will also contribute to MDG 8 on Global Partnership for Development, by enabling the Azerbaijani youth to be more active in international fora and outreach global networks for development.

Project Goal, Objectives and Outputs

The overall **project goal** is to empower the young people of Azerbaijan to participate in decision-making more actively by contributing to policy planning and policy outcomes, and to develop their capacity as future leaders and public servants.

Project will be implemented in close collaboration with the Ministry of Youth and Sports of Azerbaijan Republic, to obtain the following concrete **objectives**:

- 1) Provide young people with knowledge and skills to identify and advocate for youth-specific outcomes in the state programmes and strategies;
- 2) Attract more youth to the civil service;
- 3) Strengthen young people's capacities to participate at the international fora.

These objectives will be obtained through achieving four distinct **outputs**:

1. The capacity of the Ministry of Youth and Sports and youth-led NGOs strengthened to develop indicators of success for the implementation of national youth policy (i.e. “State Programme on Azerbaijani Youth in 2011-2015”, hereafter “SPAY 2011-15”); This implementation of this output will be closely coordinate the Work with Youth Department of the Ministry of Youth and Sports.
2. Methodology developed to enable the analysis of the existing and future state programmes to see how these programs contribute to inclusion of youth in the society. The regional development policy and national employment strategy will be used for practical application of the methodology;
3. The youth attracted to enter public administration through promoting civil service internships;

4. Civil service interns, young public servants and young leaders trained in policy analysis skills and their capacity is strengthened to represent Azerbaijan at various international and regional forums.

Project Activities

The project will consist of **two** components:

Component 1: LEADERSHIP DEVELOPMENT

The objective of this component is to promote active engagement of youth in governance by bringing forth the leadership capacity. This component will aim at 1) providing young people with knowledge and skills to mainstreaming youth specific outcomes into the state programmes and strategies; and 2) strengthening young people's capacities to participate at the international conferences. The target group for this component are young people aged between 14-29, enrolled in higher education, youth activists, or junior specialists/civil servants who are at the early stages of their career, and staff of the Ministry of Youth and Sports. It is planned that project activities under this component will reach out 50 people who fall under this profile.

Activity 1.1: Youth Mainstreaming

National youth mainstreaming is defined as the integration of young people's needs and contributions in all stages of planning, implementation and evaluation of state programmes and policies. UNDP proposes this activity to: a) identify success indicators for SPAY implementation and reporting; and b) prepare a methodology for analyzing state programmes for youth inclusiveness (e.g. state programme on regional development and national employment strategy). The expected result is the stronger youth mainstreaming and monitoring of state policies, and improved youth participation in the decision-making process at the national level.

Indicative activities:

- Training workshop for the staff of the Ministry on development of indicators according to internationally accepted Monitoring and Evaluation Standards: specific, measurable, attainable, relevant, and trackable indicators
- Supporting the Ministry of Youth and Sports with developing and using results-based success indicators for the SPAY
- Development of an analytical methodology on youth mainstreaming into state policies and programmes
- Training workshop on the use of youth mainstreaming methodology including practical exercise on application of the methodology to concrete state programmes (e.g. state programme on regional development and national employment strategy)

Activity 1.2: Voices of Azerbaijan

This activity aims to strengthen the capacity of young leaders and active members of different youth organizations to represent Azerbaijan's socio-economic and political stance at various international and regional forums. Through the set of different activities and simulation exercises, the youth would be given an ample opportunity to prepare for international events through critical/analytical research, assessment and formulation of national position in relation to global policy issues.

Indicative activities:

- Youth Camp with a theme of "Azerbaijan in 2020" (to enable youth to develop long-term vision on the future of the country)
- Series of discussion clubs and expert-led panel discussions on topics of global significance
- Training on public presentation and speech making skills

- Simulation of UN Security Council meeting with participation of youth representing the members of the UN Security Council
- Training workshop on web-journalism

Component 2: CIVIL SERVICE INTERNSHIPS

The objective of this component is to attract more youth to the civil service. UNDP offers to create a mechanism which would bring university students and graduates together with the Government. The mechanism would, on one hand, create incentives for the Government agencies to offer a wide range of internships for the students/young graduates, and, on the other hand, will prepare a cadre of young people with skills necessary for the civil service. This is a win-win situation that accommodates the interest of national public administration to have qualified and motivated cadres and the interest of the state to increase youth employment.

