

Annual Project Progress Report

Project Title: Civil Service Reform

Project ID: 00053053

Implementing Partner: Civil Service Commission

Project start date: 23 February 2007

Project end date: 31 December 2009

Period covered: January 2009 – December 2009

Section I. Update on Activities

Activity 4. Project Management and Administration

Purpose of Activity	The purpose of the Activity is to ensure project delivery, achievement of annual targets and quality of project outputs.
Planned start date	1 January 2009
Actual start date	1 January 2009
Planned end date	31 December 2009
Actual end date	31 December 2009
Description of Activity	<ol style="list-style-type: none">1. Manage project implementation in compliance with RMG2. Prepare mid-term and annual project progress report3. Organize mid-term and annual Steering Committee meetings4. Conduct NEX audit5. Organize project evaluation
Progress against Activity	<p>A number of informal meetings between project management, UNDP and the Civil Service Commission took place to monitor the project progress and address any issues/problems.</p> <p>Annual Steering Committee meetings took place on 27 January 2009 and 21 July 2009.</p> <p>Annual Work Plan 2009 was prepared and agreed.</p> <p>Specific activities and targets for the year were set up and uploaded to the Development Work Plan.</p> <p>NEX Audit of the project took place as planned.</p> <p>Norwegian contribution was discussed in details and based on that discussion new project document was drafted and signed.</p> <p>The contract with Project Manager Mr. A.Bayramov was prolonged for 1 year period.</p> <p>To ensure smooth implementation of the project Project Assistant was hired. 6 months contract with possibility of extension was signed with Mr. Orkhan Akbarov.</p> <p>International consultant Mr. Daniel Bollinger was hired to evaluate the project. Draft report prepared by Mr. Bollinger was accepted by UNDP and CSC.</p>

Activity 7. Improvement of technical base

Purpose of Activity	The purpose of the Activity is to support establishment of technical base of the Civil Service Commission.
Planned start date	15 June 2009
Actual start date	10 July 2009
Planned end date	15 December 2009
Actual end date	15 December 2009
Description of Activity	Procurement of office equipment and furniture for CSC office.
Progress against Activity	Procurement of office equipment and furniture was initiated in the second half of the year. Relevant division of CSC has presented to the project the list of required equipment and furniture and project management organized procurement process according to UNDP rules. Finally contracts were signed with selected contractors.

Activity 15. Legal Framework

Purpose of Activity	The purpose of the Activity is to improve the legislative framework related to the civil service.
Planned start date	February 2009
Actual start date	March 2009
Planned end date	May 2009
Actual end date	June 2009
Description of Activity	<ol style="list-style-type: none">1. Establishment of legal working group consisting of CSC legal sector staff2. Recruitment of the legal consultant to support the CSC legal staff3. Review of legal basis and development of proposals to improve laws and regulations concerning civil service.
Progress against Activity	<p>The Civil Service Commission has established a working group on legal normative reforms. In the framework of the project local legal consultant was hired to review civil service legislation and make primary work on identification of all gaps and contradictions in the different acts and to draft proposals for the improvement of civil service legislation. Key proposed changes are:</p> <p>Law on Civil Service, amendments dated on 28 april 2009, 806-IIIQD: vacancies for categories 6 to 9 of administrative positions should be filled primarily with civil servants with prior experience in</p>

	<p>the civil service by means of interviews.</p> <p>Law on Civil Service, amendments dated on 26 may 2009, 820-IIIQD: the Migration service was defined as special type of civil service.</p> <p>Decree of President of Azerbaijan dated on 24 June 2009, No. 108 on improvement and implementation of rules on centralised recruitment for 6-9 categories of administrative positions by testing, on improvement of test samples, their expertise, evaluation, organisation of tests, monitoring procedures as defined by CSC.</p> <p>Resolution of Cabinet of Ministers, dated on 19 march 2009, No. 44 covers rules for additional trainings of civil servants, their types, forms, duration and financial guarantees.</p> <p>According to this rule the information regarding the number of civil servants and the training needs of civil servants should be forwarded by state authorities to the CSC by the end of May each year. According to the data recieved and analysed the CSC will draft state order and submit it for the authorization to the Cabinet of Ministers.</p>
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Activity 11. Capacity building for civil servants

