

JOINT PROJECT DOCUMENT on Mainstreaming Gender into Civil Service



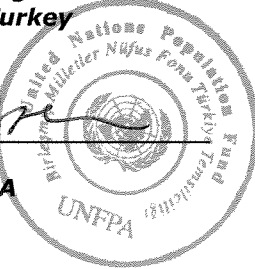
Country: **Azerbaijan**

Project Title: **Mainstreaming Gender into Civil Service**

Joint Project 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**

<p>Project Duration: 1 year</p> <p>Anticipated start/end dates: <u>1 August 2009 – 1 August 2010</u></p> <p>Fund Management Option(s): Pooled</p> <p>Managing or Administrative Agent: <u>UNDP</u></p>	<p>Total estimated budget*: USD 30, 000</p> <p>Out of which:</p> <p>1. Funded Budget: USD 30,000</p> <p>2. Unfunded budget: 0</p> <p>In-kind Government contribution: USD 20,000</p>
<p>Sources of funded budget:</p> <ul style="list-style-type: none"> • UNDP 15.000 USD • UNFPA 15.000 USD 	

Names and signatures of (sub) national counterparts and participating UN organizations

UN organizations	National Coordinating Authorities
<p style="text-align: center;">Mr. Bruno Pouezet <i>Resident Representative</i></p> <p style="text-align: center;"><i>Bruno P. Pouezet</i></p> <hr style="width: 80%; margin: auto;"/> <p style="text-align: center;">UNDP</p> <div style="text-align: center;">  </div> <p><i>Date & Seal</i></p>	<p style="text-align: center;">Mr. Bahram Khalilov <i>Chairman</i></p> <p style="text-align: center;"><i>Bahram Khalilov</i></p> <hr style="width: 80%; margin: auto;"/> <p style="text-align: center;">Civil Service Commission under the President of the Republic of Azerbaijan</p> <div style="text-align: center;">  </div> <p><i>Date & Seal</i></p>
<p style="text-align: center;">Dr. Peer Sieben <i>UNFPA Representative in Turkey, Country Director for Armenia, Azerbaijan and Georgia Ankara, Turkey</i></p> <p style="text-align: center;"><i>Peer Sieben</i></p> <hr style="width: 80%; margin: auto;"/> <p style="text-align: center;">UNFPA</p> <div style="text-align: center;">  </div> <p><i>Date & Seal</i></p>	<p style="text-align: center;"><i>Date & Seal</i></p>

1. Executive Summary

Azerbaijan is a country in transition to the market economy and democracy. Strengthening the country's good governance system and implementing public administration reform is critical not only to ensuring democratization of the society but also to improving living standards of population and, overall, necessary for the achievement of Millennium Development Goals emanating from the Millennium Declaration signed by all the States at the 2000 Millennium Summit. The Summit reaffirmed gender equality and women's empowerment as development goals in themselves (MDG3) and underlined their importance as a means to achieve all of the other MDGs.

Achieving gender equality is one of the UN's highest priorities. Unless men and women are treated equally and have equal opportunity to participate in socio-economic life, the potential of half the population will not be fully utilized. Gender equality is therefore a necessary precondition for fully achieving human development. In addition, due to its crucial contribution to the implementation of social justice within the society, good governance is considered strategic from a gender point of view.

The Joint project has been developed by UNDP as lead agency on MDG 9 on good governance, and UNFPA as the lead agency for MDG 3 on gender equality based on the existing UNDP/Government of Azerbaijan project "Good Governance through Civil Service Reform: Implementing MDG 9" and will be executed as part of the latter.

The joint project aims to support the enhancement of national capacity through direct support to the Civil Service Commission under the President of the Republic of Azerbaijan and indirect support to the concerned Government agencies addressing the issue of gender equality in civil service.

The specific objectives of the project are:

- 1) Increasing capacity of the CSC staff to address gender issues through gender training and gender awareness -raising.
- 2) Mainstreaming gender into national legislation related to the civil service.