Supporting the SPAY Activity 6.5.6 (i.e. "Strengthening vocational skills of youth working in state agencies"), UNDP will organize different training workshops for the interns and interested young civil servants and assist in developing the mechanism for the internship in civil service. The target group for this component are university undergraduate students and young civil servants. It is planned that project activities under this component will reach out 50 people from at least 3 different universities.

The indicative activities will include:

- Development of legal framework for the introduction of internship programme in state institutions
- Workshop developing practical policy skills (policy design, analysis, administration, and evaluation)
- Workshop on leadership development and management skills
- Training seminar on presentation and communication skills (verbal/written communications for better results)
- Training in gender and/or disability at workplace

III. RESULTS AND RESOURCES FRAMEWORK

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

UNDAF 2011-2015 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

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

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

Applicable MYFF Service Line: Democratic governance

Partnership Strategy: Ministry of Youth and Sports of the Republic of Azerbaijan (MYS) and youth NGOs

Project title and ID (ATLAS Award ID): Youth Participation in Decision Making and Policy Implementation

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2012-2013	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Youth empowered to be more active in the governance sector and their capacities developed as future leaders and public servants</p> <p>Baseline 1.1</p> <p>a) There are insufficient capacities to apply youth mainstreaming to sector-policy making</p> <p>b) SPAY contains specific actions but does not have M&E framework</p> <p>Indicator 1.1:</p> <p>a) Methodology on youth mainstreaming</p>	<p>Targets 1.1 (2012)</p> <p>a) Youth mainstreaming methodology developed</p> <p>b) At least 1 training held on SMART indicators and M&E framework developed</p> <p>Target 1.1 (2013)</p> <p>Training on application of Youth mainstreaming methodology held for at least 30 persons</p> <p>Target 1.2 (2012)</p> <p>Youth has contribution to the development of "Azerbaijan 2020" Vision</p> <p>Target 1.2 (2013)</p> <p>Youth capacities to participate</p>	<p>1.1 Youth Mainstreaming</p> <p>2012</p> <p>1.1.1 Developing analytical methodology on youth mainstreaming into state policies</p> <p>1.1.2 Training workshop for the MYS staff on development of SMART indicators</p> <p>1.1.3 Supporting the MYS with SPAY indicators development</p> <p>2013</p> <p>1.1.4 Training workshop on youth mainstreaming methodology</p> <p>1.2 "Voices of Azerbaijan"</p> <p>2012</p> <p>1.2.1 Youth Camp with a theme of "Azerbaijan in 2020"</p> <p>2013</p> <p>1.2.2 Series of discussion clubs and expert-</p>	<p>UNDP, MYS</p> <p>UNDP, MYS</p> <p>UNDP, MYS</p>	<p>USD74,000</p> <p>International Consultants - \$30,000</p> <p>Local Consultants - \$10,000</p> <p>Contractual Services (Individuals) - \$10,000</p> <p>Supplies - \$6,500</p> <p>Travel/Transportation - \$10,000</p> <p>Communications/Printing - \$7,500</p> <p>USD62,000</p> <p>Contractual Services (Companies) - \$5,000</p> <p>Travel/Transportation - \$8,000</p> <p>Rental and Maintenance (Premises) - \$20,000</p> <p>Local Consultants - \$10,000</p> <p>Contractual Services (Individuals) - \$5,000</p> <p>Supplies - \$6,500</p> <p>Communications/Printing - \$7,500</p>

