

SECOND SUBSTANTIVE PROJECT REVISION (NOVEMBER 2009)

Project Title	<u>Good Governance through Civil Service Reform</u>
UNDAF Outcome(s):	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 CP Outcome(s):	<u>Country Programme Outcome # 2.3</u> ICT/MIS enhances efficiency, transparency and accountability in the public sector <u>Output 1:</u> Merit-based recruitment of civil servants supported at the central and regional levels <u>Output 2:</u> Increased efficiency and effectiveness of the civil service through continued professional development of civil servants in ministries and state agencies at the central and regional levels <u>Output 3:</u> Civil Service Commission further strengthened towards becoming a credible and sought-after core resource for other government entities through continued professional development of its core staff and development of the training capacity of the Civil Service Commission as an institution <u>Output 4:</u> Greater transparency in performance management and accountability of, and better training opportunities for Civil Servants in the SSPF as a pilot state agency-recipient of services by the Civil Service Commission <u>Output 5:</u> Sound project management
Expected Output(s):	
Implementing/Executing Entity:	Civil Service Commission under the President of the Republic of Azerbaijan

Brief Description

Azerbaijan is a country transitioning to the market economy and democracy while generating significant hydrocarbon revenue. Strengthening good governance and civil service reform is critical to promoting economic development and reducing poverty, and necessary for alignment with European Union standards and norms.

Since its establishment in 2005, UNDP is providing support to the new Civil Service Commission (CSC), in the long-term aiming to ensure that public services are provided to the people of Azerbaijan by a qualified and competent Civil Service in the most efficient manner. To this end, the project works toward strengthening the operational capacities of the Civil Service Commission; developing the capacities of civil servants; and supporting key civil service reforms, including the improvement of legal acts related to the civil service, introduction of competitive merit-based recruitment to the civil service, introduction of performance appraisal of civil servants and awareness raising and monitoring in support of the Code of Ethics.

Programme Period:	2006-2012
Key Result Area:	Strengthening responsive governing institutions
Atlas Award ID:	00044982
Start date:	01/09/2006
End Date:	30/06/2012
PAC Meeting Date:	
Management Arrangements:	NEX/NIM

Total resources required:	US\$ 1,717,831
Total allocated resources:	
Regular:	US\$ 354,905 <i>MNC + 2010</i>
• Other:	
○ Norway	US\$ 243,000
○ Government	US\$ 592,508
○ UNDP TTF	US\$ 80,000
Unfunded budget:	US\$ 447,400
In-kind contributions:	US\$ 30,000

Agreed by (Government): *Aghilov 22.12.09 Bakrom Khalilov*

Agreed by (Implementing/Executing Entity): *Aghilov*

Agreed by (UNDP): *ARWLO D. LOUËZAT, UNDP Resident Representative 21/12/09*

I. SITUATION ANALYSIS

Azerbaijan experienced high GDP growth in recent years, with an average annual GDP growth rate for 2003-2008 of 20 percent, mostly due to oil and gas production. In 2006, the country had the highest growth rate worldwide: 34.5 percent. Oil production is expected to peak in around 2011, level off for several years, and then decline if no major new discoveries are made. In order to maximize the benefits of the massive influx of oil and gas revenues into Azerbaijan, it is critical to strengthen the capacity of the public sector to manage it. In this context, one of the main challenges for the country is to ensure that its civil service is composed of competent, professional staff capable of managing increased resources and providing adequate services to the people of Azerbaijan. Weaknesses in basic public service delivery stemming from governance problems and institutional capacity constraints remain important impediments to sustainable development and poverty reduction in Azerbaijan. Addressing these weaknesses is a key medium-term objective of the government's public sector reform programme. To overcome bureaucratic conservatism and vested interests, which posed obstacles to successful public sector reform, the Government of Azerbaijan adopted a Law on Civil Service in 2001 to form the legal framework. Under this Law, a Civil Service Commission was established under the President of Azerbaijan, which is officially functioning since October 2006 to pursue reforms and improve the overall delivery and quality of public services. While the Civil Service Commission does currently not have a mandate to work with all ministries and state agencies¹, it is responsible for all civil servants of Grades 9 to 6, which includes most of the country's 28,000 civil servants, in the capital as well as the regions. The adoption of the 2007 Anti-Corruption strategy, which envisages steps for greater transparency and accountability in the civil service (performance appraisal and code of ethics), gave the Civil Service Commission additional leverage. Among the major achievements of the Civil Service Commission to date count the establishment of a transparent and merit-based recruitment system, regular increase of wages and improvement of social protection of civil servants, and the development of the Ethics Code for Civil Servants and its adoption by Parliament.

Upon request of the Government for support in strengthening the Civil Service Commission, UNDP has implemented the project "Good Governance through Civil Service Reform" jointly with the Civil Service Commission since 2006.

With UNDP assistance, the Civil Service Commission has introduced a centralized merit-based system of recruitment and promotions in 40 ministries and other state agencies, which is a critical element of reform. A total of six waves of competitive recruitment for the civil service were organized by the Civil Service Commission to date, including for local branches of state agencies in the regions (since 2007), with a total of around 700 new civil servants appointed out of approximately 12,000 applicants. Of the successful applicants,

¹ There is a difference made in Azerbaijan between public service and civil service. The **public service** encompasses all civilian public sector employees working for a government department or agency. In Azerbaijan, the Civil Service constitutes a subset of the Public Service executing the following duties: to protect the rights and freedoms of citizens on the basis of the Constitution and other legislative acts; to draft, approve, implement decisions and supervise their implementation within the authority of state bodies; to ensure the efficient activity of state bodies and the performance of official duties by civil servants. **Civil servants** are employees of state agencies and departments that fall under the regulations of the Civil Service Law. The civil service excludes public servants employed in the Prosecutor's Office, bodies of justice, national security, defense, emergencies, border service, internal affairs, customs, tax, foreign affairs and the National Bank, which are regulated by other laws of the Republic of Azerbaijan. The Civil Service Law applies to persons working in the offices of these and not holding military or special ranks (except for administrative and other support personnel). The Civil Service Law also does not apply to the President of the Republic of Azerbaijan; the deputies of the Milli Mejlis; the Prime Minister and his deputies; judges of courts of the Republic of Azerbaijan; the Commissioner of the Republic of Azerbaijan for Human Rights (Ombudsman); the heads of central executive power bodies and their deputies; chairman, deputies, secretary and members of the Central Election Commission; chairman, deputy and auditors of the Chamber of Accounts; officials (heads) of the local executive bodies; deputies of the Supreme Mejlis of Nakhchivan Autonomous Republic; Prime Minister of Nakhchivan Autonomous Republic and his deputies; and heads of central executive bodies of Nakhchivan Autonomous Republic.

about 30% are women. A significant part of UNDP support was dedicated to strengthening the capacities of the Civil Service Commission to fulfil its mandate and develop into a credible and sought-after core resource for other government entities; and developing the capacity of civil servants through their training, re-training and professional development. More precisely, a series of study tours of core staff of the Civil Service Commission were organized to increase their understanding of civil service recruitment, promotion and pay systems in other countries. The Civil Service Commission, in turn, used this newly acquired knowledge to train 80 senior civil servants of state agencies at the central level in modern human resources management, the Code of Ethics and other civil service management related issues. In addition, a review of the existing civil service legislation was carried out and recommendations for their improvement were made. In 2008, the Civil Service Commission started rolling out reforms to the local level of government, by providing an initial series of trainings to 600 civil servants in 57 regions of Azerbaijan including Baku on such topics as human resource management, maintenance of the civil servants registry, personnel file management, and the Code of Ethics.

