

Government of Azerbaijan –
Ministry of Communication and Information Technologies

United Nations Development Programme

**National Information and Communication Technologies Strategy (NICTS) II -
National e-Governance Network Initiative
(AZ/2004)**

Brief description

Successful implementation of E-Government systems has proven beneficial to enhancing democratic governance and effective public administration. The National E-Government Network Initiative will support efficiency, transparency and accountability in the public sector through the rapid and coordinated expansion of e-governance systems and policies that enable them to contribute to the delivery of services and protection of rights. The project consists of four key outputs: a) the creation of a National Internet Infrastructure and E-Government Network; b) establishment and adoption of a Civil Service Code of Practice on privacy and protection of data, and security of state computer systems; c) appropriate training of trainers to ensure widespread compliance with the Civil Service Code of Practice throughout all levels of governments; and, d) the creation of a top level government information portal, and pilot Citizen to Government information access kiosks in six regions of the country. This project is a direct successor to the UNDP-supported National ICT Strategy project (NICTS). Specifically, it builds on key recommendations endorsed by the National Information Communication Technologies Strategy (adopted by Decree of the President of Azerbaijan, February 17, 2003), and the work of the Action Plan expert group. The project also addresses the first of two key national priorities (governance) identified in the Azerbaijan UNDAF (adopted April 2004), and is consistent with specific UNDAF Outputs, UNDP Country Programme Outcomes, and the MYFF, as detailed on the project signature page, and the Project Resource and Results Framework.

UNDAF Outcome:

UNDAF Outcome # 2

The State improves its delivery of services and its protection of rights – with the involvement of civil society and in compliance with its international commitments.

Expected Outcome:

Country Programme Outcome # 2.3

ICT/MIS enhances efficiency, transparency and accountability in the public sector

Expected Outputs:

1. National Internet Infrastructure and E-Government Network.
 - 1.1. Establish National Internet Infrastructure
 - 1.2. Establish E-Government Network
 - 1.3. Establish services for Citizen-to-Government access to information.

2. Civil Service Code on utilization of E-Government Network
 - 2.1. Establish a Code of Practice detailing the norms and rules of Data management.
 - 2.2. Establish a Code of Practice detailing the norms and rules of E-Government.

3. Training of Trainers.
 - 3.1. Preparation of training plan for roll-out throughout State institutions.

4. Government-to-Citizen Information services.
 - 4.1. Establish of pilot Citizen-to-Government Information Services (az.gov web site)
 - 4.2. Establish of 6 regional information kiosks (Interactive settings)

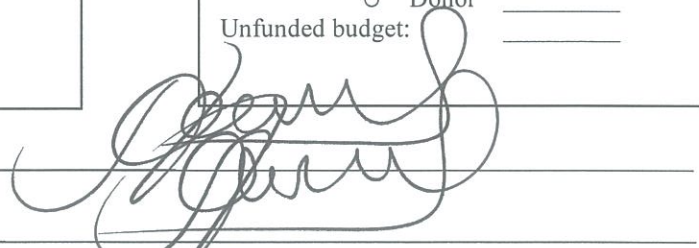
Implementing partner: Ministry of Communication and IT (MoCIT)

Other Partners: UNDP Azerbaijan

Programme Period: <u>2004-2006</u>
Programme Component: <u>MDG Goal # 2 Democratic Governance</u>
Project Title: <u>E-Government Network Initiative</u>
Project Code: <u>AZ/2004/</u>
Project Duration: <u>2 years</u>
Management Arrangement: <u>NEX</u>

Total budget:	US \$ 1.6 Million
Allocated resources:	\$ US 600,000.00
• Government	\$ US 1 Million
• Regular	_____
• Other:(including in-kind contributions)	_____
○ Donor	_____
○ Donor	_____
○ Donor	_____
Unfunded budget:	_____

Agreed by (Government of Azerbaijan - MoCIT):



Agreed by (Executing partner):



Agreed by (UNDP):

