United Nations Development Programme
Country: Republic of Azerbaijan
Project on Capacity Building of Azerbaijan Tourism and Management University

Project Title	Capacity Building of the Azerbaijan Tourism and Management University
UNDAF Outcome(s):	Non-oil development policies result in better economic status, decent work opportunities and a healthier environment in all regions and across all social groups
Expected CP Outcome(s): *(Those linked to the project and extracted from the CP)*	National strategies, policies, capacity to address regional and gender disparities in work opportunities strengthened, with focus on increasing the ability of vulnerable groups to manage and mitigate risks
Expected Output(s): *(Those that will result from the project)*	The capacity of the Azerbaijan Tourism and Management University is enhanced by upgrading curriculums, establishing training laboratories and vocational school in the region
Executing Entity:	Ministry of Culture and Tourism of the Republic of Azerbaijan
Implementing Agencies:	United Nations Development Programme

Brief Description

The project will help the Ministry of Culture and Tourism to strengthen the institutional capacities of the Azerbaijan Tourism and Management University (ATMU). This will be achieved through: (i) infrastructural upgrade; (ii) enhancement of skills and competencies of academic staff, (iii) curriculum and training courses enhancement; (iv) exposure of international experience in management and (v) support in obtaining UNWTO TedQual accreditation.

Programme Period: 2011-2015 & 2016-2020
 	
Key Result Area (Strategic Plan): Sustainable Development Pathways
 	
Atlas Award ID: 00088226
Atlas Project ID: 00094981
 	
Start date: 01.05.2015
End Date 31.05.2018
 	
PAC Meeting Date: 20 April 2015
 	
Management Arrangements: NEX with support
	Total resources required 720,000 USD
	Total allocated resources: 720,000 USD
	• Regular
	• Other:
	   ○ UNDP 40,000 USD
	   ○ Government 600,000 USD
	   ○ ATMU 80,000 USD
	Unfunded budget: n/a
	
	In-kind Contributions n/a

Agreed by Government:

Mr. Abulfas Garayev, Minister of Culture and Tourism

Agreed by UNDP:

Mr. Antonius Broek, UNDP Resident Representative   *N. Alhassisluf*

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I. Situation analysis

Azerbaijan has the potential to attract a large number of international tourists. The country is blessed with ingredients that will create good memories for tourists, historically rich religious diversity, interesting cities to explore, unusual foods and above all, safety in the country. Having these attributes is creating an enabling environment for Azerbaijan to develop its tourism industry more broadly.

Though the role of the oil sector was leading in the speedy economic development of Azerbaijan over the past 10 years but the contribution of the non-oil sector to GDP is gaining momentum. According to the official statistics and macroeconomic indicators, the growth in the non-oil sector of the country has more than doubled between 2007 and 2014. Strategy of diversification of the economy on account of oil incomes has justified itself. Azerbaijan successfully coped with the challenges of the transition period, has benefited from natural resources to build strong economy and is diversifying its economy to minimize its dependence on oil. At the result of this strategy the steady growth is observed in sectors like construction, tourism, agriculture, transport, information and communication technologies. The international finance institutes especially note the importance of tourism among these sectors.

Tourism is increasingly becoming an important part of Azerbaijan's economy. Tourism receipts account for 8.4% of the country's GDP and has the potential to contribute further to the non-oil diversification of the economy. The boom in the country's oil and gas industries has given a boost to the development of the tourism sector creating a demand for more and improved accommodation facilities, infrastructure and services. As Azerbaijan is establishing itself on the international arena, the country regularly hosts regional and international events and international exhibitions.

The number of hotel establishments currently operational in Azerbaijan has increased from 320 in 2007 up to 527 in 2014, including such world famous brands as Hilton, Marriott, Four Seasons, Kempinski, Jumeirah and Fairmont.

Despite the enormous natural tourism potential and a noticeable breakthrough in terms of infrastructure and facilities for the tourism industry, there still are many challenges that Azerbaijan needs to overcome and one of the most important is provision of adequate services by qualified personnel. The important step in this direction was the establishment of Azerbaijan Tourism and Management University (ATMU) on a basis of Azerbaijan Tourism Institute on December 22, 2014 by the Decree of the President of the Republic of Azerbaijan. The ATMU educates students the following specialties: Tourism and Hotel Management, Management, Marketing, Museum study, Archival work and preservation of monuments, Regional Studies (Caucasus, Azerbaijan), Translator, Finance, Transport service (by types of transport services), Social work, International Relations and Food Engineering.