II. STRATEGY

As articulated in Azerbaijan's State Programme on Poverty Reduction and Sustainable Development (2008-2015), successful poverty reduction policies require continued emphasis on strong, transparent and accountable public institutions that are staffed by a professional civil service, guided by appropriate laws, and reinforced by a responsive judicial system. Public administration reform is a long-term process.

While the reforms that the Civil Service Commission was able to introduce within the only four years of its existence are remarkable, it is critical to maintain the momentum and consolidate the unprecedented, but still mostly centralized and fragile achievements through continued technical assistance, advocacy and, critically, capacity development. In addition, it is of paramount importance that the credibility of the Civil Service Commission is strengthened further vis-à-vis other ministries and state agencies, to achieve, in the longer-term, the incorporation of all civilian ministries in the civil service as in so many other countries in the world.

An independent evaluation of the activities implemented under the project to date, which was commissioned by UNDP and undertaken in November 2009, found that up to now, the Civil Service Commission has focused its activities more on recruitment than on training. While ministries are requested to prepare annual training plans based on their training needs which are presented to the Civil Service Commission, it seems that a lack of professionalism in the preparation and organization of training seminars is widespread across the public administration. The Civil Service Commission should play a strong role in this field, but needs to be strengthened with better training resources (staff trainers, curricula, teaching materials, cases studies, etc.) focused on civil servants' training needs and available to the trainees. Training plans must be part of ministries'/state agencies' human resource strategies and be linked to their wider performance management systems. Human resource strategies should match the organization's strategic objectives, and typically focus on improving the skill-base and expertise of civil servants; performance improvement; behavioural and cultural change; and improving the commitment and motivation of civil servants. On the other hand, performance management systems integrate effective planning, identification of standards, performance review, prioritization of development needs, and measurement of improvements.

In 2010, the Civil Service Commission has to organize systematic re-training for civil servants. In order to get this programme underway, the Civil Service Commission

organized a competition between 41 Azerbaijani education institutions to propose training seminars for civil servants. In the end, 26 education institutions and training centres were selected (including the Academy of Public Administration), and they will be responsible for training, retraining and organizing in-service training for ministries in 2010. This is not a sustainable long-term solution, however. In the mid- to longer term, the Civil Service Commission's own training capacity needs to be developed to make it self-sustainable. In the short term, there is a need for the Commission to ensure the right focus and good quality of the training delivered by the external institutions in 2010. There is a need for the Civil Service Commission to correctly design a Capacity Building Action Plan for the civil service (training courses, on-the-job training, coaching and mentoring), which will make easier to carry out the training programme itself and monitoring it.

Finally, despite the fact that training for civil servants was rolled out to the regions, the project evaluation found that regional authorities have so far largely remained out of reach of the Public Administration Reform. They may resist shifting to a new civil service system based on greater transparency, accountability and meritocratic principles. Therefore, it is critical to reinforce advocacy efforts vis-à-vis regional authorities to strengthen the political support to the reform process.

In light of the above, the support provided to the Civil Service Commission during the remainder of the project duration until December 2010 will focus on the following five outputs and associated activities:

Output 1: Merit-based recruitment of civil servants supported at the central and regional levels

Activities:

1.1 Additional civil servants recruited through an 8th wave of competitive recruitment

Output 2: Increased efficiency and effectiveness of the civil service through continued professional development of civil servants in ministries and state agencies at the central and regional levels

Activities:

2.1 Survey conducted among civil servants on the training needs of middle-level civil servants

2.2 Capacity Development Action Plan for the civil service designed

2.3 Training materials produced based on consultations and survey results and trainings delivered

2.4 Short-term training programmes in renowned expert training centres abroad attended by civil servants from the Civil Service Commission and selected state agencies (indicative areas of interest are career development, leadership, staff management etc.)

2.5 Extensive training programme for 150 civil servants in modern principles of human resources management delivered, covering such issues as the role of administrators and leaders in management, delegation, time management, etc.

2.6 ToT trainings for Human Resources managers from all state agencies delivered

2.7 Training materials prepared and trainings delivered for local executive authorities and local branches of ministries

Output 3: Civil Service Commission further strengthened towards becoming a credible and sought-after core resource for other government entities through continued professional development of its core staff and development of the training capacity of the Civil Service Commission as an institution

Activities:

3.1 Central training unit established in the Civil Service Commission

3.2 Feasibility study for the establishment of a civil service training academy/structure under the Civil Service Commission conducted

Output 4: Greater transparency in performance management and accountability of, and better training opportunities for Civil Servants in the SSPF as a pilot state agency-recipient of services by the Civil Service Commission

Activities:

- 4.1 Introduction of a web-based on-demand Learning Management System for civil servants in the SSPF on a pilot basis
- 4.2 Development of a core competency framework, human resource strategy and performance appraisal system for the SSPF
- 4.3 Training of middle- and high-level SSPF Civil Servants to raise awareness about the need for performance appraisal and educate about competencies and performance standards
- 4.4 Development of training materials and pilot training on the new performance appraisal system and career management for the staff of the SSPF
- 4.5 Establishment of a mechanism to institutionalize the new performance appraisal system in the SSPF
- 4.6 Presentation of results of the pilot project on performance appraisal to other state agencies

Output 5: Sound project management

Activities:

- 5.1 All activities implemented in a timely fashion in accordance with the Annual Work Plans
- 5.2 Annual project budgets fully delivered by the end of each calendar year

UNDP will continue its cooperation with the Civil Service Commission beyond the duration of the current project (2006-2010). For this purpose, UNDP and the Civil Service Commission held preliminary consultations and UNDP regular resources have been set aside as a result in the framework of UNDP's new Country Programme for the Republic of Azerbaijan 2011-2015. The future cooperation will build on the achievements of the current project and take them further so as to ensure sustainability.