As the results of the project, core group of CSC staff members will be sensitized on gender issues and will act as trainers to spill over their knowledge to civil servants at the central and local level.

Recommendations will be developed to mainstream gender into national legislation related to civil service. Via the project, expert support will be provided in drafting and implementing policies, laws and regulations on gender equality to increase

representation of women at all levels in executive branches of government as well as increasing gender sensitivity of Government programmes and strategies at national and local level.

2. Situation Analysis

The integration of women into social life, including their participation in civil service is one of the core elements of democratization. However, the world experience shows that the development of democratic institutions including that in the countries living through the transition period is not always accompanied by the growth of women's social participation and the increase of their representation in government bodies. Azerbaijan is not an exception. The situation is mostly explained by the elimination of the Soviet system of quotas and the lack of concrete actions assisting the increase of women's representation in government bodies.

Azerbaijan has made some progress in promoting gender equality and empowering women in the past 18 years since its independence with the joint efforts of the government, civil society and international donor community. However, a number of issues remain unresolved. Low representation of women at the decision making level is one of the concerns to be addressed towards achieving the sustainable human development, Millennium Development Goal 3 and building a democratic state in line with Azerbaijan's international, constitutional and legal commitments. Addressing this concern will require a systematic approach and continuing attention.

The Republic of Azerbaijan is fully committed to international norms on gender equality and to women's human rights. Azerbaijan ratified a number of important international conventions including the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), confirming the State's commitment to promote and ensure gender equality. Azerbaijan regularly submits reports to relevant agencies on the implementation of the Convention and other required documents as a party to the Council of Europe and OSCE. The ratification of CEDAW provided a starting point for the development and advancement of women's rights in the country, particularly by bringing into light the need and importance for national machinery to promote gender equality.

The establishment of the State Committee on Women's Issues (currently State Committee for Family, Women and Children's Affairs) in January 1998 created a mechanism for influencing all government decisions on improving the situation of women and ensuring gender equality. As a matter of fact, gender mainstreaming in legislation, social policy and State programmes and projects and preparation of sex-disaggregated statistics and reports have become part of the activities of the State Committee on Women's Issues.

The legislation of Azerbaijan does not discriminate between people on the grounds of sex. It protects the interests and rights of people regardless of sex and meets

the requirements of the basic international human rights instruments. In 2007, Azerbaijan adopted the Law on Gender Equality that provides definitions of gender-based discrimination.

However, in Azerbaijan, like in many other countries, there is a gap between the body of laws and their enforcement. Despite *de jure* equality of men and women declared in the Constitution and main laws including the recent Law on Gender Equality, there is *de facto* considerable gender inequality in many spheres of social, political and economic life. As the UNDP-commissioned 2007 Azerbaijan National Human Development Report "On Gender Attitudes" recommended, gender must be mainstreamed in by-laws and decrees to enforce application of legal provisions and ensure equal opportunities for men and women *de facto*. Women account for only 11,2 per cent of the members of Parliament, and 28,5% in civil service in a country where 51 per cent of the population are women¹.

Effective governance system based on principles of equal treatment and opportunities for men and women is crucial to address the above-mentioned inequalities. The government expressed its commitment to good governance in the State Programme for Poverty Reduction and Sustainable Development by adopting MDG 9 which, among other targets, highlights the centrality of a professional, merit-based civil service for reducing poverty and inequalities.

In January 2005, the President of Azerbaijan established the Civil Service Commission and mandated it with the leading role in implementing a major reform of the civil service. The Civil Service Commission is the principal structure responsible for the standard legal acts' enforcement adopted in the civil service area, selection of the civil servants on a competitive basis, professional development, performance appraisal and social protection of the civil servants. The Commission participates in formulating a single state policy in the area of civil service and other Human Resources issues, and monitors implementation of the policy as well as drafts proposals on forecasting of the civil service HR staffing, implements relevant tasks of the President of the Republic of Azerbaijan and Civil Service Management Board in this field.

The norms established by the Civil Service Commission provide a model for the executive authorities in the country. As such, it is well positioned to act as a medium to diffuse knowledge on gender parity and to advocate for provision of equal opportunities to men and women wishing to enter civil service.