Section I—Project Narrative

Part Ia. Situation Analysis

- A. Global Best Practice. Recent evaluative evidence has consistently shown that the well planned and well executed application of Information and Communication Technologies (ICTs) can yield significant and positive effects in the field of governance. ICT based systems and processes have been shown to increase the quality and quantity of services available to the public, raise the efficiency of public services, and render more transparent the process of government. They have been linked to strengthening of democratic governance, the effectiveness of governance institutions as well as having important implications for overall economic growth/opportunity and quality and access to education. In general, prudent government policies that embrace ICTs can have a significantly positive effect on national development and the attainment of the Millennium Development Goals.
- B. National Development Priorities. The National E-Government Network Initiative responds to nationally defined development goals and priorities as identified by the Government of Azerbaijan in the National ICT Strategy. These goals, which include reform of the public sector, poverty alleviation through rural and regional development, and investment and development of the non-oil sectors of Azerbaijan's economy, are confirmed in the Common Country Assessment, and programmed in the April 2004 United Nations Development Assistance Framework for Azerbaijan (which provides further substantiation and justification for UNDP support of this project.¹)
- C. Building on previous, successful ICTD programming. Since 2001, the national development vision of the government of Azerbaijan has included a emphasis on defining a national ICT strategy and action plan, as well as implementing ICT-dependent reforms in public administration, governance and education. In 2002, the Government of Azerbaijan (with UNDPs support) executed a two year programme (NICTS) aimed at raising awareness about the importance of ICTs to national development which resulted in the adoption of a National ICT Strategy by the President of Azerbaijan on 17 February 2003, and the elaboration of a draft plan of action. During the same period, (and with the further assistance of UNDP), the government embarked upon several ICT-centred reforms and programmes in key central ministries. These included: the Customs Agency; Pension Fund and Ministry of Justice. In November 2003, Azerbaijan hosted a regional meeting of CEE and CIS states in preparation for the World Summit for Information Society, and sent a high-level delegation (led by the President of Azerbaijan) to the WSIS in December 2003. In March 2004, with the successful end of the main activities of NICTS project, government approached UNDP with a request to assist in elaborating a project designed to follow-on to the key recommendations laid out in the National ICT Strategy and draft Action Plan. Building on the achievements made in the field of ICTD in the past, UNDP will also undertake an effort to support institutionally the Government's major decision on reforming the communication and IT sector through establishment of the new Ministry for communication and IT replacing the old Ministry of Communication.

¹ Specifically, the project responds to national priority 1; UNDAF Outcomes 1, and 2; and, contributes both directly, and indirectly to Country Programme Outcomes 1.2, 1.3, 2.1, 2.3, and 2.16.

Part II. Strategy

- 1) Goal and Outputs. The National E-Government Network Initiative will support the rapid and coordinated expansion of e-governance in Azerbaijan. The project strategy focuses on four key outputs:
 - i. The creation of National Internet Infrastructure and E-Government Network that can provide robust, affordable, accessible and secure connectivity for all governmental institutions (and at all levels of government), and is scalable to include other clients, such as the education sector;
 - ii. The elaboration and implementation of a civil service code of practice addressing the security of government information systems, and defining the right of privacy and security for data on individual held in government databases;
 - iii. The establishment of on-line access to government information (web portal), and the piloting of six public access kiosks.
 - iv. Support to the Ministry of communication and IT in facing the challenge of running the Network and maximizing impact of the new Ministry in due course of implementation of the relevant activities.

- 2) Implementation and Partnership Approach. The project will be implemented over a period of 24 months, and in three overlapping phases corresponding to the 4 key outputs (described above). The Ministry of Communication and IT will serve as the main government counterparts (executing agency) and contribute \$ 1 million USD in direct cost-sharing (out of a total of \$1.6 USD million). The project is designed to be open-ended and scalable and both its budget and duration can be increased subject to satisfaction of the Government and UNDP with the results produced. While the Ministry of communications and IT will lead and manage the overall project, each output/phase is designed to be scalable to accommodate additional partners, activities and cost sharing. For example, ministries, governmental authorities, or publicly funded research and educational networks or institutions wishing to link to the National Internet Infrastructure or E-Government Network may decide to directly cost-share the “last mile” connection of the network to their sites as part of a cost-sharing venture with this project. Likewise, civil society groups or additional donors may elect to participate (as appropriate) in the formulation of the “code of practice”, or may want to support the creation of the additional public access kiosks or “government on-line services”. In all cases, the MoCIT will work with the UNDP SPMO to identify possible project synergies and opportunities for beneficial scaling up of activities and cost-sharing. The project implementation plan (work plan) will include regular monitoring and evaluation by a qualified international advisor. The results of each evaluation will be used as one of the criteria for adjustments to the project work plan. The project will also pay special attention to expediting Azerbaijan’s potential as the regional ICT leader through reviewing the existing initiatives and plans to position the country within the region. The above efforts will be linked to NICTS-I based findings of the International Trade Centre of UNCTAD/WTO as well as references of ICT experts both local and international. All efforts will be made to ensure further development of the concept of Azerbaijan to play the leading role in the regional ICT related processes.

