

United Nations Development Programme

Country: The Republic of Azerbaijan

Project Document

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| Project Title | Support to the Civil Service Commission under the President of the Republic of Azerbaijan in implementation of the Institution Reform Plan within the Comprehensive Institutional Building Programme |
| UNDAF Outcome(s): | The State strengthens the system of governance together with the involvement of civil society and in compliance with its international commitments, with particular emphasis on vulnerable groups. |
| Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CP)</i> | Efficiency, accountability and transparency within public administration are enhanced through capacity development of State Entities, including gender sensitive approaches. |
| Expected Output(s): <i>(Those that will result from the project)</i> | Training Centre for Civil Servants is established and operational |
| Responsible party: | United Nations Development Programme |
| Project Beneficiary: | Civil Service Commission under the President of the Republic of Azerbaijan |

Brief Description

This project is a part of Institutional Reform Plan 3 (IRP3) "Strengthening civil service training in Azerbaijan with a focus on EU affairs" aims at strengthening the core institutions involved into the negotiations and implementation of the EU-Azerbaijan Association Agreement.

The purpose of the project document to support to the Civil Service Commission under the President of the Republic of Azerbaijan in implementation of the Institution Reform Plan within the Comprehensive Institutional Building Programme". The project will focus on two specific objectives: 1) to support CSC in establishment and capacity building of its Strategy & Training Unit and Training centre;2) to strengthen the institutional capacities of CSC to lead and coordinate the civil servants training and to provide the methodological assistance to state bodies and other training centres.

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| Programme Period: | 2011-2015, 2016-2020 |
| Key Result Area (Strategic Plan) | Outcome 3: Institutions enabled to deliver universal access to basic services. |
| Atlas Award ID: | 00080135 |
| Start date: | 20.07.2014 |
| End Date | 15.10.2016 |
| PAC Meeting Date | |
| Management Arrangements | NIM with support |

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|----------------------------|---------------|
| Total resources required | 1,698,370 USD |
| Total allocated resources: | 1,698,370 USD |
| • Regular | |
| • Other: | |
| o UNDP | 203,803 USD |
| o Government | 135,870 USD |
| o European Union | 1,358,696 USD |
| Unfunded budget: | n/a |
| In-kind Contributions | n/a |
| GMS: | 104,620 USD |

Agreed by Civil Service Commission under the President of the Republic of Azerbaijan

Mr. Bahram Khalilov



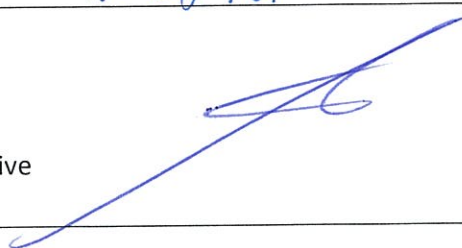
Chairman of the Civil Service Commission under the President of the Republic of Azerbaijan

11.07.14

Agreed by (UNDP)

Mr. Antonius Broek

UNDP Resident Representative



Date of Signature:

11.07.2014

1. Situation Analysis

In the process of national state building Azerbaijan strives to meet the requirements of the modern public administration systems while generating significant hydrocarbon revenues. Some of the objectives of the implemented reforms are to build a public administration system, to provide the citizenry with the highest state guaranty of rights and freedoms, and generally, to accelerate the process of integration of Azerbaijan into the international community. In this context, a major challenge for the country is that its Civil Service is composed of professional staff that is able to manage increased resources and provide adequate public services.

During the past years the Civil Service Commission achieved significant results in formulation of unified state policy in the area of civil service, in the introduction of a competitive and transparent centralized recruitment system for the civil service, in re-training and professional development of civil servants, etc. However, further reforms of Civil Service are required to improve its effectiveness, efficiency and to introduce best practices in human resource management with special focus on training of the civil servants.

Institutional Reform Plan 3 (IRP3) "Strengthening civil service training in Azerbaijan with a focus on EU affairs" aims to strengthen the core institutions involved in the negotiations and implementation of the EU-Azerbaijan Association Agreement (AA). While capacity building needs are cross-cutting, as a horizontal component, specific support to already existing institutions responsible for training and development of human capacities of public administration is planned to be provided with the help of IRP 3. One of the core institutions responsible for strengthening of public administration personnel is the Civil Service Commission (CSC).