Purpose of Activity	The purpose of the Activity is continued capacity development for the staff of the Civil Service Commission and civil servants from other state agencies.
Planned start date	February 2009
Actual start date	February 2009
Planned end date	15 December 2009
Actual end date	25 December 2009
Description of Activity	<ol style="list-style-type: none"> 1. Organize study tours to learn from experience of civil service in foreign countries 2. Identify relevant training courses and institutions. 3. Identify training themes and organize trainings for civil servants from other central government agencies. 4. Contracting local consultant for delivering training on selected theme.
Progress against Activity	<p>In February 2009 CSC delegation visited UK with a purpose to study UK civil service system. During the visit CSC delegation learnt about organization and structure of UK civil service, about recruitment, promotion and pay systems. They have also visited National School of Government and discussed possibility of organization of training courses for Azerbaijani civil servants in that school. The experience of Civil Service Commissioners on recruitment of top level civil servants and performance based pay system can be applied in Azerbaijan.</p> <p>Core staff (about 15 people) significantly improved its competences in organization of competitions, interview techniques, drafting of training modules, organization of conferences.</p>

CSC has organised training courses for human resource specialists from the government agencies on performance appraisal, management of civil servants and civil service procedures. These trainings covered about 80 people.

In October 2009 CSC delegation visited Republic of Korea with a purpose to study Korean civil service system and also to establish bilateral cooperation. CSC delegation visited Korean training center for civil servants and discussed possibilities to send Azerbaijani civil servants for participation in the programmes of that institution.

In December 2009 10 people representing CSC and other state agencies, including Presidential Administration participated in the study visit on Introduction to Human Resources Management in Dutch public sector organized by ROI Dutch Institute of Public Administration.

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Activity 14. Training for regional authorities

Purpose of Activity	The Activity aims to promote the modern approaches to the civil services at the regional level.
Planned start date	February 2009
Actual start date	February 2008
Planned end date	July 2008
Actual end date	July 2008
Description of Activity	<p>1. Delivery of trainings in regions on new methods of human resources management, activities of Civil Service Commission, Code of Ethics, and data collection for civil service register in regions. The Activity's training plan covers more than 50 regions of Azerbaijan clustered in 10 zones.</p> <p>2. Contracting local training consultant.</p>
Progress against Activity	<p>CSC continued organization of trainings on new methods of human resources management, activities of Civil Service Commission, Code of Ethics, and data collection for civil service register. 57 regions including Baku were covered. About 600 civil servants participated in the activity. CSC is collecting feedback on this activity and in general feedback very positive.</p> <p>The selected contractor SUN Consulting MMC provided logistical support for the organization of trainings for civil servants in the regions of Azerbaijan.</p>

Activity 16. Competitive examinations

Purpose of Activity	Improve the fairness of the recruitment process for the civil service and the quality of new entrants into the civil servants
Planned start date	February 2009
Actual start date	May 2009
Planned end date	November 2009
Actual end date	November 2009
Description of Activity	Conduct at least 2 recruitment rounds for the entry into civil service.
Progress against Activity	During the period Civil Service Commission announced one round competition and two rounds of interviews for the entry to civil service. Procurement process was initiated according to UNDP regulations to identify newspaper for posting advertisement on civil service vacancies. The contract (LTA) was signed with newspaper "Respublika".

