UNITED NATIONS AZERBAIJAN

UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK

2011-2015

AZERBAIJAN

Baku – 2009

Working Together to Turn Black Gold into Human Gold

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2011-2015

Final Draft

16 December 2009

Executive Summary

This document sets out the United Nations Development Assistance Framework (UNDAF) for Azerbaijan for the period 2011-2015. It includes a **narrative text** summarising the logic and process leading to the formulation of this framework; a **results matrix** which sets out the outcomes which the United Nations Country Team will try to achieve (planned outcomes, and the outputs which will cumulatively contribute to the achievement of the outcomes), alongside the budget funds which will be allocated to support their achievement, and the partners – from government bodies, civil society organizations, donor organizations, private sector agencies, higher education establishments - with whom the UNCT will work to obtain the planned outcomes. It also includes a **monitoring and evaluation matrix** which sets out the indicators and means which will be used to monitor progress towards achieving the results. Together these three elements represent an effort to ensure that the priorities and activities of all UN agencies working in the country are coordinated in a transparent way, and can be used to obtain jointly agreed outcomes, called here UNDAF outcomes.

The UNDAF is the result of a consultative process between the United Nations Country Team (UNCT) of Agencies including non-resident Agencies, the Government of Azerbaijan, representatives of civil society and other development partners working in the country. From the beginning of this process attempts were made to ensure that the UNDAF outcomes are aligned with the national development goals as set out in the country's main development document, the State Programme for Poverty Reduction and Sustainable Development (SPPRSD). The timeframe of SPPRSD (2008-2015) is aligned with that of the Millennium Development Goals (MDGs), and for this reason the Government and UNCT agreed to extend the current UNDAF through 2010, and to harmonize the time frame for this next UNDAF (2011-2015) with the SPPRSD and the MDGs.

The participatory discussions leading to the formulation of UNDAF outcomes, as well as agency outcomes and outputs, were launched in May 2009. As a result of these meetings, and building on the strategic goals identified in the SPPRSD, the three broad areas of economic development, social development and governance were established as the basis for formulating three UNDAF Outcomes, while it was agreed that gender, disaster risk reduction, as well as monitoring and evaluation should be treated as cross-cutting issues. In June, three working groups were created to work on formulating agency outcomes and outputs for these three broad priority policy areas. Each working group was chaired jointly by a representative from a UN resident agency and a representative from national government or the Council of State Support to NGOs under the President of the Republic of Azerbaijan. The three working groups produced separate results matrices, which provided the basis for the consolidated Results Matrix attached to this document. As a result of this process, the following three UNDAF Outcomes were formulated: (1) "By 2015, non-oil development policies result in better economic status, decent work opportunities and a healthier environment in all regions and across all social groups"; (2) "By 2015, vulnerable groups enjoy increased social inclusion, as well as improved and equal access to quality health, education and social protection services"; and (3) "By 2015, the State strengthens the system of governance with the involvement of Civil Society and in compliance with its international commitments, with a particular emphasis on vulnerable groups"

Regarding the **first outcome**, the overall goal is to continue to promote diversification of the economy as a basis for improving decent work opportunities while reducing regional differences in living standards and employment, and ensuring that all sections of the workforce, including the most vulnerable, have access to the necessary skills and resources required to improve their employment opportunities. The goal also incorporates the SPPRSD's focus on ensuring that current and future patterns of economic growth do not impact negatively on ecosystems,

biodiversity and human health, while reducing the vulnerability of the poor to negative environmental impacts and increasing income generating opportunities for the rural poor, including the IDP population, through improved management of land and water resources. The Outcome will be achieved through three inter-related Agency Outcomes, addressing its three components, namely (i) non-oil sector development, (ii) reducing disparities in access to decent work opportunities, and (iii) reducing the vulnerability of the environment to the effects of economic growth, while reducing the vulnerability of the economy and the population to the effects of climate change and natural disasters through climate risk management.

The **second UNDAF Outcome** is designed to contribute to the achievement of two of the SPPRSD's strategic goals, namely reducing social risks for old age groups, low-income families and vulnerable groups of the population by developing an effective social protection system, and improving the quality of and ensuring equal access to affordable basic health and education services. The focus in this outcome is on following through with the implementation of long term reforms aimed at improving the quality of the basic services and social protection provided by the state, especially for vulnerable groups. The three Agency Outcomes address separately the health, education and social protection components.