IRP3 has identified three measures to support the strengthening of capacities of the Azerbaijani Civil Service Commission in professional development of civil servants:

1. Establishment of the training and strategy unit in the CSC structure.
2. Development and implementation of the civil service training strategy (including EU training strategy), identification of training needs and determination of priorities for the civil service training in general and crosscutting areas.
3. Establishment of the CSC training centre at the Civil Service Commission focusing on the in-service training.

Proposed action will focus on two specific objectives (derived from IRP3):

- To support CSC in establishment and capacity building of its Strategy & Training Unit and Training Centre
- To strengthen the institutional capacities of CSC to lead and coordinate the civil servants training and to provide the methodological assistance to state bodies and other training centres.

II. STRATEGY

The overall objective: to strengthen the capacities of the Civil Service Commission under the President of the Republic of Azerbaijan with regard to management and coordination of civil servants training and professional development function across state bodies and leading to the development and implementation of training strategy and training policies.

The support provided to the Civil Service Commission is expected to produce the following output:

- Training Centre for Civil Servants is established and operational

Project Activities:

Output 1. Training Centre for Civil Servants is established and operational.

Activity 1.1 Training and Strategy Unit

This activity will cover assessment of available staff resources of the CSC. Proposals will be made on the staffing table of the potential Unit and supporting personnel. Job descriptions for the staff of the Unit will be drafted. Once staff of the Unit is identified and appointed, their training needs assessment will be conducted, activities to fill the gaps will be planned. Capacity building programs, such as workshops, trainings and study visits for the staff of unit will be carried out.

Activity 1.2 Improvement of Legislation

Under this activity it is planned to conduct the review and analyses of all legal acts and laws containing provisions on management and delivery of trainings, re-trainings and professional development of civil servants. Once conducted, this review will enable to identify the gaps in the existing legislation impeding the development of the professional civil service. It is also expected that this activity will develop a set of recommendations on improvement of legislation, including preparation of the relevant legal acts.

Activity 1.3 Infrastructure

This activity will look into creation of facilities and resources required for full operation of the Training Centre. It considers procurement of IT equipment and necessary furniture required for the Centre. Another task is development of the training management information system. The Information Management System will manage training information about trainers, past trainees, etc. It will also create possibility for Centre to offer online trainings. Training Information Management System is an important tool that automates and supports the CSC in data gathering, alignment, priority ranking, and coordination of resources.

Activity 1.4 Training Centre

Under this activity it is planned to support the CSC in the staffing process, development of internal procedures for the Centre, and identification of training needs for the Trainers. In addition, initial training programmes will be developed and conducted for the recruited Trainers of the Centre. Detailed work plans for the Centre, including training plans will be developed.

Output 2. Institutional capacities of the CSC to lead and coordinate the civil servants training and to provide with the methodological assistance to state bodies and other training centres are strengthened

Following activities are planned in strengthening capacities of CSC to coordinate and lead methodological assistance to state bodies and other training centres.

Activity 2.1. Library and Resource Centre

Under this activity it is planned to establish a library with access to different information materials, professional literature, and access to web based information sources and access to databases. It is proposed that once established, library will be used by the CSC as a resource centre that will concentrate and provide access to the various type of training information required for professional development of civil servants. It might be used as by acting civil servants as potential ones. One of important objectives of the Resource Centre is assistance in implementation of the training programs developed by the Centre.

Activity 2.2. Awareness on the best practices

It is planned to conduct an international conference to introduce the world best practices in selected training fields.

Project Partners:

The major Project partners are UNDP, Civil Service Commission, European Union and GIZ. Other national and civil society partners will, of course, be consulted based on the nature of the activities considered in the project.

III. Results and Resources Framework

Intended Outcome as stated in the Country Program Results and Resource Framework: Efficiency, accountability and transparency within public administration are enhanced through capacity development of State Entities, including gender sensitive approaches.