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Section II. Risks Log

Type of Risk	Description	Comment or Management Response
Operational	Delays in operationalising the new CSC may delay the implementation of the project's activities.	The CSC is now fully operational and the risk is no longer relevant.
Operational	Number of applicants for the civil service vacancies may be low due to lack of awareness among the population and lack of trust into objectivity and fairness of the recruitment process.	The number of applicants to examinations administered by the CSC increased from 930 in the first round in 2007, to over 2300 in the fifth round in 2009. Number of visitors to the CSC site makes 912439. This risk is considered reduced.
Political	Regional authorities have so far remained out of reach of the public administration reform and may resist shift to a new civil service system based on greater transparency, accountability and meritocratic principles.	The project initiated a round of country-wide trainings for regional authorities to raise awareness and educate about the civil service reforms related to the competitive recruitment system, Code of Ethics and other human resource management issues. This step is hoped to reduce the risk of non-compliance with the reform at the regional level. It should be accompanied by advocacy efforts to strengthen the political support to the reform process.
Financial	UNDP and the Civil Service Commission may not be able to mobilise financial resources sufficient to meet the needs of the project. 2009 project activities risk	UNDP applied for the Norwegian funds in the amount of USD 450,000. The scope of the project proposal was expanded to include pilot project with the State Pension fund, gender mainstreaming

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	to be limited in scope and ambition.	and preparation of NHDR.
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Section III. Issues Log

Type of Issue	Description	Comment or Management Response
Change	The project will be revised to incorporate a component on gender mainstreaming	The project on mainstreaming gender into civil service was finalised and was LPACed in 3 rd quarter.
Problem	The project delivery was low in the first half of the year (only 21%).	Issue was discussed with the Project Manager and Project Director. The project had a plan to spend USD 113,205 out of USD 168,405 available in the budget. At the end of the year 94,6 % of the project budget was spent.
Other	To ensure smooth implementation of the project, rapid recruitment of a Project Assistant is necessary.	Project Assistant was recruited and started work in November 2009.
Other	The process for transfer of project vehicles ownership has been initiated.	Vehicle was transferred.

Section IV. Update on output progress

Output	Strengthened operational capacities of the Civil Service Commission through robust strategic capacity building; and key civil service reforms, and effective awareness raising, monitoring and evaluation in support of MDG 9 (Good Governance)
Baseline	The Law on Civil Service exists Civil Service Commission established but not operationalised. Zero government entities for which competitive entrance exams are conducted by the Civil Service Commission. Training for civil servants is not systematic.
Indicator	Number of waves of competitive entrance exams annually conducted by the Civil Service Commission. Number of civil servants benefited from trainings in human resources and management issues Civil service reform elements reflected in national strategies and legal acts.
Target for year 2009	At least two waves of competitive recruitment examinations (for applicants with less than 5 years experience in civil service) into civil service and at least two wave of interviews (for applicants with at least 5 years

	<p>experience in civil service) conducted.</p> <p>Up to 80 senior civil servants from central state agencies and civil servants from at least from 20 regional executive committees and regional branches of central state agencies (approx. 400 people) are trained in human resources management, code of ethics and other civil service issues.</p> <p>Recommendations to further improve civil service legislation related to new rules on recruitment for civil service and on additional education of civil servants are developed and submitted to the Government.</p>
<p>Achievement for year 2009</p>	<p>During reporting period 1 wave of competitive recruitment examinations (for applicants with less than 5 years experience in civil service) and 2 wave of interviews (for applicants with at least 5 years experience in civil service) were conducted.</p> <p>80 senior civil servants from central state agencies and about 600 civil servants from 57 regions were trained in human resources management, code of ethics and other civil service issues.</p> <p>10 people representing CSC and other state agencies including Presidential Administration participated in the study visit organized by ROI Dutch Institute of Public Administration.</p> <p>Proposed recommendations to improve civil service legislation were made. They were reflected in the amendments to the Civil Service Law, Presidential Decree and Resolution of the Cabinet of Ministers. One of the key implication of the changes is shift from paper-based to computer-based tests which minimizes human interference and promotes transparency.</p>