The **third Outcome** is designed to support continuing moves towards democratization, including a refining of the role of the central government and that of civil society, and greater involvement of the latter in the design and implementation of policies and programmes, as part of the aim of achieving greater accountability of government structures. The overall goal is to achieve more transparent and accountable public institutions, staffed by a professional civil service, guided by appropriate laws enforced by a responsive judicial system, all of which are necessary to underpin the achievement of the two previous UNDAF outcomes, and also to ensure the legal protection of the rights of all, including the most vulnerable. This UNDAF Outcome has three Agency Outcomes, which focus on (i) enhancing the role and capacity of civil society, media and vulnerable groups to participate in policy formulation and implementation; (ii) capacity development of state agencies, including in gender sensitive approaches through increased accountability and transparency in public administration; and (iii) improving access of vulnerable groups to legal institutions and assistance, and ensuring that response is in line with international commitments and norms on human rights.

The UN Country Team is committed to the rigorous monitoring and evaluation of the UNDAF. To this end, during the UNDAF preparation, the three working groups worked to define a set of realistic indicators to measure progress on each UNDAF outcome. It must be noted that the availability of data has influenced the selection of indicators. Nevertheless, to the extent possible, both baseline data and target numbers have been provided. This information is summarized in the UNDAF M&E Framework.

In the implementation phase, the UNCT led by the Resident Coordinator will work to ensure coherence and will be responsible for the overall effectiveness of the United Nations activities. UN Agencies will prepare Country Programme Documents in line with the Country Programme outcomes outlined in the UNDAF. Individual Country Programmes and project documents will specify how they contribute to UNDAF objectives and cooperation strategies. Under the overall UNCT umbrella and oversight, the three UNDAF Outcome Working Groups (WG) which have been operational in the formulation phase will be tasked to coordinate the preparation of the Annual Outcome Work Plans, monitoring and reporting of the progress in the overall implementation of UNDAF activities and to the extent possible organize joint evaluations. Chairs for the WGs will be appointed by the RC. The WGs will be also mandated to periodically review the UNDAF Monitoring and Evaluation framework and when necessary adjust the indicators, baseline data and data sources.

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Shahin Mustafayev
Minister of Economic Development

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On behalf of UN Agency

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Bruno Pouezat
UN Resident Coordinator

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1. INTRODUCTION

The United Nations Development Assistance Framework for Azerbaijan 2011-2015 is the result of a consultative process between the United Nations Country Team, the Government of Azerbaijan, representatives of civil society and other development partners working in the country. The purpose of the UNDAF is to guide UN programming and ensure a collective and integrated response to meeting gaps in the country's development needs. In determining the various components of its collective response, the UNCT has made efforts to achieve the best possible match between the development priorities identified in the country's national development strategy document for 2008-2015 (SPPRSD[1]), the specific features of Azerbaijan's current phase of development, and the UNCT's comparative advantage; i.e. areas where the UN agencies, both resident and non-resident, have the capacity to provide meaningful support to national efforts to meet development priorities, both in terms of building on their previous track record and partnerships in the country, and in exploiting their ability to access and use global expertise and best practices.

Officially adopted in late 2008, the SPPRSD provides a clear statement of national priorities as the basis for collaboration in progressing towards national development goals which are aligned with the MDGs. The UN provided support to the Government in the formulation of the SPPRSD, and the UNDAF for 2011-2015 represents a summary of the support it will provide in the implementation phase. Apart from the SPPRSD, other major sectoral programmes adopted recently also provide a strong basis for developing UN-Government collaboration (see list in appendix).

Within its overall aim of achieving sustainable economic development and poverty reduction, the SPPRSD identifies nine strategic goals for the period 2008-2015. These strategic goals have formed the basis for the formulation of the three UNDAF outcomes for 2011-2015, which cover the broad policy areas of economic development, social development, and promoting good governance, progress in all of which is vital for the country's long term inclusive development. The timeframe of the SPPRSD (2008-2015) is aligned with that of the MDGs, and the strategy incorporates the country's national MDG targets. For this reason, the Government and UNCT agreed to extend the current UNDAF through 2010, thus harmonizing the time-frame for the next UNDAF (2011-2015) with the SPPRSD and the MDGs.