The overall objective: to strengthen the capacities of the Civil Service Commission under the President of the Republic of Azerbaijan with regard to management and coordination of civil servants training and professional development function across state bodies and leading to the development and implementation of training strategy and training policies.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator Number of training modules existing for civil servants; Dedicated civil service training centre exists – yes/no

Applicable Key Result Area (from 2008-13 UNDP Strategic Plan):

Countries have strengthened institutions to progressively deliver universal access to services

Partnership Strategy:

Civil Service Commission, GIZ, EU, UNDP

Project title and ID (ATLAS Award ID): Support to the Civil Service Commission under the President of the Republic of Azerbaijan in implementation of the Institution Reform Plan within the Comprehensive Institutional Building Programme

INTENDED OUTPUTS

OUTPUT TARGETS FOR
2014-2016

INDICATIVE ACTIVITIES

RESPONSIBLE PARTIES

INPUTS

Output: Training Centre for Civil Servants is established and operational

| | | UNDP | | |
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| Baseline There is no training centre for Civil Servants is established and operational | Targets 1.1 (2014) Awareness of best practises in civil service training is increased. Total of 12 staff of CSC attended study best practice in Civil Service Training | | Activity Result 1.1 Training and Strategy Unit in the CSC is created – staff of the Unit is trained | |
| Indicator A new training centre for Civil Servants is established and operational – yes/no | Target 1.2 (2014) Development of the set of recommendations to address the gaps in legislation. | | Actions: <ul style="list-style-type: none"> • Launching of the staffing process • Identification of staff capacity building programs • Organization of seminars, trainings and study visits | |
| | Target 1.3 (2014) The necessary equipment, software and furniture are installed in the training centre. | | | |
| | | | | Total: 140,815 |

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UNDP: 140,815

Staffing process (local consultant)- 13,587

Staffing process (International consultant)- 32,609

International travel –13,045

Per diems 29,212

Seminars, trainings – 40,760

Translation – 2,717

GMS – 8,885

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| | | <p>Activity Result 2.1 Legislation on training of civil servants is reviewed and modified</p> <p>Actions:</p> <ul style="list-style-type: none"> • Analyses of existing legislation and legal acts • Identification of gaps in legislation • Development of the set of recommendations to address the gaps • Support to implementation of proposed recommendations | <p>UNDP</p> | <p>UNDP: 70,205</p> <p>Support to revision 32,609 (local consultant)</p> <p>Revision of legislation - 24,456 (international consultant)</p> <p>International travel - 3,260</p> <p>Translation - 5,435</p> <p>GMS - 4,445</p> <p>Total: 70,205</p> |
| | | <p>Activity Result 3.1 Infrastructure of the Training Centre is established</p> <ul style="list-style-type: none"> • Procurement of IT equipment • Procurement of furniture • Procurement of training software • Development and operationalization of Information Management System | <p>UNDP</p> | <p>UNDP: 135,489</p> <p>CSC: 169,837</p> <p>Furniture, computer equipment - 135,870</p> <p>Training management software - 149,456</p> <p>GMS - 20,000</p> <p>Total: 305,326</p> |

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| | | <p>Activity Result 4.1 Capacity gaps of the Training Centre are addressed, and Training Centre is launched</p> <ul style="list-style-type: none"> • Identification of staff capacity building needs • Development of the TORs for trainers • Organization of seminars to introduce models and training information management systems used in EU countries • Delivery of Trainings of Trainers on training cycle management and strategic training management • Development of workplans and training plans. • Development of promotional materials • Launch of the Training Centre | UNDP | <p>UNDP: 331,318</p> <p>Development of Internal procedures of Training Centre - (local consultant)13,587</p> <p>Training of trainers Modules - (local consultant)40,761</p> <p>Development of workplans and training plans - 27,174(local consultant)</p> <p>Content management for workshops - 23,777 (local consultant)</p> <p>TOT modules (International consultant)- 48,913</p> <p>Development of workplans and training plans (International consultant) - 65,217</p> <p>Seminars, trainings - 27,174</p> <p>Translation - 8,152</p> <p>Publications-54,348</p> <p>GMS - 22,215</p> <p>Total: 331,318</p> |
| | | <p>Activity Result 5.1 Library and Resource Centre in the Training Centre is established and Awareness on the best practices in civil service training is increased</p> <ul style="list-style-type: none"> • Development of the concept for the resource centre for training and professional development of civil servants • Identification and purchasing of information materials for the resource centre and library • Selected training fields are identified • Best practices in selected training fields identified | UNDP | <p>UNDP: 231,929</p> <p>Library cost - 67,935</p> <p>Translation - 4,075</p> <p>Seminars- 44,158</p> <p>International travel - 32,610</p> <p>Per diem - 67,595</p> <p>GMS - 15,556</p> <p>Total: 231,929</p> |