Part III. Management Arrangements

- A. NEX Execution. The E-Government Network Initiative will be NEX project executed by the Azerbaijan Ministry of Communications and IT (MoCIT) and supported by the UNDP country office. In its capacity as executing agency MoCIT will be responsible for overall project management. Given the Data Transmission Network establishment being one of the main objectives of the project resulting in substantial equipment component, MoCIT will ensure procurement and their consistency with the relevant UNDP Rules and Procedures as laid out in the NEX programme manual. MoCIT will be also responsible for securing all the function of the national counterpart, including the facilitation of all the expert and technical missions to be undertaken within the context of this project and related activities, and ensuring appropriate access to project sites, relevant data, records, agencies and authorities. Given the nature of the Data Transmission Network component of the project requiring close partnership with a number of external government institutions (Section H), the Ministry will ensure the required support from other Azeri Government entities and institutions for the entire duration of the project.
- B. Capacities of counterpart. The government has designated MoCIT as primary counterparts and executing agency as MoCIT has been designated as the lead government agency responsible for the implementation of E-Government initiatives as described in the National ICT strategy and draft Action Plan. Additionally, MoCIT personnel designated to support the execution of this project have extensive experience in managing complex ICT projects (infrastructure and policy), and proven track record of working with international partners and organizations (ITU, UNDP, OSI, NATO, OSCE, WB). They are deemed to have sufficient capacity to work to the standards and norms expected of a NEX project. Capacities of the Government counterpart institutions are to be further strengthened through a group of experts both local and international to be recruited within the project to assist the Government.
- C. Monitoring and Evaluation. The project will be subject to a joint review by the representatives of MoCIT and UNDP. The review will take place at least once every 12 months, the first such meeting to be held within the first 12 months of the start of implementation. The National Project Coordinator (NPC) shall prepare and submit to the review meeting an annual Project Report which shall be completed within the first 12 months following the start of full implementation. The project's final report will be prepared for consideration at the final review meeting not later than 4 weeks following the completion of the project. Monitoring and evaluation as described in Part II (2) (above) and Part IV (below) will be governed by relevant provisions in the UNDP NEX Manual, and current UNDP best practice. The project will be also subject to external independent evaluation to be funded from the project within each 12 months of the project lifetime.
- D. Project implementation. The executing agency will constitute a project implementation team that will include such expert staff as a required to manage the three key outputs of the project. The National Project Coordinator (NPC) will prepare the Terms of Reference for the proposed project staff, as well as a detailed Annual Workplan at the start of the project.
- E. Evaluation

International expert. To assure both the UNDP and the Government of continual assessment of the progress made in attaining the goals of this project, and to assist in the identification of new possibilities, the project will employ a visiting international expert for the duration of the project. The person will act as objective expert and provide a third party assessment of the projects activities and accomplishment of project goals and outputs. In addition, he/she will assist UNDP and the Government in identifying strengths, weaknesses, opportunities and threats that may prejudice the goals of the project, or warrant a revision of activities, objectives or approach. Additionally, s/he will help with the identification of possible follow—on projects or

activities. He/she will undertake three assessment missions on behalf of the project, each corresponding to an important project milestone (see project work-plan for details). He/she will also provide constant on-line support through the dialogue to get launched involving National Coordinator, Project Director to be recruited and the relevant UNDP CO staff member dealing with ICT field.

F. Auditing. The project will be audited according to the relevant UNDP Rules and Procedures for auditing NEX projects.

G. Project inputs.

The following inputs will be provided by the Government of Azerbaijan and UNDP in order for the successful implementation of project activities:

Government inputs

- \$ 1 Million USD contributed as a financial input by the government.
- Cost free and functional office premises for project related activities; and such access to government information as is necessary for project staff and consultants to complete their tasks.
- A National Project Coordinator (NPC) for the project who is paid by the Government for the entire duration of the project.
- Administrative support for all project objectives.
- Coordination and provision of the support required from other Government entities.
- Distribution of all project materials.