Azerbaijan currently faces some development challenges which are common to other transition countries, but it also faces some quite country-specific challenges deriving in part from the nature and scale of economic growth since 2005. Overall, the analyses and discussions conducted as part of the UNDAF preparation suggest that the country has reached a crossroads in all three of the broad policy areas outlined above. While much progress has been made, further results will require continued reform efforts, and the UNDAF for 2011-2015 reflects the desire of the UNCT to work together to support the Government and civil society in moving forward beyond these crossroads. This introductory section sets out briefly the specific features of the current stage of national development process which have shaped both the country's national development strategy and the UNDAF and agency outcomes (1.1), summarises the lessons learned from the previous UNDAF and the UN's comparative advantage in supporting the national development goals (1.2), describes the process leading to the formulation of the three UNDAF outcomes and results matrix (1.3), and outlines the cross-cutting issues which are addressed in all three UNDAF outcomes (1.4).

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[1] The State Programme for Poverty Reduction and Sustainable Development (SPPRSD)

1.1. Specific Features of Azerbaijan's Current Phase of Development

There are several key features of Azerbaijan's current phase of development which influence the choice of focus for UN activities in the coming UNDAF period. These include firstly the character of economic growth which the country has experienced. While growth was impressive in the 2005 - 08 period, with GDP increases peaking at 30% in 2006, it continues to be driven mainly by the oil sector[2]. The narrow base for economic growth has meant that there has been limited effect so far on improving decent employment and income generation opportunities for the large sections of the population employed outside this sector (the oil sector represents only 1% of total employment[3]), and that there have been increasingly visible inequalities in living standards and opportunities between those regions and population groups benefiting from the oil boom and the rest of the country. While official figures for 2008 do show an increase in the share of GDP represented by the construction, services and agricultural sectors, as well as a further reduction in income poverty rates[4], there is a general consensus among all stakeholders that long term sustainable and inclusive growth requires continued efforts to achieve broader-based growth and a more diverse export profile.

The global economic crisis which began to unfold in 2008, and in particular the collapse in oil prices on the international market, have meant that growth rates have slowed down considerably (11.6% in 2008, with projections for 2009 up to 7.5%[5]). However, like other energy exporters in the region, Azerbaijan has been able to weather the global downturn relatively well, due partly to the foreign currency reserves from oil sales in the boom period. The reforms already initiated in the economic sector have also meant that Azerbaijan significantly improved its ranking in the World Bank's Ease of Doing Business Table for 2009, moving from 97th place (out of 181 countries) in 2008 to 33rd in 2009[6], suggesting that improvements in the environment for private sector growth are already tangible. Thus the crossroads facing the country in terms of economic development is the need to build on these successes and to continue efforts to go beyond growth which is driven by natural resources towards growth which is more strongly anchored in the private sector, the formal economy and the non-oil branches of the economy, and which can contribute to increases in decent work opportunities[7] across the different regions of the country.

Secondly, across all three priority areas, there is a need to persist with long-term reforms and support for capacity development at the three levels of enabling environment (legislation, policies), organizations and individuals. Private sector development in the non-oil sector depends on the successful completion of many reforms in economic management, including changes in the way in which regulatory functions are carried out. Improving the quality of health and education services requires more clarity in mandates, improvements in management and

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[2] See IMF, World Economic Outlook, 2009.

[3] See SPPRSD, Charter 5

[4] IMF Country Report for the Republic of Azerbaijan, no.08/216, Statistical Annex, July 2008.

[5] IMF, World Economic Outlook, 2009

[6] World Bank, Doing Business, 2009

[7] The term "decent work opportunities" is used throughout this report to reflect the fact that in Azerbaijan open unemployment is not considered the main employment issue in the country, but rather the low quality of many jobs, and the fact that growth has not yet translated into more and better jobs for all groups of the population and in all regions of the country. Underemployment is manifested in workers taking jobs below their education or skill level, or in the informal economy where employment is often low-productivity, insecure (or in the case of agriculture seasonal), poorly remunerated and lacking social protection guarantees. It is also manifested in the share of working poor, i.e. those who work, but do not earn enough to protect themselves and their families from poverty (see SPPRSD, chapter 2.2). This concern with decent work is in line with the global MDG target of "achieving full and productive employment and decent work for all, including women and young people" (MDG 1, target 2), and is of particular relevance to the young generation of Azerbaijan whose prospects for finding decent employment in recent years have on the whole been low. Lack of decent work opportunities has fuelled internal and external labour migration, much of which is informal and unprotected.