<p>developed (yes/no) and number of youth trained to apply the methodology</p> <p>b) M&E framework developed (yes/no)</p>	<p>in debates/negotiations has increased through discussion series, simulation exercises and web-journalism training covering at least 50 persons</p>	<p>led panel discussions</p> <p>1.2.3 Training on public presentation and speech making skills</p> <p>1.2.4 Simulation of UN Security Council or International Conference gathering</p> <p>1.2.5 Training workshop on web-journalism</p>	<p>UNDP, MYS</p>	<p>USD35,000 Local Consultants – \$20,000 Supplies - \$5,000 Communications/Printing - \$10,000</p>
<p>Baseline 1.2: Youth capacities to participate in international fora is not sufficient</p>	<p>Target 1.3 (2012) Internship framework finalized</p> <p>Target 1.3 (2013)</p>	<p>1.3 Civil Service Internships</p> <p>2012</p> <p>1.3.1 Development of legal framework for internship programme in state institutions</p>		
<p>Indicator 1.2: Number of youth actively participating at international fora</p>	<p>Policy making, managerial and communication capacities of youth increased through delivery of trainings to at least 50 persons</p>	<p>2013</p> <p>1.3.2 Policy skills workshop</p> <p>1.3.3 Workshop on leadership development and management skills</p> <p>1.3.4 Training seminar on presentation and communication skills</p> <p>1.3.5 Training on gender/disability issues</p>		
<p>Baseline 1.3: There is no training programme for interns in civil service</p>		<p>1.4 Project Management</p> <p>1.4.1 Establishment of project management unit</p> <p>1.4.2 On-going project management, monitoring and reporting</p>		<p>USD39,000 Contractual Services – Individuals (Salaries): PM \$1,878/mo x 18mons = \$33,804 Travel - \$4,000 Communications - \$1,196</p>
<p>Indicator 1.3: Number of interns benefiting from training programmes</p>				
TOTAL COST:				USD 210,000

IV. ANNUAL WORK PLAN BUDGET SHEET

Project Title: Youth Participation in Decision Making and Policy Implementation
Year: 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q4			Budget Description	Amount
Youth empowered to be more active in the governance sector and their capacities developed as future leaders and public servants CPD 2011-2015 Outcome 3.1: By 2015 civil society, media and vulnerable groups enjoy an increased role in policy formulation and implementation processes	1. Youth Mainstreaming <ul style="list-style-type: none"> ▪ Training for MYS staff on development of SMART indicators ▪ Supporting the MYS with SPAY indicators ▪ Youth mainstreaming methodology developed with a training on its use 		X		X	UNDP, MYS	UNDP	International Consultants \$20,000 Local Consultants \$5,000 Contractual Servs (Inds) \$5,000 Supplies \$3,500 Travel/Transportation \$5,000 Communications/Printing \$2,500	41,000
	2. "Voices of Azerbaijan" <ul style="list-style-type: none"> ▪ "Azerbaijan 2020" Summer Camp 			X	X	UNDP, MYS	UNDP	Contractual Servs (Companies) \$2,500 Travel/Transportation \$4,000 Rent & Maintenance (Premises) \$10,000 Local Consultants \$5,000 Contractual Servs (Inds) \$2,500 Supplies \$3,500 Communications/Printing \$2,500	30,000
	3. Civil Service Internships <ul style="list-style-type: none"> ▪ Development of framework for internship programme in state institutions 			X	X	UNDP, MYS	UNDP	Local Consultants \$ 3,000	3,000
	4. Project Management <ul style="list-style-type: none"> ▪ On-going project management, monitoring and reporting Project implementation per UNDP guidelines		X	X	X	UNDP, MYS	UNDP	Contractual Services (Salaries): PM \$1,878/mon x 7mons = \$13,146 Travel \$2,000 Communications \$854	16,000
TOTAL									90,000