The project will help the Ministry of Culture and Tourism to strengthen the institutional capacities of Azerbaijan Tourism and Management University through infrastructural upgrade, enhancement of skills and competencies of academic staff, curriculum and training courses enhancement, exposure to international experience in management and support in obtaining United Nations World Tourism Organization's TedQual accreditation - Themis Foundation programme whose

main objective is to improve the quality of the tourism education, training and research programmes.

II. Strategy

Project Objective: The overall goal of the project is to strengthen the capacity of Azerbaijan Tourism and Management University.

Project Output: The capacity of the Azerbaijan Tourism and Management University is enhanced by upgrading curriculums, establishing training laboratories and vocational school in the region.

The project's institutional support will focus on the following components/activities:

Component 1: Institutional support to AMTU:

1. Enhancing skills and competencies of academic staff of ATMU through international experience (organization of trainings)
2. Enhancement of Curriculum and teaching methodologies of ATMU
3. Establishment of laboratories for Food Engineering department of Services Engineering Faculty of ATMU (purchase of necessary equipment)
4. Establishment of laboratories for Tourism and Hospitality Faculty of ATMU (purchase of necessary equipment)
5. Translation and publication of foreign tourism tutorials for Tourism and Hospitality Faculty of ATMU

Component 2: Support to ATMU for preparation of Strategic Plan of ATMU 2016-2024

1. Local and international consultants will conduct an assessment of the Curriculums and contents related to tourism and management sphere to conduct gap analysis for identification of needs of the sector and to support ATMU in preparation of Strategic Plan 2016-2024.
2. Local and international consultants will provide ATMU recommendations on the latest approaches and methodologies to improve existing Curriculums.

Component 3: Support to Tourism and Hospitality Faculty of the ATMU in obtaining UNWTO TedQual accreditation

1. Assessment of current situation in ATMU and preparation of requirements for obtaining UNWTO TedQual accreditation by international consultant to improve the quality of the tourism education
2. Consultancy and advisory support to managerial staff of ATMU on TedQual certification procedures.

Component 4: Exposure of international experience

1. Identifying and exploring cooperation opportunities with international training institutions specializing in the tourism sector

2. Facilitation of cooperation between ATMU and international tourism educational institutions
3. Organization of study tours for ATMU managerial and academic staff to learn international experience at the leading education institutions in the tourism sector, specialized in culture, sports and health management

Component 5: Strengthening tourism vocational education

1. Organization of professional trainings for prospective personnel for tourism industry
2. Provision of support in organization of vocational school in a selected region of Azerbaijan (purchase of modern equipment necessary for professional trainings)

Component 6: Project Management

1. Project daily activities, project evaluation, audit

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Non-oil development policies result in better economic status, decent work opportunities and a healthier environment in all regions and across all social groups

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

Applicable Key Result Area: Sustainable Development Pathways

Partnership Strategy:

Implementing Partner: Ministry of Culture and Tourism of the Republic of Azerbaijan and Azerbaijan Tourism and Management University

Responsible parties: United Nations Development Programme

Project title and ID (ATLAS Award ID): "Capacity Building of the Azerbaijan Tourism and Management University"

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output: The capacity of the Azerbaijan Tourism and Management University is enhanced by upgrading curriculums, establishing training laboratories and vocational school in the region. Baseline as of 2015: 1) There are no professional development trainings for ATMU academic staff 2) The Curriculum doesn't meet modern standards 3) There is no infrastructure for practical lessons for	Years (2015 – 2017) Infrastructure and curriculum are improved. Laboratories are established. Tutorials translated and handed over to ATMU	**1. Activity result:** Institutional support to ATMU **Actions:** - Prepare tender documentation to contract international consultant for conduction of trainings to enhance skills and competencies of academic staff of ATMU - Prepare tender documentation to contract international consultant to review and enhance of the curriculum and teaching methodologies of ATMU - Prepare specifications and tender documents to establish laboratories for Food Engineering department of	UNDP	• Contracts • Trainings • Equipment • Supplies • Miscellaneous **Total: USD 230,500**