UNDP inputs:

- \$ 600,000 USD as a direct financial input to the project.
- Coordination of the project activities to ensure concordance with other UNDP-financed projects and activities
- Selection of international/local training consultants and staff to be recruited for the project, (in conjunction with the Government).
- Participation in the organization of project output planning, selection of equipment suppliers and vendors, and organization public relations functions and events.

H. Risks.

- 1) The holistic intent of the project – to accelerate and broaden implementation of e-governance in Azerbaijan - is dependent on the cooperation of parties which are not signatories to the present document, and whose cooperation cannot be guaranteed. The continued attention and responsiveness of higher government authorities will be required to ensure that parties not subject to this document, but falling within the survey of competent government authorities, and beneficiary to this project respond to request made by the project in a timely manner. Delays in intra-government communication, coordination and decision-making will impact in project execution.

Part IV. Monitoring

Project monitoring will be performed through three primary mechanisms:

1. Project workplans. Achievement of project outputs will be tracked through adherence to the normative and financial indicators embedded in the Quarterly, Annual and the Total Project Workplan.
1. Validation of activities and outputs. UNDP and the government will jointly verify any requested changes to the Project Workplan and validate the completion of Quarterly Workplans.
2. Participation in Project activities. UNDP will designate a project focal point (senior programme officer) who will participate in project activities and decision-making meetings and represent UNDP's interest in the project at the management level.

Capacity Building for execution: Key considerations

Tasks	Whether applicable to the project (yes/no)	Details of available relevant capacity	Additional capacity development required
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1: Technical capacity

Ability to monitor technical aspects of the project

A	Must undertake regular project visits and monitor progress benchmarks	Yes	Visits to POB offices to be linked and/or linked to the activities planned and path of implementation	Organization of monitoring control group consisting of UNDP representative and consulting/equipment supplier
B	Must ensure that periodic progress and/or technical reports are received and interpreted	Yes	Discuss the reports with POB staff and other parties concerned	
C	Must ensure regular consultations with beneficiaries, implementing agents and contractors	Yes	Regular meetings with representatives of the POB and civil society dealing with the related issues other parties concerned	Regular consultations with the relevant groups and individuals involved in the related issues and other parties concerned

2. Managerial Capacity

Ability to plan, monitor and coordinate activities

A	Must ensure project review meeting	Yes	To hold meetings of POB with UNDP focal point	
B	Must be able to develop and review an annual work plan	Yes	Quarterly review of work plan, its correction in accordance with real state	
C	Must possess necessary adequate logistics: office facilities and space, basic equipment, utilities, communications	Yes	Office premises and utility costs are provided by the GoA (the Ministry of Communication and Information Technologies)	Additional capacity will be required as a corporate effort to be led by the GoA to ensure favourable conditions for the project implementation.

3. Administrative capacity

3.1 Ability to produce goods, services and works on a transparent and competitive basis

A	Must be able to assess the ability of vendors to provide the required quality, quantity and competitiveness of	Yes	To procure goods, services and works on a competitive basis (publishing,	
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	goods, services and works		equipment purchase)	
B	Must have the authority to enter into contracts	Yes	To contract local/international consultants	Contracts will be issued by the Government following UNDP standards of NEX projects
C	Must have available standard contracts or access to legal counsel to ensure that contracts establish performance standards, protect UNDP and entity's interests and are enforceable	No		Respective formats to be developed and introduced based on UNDP NEX projects standards
3.2 Ability to prepare, authorize and adjust commitments and expenditures				
A	Must have written procedures for identifying the appropriate vendor, obtaining the best price, and issuing commitments	No		UNDP NEX standards to be followed.
B	Must have a system for tracking commitments against budget to prevent overspending and for follow up on outstanding commitments	Yes	National Coordinator is responsible for that with support from UNDP CO.	
3.3 Ability to manage and maintain equipment				
A	Must have a property ledger (inventory) to track all important details about property and its costs, annually	Yes	National coordinator to make inventory of equipment and property	UNDP focal point to monitor the process
3.4 Ability to recruit and manage the best qualified personnel on a transparent and competitive basis				
A	Must have the ability to staff the project, and enter into contract with the personnel	Yes	National Coordinator to select and contract local/international experts with support of UNDP CO.	UNDP list of relevant companies/consultants to be made available. UNDP experience in this process to be applied – UNDP focal point to monitor the process
B	Must have written job descriptions for consultants or experts	Yes	Job descriptions to be written by the National Coordinator on the basis of UNDP requirements and in accordance with a work plan	Standard job descriptions to be made available
C	Must have available standard contracts or	No		UNDP CO assistance is to be provided.