ANNUAL WORK PLAN BUDGET SHEET

Project Title: Youth Participation in Decision Making and Policy Implementation
Year: 2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4			Budget Description	Amount
		<p>Youth empowered to be more active in the governance sector and their capacities developed as future leaders and public servants</p> <p><u>CPD 2011-2015 Outcome 3.1:</u> By 2015 civil society, media and vulnerable groups enjoy an increased role in policy formulation and implementation processes</p>	<p>1. Youth Mainstreaming</p> <ul style="list-style-type: none"> ▪ Training for MYS staff on development of SMART indicators ▪ Supporting the MYS with SPAY indicators ▪ Youth mainstreaming methodology developed ▪ Training on youth mainstreaming methodology <p>2. "Voices of Azerbaijan"</p> <ul style="list-style-type: none"> ▪ Series of discussion clubs and expert-led panel discussions ▪ Training on public presentation and speech making skills ▪ Simulation of UN Security Council or International Conference gathering ▪ Training workshop on web-journalism <p>3. Civil Service Internships</p> <ul style="list-style-type: none"> ▪ Policy skills workshop ▪ Workshop on leadership development and management skills ▪ Training seminar on presentation and communication skills ▪ Gender/disability sensitization <p>4. Project Management</p> <ul style="list-style-type: none"> ▪ On-going project management, monitoring and reporting <p>Project implementation per UNDP guidelines</p>	X	X				
		X	X			UNDP, MYS	UNDP	<p>Contractual Servs (Companies) \$2,500 Travel/Transportation \$4,000 Rent & Maintenance (Premises) \$10,000 Local Consultants \$5,000 Contractual Servs (Incls) \$2,500 Supplies \$3,000 Communications/Printing \$5,000</p> <p>32,000</p>	32,000
		X	X			UNDP, MYS	UNDP	<p>Local Consultants \$ 17,000 Supplies \$ 5,000 Communications/Printing \$10,000</p> <p>32,000</p>	32,000
		X	X	X	X	UNDP, MYS	UNDP	<p>Contractual Services (Salaries): PM \$1,878/mon x 11mons = \$20,658 Travel \$2,000 Communications \$342</p> <p>23,000</p>	23,000
TOTAL									120,000

V. MANAGEMENT ARRANGEMENTS

A. National Execution (NEX). The project will be nationally executed, implemented by the Ministry of Youth and Sports that will act both as the Implementing Partner 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 Partner, the Ministry of Youth and Sports will be responsible for overall project management. Besides, the Ministry of Youth and Sports will be responsible for the facilitation of all project activities. UNDP will provide support and services including procurement and contracting in accordance with the relevant UNDP Rules and Procedures for procurement and human resources management and RBM guidelines.

B. Project Governance Arrangements. The project will have a governance structure, aligned with UNDP's new rules for Results Based Management (see Figure: Project Governance Arrangements below).

I. Project Board. The Project Executive Group will be the executive decision making body for the project, providing guidance to the Project Manager, and approving project revisions. It will be responsible for reviewing and updating the project risk log, issue log, lessons learned log and the project monitoring schedule plan. The Project Board will determine the premises for the project and appoint its National Project Director. The Project Board contains three roles:

- The Executive (Implementing Partner) will convene the Project Board meetings. This position will be held by the National Project Director, who will be the representative of the Ministry of Youth and Sports;
- The Senior Supplier: This position will be held by the UNDP Deputy Resident Representative, or a designated UNDP Development Advisor;
- The Senior Beneficiary: This position will be held by the representative(s) of the Ministry of Youth and Sports.

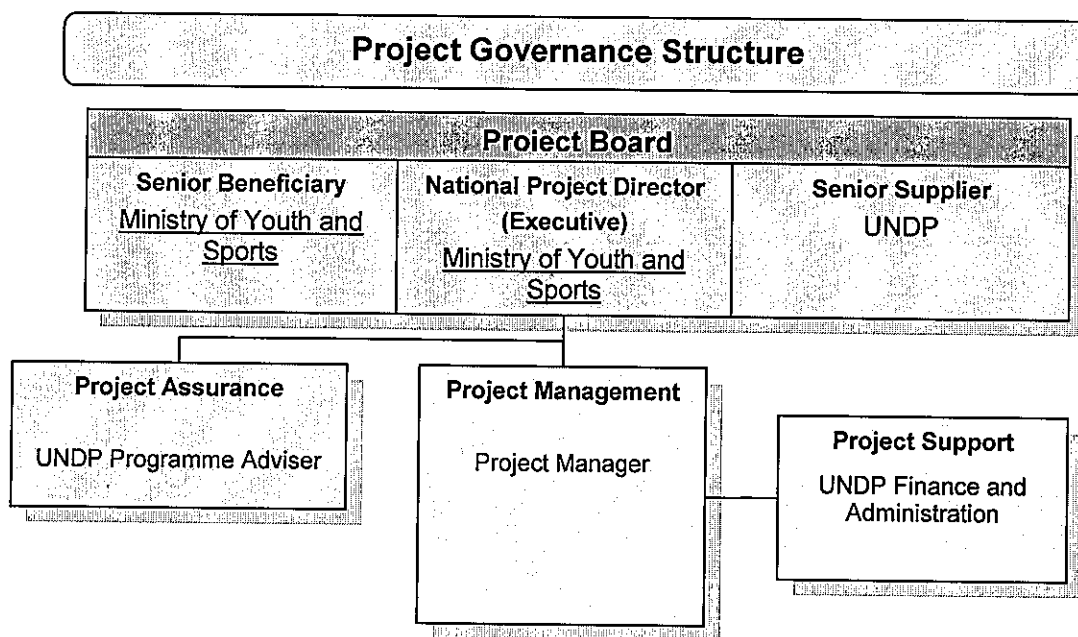
II. Project Management. The Project Manager will be recruited and tasked with the day-to-day management of project activities, as well as with financial and administrative reporting. The Project Manager will be responsible for project implementation, day-to-day management and decision-making for the project, and will have the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager will prepare Annual Work Plans in advance of each calendar year and submit them to the Project Board for approval. The Project Manager's prime responsibility is to ensure that the project produces the planned outputs by undertaking necessary activities specified in this Project Document to the required standard 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, and ensuring compliance with the Monitoring Schedule Plan.