Indicators	Activity result / Actions	Responsible party	Budget
ATMU students 4) Lack of modern tutorials 5) Lack of tourism personnel Indicators: 1) ATMU staff passed trainings 2) New Curriculum prepared and submitted to ATMU managerial staff 3) Laboratories established 4) Foreign tutorial translated and published 5) Regional vocational school established and trainings conducted	Services Engineering of ATMU (purchase of equipment) - Prepare specifications and tender documents to establish laboratories Tourism and Hospitality Faculty of ATMU (purchase of equipment) - Prepare tender documentation to contract vendor for translation and publication of foreign tutorials for Tourism and Hospitality Faculty of ATMU		
Years (2015 – 2016) Gap analysis of curriculums is conducted and report with recommendations submitted	2. *Activity result:* Support to development of Strategic Plan of ATMU 2016-2024 *Actions:* - Prepare tender documentation and contract consultants to implement review of curriculum and contents related to tourism and management sphere and give recommendations	UNDP	• Contracts • Trainings • Miscellaneous **Total: USD 27,000**
Years (2015 – 2016) Recommendations on obtaining TedQual accreditation submitted to ATMU management	3. *Activity result:* Support to Tourism and Hospitality Faculty of ATMU in obtaining UNWTO TedQual accreditation *Actions:* - Prepare tender documentation and contract consultant(s) to conduct assessment of ATMU and submit report with recommendations to ATMU management	UNDP	• Contracts • Trainings • Miscellaneous **Total: USD 28,000**

Years (2016 – 2018) International cooperation established, memorandums signed	4. *Activity result:* Exposure of international experience *Actions:* - Identify and explore international cooperation opportunities - Establishment of cooperation and exchange of experiences with international tourism educational institutions - Organization of study tours for managerial and academic staff of ATMU to learn international experience	UNDP	• Travel • Miscellaneous Total: USD 52,000
Years (2016 – 2018) Personnel for tourism industry is trained, regional vocational school established	5. *Activity result:* Strengthening tourism vocational education *Actions:* - Prepare tender documentation and contract consultants to conduct trainings for prospective personnel for tourism industry - Prepare tender documentation for purchasing necessary equipment required for conduction of professional trainings in vocational school in region		• Contracts • Travel • Equipment • Miscellaneous Total: USD 114,700
Years (2015 – 2018) Project and achievement of the project objectives are successfully implemented.	6. *Activity result:* Project management *Actions:* - Ensure daily management of project activities; - Ensure daily operation of the office; - Prepare annual work plans and		• Contracts • Equipment • Miscellaneous Total: USD 235,562

		Total GMS: 32,238
	budget revisions; - Prepare and maintain inventory lists; - Project will be part of outcome evaluation	

Year: 2015

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount, USD
Output 1	Activity 1 Institutional support to ATMU	X	X		MCT UNDP	GOVT	71200 - International consultants	45,000
Baseline:						GOVT	74500 - Miscellaneous	1,500
						GOVT	72500 - Supplies	1,500
Indicators:							75100 - General Management Support	2,400
1)ATMU staff passed trainings 2)New Curriculum prepared and submitted to ATMU managerial staff								**Total:50,400**
7)Trainings for prospective tourism personnel conducted	Activity 2 Support to development of Strategic Plan of ATMU 2016-2024	X			MCT UNDP	GOVT	71200 - International consultants	20,000
						GOVT	71300 – Local consultants	5,000
						GOVT	74500 - Miscellaneous	2,000
							75100 - General Management Support	1,350
								Total:28,350
	Activity 3 Support to Tourism and Hospitality Faculty of ATMU in obtaining UNWTO TedQual accreditation	X	X		MCT UNDP	GOVT	71200 - International consultants	15,000
						GOVT	74500 - Miscellaneous	1,500
							75100 - General Management Support	825
								Total: 17,325
	Activity 6 Project Management	X	X	X	MCT UNDP	UNDP	71400 - Contractual Services (individuals)	40,000
						GOVT	71400 - Contractual Services (individuals)	5,800

		GOVT	72100 - Contractual services- Companies	1,500
		GOVT	72500 - Supplies	1,500
		GOVT	74500 - Miscellaneous	2,000
			75100 - General Management Support	540
				Total:51,340
			TOTAL	**147,415**

Year: 2016

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount, USD
Output 1	Activity 1 Institutional support to ATMU	X	X		MCT UNDP	GOVT	72200 – Equipment and furniture	140,000
						GOVT	74200 - Audio-visual and printing production	40,000
Baseline:						GOVT	74500 - Miscellaneous	1,000
						GOVT	72500 - Supplies	1,500
Indicators:							75100 - General Management Support	9,125
							Total: 191,625	
	Activity 3 Support to Tourism and Hospitality Faculty of ATMU in obtaining UNWTO TedQual	X	X		MCT UNDP	GOVT	71200 - International consultants	10,000
						GOVT	74500 - Miscellaneous	1,500
							75100 - General Management Support	575