	access to legal council to ensure contracts establish performance standards, protect UNDP and entity's interests			
4. Financial Capacity				
4.1 Ability to produce project budgets				
A	Must be able to manage tracking of commitments, expenditures and planned expenditures against budget on a consolidated basis	Yes	It is ensured by the activity of National Coordinator	
B	Must have a project budget showing the timing of planned expenditures, for 12 months year.	Yes	It is elaborated at the beginning of the year in accordance with work plan	
4.2 Ability to ensure physical security of advances, cash and records				
A	Must maintain a checking account in a reputable bank or a secure safe for any cash on hand	Yes	Implementation of project funding through bank procedures	To be advised by UNDP CO
B	Must have clear procedure on authority, responsibility, monitoring and accountability for the funds	Yes	Preparation of monthly and quarterly financial reports.	
4.3 Ability to disburse funds in a timely and effective manner				
A	Must have a written procedures for processing payments to contract the risk through segregation of duties, and transaction recording and reporting	Yes	Reporting by means of special forms on payments and receipts	
B	Must have monitoring controls, such as independent bank reconciliation	Yes	Implementation of bank checking	To be advised by UNDP CO
C	Must have means of verifying receipt of goods or performance of services and proper authorization	Yes	Respective NEX project forms to be applied	
D	Must be able to manage the status of expenditures against budget, and the remaining available budget	Yes	It is ensured by the activity of National Coordinator	
E	Must have a policy of making payments by their due dates as stated on the		It is ensured by National Coordinator	

	invoice or in the contracts, and be able to demonstrate performance against this standard			
4.4 Ability to ensure financial recording and reporting				
A	Must have a reporting system that tracks all commitments and expenditures against budget by lines	Yes	A reporting system in accordance with standard forms of UNDP	
B	Must have reporting system that allows project expenditures to be reported to UNDP quarterly, and which accumulates projects up-to-date expenditures against budget for management purposes	Yes	It is ensured by the activity of National coordinator and confirmed by the Bank financial certificate	

Part V. Legal Context

The project document shall be the instrument referred to as such in the Article 1 of the Standard Basic Assistance Agreement between the Government of Azerbaijan and the United Nations Development Program signed on 6 February 2001.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the document have no objection to the proposed changes.

1. Revisions in, or addition to, any of the annexes of the project document;
2. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation; and
3. Mandatory annual revisions which re-phase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility.

UNDP and cost sharing inputs:

[As per attached budgets]

Year: 2004, 2005, 2006.

Government of Azerbaijan and UNDP:

UNDP TRAC	– 600,000 USD
The Government of Azerbaijan	– 1,000,000 USD
TOTAL:	\$ 1,600,000

SCO Cost – 5% - \$50,000

Classification Information

LPAC Approval Date: June 22, 2005

Programme Officer: Sultan Hajiyev

Government inputs:

(In kind)

UN exchange rate at the date of signing: 1 USD = 4903 AZM

Annual output target

Areas of intervention identified and mechanism of interaction designed and operational.

PROJECT RESULTS AND RESOURCES FRAMEWORK

CP Outcome # 2.3 ICT/MIS enhance efficiency, transparency, and accountability in the public sector.

CPRRF: N/A

Applicable MYFF Service Lines:

- Service Line # 2.5 E-governance and access to information
- Service Line # 2.6 Decentralization, local governance and urban/rural development
- Service Line # 2.7 Public Administration reform and anti-corruption

Partnership Strategy: Government cost-sharing

Project title and ID: National E-Governance Network Initiative

Intended outputs	Output Targets			Indicative Activities	Inputs
	2004	2005	2006		
1. National Internet Infrastructure and E-Government Network.	Planning, preparation of network infrastructure plan	Implement, Install and launch National Internet Infrastructure and E-Government Network	Develop services for on-line access to government information services	Establish a National Internet Infrastructure	As per total Project Workplan
	Tender and procurement of network equipment				