III. Results and Resources Framework

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: CP 2005-10: Outcome 2.2 ICT enhances efficiency, transparency, and accountability in the public sector. CP 2011-15: Outcome 3.2 Efficiency, accountability and transparency within public administration is enhanced through capacity development of State Entities, including gender sensitive approaches</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: CP 2005-10:</p> <ul style="list-style-type: none"> Indicator 1: ITU digital access index. Baseline: 0.24, 2002. No target was set for this indicator. Indicator 2: Internet users per 100 population. Baseline: unavailable. No target was set for this indicator. <p>CP 2011-15:</p> <ul style="list-style-type: none"> Indicator 1: Number of National Strategies and plans adopted for improving Government efficiency. Baseline: 1. No target was set for this indicator. Indicator 2: Number of publicly available reports on the progress of State Agencies. Baseline: 2. No target was set for this indicator. Indicator 3: Number of IT innovations implemented, contributing to increased transparency in public administration. Baseline: 3. No target was set for this indicator. Indicator 4: Share of women in the civil service disaggregated by level. Baseline: 18% in administrative posts (2007); 10% in supplementary posts (2007). No target was set for this indicator. 			
<p>Applicable Key Result Area (from 2008-13 Strategic Plan): Strengthening accountable and responsive governing institutions</p> <p>Partnership Strategy: The project is implemented in partnership by UNDP and the Civil Service Commission under the President of Azerbaijan, with inputs from the Government of Norway and the State Social Protection Fund.</p>			
<p>Project title and ID (ATLAS Award ID): Good Governance through Civil Service Reform (ATLAS Award ID: TBD)</p>			
INTENDED OUTPUTS		OUTPUT TARGETS FOR 2010-2012	INDICATIVE ACTIVITIES
<p>Output 1: Merit-based recruitment of civil servants supported at the central and regional levels</p> <p>Baseline (December 2009): 7 waves of competitive recruitment examinations into the civil service conducted</p> <p>Indicator: Number of waves of competitive entrance exams annually conducted by the Civil Service Commission.</p> <p>Output 2: Increased efficiency and effectiveness of the civil</p>	<p><u>Target (2010):</u> 1.1. Additional civil servants recruited based on their merit through an 8th wave of competitive recruitment</p> <p><u>Targets (2011 & 2012):</u> N/A</p>	<p><u>Activity result and activities:</u> 1.1.1: 8th wave of competitive recruitment examinations organized by the Civil Service Commission</p> <ul style="list-style-type: none"> 1.1.1.1: Vacant positions announced 1.1.1.2: Examinations and interviews conducted and candidates proposed to recruiting ministries and state agencies 	<p><u>Target 1.1</u> Contractual services (companies): US\$ 30,000</p>
		RESPONSIBLE PARTIES	INPUTS
		Civil Service Commission	<u>Target 2.1</u> Local consultants: US\$
		Civil Service Commission	<u>Target 2.1</u> Local consultants: US\$

<p>service through continued professional development of civil servants in ministries and state agencies at the central and regional levels</p> <p>Baselines: 1. 5 training modules existing for civil servants at the central and regional levels. 2. No clear understanding of capacity development/training needs of middle-level civil servants in Azerbaijan. 3. No Capacity Development Action Plan for the civil service existing.</p> <p>Indicators: 1. Number of training modules existing for civil servants within the Civil Service Commission. 2. Survey of capacity development /training needs conducted and report with analysis of needs available (Y/N). 3. Capacity Development Action Plan for the civil service developed (Y/N).</p>	<p>understanding of capacity/training needs of middle-level civil servants</p> <p>2.2 Civil Service Commission has an agreed Capacity Development Action Plan for the civil service in place</p> <p>2.3 Civil Service Commission has developed and tested new training materials based on the actual needs of middle-level civil servants</p> <p>2.4 Civil servants from the Civil Service Commission and selected ministries/state agencies participating in short-term training programmes in renowned expert training centres abroad develop fresh perspectives on existing knowledge and experience and improve their work practices</p> <p>2.5 Capacity of 150 civil servants in human resources management is strengthened</p> <p>2.6 Human Resource managers of all ministries/state agencies under the mandate of the Civil Service Commission are enabled to train civil servants on relevant human resource issues</p> <p>2.7 Civil Service Commission has developed new training materials for civil servants in local executive authorities and local branches of ministries and delivered training in the regions</p> <p><u>Targets (2011 & 2012):</u> N/A</p>	<p><i>target group analyzed</i></p> <ul style="list-style-type: none"> • 2.1.1 Survey on training needs of middle-level civil servants conducted with departments/agencies and with individual civil servants • 2.1.1.2 Results analyzed and report written <p>2.2.1: <i>Capacity Development Action Plan drafted</i></p> <ul style="list-style-type: none"> • 2.2.1.1 Capacity Development Action Plan drafted and approved <p>2.3.1: <i>Ready-to-use needs-based training modules exist and trainings are delivered</i></p> <ul style="list-style-type: none"> • 2.3.1.1 Five new training modules developed based on the findings of the capacity needs assessment • 2.3.1.2 Trainings using the new modules piloted in the SSPF and amendments made to the modules as necessary <p>2.4.1: <i>Two to three short-term study tours to expert training centres abroad organized for civil servants to acquire specific knowledge in relevant areas</i></p> <ul style="list-style-type: none"> • 2.4.1.1: Training institutes identified in line with UNDP procurement rules • 2.4.1.2: Specific training objectives and schedules agreed • 2.4.1.3 Study tours conducted <p>2.5.1: <i>150 civil servants in five groups attended one-day intensive trainings on human resources management, including the role of administrators and leaders in management, delegation, time management, etc.</i></p> <ul style="list-style-type: none"> • 2.5.1.1: Training agenda agreed • 2.5.1.2: Training delivered <p>2.6.1: <i>Human Resource managers of all ministries/state agencies under the mandate of the Civil Service Commission</i></p>	<p>2,000</p> <p><u>Target 2.2</u> Local consultants: US\$ 2,400</p> <p><u>Target 2.3</u> International consultants: US\$ 50,000 Travel: US\$ 10,000 Local consultants: US\$ 20,000 Audio-visual productions: US\$ 2,000 Printing and publications: US\$ 10,000 Translation costs: US\$ 6,000 Supplies/stationery: US\$ 2,000</p> <p><u>Target 2.4</u> Contractual services (companies): US\$ 50,000 Travel: US\$ 30,000</p> <p><u>Target 2.5</u> International consultants: US\$ 10,000 Travel: US\$ 2,000 Supplies/stationery: US\$ 1,000</p> <p><u>Target 2.6</u> Local consultants: US\$ 4,000 Supplies/stationery: US\$ 1,000</p> <p><u>Target 2.7</u> International consultants: US\$ 40,000 Travel: US\$ 10,000</p>
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<p>received <i>Training of Trainers (ToT)</i></p> <ul style="list-style-type: none"> ● 2.6.1.1: Training schedule developed ● 2.6.1.2: Existing training module revised as necessary ● 2.6.1.3: ToTs conducted ● 2.6.1.4: Human Resource managers tested to assess their ability to run trainings on their own <p>2.7.1: <i>Ready-to-use training modules exist and trainings are delivered to civil servants in regions</i></p> <ul style="list-style-type: none"> ● 2.7.1.1: Four new training modules developed with a specific focus on the needs of the regions ● 2.7.1.2: New wave of training for civil servants in the regions organized and conducted ● 2.7.1.3: Feedback of civil servants participating in trainings on the new modules collected and analyzed; modules revised as necessary 	<p>Local consultants: US\$ 30,000</p> <p>Audio-visual productions: US\$ 2,000</p> <p>Printing and publications: US\$ 10,000</p> <p>Translation costs: US\$ 6,000</p> <p>Supplies/stationery: US\$ 2,000</p>		<p>Local consultants: US\$ 30,000</p> <p>Audio-visual productions: US\$ 2,000</p> <p>Printing and publications: US\$ 10,000</p> <p>Translation costs: US\$ 6,000</p> <p>Supplies/stationery: US\$ 2,000</p>
<p>Output 3: Civil Service Commission further strengthened towards becoming a credible and sought-after core resource for other government entities through continued professional development of its core staff and capacity of the Civil Service Commission as an institution</p> <p>Baselines: 1. No central training unit existing. 2. No feasibility study available.</p> <p>Indicators: 1. Central training unit for civil servants existing in Civil Service Commission (Y/N). 2. Feasibility study available (Y/N).</p>	<p><u>Target (2010):</u></p> <p>3.1 Central training unit established in the Civil Service Commission</p> <p><u>Target (2011):</u></p> <p>3.3 Civil Service Commission has a clear understanding of all options for setting up and running a civil service training academy/structure and their cost</p> <p><u>Targets (2012):</u> N/A</p>	<p><u>Activity results and activities:</u></p> <p>3.1.1: <i>Dedicated capacity to support training, re-training and professional development of civil servants exists within the Civil Service Commission</i></p> <ul style="list-style-type: none"> ● 3.1.1.1: Training centre set up and equipped at the central level within the Civil Service Commission ● 3.1.1.2: Training coordinator within the Civil Service Commission and deputy identified and trained <p>3.2.1: <i>Feasibility study finalized</i></p> <ul style="list-style-type: none"> ● 3.2.1.1: Feasibility study conducted 	<p><u>Target 3.1:</u></p> <p>Local consultants: US\$ 10,000</p> <p>Equipment and furniture: US\$ 10,000</p> <p>IT equipment: US\$ 10,000</p> <p>In-kind contributions from Civil Service Commission (staff, office space)</p> <p><u>Target 3.2:</u></p> <p>International consultants: US\$ 12,000</p> <p>Travel: US\$ 3,000</p>