In response to this Government initiative, UNDP Azerbaijan has initiated a project to support the *operationalization of "MDG 9"* through two key outputs: a) rapid establishment of a Civil Service Commission (and robust strategic capacity building though an investment in human resource development); and b) enactment of key civil service reforms.

¹ "Men and Women in Azerbaijan", SSC, 2008 and SSC quarterly report, April 2009.

However, the project has not thoroughly incorporated gender perspective and does not directly address gender gaps in the civil service.

Summary of gaps to be addressed within the Joint Project:

- 1) Lack of gender-sensitive procedures to encourage equal representation of women in civil service
- 2) Shortage of sex-disaggregated statistical indicators and data related to civil service and lack of human resources analysis in civil service bodies for further gender mainstreaming actions.
- 3) Lack of gender equality awareness among the civil servants, lack or insufficient exposure to training opportunities and lack of training materials on gender equality in civil service; lack of capacities of civil servants to address gender issues.
- 4) Lack of supporting legislative acts to enact gender equality provisions of national legislation

Niche for UN support

Against this backdrop, the participating UN agencies see the niche for providing support to the Government of Azerbaijan in developing more strategic and sustainable approach to the gender issues, understanding that gender equality is not merely a human right but it is strongly interrelated with poverty reduction, law enforcement, and political and economic empowerment of women. Therefore it is essential to enhance the understanding of the concept of gender equality and empowerment of women, particularly in state agencies to ensure equal participation of women in decision-making process, mainstreaming gender into national policies, improve legal mechanisms and promote gender mechanisms in the State Agencies.

4. Strategies, including lessons learned and the proposed joint project

Background

The current Joint Project is in line with international, constitutional and legal commitments of Azerbaijan and key national development strategies.

In particular, it will help to address Azerbaijan's international commitment to achieve the Millennium Development Goal 3 on gender equality and the additional Millennium Development Goal 9 on good governance.

The Constitution of the Republic of Azerbaijan adopted on 12 November 1995 fully guarantees the rights of Azerbaijani nationals irrespective of sex, as confirmed in chapter III, articles 24 to 80.

It also directly responds to national development priorities envisaged in the State Programme on Poverty Reduction and Sustainable Development (2008-2015)

approved by Presidential Decree of 15 September 2008. The State Programme identified "promoting and protecting gender equality" and "continuing institutional reforms and improving good governance" as the Government's strategic goals under SPPRSD 2008-2015.

Key counterparts

The main counterparts of the participating UN agencies in the course of project execution will be Civil Service Commission under the President of the Republic of Azerbaijan and the State Committee for Family, Women and Children Affairs.

Being the Joint Project's direct beneficiary, the Civil Service Commission will play a pivotal role in the Project. The project will build on the positive experience of the existing project for "Good Governance through Civil Service Reform: Implementing MDG 9" jointly implemented by UNDP and the Civil Service Commission.

The State Committee for Family, Women and Children Affairs was established according to the Presidential Decree dated 6th February, 2006 and replaced the State Committee for Women's Issues of the Republic of Azerbaijan, which had been operating as a state body on women's issues since 1998. The mandate of the new Committee was expanded and the staff increased according to the "Charter on the State Committee for Family, Women and Children Affairs of the Republic of Azerbaijan" approved by Presidential Decree # 444 of August 9, 2006. Since its establishment the State Committee for Family, Women and Children Affairs has established a Coordination Council consisting of focal points from all state bodies, active women in the sphere of culture, education, healthcare and mass media. Besides, the Committee has created and systematized a database on representation of women in the sphere of education, women entrepreneurs, women in decision-making positions and other spheres through comprehensive questionnaire filled out in all the regions of the country. The Committee is the main government body responsible for promotion of gender mainstreaming, and expanding participation of women in decision-making process and empowerment of women.