<p>2. Civil Service Code of Privacy of Data and Security of State IT Systems.</p>	<p>Completion of business plan for National Internet Infrastructure and E-Government Network</p>			<p>Establish services for a E-Government Network</p>	
	<p>Establish range of targeted government to citizen services (E-Governance content)</p>	<p>Prepare draft discussion paper summarizing best practice and recommendations regarding privacy rights, data protection and security of government IT systems</p>	<p>Adopt and implement "code of practice"</p>	<p>Establish services for Citizen-to-Government access to information.</p>	<p>As per total Project Workplan</p>
	<p>Adopt recommendations regarding privacy rights, data protection and security of government IT systems (based on expert paper)</p>	<p>Prepare and adopt "code of practice" for the civil service privacy rights, data protection and security of government IT systems</p>	<p>Establish a Code of Practice detailing the norms and rules governing Privacy of Data (Data Protection).</p>	<p>Establish a Code of Practice detailing the norms and rules governing Security of State IT systems.</p>	
	<p>Negotiate and prepare government wide training plan</p>	<p>Preparation for training plan for roll-out throughout State institutions.</p>			

3. Training of Trainers	Organize and conduct first round of "training of trainers" in the application of the "code of Practice" and e-security	Organize and conduct second and third round of "training of trainers" in the application of the "code of Practice" and e-security	Training of designated civil servants in "best practice" norms and rules governing Privacy of Data (Data Protection) and Security of IT systems.	As per total Project Workplan
	Negotiate and prepare government wide training plan		Preparation for training plan for roll-out throughout State institutions.	
4. Government-to-Citizen Information services.	Design and launch government on-line information service (portal)	Launch on-line access kiosks	Establish of pilot Citizen-to-Government Information portal www.info.gov.az)	As per total Project Workplan
	Design and test access kiosks technology/services	Broaden range of on-line resources available to citizen via the internet	Establish of 6 regional information kiosks	

TERMS OF REFERENCE FOR A NATIONAL PROJECT COORDINATOR (NPC)

The National Project Coordinator is a staff member of the Government's Implementing Agency. He/she is appointed to the post following the request of the implementing agency.

The Government of Azerbaijan Republic appoints NPC.

NPC ensures overall coordination of project inputs and outputs between the implementing agency, the Government of Azerbaijan Republic, and UNDP

TERMS OF REFERENCE FOR A PROJECT DIRECTOR (PD)

PD ensures daily management of project inputs and outputs between all the parties concerned. He/she will:

1. Ensure that the project document and subsequent project related budget revisions requiring the government's signature are communicated on time and in accordance with the established UNDP procedures;
2. Prepare annual work plans in close cooperation with UNDP staff assigned to the project and submit them to the Fund/UNDP;
3. Maintain close contacts with UNDP indicating foreseeable changes in the annual work plan and proposing realistic amendments and budget revisions;
4. Submit to UNDP job descriptions of the national consultants to be recruited under the project, after screening whether they conform with the provisions of the project document;
5. Coordinate all preparatory activities for seminars/workshops to be held under the project, such as logistic/administrative arrangements, availability of the appropriate premises etc.
6. Submit to UNDP the completed nomination forms of trainers, after ensuring that they are adequately qualified and have sufficient language proficiency;
7. Submit to UNDP equipment requisition forms, after ensuring that detailed specifications and realistic estimates are available;
8. Ensure that suitable working conditions are maintained at the duty station for international and local consultants and that they perform in accordance with their job descriptions;
9. Prepare in English periodic progress reports/disbursement reports and terminal report, and submit them to UNDP CO;
10. Draft the minutes of project review meetings and submit them to the UNDP CO;
11. Monitor progress of the project according to the work plan and inform UNDP in advance of any foreseeable delays.

TERMS OF REFERENCE FOR INTERNATIONAL AND LEARNING CONSULTANTS

FUNCTIONS:

The consultant(s) will:

- Prepare the necessary training materials;
- Review the implementation procedures of each respective output;
- Make relevant recommendations about project activities in general;
- Make presentations and share practical experience on the topic assigned to him/her;
- During the training course provide guidance in presenting/discussing the topic on the basis of training needs of participants and his/her experience in the relevant field;
- Assist with evaluation of overall project outputs.

Presentations, training and teaching materials will be submitted to the executing agency in writing 2 weeks before the beginning of any training course. Within 2 weeks after completion of the training, the trainer will present a report on his/her contribution to the training course, including conclusions and recommendations for future activities.

In the case of the learning consultant, reports will be submitted to the executing agency and UNDP within 2 weeks of the conclusion of the mission.