<p>Output 4: Greater transparency in performance management and accountability of, and better training opportunities for civil servants in the State Social Protection Fund (SSPF).</p> <p>Baselines: 1. No competency framework, human resource strategy and performance appraisal system in place in the SSPF. 2. No LMS existing. 3. Limited awareness among state agencies on the need for and implementation of a modern performance appraisal system and performance standards.</p> <p>Indicators: 1. Existence of core competency framework, human resource strategy and performance appraisal system in the SSPF (Y/N) 2. Successful introduction of LMS (Y/N). Proportion of civil servants in SSPF having successfully completed the existing course modules. 3. Number of state agencies indicating their interest in introducing the performance appraisal system, too.</p>	<p><u>Target (2010):</u></p> <p>4.1 Core competency framework, human resource strategy and performance appraisal system for the SSPF developed and piloted in the agency</p> <p><u>Target (2011/12):</u></p> <p>4.2 Civil Service Commission has piloted the use of an LMS in the SSPF and gained a good understanding of the functioning of the LMS and can provide sound advice on introduction of such systems to other ministries/state agencies.</p>	<p><u>Activity results and activities:</u></p> <p>4.1.1: Coherent and strategic core competency framework, human resource strategy and performance appraisal system are used in the SSPF</p> <ul style="list-style-type: none"> ● 4.1.1.1: Core competency framework, human resource strategy and performance appraisal system developed and approved ● 4.1.1.2: SSPF middle- and high-level civil servants are trained on and have a clear understanding of performance standards and appraisal and what is expected from them ● 4.1.1.3: Training materials developed and training on the new performance appraisal system and career management conducted for the staff of the SSPF ● 4.1.1.4: Mechanism established to institutionalize the new performance appraisal system in the SSPF ● 4.1.1.5: Results report drafted and presented to other state agencies <p>4.2.1: An LMS is introduced in the SSPF on a pilot basis</p> <ul style="list-style-type: none"> ● 4.2.1.1: LMS selected ● 4.2.1.2: Up to five online training modules developed ● 4.2.1.3: System is introduced in the SSPF and numbers of civil servants in the SSPF who have successfully completed the online modules is monitored ● 4.2.1.4: Feedback from users is collected and analyzed, and lessons learned are shared <p><u>Activity results and activities:</u></p> <p>5.1.1: All project activities are</p>	<p>Civil Service Commission</p>	<p><u>Target 4.1</u> International consultants: US\$ 10,000 Travel: US\$ 3,000 Local consultants: US\$ 20,000 Supplies/stationery: US\$ 1,500 Printing and publications: US\$ 8,500</p> <p><u>Target 4.2</u> Contractual services (companies): US\$ 220,000 International consultants: US\$ 50,000 Local consultants: US\$ 20,000 Travel: US\$ 10,000</p>
<p>Output 5: Sound project management</p>	<p><u>Target (2010-12):</u></p> <p>5.1 Project managed effectively</p>	<p><u>Activity results and activities:</u></p> <p>5.1.1: All project activities are</p>	<p>UNDP/Civil Service Commission</p>	<p><u>Target 5.1:</u> Service contracts</p>

			<p><i>implemented in a timely fashion in accordance with the Annual Work Plans, and the project budget is fully delivered by the end of 2012</i></p> <ul style="list-style-type: none"> • 5.1.1.1: Annual planning of work (including procurement) and budget is done in a timely fashion • 5.1.1.2: Implementation of work is well-managed, coordinated and monitored • 5.1.1.3 Project impact is monitored and evaluated as appropriate 																																																																																																																																																																										
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(individuals): US\$ 85,000
 In-kind contributions from Civil Service Commission (office space, supplies/stationery)

IV. Annual Work Plans

Year: 2010

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<p>Output 1: Merit-based recruitment of civil servants supported at the central and regional levels</p> <p>Baseline (December 2009): 7 waves of competitive recruitment examinations into the civil service conducted</p> <p>Indicator: Number of waves of competitive entrance exams annually conducted by the Civil Service Commission</p> <p>Target: 1</p>	<p><u>Activity results and activities:</u></p> <p><u>1.1.1: 8th wave of competitive recruitment examinations organized by the Civil Service Commission</u></p> <ul style="list-style-type: none"> • 1.1.1.1: Vacant positions announced • 1.1.1.2: Examinations and interviews conducted and candidates proposed to recruiting ministries and state agencies 		X			Civil Service Commission	Government of Azerbaijan	Contractual services (companies)	US\$ 18,785
<p>Output 2: Increased efficiency and effectiveness of the civil service through continued professional development of civil servants in ministries and state agencies at the central and regional levels</p> <p>Baselines: 1. 5 training modules existing for civil servants at the central and regional levels. 2. No clear understanding of capacity development/training needs of middle-level civil servants in Azerbaijan. 3. No Capacity Development Action Plan for the civil service</p>	<p><u>Activity results and activities:</u></p> <p><u>2.1.1: Capacity development needs of target group analyzed</u></p> <ul style="list-style-type: none"> • 2.1.1.1 Survey on training needs of middle-level civil servants conducted with departments/agencies and with individual civil servants • 2.1.1.2 Results analyzed and report written <p><u>2.2.1: Capacity Development Action Plan drafted</u></p> <ul style="list-style-type: none"> • 2.2.1.1 Capacity Development Action Plan drafted and approved 	X				Civil Service Commission	Government of Norway	Local consultants	US\$ 2,000
						Civil Service Commission	Unfunded	Local consultants	US\$ 2,400