Alignment with UNDAF

In Azerbaijan, the UN agencies are working together to address national priorities through United Nations Development Assistance Framework (UNDAF). UNDAF recognizes the importance of the gender equality and incorporates gender as a cross-cutting issue in all UNDAF outcomes. Specifically, the overall objective of the project is consistent with UNDAF Outcome 2 "The state improves its delivery of services and its protection of rights – with the involvement of civil society and in compliance with its international commitments".

The Joint Programme is also aligned with the UNDP Regional Bureau for Europe & the CIS Regional Gender Equality Strategy 2008-2011 and UNFPA Country Programme and Regional Gender Strategy.

Alignment with SPPRSD

Gender as a cross-cutting issue was incorporated into various sectors of the SPPRSD. Gender issues were specially prioritised in the education, health, labour market and employment, IDPs and refugees sectors of the SPPRSD.

Under developing mechanism for promoting gender equality, gender review of the current legislation and new draft laws will be carried out. The current Joint Project fits very well in this plan of the Government as it envisages conducting legislative review related to civil service with the view to ensuring gender mainstreaming and proposes advocacy actions to promote endorsement of respective recommendations. The experience of incorporation of sex-disaggregated statistical indicators into CSC reporting and HR analysis for further actions on gender mainstreaming planned under the Joint Project, if successful, could well be replicated in the plans of the Government under SPPRSD to strengthen the capacity of relevant bodies in terms of collection, analysis and reporting of sex-disaggregated data.

Sustainability of results:

If the outputs of the Joint Project are successfully implemented, this will contribute to development of mechanisms for promoting gender equality in civil service. The training tools on gender equality produced for civil servants and the supporting legal acts to be adopted will serve in the future as guarantors of the sustainability of the Project results.

5. Results Framework

The Joint Project aims at operationalization in a combined way the government's commitments to good governance and gender equality by creating a favourable environment for increased representation of women in civil service. In particular, it has two key outputs:

- 1) Increasing capacity of the CSC staff to address gender issues through gender training and gender awareness -raising.
- 2) Mainstreaming gender into national legislation related to the civil service.

As a result, the Project focuses on the following activities:

1. Conduct the revision of the internal operational procedures of the CSC, to ensure gender mainstreaming in its activities, including review of the current procedures

for competitive civil service entrance exams in order to encourage the equitable representation of female candidates by giving preferences to women in the case of equal merit vis-à-vis male candidates in areas where women are under-represented.

2. Incorporation of sex-disaggregated statistical indicators into CSC reporting and HR analysis for further actions on gender mainstreaming

3. Development of training package "Gender Equality in Civil Service: practical application and mainstreaming policy" that would include concrete steps for elimination of gender disparities in recruitment and promotion of staff; incorporation of family-friendly working arrangements and promotion of work-life balance; ensuring implementation of policy of harassment and sexual harassment in accordance with the law "On guarantees of gender equality".

4. Delivery of Training of Trainers by national consultant for CSC staff (15 persons) and then by Trainer to 20 state agencies Human Resources managers.

5. Conduction of legislative review related to the civil service with the view to insuring gender mainstreaming and proposes advocacy actions to promote endorsement of recommendations.

6. Conduction of awareness -raising activities among HR managers of the State Agencies on existing national mechanisms of gender equality, including Gender Equality Law.

7. Development or adaptation of an existing international best practice online course in gender awareness, with a clear focus on providing equal opportunities in recruitment and post the course on the Commission's website.