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| | <ul style="list-style-type: none"> • Content of the international conference is developed • International conference is conducted. • Organization of at least three study tours to different countries to study the experience of centralized (and decentralized, for comparison) Civil Service training management systems. | | | <p>UNDP: 618,777</p> <p><i>Project Manager, Admin. Assistant, Finance Assistant - 273, 098</i></p> <p><i>Office rent - 175,272</i></p> <p><i>Other services - 28,533</i></p> <p><i>Consumables- 24,457</i></p> <p><i>Local transportation - 12,227</i></p> <p><i>Evaluation - 21,025</i></p> <p><i>Visibility action - 44,158</i></p> <p><i>GMS - 40, 007</i></p> <p><i>Total - 618,777</i></p> | <p>UNDP</p> <p>Activity Result 6.1. Effective project oversight and management is ensured</p> <ul style="list-style-type: none"> • Project Board is established • Necessary working rooms are set up • Day to day management of project activities is ensured | | <p>Grand Total:</p> <p>1,698,370</p> |
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V. MANAGEMENT ARRANGEMENTS

A. National Execution (NEX). The project will be nationally implemented with UNDP acting as Responsible Party. As such, UNDP Country Office will provide implementation support and services including procurement, contracting, financial management in accordance with the relevant UNDP Rules, Policies and Procedures as detailed in the Standard Operating Procedures (SOPs). Civil Service Commission will act as the Project Beneficiary. UNDP and the CSC are responsible for approval and signing of the Annual Work Plans and approval and signing of the Combined Delivery Reports. Besides, the CSC will be responsible for the facilitation of all project activities such as international consultant missions, trainings for respective staff, ensuring appropriate access to project sites, relevant data, records, and coordination with national authorities.

B. Project Governance Arrangements. The project will have a governance structure, aligned with UNDP's rules for Results Based Management (see Figure: Project Governance Arrangements below).

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

- The Executive (Project Director) will convene the Project Executive Group. This position will be held by the representative of the CSC;
- The Senior Supplier. This position will be held by the UNDP DRR, or a designated UNDP Development Advisor, and the EU.
- The Senior Beneficiary. This position will be held by the representative of the CSC.

ii. **Project Management.** All project staff should be selected on the competitive base. The Project Management Team will consist of a Project Manager, Project Officer and Project Assistant. 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 RBM standards. The Project Manager will be supported by Project Officer and Assistant who will deal with general administration and finance & procurement.

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.

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

v. For every agreement, the Terms of Reference or other specifications will be jointly developed and agreed by UNDP and CSC.