<p>existing.</p> <p>Indicators: 1. Number of training modules existing for civil servants within the Civil Service Commission. 2. Survey of capacity development /training needs conducted and report with analysis of needs available (Y/N). 3. Capacity Development Action Plan for the civil service developed (Y/N).</p> <p>Targets: 1. Nine additional training modules for civil servants developed in the Civil Service Commission. 2. Survey of capacity development/training needs conducted and needs analyzed. 3. Capacity Development Action Plan finalized and approved.</p>	<p>2.3.1: Ready-to-use needs-based training modules exist and trainings are delivered</p> <ul style="list-style-type: none"> ● 2.3.1.1 Five new training modules developed based on the findings of the capacity needs assessment ● 2.3.1.2 Trainings using the new modules piloted in the SSPF and amendments made to the modules as necessary <p>2.4.1: Two to three short-term study tours to expert training centres abroad organized for civil servants to acquire specific knowledge in relevant areas</p> <ul style="list-style-type: none"> ● 2.4.1.1: Training institutes identified in line with UNDP procurement rules ● 2.4.1.2: Specific training objectives and schedules agreed ● 2.4.1.3 Study tours conducted <p>2.5.1: 150 civil servants in five groups attended one-day intensive trainings on human resources management, including the role of administrators and leaders in management, delegation, time management, etc.</p> <ul style="list-style-type: none"> ● 2.5.1.1: Training agenda agreed ● 2.5.1.2: Training delivered <p>2.6.1: Human Resource managers of all ministries/state agencies</p>	<p>Dec 09</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Civil Service Commission</p>	<p>Government of Norway (US\$ 40,000) Unfunded (US\$ 60,000)</p>	<p>International consultants Travel Local consultants Audio-visual productions Printing and publications Translation costs Supplies/stationery</p>	<p>US\$ 50,000 US\$ 10,000 US\$ 20,000 US\$ 2,000 US\$ 10,000 US\$ 6,000 US\$ 2,000</p>
		<p>Dec 09</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Civil Service Commission</p>	<p>Government of Norway</p>	<p>Contractual services (companies) Travel</p>	<p>US\$ 50,000 US\$ 30,000</p>
		<p>X</p>	<p>X</p>	<p>X</p>	<p>Civil Service Commission</p>	<p>Government of Norway</p>	<p>International consultants Travel Supplies/stationery</p>	<p>US\$ 10,000 US\$ 2,000 US\$ 1,000</p>	
		<p>X</p>	<p>X</p>	<p>X</p>	<p>Civil Service</p>	<p>Government of</p>	<p>Local consultants</p>	<p>US\$ 4,000</p>	

	<p><i>under the mandate of the Civil Service Commission received Training of Trainers (ToT)</i></p> <ul style="list-style-type: none"> • 2.6.1.1: Training schedule developed • 2.6.1.2: Existing training module revised as necessary • 2.6.1.3: ToTs conducted • 2.6.1.4: Human Resource managers tested to assess their ability to run trainings on their own <p><i>2.7.1: Ready-to-use training modules exist and trainings are delivered to civil servants in regions</i></p> <ul style="list-style-type: none"> • 2.7.1.1: Four new training modules developed with a specific focus on the needs of the regions • 2.7.1.2: New wave of training for civil servants in the regions organized and conducted • 2.7.1.3: Feedback of civil servants participating in trainings on the new modules collected and analyzed; modules revised as necessary 						<p>Commission</p> <p>Norway</p> <p>Civil Service Commission</p> <p>Government of Norway (US\$ 60,000)</p> <p>Unfunded (US\$ 40,000)</p>	<p>Supplies/stationery</p> <p>International consultants</p> <p>Travel</p> <p>Local consultants</p> <p>Audio-visual productions</p> <p>Printing and publications</p> <p>Translation costs</p> <p>Supplies/stationery</p>	<p>US\$ 1,000</p> <p>US\$ 40,000</p> <p>US\$ 10,000</p> <p>US\$ 30,000</p> <p>US\$ 2,000</p> <p>US\$ 10,000</p> <p>US\$ 6,000</p> <p>US\$ 2,000</p>
<p>Output 3: Civil Service Commission further strengthened towards becoming a credible and sought-after core resource for other government entities through continued professional development of its core staff and</p>	<p><u>Activity results and activities:</u></p> <p><i>3.1: Dedicated capacity to support training, re-training and professional development of civil servants exists within the Civil Service Commission</i></p> <ul style="list-style-type: none"> • 3.1.1.1: Training centre set up and equipped at the central level within the Civil 	<p>X</p>	<p>X</p>	<p>X</p>			<p>Unfunded</p> <p>Civil Service Commission</p>	<p>Local consultants</p> <p>Equipment and furniture</p> <p>IT equipment</p> <p>In-kind contributions from Civil Service Commission (staff, office space)</p>	<p>US\$ 10,000</p> <p>US\$ 10,000</p> <p>US\$ 10,000</p>

<p>development of the training capacity of the Civil Service Commission as an institution</p> <p>Baseline: No dedicated training unit existing to coordinate training, re-training and professional development of civil servants</p> <p>Indicator: Existence of a dedicated training unit within the Civil Service Commission (Y/N)</p> <p>Target: Dedicated training unit set up and staff trained</p>	<p>Service Commission</p> <ul style="list-style-type: none"> 3.1.1.2: Training coordinator within the Civil Service Commission and deputy identified and trained 	X	X	X	X	X	X	X	X	<p>Government of Norway</p>	<p>Civil Service Commission</p>	<p>International consultants Travel Local consultants Supplies/stationery Printing and publications</p>	<p>US\$ 10,000 US\$ 3,000 US\$ 20,000 US\$ 1,500 US\$ 8,500</p>
<p>Output 4: Greater transparency in performance management and accountability of, and better training opportunities for civil servants in the State Social Protection Fund (SSPF)</p> <p>Development of a core competency framework, human resource strategy and performance appraisal system for the SSPF</p> <p>Baseline: No competency framework, human resource strategy and performance appraisal system in place in the SSPF</p> <p>Indicator: Existence of core competency framework, human resource strategy and performance appraisal system in the SSPF (Y/N)</p>	<p><u>Activity results and activities:</u></p> <ul style="list-style-type: none"> 4.1.1: <i>Coherent and strategic core competency framework, human resource strategy and performance appraisal system are used in the SSPF</i> 4.1.1.1: Core competency framework, human resource strategy and performance appraisal system developed and approved 4.1.1.2: SSPF middle- and high-level civil servants are trained on and have a clear understanding of performance standards and appraisal and what is expected from them 4.1.1.3: Training materials developed and training on the new performance appraisal system and career management conducted 	X	X	X	X	X	X	X	X	<p>Government of Norway</p>	<p>Civil Service Commission</p>	<p>International consultants Travel Local consultants Supplies/stationery Printing and publications</p>	<p>US\$ 10,000 US\$ 3,000 US\$ 20,000 US\$ 1,500 US\$ 8,500</p>