Table 1: Results Framework

JP Outputs	Participating UN organization ²	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*
OUTPUT 1 Increasing of the capacity of the CSC staff to address gender issues through training and gender awareness raising.	UNDP UNFPA	UNFPA Gender Equality Strategy	Civil Service Commission	1.1 Conduct the revision of the internal operational procedures of the CSC, to ensure gender mainstreaming in its activities, including review of the current procedures for competitive civil service entrance exams in order to encourage the equitable representation of female candidates by giving preferences to women in the case of equal merit vis-à-vis male candidates in areas where women are under-represented.	3,000
		RBEC Gender Equality Strategy 2009-2011		1.2 Incorporation of sex-disaggregated statistical indicators into CSC reporting and HR analysis for further actions on gender mainstreaming	
		UNDAF Outcome 2 "The state improves its delivery of services and its protection of rights - with the involvement of civil society and in compliance with its international commitments".		1.3 Development of training package "Gender Equality in Civil Service: practical application and mainstreaming policy" that would include the concrete steps for elimination of gender disparities in recruitment and promotion of staff; incorporation of family-friendly working arrangements and promotion of work-life balance; ensuring implementation of policy of harassment and sexual harassment in accordance with the law "On guarantees of gender equality".	8,000
		Commitment of UNDP and UNFPA in support of the government of Azerbaijan in achieving MDG 3 and MDG 9		1.4 Delivery of Training of Trainers by national consultant for CSC staff (15 persons) and then by Trainer to 20 state agencies HRs.	5,000
				1.5 Conduction of awareness -raising activities among HR managers of the State Agencies on existing national mechanisms of gender equality, including Gender Equality Law.	2,019
				1.6 Development or adaptation of an existing international best practice online course in gender awareness, with a clear focus on providing equal opportunities in recruitment and post the course on the Commission's website.	6,000
OUTPUT 2 Mainstreaming gender into national legislation related to the civil service				2.1 Conduction of legislative review related to the civil service with the view to insuring gender mainstreaming and proposes advocacy actions to promote endorsement of recommendations.	4,000
UNDP		15,000			
UNFPA		15,000			
Total		30,000			

6. Management and Coordination Arrangements

The Joint project will be nationally executed by the Civil Service Commission under the management arrangements of the UNDP/CSC project. The Civil Service Commission will be both Implementing Partner, and the Beneficiary, of the project. In its capacity as Implementing Partner, CSC will be responsible for overall project management of activities, ensuring appropriate access to project sites, relevant data, records, agencies and authorities. Implementation support will be provided by the UNDP and UNFPA Country Offices.

The project will have a governance structure, aligned with the Manager's Agent new rules for Results Based Management.

i. Project Board: the Project Board will be the executive decision making body for the project, providing guidance to the Project Manager, and approving workplans, budgets and revisions. The Project Board Group will consist of three members:

- The Chair (Implementing Partner) will convene the Project Board. This position will be held by the National Project Director, Chair of the CSC
- The Senior Supplier. This position will be held by the UNDP DRR or a designated UNDP Development Advisor; UNDP Gender focal point, and designated UNFPA representative;
- The Beneficiary Representative, who will be designated by the CSC to represent the Government beneficiaries.

ii. Project Management. A Project Manager responsible for the ongoing UNDP project "Good Governance through Civil Service Reform" 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 RBM standards. The Project Manager will prepare Quarterly Work plans and quarterly progress reports, including updates of Risk and Issue logs and submit them to the Project Board for approval.

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 Risk and Issue logs, and ensuring compliance with the Monitoring and Communications Plan. Where specific gender expertise is required, UNFPA will provide assurance of project deliverables.

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

UNDP will provide auditing according to the relevant UNDP Rules and Procedures for auditing NEX projects.

Government inputs

- \$ US 20,000 contributed by the CSC as 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 15,000 from UNDP Azerbaijan TRAC;
 - The services of a Project Developer, responsible for preparing the Project Document, Work Plan, and Project Resource and Results Framework;
 - Coordination of the project activities to ensure concordance with other UNDP-financed projects and activities;
 - Direct support for identification, selection and recruitment of National Advisors (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.
- The project components will be implemented by the UNDP as Managing Agent and Training activities will, as appropriate, be sub-coordinated to civil society organizations.

UNFPA inputs:

- \$US 15,000 from UNFPA Azerbaijan Core Resources;
- Substantive contribution into project development on gender-related issues;
- Expert support on gender issues during project implementation and project monitoring including quality assurance of project deliverables;
- Support to coordination of the project activities with the State Committee on Family, women and Children Affairs
- Support for identification and selection of national experts on gender.