Activity				Source	Fund	Budget Line	Amount
accreditation							Total:12,075
		X	X	MCT	GOVT	71600 - Travel	25,000
Activity 4 Exposure of international experience					GOVT	74500 - Miscellaneous	1,000
				UNDP		75100 - General Management Support	1,300
							Total:27,300
		X	X	MCT	GOVT	71200 – International consultants	15,000
Activity 5 Strengthening tourism vocational education					GOVT	71300 – Local consultants	10,700
					GOVT	72200 – Equipment and furniture	40,000
				UNDP	GOVT	71600 - Travel	4,000
						75100 - General Management Support	3,485
							Total:73,185
	X	X	X	MCT	GOVT	71400 - Contractual Services (individuals)	69,600
Activity 6 Project Management					GOVT	72100 - Contractual services- Companies	2,000
					GOVT	72500 - Supplies	2,000
				UNDP	GOVT	74500 - Miscellaneous	2,000
						75100 - General Management Support	3,780
							Total:79,380
						TOTAL	**383,565**

Year 2017

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, indicators including annual targets	List activity results and associated actions	Y1	Y2	Y3		Funding Source	Budget Description	Amount, USD
Output 1	Activity 4 Exposure of international experience		X	X	MCT	GOVT	71600 - Travel	25,000
Baseline:					UNDP	GOVT	74500 - Miscellaneous	1,000
Indicators:							75100 - General Management Support	1,300
								Total: 27,300
	Activity 5 Strengthening tourism vocational education				MCT	GOVT	71200 - International consultants	15,000
					UNDP	GOVT	71300 – Local consultants	15,000
						GOVT	71600 - Travel	5,000
							75100 - General Management Support	1,750
								Total: 36,750
	Activity 6 Project Management					GOVT	71400 - Contractual Services (individuals)	69,600
						GOVT	72100 - Contractual services- Companies	2,000
					MCT	GOVT	72500 - Supplies	1,500
					UNDP	GOVT	74500 - Miscellaneous	1,500
							75100 - General Management Support	3,730
								Total:78,330
							TOTAL	142,380

Year 2018

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME			RESPON SIBLE PARTY	PLANNED BUDGET		
And baseline, indicators including annual targets	List activity results and associated actions	Y1	Y2	Y3		Funding Source	Budget Description	Amount, USD
Output 1	Activity 5 Strengthening tourism vocational education		X	X		GOVT	71300 – Local consultants	9,000
Baseline:							75100 - General Management Support	400
Indicators:								**Total: 9,450**
	Activity 6 Project Management	X	X	X		GOVT	71400 - Contractual Services (individuals)	29,000
						GOVT	72100 - Contractual services- Companies	1,000
						GOVT	72500 - Supplies	611
						GOVT	74500 - Miscellaneous	1,000
						GOVT	71200 - International consultants (Project evaluation)	4,000
						GOVT	75100 - General Management Support	1,580
								Total:37,191
							TOTAL	**46,640**

V. MANAGEMENT ARRANGEMENTS

A. National Execution (NEX):

The project will be nationally implemented by the Ministry of Culture and Tourism (MCT) that will act both as the Implementing Agency and the Beneficiary of the project. Implementation support will be provided by the UNDP Country Office (see Project Governance Arrangements below). In its capacity as Implementing Agency, MCT will be responsible for overall project management. Besides, it will be responsible for the facilitation of all project activities such as trainings for respective staff, ensuring appropriate access to project sites, relevant data, records, agencies and authorities. UNDP will provide support and services including procurement and contracting, human resources management and financial services in accordance with the relevant UNDP Rules and Procedures and RBM guidelines.

Project steering committee: The Project Steering Committee will be the executive decision making body for the project, providing guidance to the Project Manager, and approving project revisions. The Project Steering Committee will consist of three members:

- The Executive (Implementing Partner). This position will be held by the Minister Culture and Tourism or his authorized representative;
- The Senior Supplier. This position will be held by the UNDP RR / DRR, or a designated UNDP Programme Advisor.
- The Senior Beneficiary: This position will be held by an authorized representative of MCT.

Project Assurance: UNDP will designate a Programme Adviser to provide independent project oversight and monitoring functions, to ensure that project activities are managed and milestones accomplished. The UNDP Programme Advisor will be responsible for reviewing Risk, Issues logs, Annual Plan of Activities, budgets and ensuring compliance with the Monitoring and Communications Plan.