<p>2010 target: All elements developed and approved</p>	<p>for the staff of the SSPF</p> <ul style="list-style-type: none"> ● 4.1.1.4: Mechanism established to institutionalize the new performance appraisal system in the SSPF ● 4.1.1.5: Results report drafted and presented to other state agencies 									
<p>Output 5: Sound project management</p> <p>Baseline: 100% delivery of budget (2009)</p> <p>Indicator: Project delivery rate</p> <p>Target: 95%</p>	<p><u>Activity results and activities:</u></p> <p>5.1.1: <i>All project activities are implemented in a timely fashion in accordance with the Annual Work Plans, and the project budget is fully delivered by the end of 2012</i></p> <ul style="list-style-type: none"> ● 5.1.1.1: Annual planning of work (including procurement) and budget is done in a timely fashion ● 5.1.1.2: Implementation of work is well-managed, coordinated and monitored ● 5.1.1.3 Project impact is monitored and evaluated as appropriate 	X	X	X	X	UNDP/Civil Service Commission	UNDP	Service contracts (individuals) In-kind contributions from Civil Service Commission (office space, supplies/stationery)	US\$ 34,000	US\$ 436,400
TOTAL										US\$ 436,400

Year: 2011

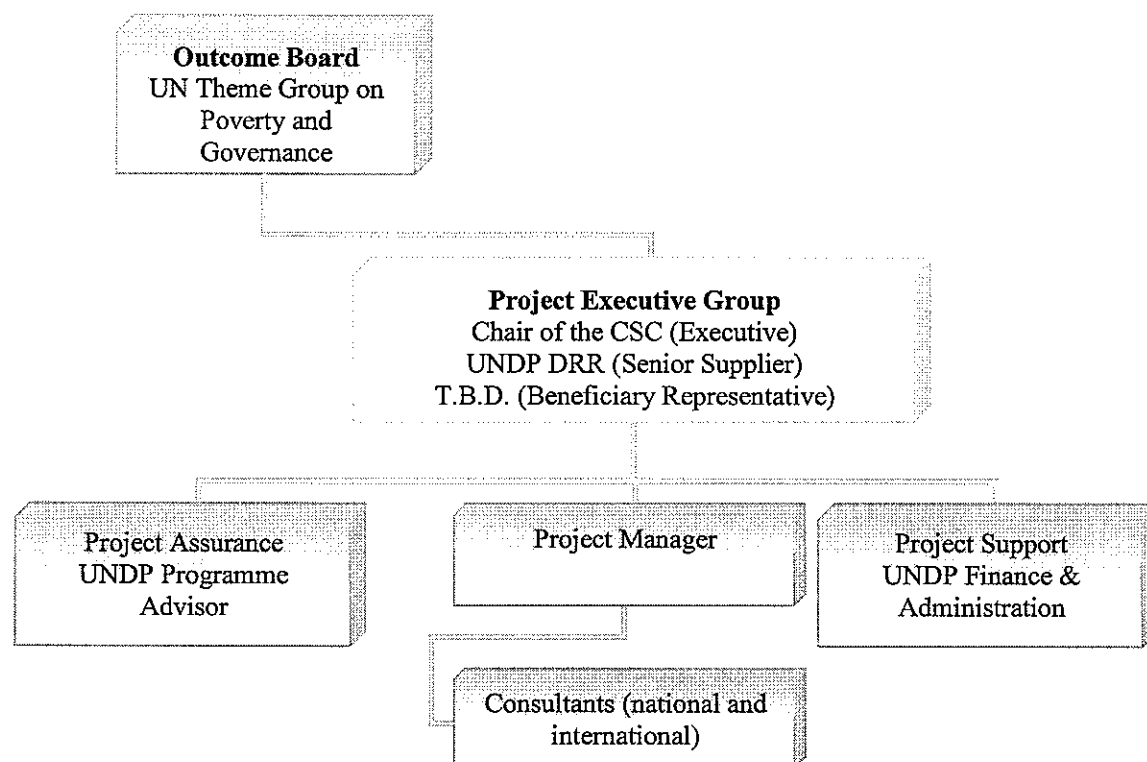
EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget/Description	Amount
<p>Output 3: Civil Service Commission further strengthened towards becoming a credible and sought-after core resource for other government entities through continued professional development of its core staff and development of the training capacity of the Civil Service Commission as an institution</p> <p>Baseline: No feasibility study available</p> <p>Indicator: Feasibility study available (Y/N)</p> <p>Target: Feasibility study conducted and results available</p>	<p><u>Activity results and activities:</u></p> <p>3.2.1: <i>Feasibility study finalized</i></p> <ul style="list-style-type: none"> 3.2.1.1: Feasibility study conducted 		X			Civil Service Commission	Unfunded	International consultants Travel	US\$ 12,000 US\$ 3,000
<p>Output 4: Greater transparency in performance management and accountability of, and better training opportunities for civil servants in the State Social Protection Fund (SSPF)</p> <p>Development of a core competency framework, human resource strategy and performance appraisal system for the SSPF</p> <p>Baseline: No Learning Management System (LMS) existing</p>	<p><u>Activity results and activities:</u></p> <p>4.2.1: <i>An LMS is introduced in the SSPF on a pilot basis</i></p> <ul style="list-style-type: none"> 4.2.1.1: LMS selected 4.2.1.2: Up to five online training modules developed 4.2.1.3: System is introduced in the SSPF and numbers of civil servants in the SSPF who have successfully completed the online modules is monitored 	X	X	X	X	Civil Service Commission	Unfunded	Contractual services (companies) International consultants Travel Local consultants	US\$ 220,000 US\$ 50,000 US\$ 10,000 US\$ 18,000

<p>Indicator: Successful introduction of LMS (Y/N)</p> <p>Target: LMS introduced and successfully tested</p> <p>Output 5: Sound project management</p> <p>Baseline: 100% delivery of budget (2009)</p> <p>Indicator: Project delivery rate</p> <p>Target: 95%</p>	<p><u>Activity results and activities:</u></p> <p>5.1.1: All project activities are implemented in a timely fashion in accordance with the Annual Work Plans, and the project budget is fully delivered by the end of 2012</p> <ul style="list-style-type: none"> •5.1.1.1: Annual planning of work (including procurement) and budget is done in a timely fashion •5.1.1.2: Implementation of work is well-managed, coordinated and monitored •5.1.1.3 Project impact is monitored and evaluated as appropriate 	X	X	X	X	X		UNDP/Civil Service Commission		UNDP		Service contracts (individuals) In-kind contributions from Civil Service Commission (office space, supplies/stationery)		US\$ 34,000
TOTAL														US\$ 349,000