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

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 the Ministry of Youth and Sports that will provide premises for the project and appoint the National Project Director. The Project Manager 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:

- 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 USD210,000 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.

E. Other issues. All project publications and other visual products should comply with UNDP publication policy.

VI. 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:

- At least once a year, 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.
- A risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- **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.

Quality Management for Project Activity Results

OUTPUT 1: Youth empowered to be more active in the governance sector and their capacities developed as future leaders and public servants		
Activity Result 1 (Atlas Activity ID)	Youth Mainstreaming	Start Date: 2012 End Date: 2013
Purpose	To develop and promote youth mainstreaming methodology	
Description	UNDP proposes this activity to identify success indicators for SPAY implementation and reporting; and prepare a methodology for analyzing state programmes for youth inclusiveness (e.g. state programme on regional development and national employment strategy). The activity includes training workshop for the MYS staff on development of SMART indicators, development and use of an analytical youth mainstreaming methodology.	
Quality Criteria	Quality Method	Date of Assessment
Methodology developed, staff trained in methodology use, indicators developed	Project reports	Ongoing

OUTPUT 1: Youth empowered to be more active in the governance sector and their capacities developed as future leaders and public servants		
Activity Result 2 (Atlas Activity ID)	"Voices of Azerbaijan"	Start Date: 2012 End Date: 2013
Purpose	To strengthen the capacities of young leaders	

Description	This activity aims to strengthen the capacity of young leaders and active members of different youth organizations to represent Azerbaijan's socio-economic and political stance at various international and regional forums. Through the set of different activities and simulation exercises, the youth would be given an ample opportunity to prepare for international events through critical/analytical research, assessment and formulation of national position in relation to global policy issues.	
Quality Criteria	Quality Method	Date of Assessment
Number of persons successfully completing training workshops	Project reports, participant testimonies, interviews, field visits	Ongoing

OUTPUT 1: Youth empowered to be more active in the governance sector and their capacities developed as future leaders and public servants		
Activity Result 3 (Atlas Activity ID)	Civil Service Internships	Start Date: 2012 End Date: 2013
Purpose	To attract more youth to the civil service	
Description	This activity serves to create a mechanism which would bring university students and graduates together with the Government.	
Quality Criteria	Quality Method	Date of Assessment
Number of persons successfully completing civil service internships	Project reports, participant testimonies, interviews with officials	Ongoing

OUTPUT 1: Youth empowered to be more active in the governance sector and their capacities developed as future leaders and public servants		
Activity Result 4 (Atlas Activity ID)	Project Management	Start Date: 2012 End Date: 2013
Purpose	To ensure day-to-day implementation of project activities in line with UNDP guidelines	
Description	Project manager will be responsible for ensuring day-to-day implementation of the project.	
Quality Criteria	Quality Method	Date of Assessment
Outlined targets met	Performance appraisal of the project staff	On-going

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Azerbaijan and UNDP.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 executing agency'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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.