The UN Gender Theme Group (GTG) will be involved for related expert support and constantly informed about the progress made in the implementation of the Joint

Project and the lessons learned. Final Joint Project Report will be shared at the GTG meeting by the completion of the project.

7. Fund Management Arrangements

The Joint Project will use the pooled option whereby UNDP as Managing Agent will be responsible for the budget and the workplan.

The management of the project will fully comply with the Guidance Note on Joint Project issued by the UN Development Group.

1. Financial Matters

The Participating UN Organizations shall contribute to the costs of the Joint Project activities in accordance with the budget contained in the Joint Project Document (JPD). The funds should be transferred after signature of the present JPD between participation UN agencies.

The Managing Agent shall establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received by it pursuant to this JPD (hereinafter, the "Joint Project Account"). The Joint Project Account shall be administered by the Managing Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest. The Joint Project Account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the Managing Agent. The audit conducted by the Managing Agent's internal and/or external auditors shall be considered acceptable to participating UN agencies.

Participating UN Agency – UNFPA shall transfer funds to the Managing Agent through wire transfer. When making a transfer to the Managing Agent, UN Agency will notify the Managing Agent's Treasury Operations of the following: (a) the amount transferred, (b) the value date of the transfer; and (c) that the transfer is from which UN Agency in respect of the Joint Project in Azerbaijan pursuant to this JPD, for deposit to the Joint Project Account.

The Managing Agent shall not be required to commence or continue activities in connection with the Joint Project if a scheduled contribution from a Participating UN Organization has not been paid.

The funds in the Joint Project Account shall be accounted as income to the Managing Agent. In accordance with its policies and procedures for cost recovery in line with decisions of its Executive Board, the Managing Agent will apply seven percent (7%) of the contribution of UN Agencies towards the Managing Agent's indirect costs.

2. Activities of the Managing Agent

The Managing Agent shall support the national partner in the management of the Joint Project activities contemplated in the Joint Project Document in accordance with its regulations, rules, directives and procedures. Accordingly, personnel shall be engaged and administered, equipment, supplies and services purchased, and contracts entered into in accordance with the provisions of such regulations, rules, directives and procedures.

Any modifications to the Joint Project activities set out in the Joint Project Document, including their nature, content, sequencing or the duration thereof, shall be subject to mutual agreement in writing between the Participating UN Organizations and the Managing Agent, following approval of participating Agency. Any change in the budget for the Joint Project set out in the Joint Project Document shall be subject to mutual agreement in writing between all parties to the Joint Project Document.

8. Monitoring, Evaluation and Reporting

Table 2: Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
<p>OUTPUT 1</p> <p>Increasing capacity of the CSC staff to address gender issues through gender training and gender awareness - raising.</p>	<p>Number/percentage of men and women applicants for the civil service vacancies -</p> <p>Baseline: 75% men, 25% women, 2008</p> <p>Number/percentage of men and women who pass the recruitment exams -</p> <p>Baseline:</p> <p>Men and women in civil service: Baseline</p> <p>Number of civil servants trained in gender issues</p> <p>Baseline: none</p>	<p>Statistics of the CSC</p> <p>Statistics of the CSC</p> <p>Men and Women Statistical Yearbook</p> <p>Project records</p>	<p>On a yearly basis</p>	<p>UNDP</p> <p>UNDP</p> <p>UNFPA</p> <p>UNDP</p>	<p>The is a lack of national experts with cross-cutting background in gender and civil service</p>
<p>OUTPUT 2</p> <p>Mainstreaming gender into national legislation related to the civil service</p>					<p>Proposed changes to the legislation may not be receive priority attention or may not be approved</p>

Monitoring and evaluation of the Joint Project shall be undertaken exclusively in accordance with the Managing Agent's procedures and policy guidance and as reflected in the Joint Project Document. The Managing agent will maintain the quality control for the performed activities by the Implementing Agency.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the JP will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results in Atlas, based on quality criteria and methods captured in the JPME above;
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change;
- Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

Annually

- **Annual Progress Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Final narrative report will be provided by Managing Agency no later than one month after the completion of the Joint Project and a final certified financial statement to be provided as an attachment to the final narrative report. Apart from the reports

set further above, no other reports will be provided by the Managing Agent to the Participating UN Organizations or to the other contributors (if any) to the Joint Project Account.