Year: 2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 4: Greater transparency in performance management and accountability of, and better training opportunities for civil servants in the State Social Protection Fund (SSPF) Development of a core competency framework, human resource strategy and performance appraisal system for the SSPF</p> <p>Baseline: No Learning Management System (LMS) existing</p> <p>Indicator: Successful introduction of LMS (Y/N)</p> <p>Target: LMS introduced and successfully tested</p>	<p><u>Activity results and activities:</u></p> <p>4.2.1: An LMS is introduced in the SSPF on a pilot basis</p> <ul style="list-style-type: none"> 4.2.1.4: Feedback from users is collected and analyzed, and lessons learned are shared 	X	X			Civil Service Commission	Unfunded	Local consultants	US\$ 2,000
<p>Output 5: Sound project management</p> <p>Baseline: 100% delivery of budget (2009)</p> <p>Indicator: Project delivery rate</p> <p>Target: 95%</p>	<p><u>Activity results and activities:</u></p> <p>5.1.1: All project activities are implemented in a timely fashion in accordance with the Annual Work Plans, and the project budget is fully delivered by the end of 2012</p> <ul style="list-style-type: none"> 5.1.1.1: Annual planning of work (including procurement) and budget is done in a timely fashion 5.1.1.2: Implementation of work is well-managed, coordinated and monitored 5.1.1.3 Project impact is 	X	X			UNDP/Civil Service Commission	UNDP	Service contracts (individuals) In-kind contributions from Civil Service Commission (office space, supplies/stationery)	US\$ 17,000

V. Management Arrangements



A. National Execution (NEX). The project will be nationally executed, implemented by the Civil Service Commission, who will be both the Implementing Partner and the Beneficiary of the project. Implementation support such as procurement and contracting will be provided by the UNDP Country Office (see, Project Governance Arrangements, below) and will be consistent with the relevant UNDP Rules and Procedures for procurement and human resource management and Results Based Management guidelines. In its capacity as Implementing Partner, the Civil Service Commission will be responsible for overall project management. As the Implementing Partner, the Civil Service Commission will also be responsible for the facilitation of all international consultant missions undertaken within the context of this project and its related activities, ensuring appropriate access to project sites, relevant data, records, agencies and authorities. UNDP will provide support and services offered to the project as detailed in the project annual and quarterly work plans.

B. Project Governance Arrangements. The project will have a governance structure which is aligned with UNDP's rules for Results Based Management.

i. Project Executive Group: the Project Board 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, and the project monitoring and communication plan. The Project Executive Group, will consist of three members:

- The Chair (Implementing Partner) will convene the Project Executive Group. This position will be held by the Chairman of the CSC;
- The Senior Supplier This position will be held by the UNDP DRR (P), or a UNDP ARR; and,
- The Beneficiary Representative, who will be designated by the CSC to represent the Government beneficiaries.

ii. Project Management. The Project Manager will be 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 and will be guided by annual and quarterly work plans and follow the Results Based Management standards. The Project Manager will prepare quarterly work plans in advance of each quarter and submit them to the Project Board for approval. The Project Manager will be a UNDP contract holder and neither an employee of the CSC, nor a civil servant. Terms of Reference for the Project Manager are described in Annex 1.

iii. Project Assurance. UNDP will designate a Development Advisor to provide independent project oversight and monitoring functions, to ensure that that project activities are managed and milestones accomplished. The UNDP Development Advisor will be responsible for reviewing risks and issues logs, and ensuring compliance with the monitoring and communications Plan.

iv. Project Support. UNDP will provide financial and administrative support to the project including procurement, contracting, travel and international consultants. UNDP will ensure auditing in accordance with the relevant UNDP Rules and Procedures for auditing NEX projects.

v. Project Outcome Board. The UN Theme Group on Poverty and Governance will act as the Outcome board for this project, providing independent advice to the project, and measuring contribution to the relevant UNDAF Outcome.

C. Project Inputs. The following inputs will be provided by the Government of Azerbaijan and UNDP in order for the successful implementation of project outputs and activities in the period December 2009 – December 2010:

Government inputs

- US\$ 30,000 contributed as a direct financial input by the government;
- In-kind staff time and venue support directly related to the project key activities and outputs;
- 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;
- The Chair and Beneficiary Representative who are members of the Project Executive Group, and who are 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:

- US\$ 85,000 from UNDP Azerbaijan TRAC as a direct financial input to the project;

- Coordination of the project activities to ensure concordance with other UNDP-financed projects and activities;
- Direct support for identification, selection and recruitment of international and national consultants (in support of decisions taken by the Project Executive Group);
- Support services for procurement, contracting and direct payments, as requested by the CSC;
- Participation in the quarterly work plan formulation, selection of equipment suppliers and vendors, and organization of public relations functions and events.

D. Risks

Political Risk.

1. The project directly challenges the system of appointments and promotions in the public service which has traditionally served as a mechanism for ensuring loyalty and patronage. The government has expressed its intent and will to professionalize the public service. To this end it has created the Civil Service Commission tasked to begin the process of eliminating "rent seeking", and promoting a professional civil service based on meritocratic principles. However, if these reforms are to work, they will have to be implemented across the government, and affect ministries where the potential to use positional authority to seek rents is high, or where political loyalty is critical (depending on the functions the ministry performs). Resistance from key ministries may be a "spoiler" that affects the effectiveness of the CSC, and potentially undermines the political will to support reform, or the refuse to recognize the authority of the CSC.

Financial Risk.

1. UNDP core funding and donor assistance to the country continues to shrink and funding for the UNDP Country Programme increasingly depends on Government contributions. Resource mobilization is becoming increasingly difficult and it may be hard to fill the existing financial gap (marked as 'unfunded budget' on the cover page). In this event, the extent of the results to be achieved will be reduced by UNDP, or some activities will not be undertaken at all.

2. Prices continue to increase and inflation rate continues to be double-digit. Increase in prices at the local markets and currency depreciation may lead to the deficits in project budgets. It also necessitates salary increases, which put additional financial constraints on the project budget.

Security Risk.

1. At present Baku is not under any security phase, and the rest of the country, except for the regions bordering the occupied territories, are not under any UN security phase. Security risks will be assessed in accordance to UN security standards.

E. Audit Arrangements

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

F. Other issues:

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

VI. Monitoring Framework And Evaluation

MONITORING AND EVALUATION

Project monitoring will be performed through four primary mechanisms:

1. **Project Work Plans.** Achievement of project outputs will be tracked through adherence to the output, target and activity indicators and quality assessment embedded in the quarterly, annual and the project work plans.
2. **Project Assurance** through the validation of activities and outputs. A designated UNDP Development Advisor will independently verify project milestones and validate the completion of quarterly work plans and review requested changes to the annual project work plan. Changes to the annual work plan will be reviewed and approved by the Project Executive Group.
3. **Monitoring and Communications Plan.** The project will maintain and update a Monitoring and Communications Plan as well as Activity, Risk and Issues logs. These logs have been established concurrently with the preparation of the first quarterly work plan at the inception of the project and are updated quarterly. They are maintained by the Project Manager, and reviewed by as part of Project Assurance. The Project Board will consider recommendations arising from the quality assurance reviews and introduce such changes to the project as are deemed necessary for effectiveness, performance and risk mitigation.
4. **Project Progress Report:** Based on the above information recorded in Atlas, Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board. The Project Board may decide to organize formal meetings to review the PPR. There may be additional narrative and financial reports required by partners to supplement the PPR.
5. **Project progress reviews:** The Project Board will meet twice a year to undertake Mid-term and Annual Project progress reviews.
6. **Evaluation:** The project was evaluated in November 2009.

