

Mid-term 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: 28 February 2010

Period covered: January 2009 – June 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	
Description of Activity	<ol style="list-style-type: none"> 1. Manage project implementation in compliance with RMG 2. Prepare mid-term and annual project progress report 3. Organize mid-term and annual Steering Committee meetings 4. Conduct NEX audit 5. 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 meeting took place on 27 January 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>The contract with Project Manager Mr. A. Bayramov was prolonged for 1 year period. <i>until beginning MAR 2010</i></p> <p><i>may</i> NEX Audit of the project took place as planned.</p>

Report positive

Activity 7. Improvement of technical base

Planning for all staff on direct payment.
Confusion ab. acct #s in ARAS
Pro-budget - Not executed exactly as planned

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	
Description of Activity	Procurement of office equipment and furniture for CSC office.
Progress against Activity	Procurement of office equipment and furniture will be initiated in the second half of the year. Relevant division of CSC has to present to the project the list of required equipment and furniture and PM will start procurement process according to UNDP rules.

*Specialized equipment - e.g. IT
to make processes turn efficient*

Needs to be entered in UNDP Procurement. PM's responsibility → send to Fileret

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 staff 2. Recruitment of the legal consultant to support the CSC legal staff 3. 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 Ms. Ulviyya Abdullayeva 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 the civil service by means of interviews.</p> <p>Law on Civil Service, amendments dated on 26 may 2009, 820-IIIQD:</p>

the Migration service was defined as special type of civil service.

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.

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.

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 received and analysed the CSC will draft state order and submit it for the authorization to the Cabinet of Ministers.

Some ministries have to develop capacity of their staff, before they could do or not do. They to identify training needs of their employees + send to CSC

Activity 11. Capacity building for civil servants

Trainings to be financed out of state budget based upon CSC's state order from higher education institutions. ~~of trainings of on new legislators; awarding of competitions etc.~~

Involve Dec. Consultants on types → need this. HPM Foreman Public Admin.

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	
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. <i>De Company</i></p> <p>CSC has organised training courses for human resource specialists from the government agencies on performance appraisal, management</p>

	of civil servants and civil service procedures. These trainings covered about 80 people.
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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	
Description of Activity	Conduct at least 2 recruitment rounds for the entry into civil service.
Progress against Activity	During this period Civil Service Commission announced one competition 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". It is expected that by the end of 2009 Civil Service Commission will announce few more competitions for the entry into civil service.

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 to be limited in scope and ambition.	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 and preparation of NHDR.

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 will be LPACed in 3 rd quarter.
Problem	The project delivery is low and makes only 21%.	Issue was discussed with the Project Manager and Project Director. The project has a plan to spend USD 113,205 out of

		USD 168, 405 available in the budget. The project will under-deliver some USD 20,000 earmarked for competitive examinations and it will be phased to the next year. The project should work on identifying more training opportunities to deliver on the funds earmarked for training activities (around USD 30,000)
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 experience in civil service) conducted. 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. 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.
Achievement for year 2009	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 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.

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.