QUALIFICATIONS

- At least 10 years of professional working experience.
- Proficient ICT and general computer skills.
- A university degree preferably in a field related to the topic of the training.

LANGUAGES

- Fluency in English
- Knowledge of Russian or Turkish/Azeri will be an asset

TERMS OF REFERENCE FOR PROJECT ASSISTANTS
One FINANCE
Two ADMINISTRATION

The project assistant(s) will assist the NPC in carrying out the following tasks:

- Overall coordination of the project implementation
- Development of initial and periodic project management plans
- Monitoring of progress in the implementation of the project plans
- Updating of project budget including regular budget revisions and keeping a track of all the project expenditures
- Preparation of training materials
- Translation of documents and training materials as required
- Raising public awareness of project activities and achievements through contacts with media
- Other duties as required.

QUALIFICATIONS

- University degree preferably in the field related to the project
- Proficient computer skills
- Extensive experience of cooperation with international agencies
- Fluency in Azeri and English (both written and oral)
- General knowledge of ICT issues and the current status of ICT status in Azerbaijan
- Ability to work in a multinational environment

TERMS OF REFERENCE FOR NATIONAL CONSULTANTS

Terms of reference for the National Consultants will be prepared accordingly for each particular task(s) being assigned in accordance with the implementation plan.

Dear Mr. Abbasov,

Letter of Agreement between the Government of Azerbaijan and United Nations Development Programme (UNDP) for the provision of support services

- Reference is made to consultations between the officials of the Government of Azerbaijan (hereinafter referred to as “the Government”) and officials of the United Nations Development Programme (UNDP) with respect to provision of support services by the UNDP country office for nationally executed programmes or projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its executing agent designated in the relevant programme support or project document, as described below.
- The UNDP country office may provide support services for execution activities, such as assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Executing Agent is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
- In additions, the UNDP country office may provide, at the request of the Executing Agent, the following support services for implementation activities:
 - Identification and assistance with and/or recruitment of project and programme personnel;
 - Identification and facilitation of training activities, including fellowship, short term training and study tours;
 - Procurement of goods and services;
 - Access to UNDP-managed global information systems, the network of UNDP country offices and specialized systems containing operations information, including rosters of consultants and providers of development services.
- The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above are detailed in the annex to the programme support document or project document. If the requirements for support services by the country office change during the life of programme or project, the annex to the programme support document or project document shall be revised with the mutual agreement of the UNDP Resident Representative and the Executing Agent.
- The relevant provisions of Agreement between the Government of Azerbaijan and UNDP, including provisions of liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally executed programme or project through its designated executing agent. His responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support or project document.
- Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this Letter shall be handled pursuant to the relevant provisions of the Host Country Agreement.
- The manner and method of cost recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support or project document.

- The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
- Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
- If you are in agreement with the provisions set forth above, please sign and return to this Office two signed copies of this Letter. Upon your signature, this Letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally executed programmes and projects.

Yours sincerely,



On behalf of the UNDP
Mr. Marco Borsotti
Resident Representative

For the Government
Mr. Ali Abbasov
Minister of Communication and IT



SCHEDULE OF EXPECTED ADVANCES OF FUNDS (in USD)

Programme/Project No. **AZE/004**
Programme/Project Title: **National E-Governance Network Initiative**
Executing Agency: **Government (The Ministry)**

From the Government:

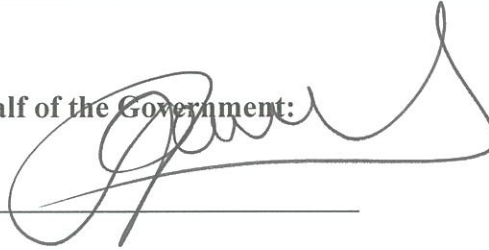
Period	Amount (in US dollars)
3 rd Quarter of 2004	250.000
4 th Quarter of 2004	500.000
1 st Quarter of 2005	250.000

From UNDP:

Period	Amount (in US dollars)
3 rd Quarter of 2004	250.000
4 th Quarter of 2004	200.000
1 st Quarter of 2005	150.000

For the Ministry on behalf of the Government:

Mr. A. Abbasov _____



For UNDP:

Mr. M. Borsotti _____



UN exchange rate at the date of signing: 1 USD = 4903 AZM (rate applied to be revised subject to changes)