VII. Quality Management for Project Activity Results

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	Competitive recruitment	Start Date: 01/04/2010 End Date: 30/06/2010
Purpose	Filling of civil service vacancies	
Description	Announcement of competition; organization of examination and interviews; proposal of successful candidates to recruiting ministries/state agencies.	
Quality Criteria	Quality Method	Date of Assessment
Feedback from CSC	Interview	30/7/2010
OUTPUT 2:		
Activity Result 1 (Atlas Activity ID)	Capacity development needs analysis	Start Date: 01/01/2010 End Date: 31/03/2010
Purpose	Ensure common understanding of civil servants' capacity development needs	
Description	Recruitment of consultant; development of questionnaire; survey interviews; analysis of results; drafting report.	
Quality Criteria	Quality Method	Date of Assessment
Report gives clear indication of capacity development needs of civil servants	Review of report	30/04/2010
Activity Result 2 (Atlas Activity ID)	Capacity Development Action Plan for civil service	Start Date: 01/01/2010 End Date: 31/03/2010
Purpose	Agreed Capacity Development Action Plan in place	
Description	Capacity Development Action Plan drafted and approved.	
Quality Criteria	Quality Method	Date of Assessment
Feedback from CSC	Interview	30/04/2010
Activity Result 3 (Atlas Activity ID)	Needs-based training modules developed and tested	Start Date: 01/04/2010 End Date: 30/09/2010
Purpose	Provide civil servants with training tailored to their needs	
Description	Recruitment of consultants; development of training modules; testing of modules and adjustment as necessary.	
Quality Criteria	Quality Method	Date of Assessment
Feedback from civil servants participating in pilot training with new modules	Training evaluation forms	30/09/2010
Activity Result 4 (Atlas Activity ID)	Study tours	Start Date: 01/01/2010 End Date: 30/09/2010
Purpose	Capacity development of participating civil servants	
Description	Selection of training institutions; development of training schedules; organization of study tour.	
Quality Criteria	Quality Method	Date of Assessment
Feedback from participants	Interview	31/10/2010
Activity Result 5 (Atlas Activity ID)	Intensive 5-day training for 150 civil servants	Start Date: 01/01/2010 End Date: 28/02/2010
Purpose	Increased knowledge of participating civil servants in human resources management	
Description	Contracting of training consultant; development of training agenda; delivery of training.	
Quality Criteria	Quality Method	Date of Assessment
Feedback from participants	Evaluation forms	31/03/2010

Activity Result 6 (Atlas Activity ID)	ToT for HR managers	Start Date: 01/01/2010 End Date: 30/09/2010
Purpose	Enabling HR managers of ministries/state agencies to train other civil servants in their institutions on relevant issues	
Description	Developing training schedule; conduct ToTs; test HR managers to assess their ability to run trainings on their own	
Quality Criteria	Quality Method	Date of Assessment
Percentage of HR managers with satisfactory training skills	Test results	31/10/2010
Activity Result 7 (Atlas Activity ID)	Training modules developed and trainings conducted for civil servants in regions	Start Date: 01/04/2010 End Date: 31/12/2010
Purpose	Capacity of civil servants in regions is strengthened	
Description	Development of new training modules with a specific focus on the needs of the regions; new wave of training for civil servants in the regions organized and conducted; Feedback of civil servants participating in trainings on the new modules collected and analyzed; modules revised as necessary	
Quality Criteria	Quality Method	Date of Assessment
Feedback from training participants	Evaluation forms	31/12/2010
OUTPUT 3:		
Activity Result 1 (Atlas Activity ID)	Central training unit in CSC	Start Date: 01/01/2010 End Date: 31/12/2010
Purpose	Creating a dedicated training unit to coordinate the training, re-training and professional development of civil servants in the CSC	
Description	Equipment of central training unit; training of training coordinator and deputy.	
Quality Criteria	Quality Method	Date of Assessment
Feedback from CSC	Interview	31/12/2010
Activity Result 2 (Atlas Activity ID)	Feasibility study for civil service training academy/structure	Start Date: 01/04/2011 End Date: 30/06/2011
Purpose	Civil Service Commission has clear understanding of options and cost for setting up and running a civil service training academy/structure	
Description	Conduct feasibility study.	
Quality Criteria	Quality Method	Date of Assessment
Quality of document	Review of document	31/08/2011
OUTPUT 4:		
Activity Result 1 (Atlas Activity ID)	Core competency framework, human resource strategy and performance appraisal system for SSPF	Start Date: 01/01/2010 End Date: 31/12/2010
Purpose	Coherent and strategic core competency framework, human resource strategy and performance appraisal system are used in the SSPF	
Description	Elements developed, approved and put in place; civil servants in SSPF trained in use of performance appraisal system; system implemented.	
Quality Criteria	Quality Method	Date of Assessment
Feedback from SSPF	Interview	31/01/2011
Activity Result 2 (Atlas Activity ID)	Piloting of LMS in SSPF	Start Date: 01/01/2011 End Date: 30/06/2012
Purpose	Piloting of what could become a permanent training-on-demand tool that the CSC offers to civil servants	
Description	Selection of an LMS; development of five online training modules; introduction of the LMS in SSPF; monitoring numbers of civil servants in the SSPF who have successfully completed the five modules; collecting and analyzing feedback from users; sharing lessons learned.	
Quality Criteria	Quality Method	Date of Assessment
Individual and institutional feedback from users, SSPF and CSC	Combination of questionnaires and interviews	30/06/2012

OUTPUT 5:		
Activity Result 1 (Atlas Activity ID)	Sound project management	Start Date: 01/01/2010 End Date: 30/06/2012
Purpose	Project managed efficiently	
Description	All activities implemented in a timely fashion in accordance with the Annual Work Plans; project budget fully delivered by the end of December 2012.	
Quality Criteria	Quality Method	Date of Assessment
Quality of work of project team	Individual performance appraisals	31/12/2010, 31/12/2011, 30/06/2012

VIII. Legal Context

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

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.

IX. SPECIAL CLAUSES

1. Schedule of payments to UNDP by the Government of Azerbaijan:

- US\$ 10,000 by 31 May 2010
- US\$ 20,000 by 30 September 2010

2. The value of payments by the Government, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

5. All financial accounts and statements shall be expressed in United States dollars.

6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 6 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

9. In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 5% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

10. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

11. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

X. ANNEXES

- Annex 1: Risk Analysis
- Annex 2: Cost-sharing agreements between UNDP and the Government of Azerbaijan, and UNDP and the Government of Norway
- Annex 3: Terms of Reference of Project Manager and Project Assistant
- Annex 4: Capacity Assessments of Civil Service Commission
- Annex 5: Annual Work Plans of 2006-2009

Annex 1: Risk Analysis



OFFLINE RISK LOG

Project Title: Good Governance Through Civil Service Reform Award ID: 00044982 Date: 18/12/2009

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	UNDP and the Civil Service Commission may not be able to mobilize financial resources sufficient to cover the funding gap in the project.	15/12/2008	Financial	The scope of some activities may be limited as a result, whereas other activities might not be implemented at all. P = 3 I = 3	UNDP is in discussions with interested donors, and discusses parallel funding with the State Social Protection Fund.	UNDP, CSC	Programme Officer	15/12/2009	No change