9. Legal Context or Basis of Relationship

All activities carried out under this Joint Project are in accordance with the applicable basic and other agreements.

Table 3: Basis of Relationship

Participating UN organization	Agreement
UNDP	This Joint Project Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of Azerbaijan and the United Nations Development Programme, signed by the parties on 6 January 2001.
UNFPA	<p>The relationship between the Government of Azerbaijan and the United Nations Population Fund is governed by the Standard Basic Assistance Agreement (SBAA) signed by the Government and the United Nations Development Programme (UNDP) on 6 January 2001, which, mutatis mutandis, also holds true for UNFPA.</p> <p>In addition, the UNFPA 2005-2009 Country Program Action Plan (CPAP) shall be a legal instrument in the context of this Joint Project document.</p>

10. Work plans and budgets

Work Plan for: (Mainstreaming Gender into Civil Service)

Period (Covered by the WP)

JP Outcome	UN agency	Activities	TIME FRAME				Implementing Partner	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
JP Output 1:										
OUTPUT 1										
Increasing capacity of the CSC staff to address gender issues through gender training and gender awareness raising.			1.1 Conduct the revision of the internal operational procedures of the CSC, to ensure gender mainstreaming in its activities, including review of the current procedures for competitive civil service entrance exams in order to encourage the equitable representation of female candidates by giving preferences to women in the case of equal merit vis-à-vis male candidates in areas where women are under-represented				CSC	UNDP	Local consultants	3,000
			1.2 Incorporation of sex-disaggregated statistical indicators into CSC reporting and HR analysis for further actions on gender mainstreaming				CSC	UNDP	Local consultants	1,000
			1.3 Development of training package "Gender Equality in Civil Service: practical application and mainstreaming policy" that would include the concrete steps for elimination of gender disparities in recruitment and promotion of staff; incorporation of family-friendly working arrangements and promotion of work-life balance; ensuring implementation of policy of harassment and sexual harassment in accordance with the law "On guarantees of gender equality".				CSC	UNFPA	Local consultants	8,000
			1.4 Delivery of Training of Trainers by national consultant for CSC staff (15 persons) and then by Trainer to 20 state agencies HRs.				CSC	UNDP	Supplies	3,000
			1.5 Conduction of awareness -raising activities among HR managers of the State Agencies on existing national mechanisms of gender equality, including Gender Equality Law				CSC	UNFPA	Miscellaneous Supplies	2,000
			1.6 Development or adaptation of an existing international best practice online course in gender awareness, with a clear focus on providing equal opportunities in recruitment and post the course on the Commission's website.				CSC	UNDP	Miscellaneous Local consultants	1,000
JP Output 2:										
Mainstreaming gender into national legislation related to the civil service			2.1 Conduction of legislative review related to the civil service with the view to insuring gender mainstreaming and proposes advocacy actions to promote endorsement of recommendations.				CSC	UNFPA	Local consultants	4,000
	Total Planned Budget									30,000
Total UNDP									15,000	
Total UNFPA									15,000	
(out of which 981 USD will be 7% of GMS)										

UN organization(s)	Implementing Partner(s)
<p>Mr. Bruno Pouezat</p> <p>Signature <i>BRUNO D. LOUÉZAT</i></p> <p>UNDP</p> <p>Date:</p> <p>Dr. Peer Sieben</p> <p>Signature <i>Peer Sieben</i></p> <p>UNFPA Representative in Turkey, Country Director for Armenia, Azerbaijan and Georgia Ankara, Turkey</p> <p>Date: <i>24/08/09</i></p>	<p>Mr. Bahram Khalilov</p> <p>Signature <i>B. Khalilov</i></p> <p>Civil Service Commission under the President of the Republic of Azerbaijan</p> <p>Date: <i>21.07.09</i></p>