Project Support: UNDP will provide financial and administrative support to the project including procurement, contracting, travel and payments.
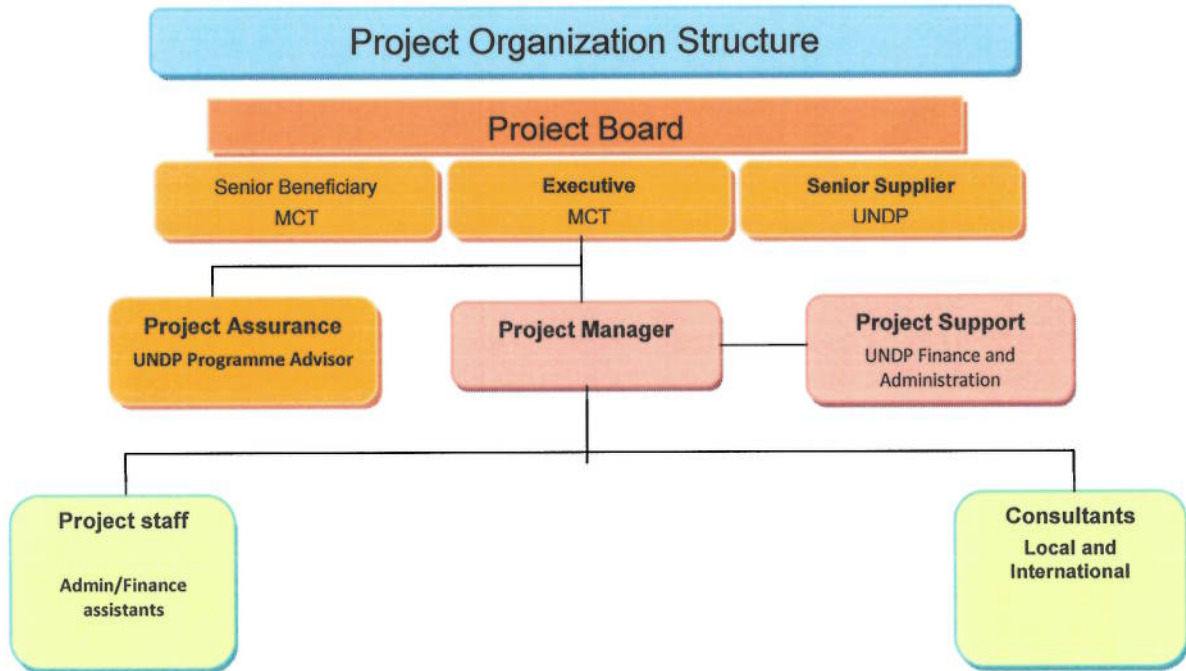
Expert support: National and international expert support will be mobilized for implementation of project activities, where relevant. For each project component, there will be a lead consultant acting as Team Leader. He/she will be responsible for preparing component plans, organizing expert groups, setting tasks and monitoring their implementation.

Project team composition: The Project Management Team consists of Project Manager, Project administrative and finance assistants.

Project Manager: The Project Manager will be tasked with the day-to-day management of project activities, as well as with financial and administrative reporting. He/she will be responsible for project implementation and will be guided by Annual Work Plans and follow the RBM standards. PM's prime responsibility is to ensure that the project produces the planned outputs by undertaking relevant activities specified in the project document up to the required quality standards and within the specified constraints of time and cost.

Finance / administrative staff:
Under the guidance of the Project Manager, the Project Assistant will prepare procurement plan, supporting documents for contracting and payments, and participate in project monitoring activities. The project's finance and administrative staff will provide support services related to administrative, procurement and financial issues such as preparation of payment and contract requests, raising requisitions, due filing and maintenance of inventory records, travel arrangements, etc.

Project Organization Structure

Project Board

Senior Beneficiary MCT	Executive MCT	Senior Supplier UNDP

Project Assurance UNDP Programme Advisor	Project Manager	Project Support UNDP Finance and Administration

Project staff Admin/Finance assistants		Consultants Local and International

B. Audit Arrangements.

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

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:

Within the annual cycle:

- ➢ On annual basis, 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.
- ➢ Based on the initial risk analysis submitted (see annex 1), 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.
- ➢ A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- ➢ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually:

- ➢ Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome 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.

Evaluation Arrangements:

- ➢ The project will be subject to independent evaluation as required by the UNDP rules and procedures.

VII.   LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Azerbaijan and UNDP, signed on January 6, 2001.

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.