Summary of inputs to be provided by UNDP and Civil Service Commission

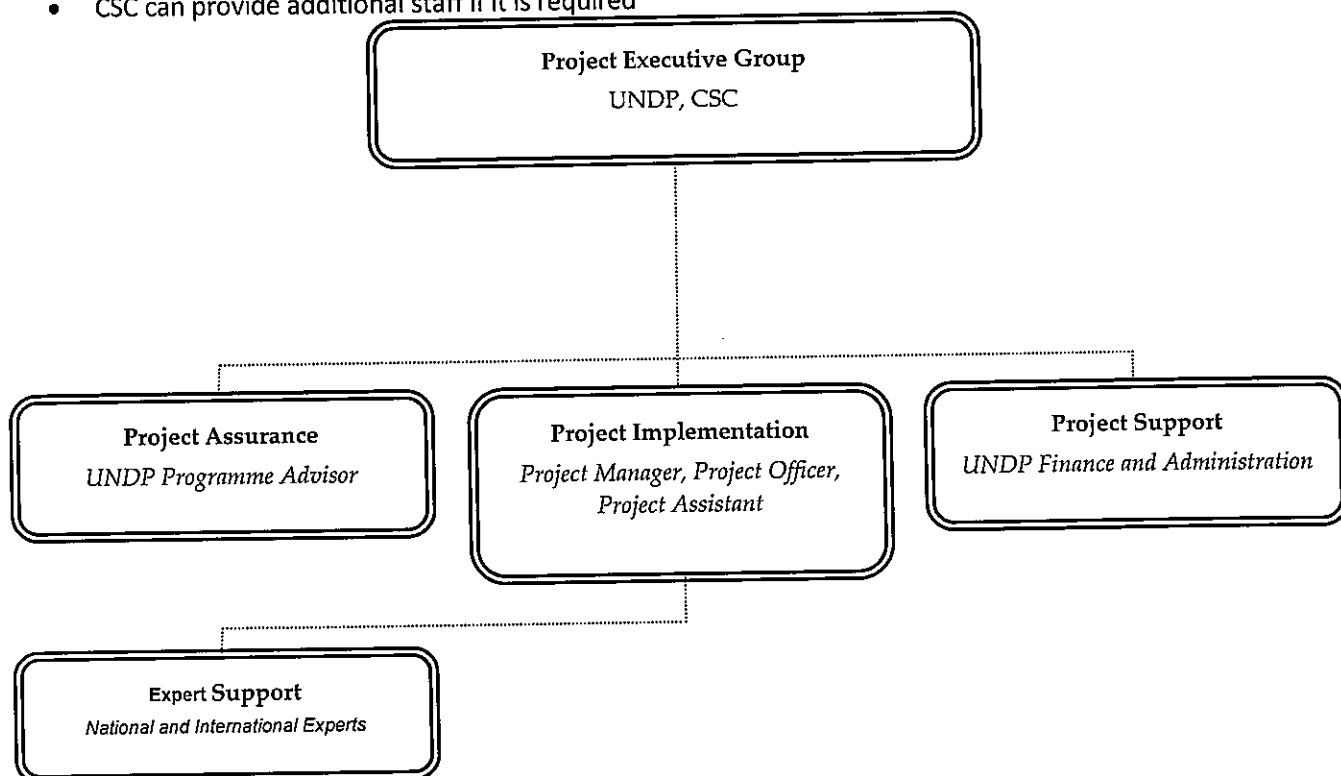
UNDP inputs:

- **US \$ 1,562,499** will be contributed to the project by the UNDP (of which USD 1,358 ,696 come from the European Union)
- Support services in selecting international/local consultants and staff to be recruited under the project;
- Support services in procurement, human resources and financial management;

- Briefing for selected international and local consultants;
- Participation in the organization of training activities, and organization of training courses;
- Access to UNDP-managed global information systems, the network of UNDP country offices and specialized systems containing operations information, including rosters of consultants.
- Quality control over the project outputs.
- Support in Organization of study tours
- One UNDP Programme Officer responsible for coordination of project activities
- One UNDP Finance Officer for coordination of all financial transactions and information related to the project
- One Procurement Officer responsible for coordination of procurement of services and goods
- One HR officer responsible for recruitment advise to project staff

Civil Service Commission inputs:

- **135,870 USD** will be contributed by the Civil Service Commission through ongoing joint project between Civil Service Commission and UNDP “Good Governance through Civil Service Reform III”
- Provision of access to any information necessary for the project staff and consultants to complete their tasks;
- A National Project Director (NPD) for the project who is appointed by the CSC and is responsible for overall coordination of the project including approval authority for payments, project Annual Work Plan and expenditure reports.
- CSC shall make available for the project:
 - one senior expert
 - two consultants of the CSC to work in the project
- CSC can provide additional staff if it is required



C. Audit Arrangements. The project will be subject to an audit as required by the UNDP NEX Guidelines. The project may also be subject to EU verification.

I. VI. MONITORING FRAMEWORK AND EVALUATION

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

- At least once a year, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- 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.
- A risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Steering Committee (PSC). As minimum requirement, the Annual Progress Report shall cover the whole year with the updated information for all project activities, issues, and risks 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.
- The project is subject to independent project evaluation as per EU requirement.

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner 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 Implementing Partner'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 the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]¹.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

¹ Use bracketed text only when IP is an NGO/IGO