incentive structures, setting and monitoring standards of provision, including for services provided by NGOs, reforms in the ways in which budget allocations are determined, and improved mechanisms to increase the accountability of providers to users. Economic and social reforms have to be underpinned by improved transparency and accountability in public administration and the system of justice, and a greater role for civil society. Reforms in all these areas have been initiated, in many cases in partnership with UN agencies, but by their nature will take several years to implement fully. Some of the increases in state revenue accruing from oil sales in the 2005-2008 period have been used to make necessary improvements in the country's economic and social infrastructure. Thus the crossroads facing the country is not to stop at increased public expenditure on these necessary and highly visible improvements in infrastructure, but to complement them with efforts to achieve sustainable results through less visible changes in functional and technical capabilities at the organizational and individual levels. These changes are required to improve the ways in which the economy is managed and regulated, the ways in which public services are delivered, and to create more efficient, transparent and accessible systems of public administration and justice.

Just as the country is facing a crossroads in implementation of its reform agenda, the UNCT is facing a crossroads in terms of the role it plays in the country's development and the nature of the support which it can offer. Due to its recent strong economic growth, Azerbaijan has graduated to the middle-income country status. This means essentially that the resources spent by the government on development programmes are growing, while donor contributions to UN projects and programmes are contracting. In a nutshell, the UN is no longer a substantial source of grant funding, and many of its programmes are already part or entirely funded by the Government. On the one hand limited resources can be looked on as a constraint to UN activities; but on the other hand, the increasing share of government funding represents an opportunity to increase the demand-driven nature of future projects/ programmes and ensure national ownership. In this situation, there is an even greater need and opportunity for the UNCT to continue engaging in constructive dialogue with the Government in order to sustain the political will required for the longer term efforts directed at capacity development and governance reforms: efforts which are necessary in order to achieve sustainable development, and which require expertise but not necessarily large amounts of funding.

Another factor which is indirectly related to the country's change in economic status, and which has contributed to a change in focus compared to the previous UNDAF period, is the fact that the Government has gradually taken over full financial responsibility for measures to support the improvement of living conditions for the large population of internally displaced persons (IDPs), who were displaced as a result of the occupation caused by a conflict in and around Nagorno Karabakh region of the Republic of Azerbaijan in the early 1990s. The Government has also taken over responsibility for food security in the country, and the adoption of the State Programme on Reliable Food Supply in 2008, together with the allocation of budget funds for food security. Both of these are signs of the high policy priority which has been given to food security, and as a result of these positive efforts on the part of the Government, WFP food assistance programmes have been gradually phased out.

At present, no final peace settlement to the conflict in and around Nagorno Karabakh region of the Republic of Azerbaijan has been achieved. However, should such a settlement be reached within the time-frame of the forthcoming UNDAF, much of the focus of UN agencies' work would switch to supporting the complex processes of voluntary re-settlement of IDPs. The Government has expressed interest in developing a framework for the voluntary return of IDPs in event of a peaceful settlement. In this event, the UN would be presented with an opportunity to contribute to an important moment in the country's history, but also with the challenges of helping to manage a very complicated process. With this possibility in mind, the WFP will retain

a minimal presence to continue monitoring food security and to enable a rapid resumption of activities if needed.

1.2 Summary of Lessons Learned and the Comparative Advantage of the United Nations

The UNDAF annual review carried out in 2008 provides a summary of the lessons learned from the current UNDAF, and opportunities for the upcoming one. The successes to build on from the previous UNDAF include expansion of the evidence base for policy development and the increasing convergence of official and survey data for social indicators; the Government's commitment to comprehensive health care reforms; and the incorporation of early childhood development into the national education sector development programme. However, despite progress in expanding the evidence base, the review also lists weaknesses in monitoring and evaluation systems as a continuing constraint to progress in achieving development goals. Further constraints which are identified include the Government's increasing but still inadequate budgetary allocations to the social sectors, and the prevalence of gender stereotypes at all levels.

The review identifies the priority areas for future support as (i) promotion of the non-oil sector and regional development; (ii) advocating for increased social sector budgeting, (iii) monitoring and evaluation, (iv) promoting gender quality and addressing gender stereotypes (v) civil society development, (vi) strengthening the human rights based approach to analysis, planning and evaluation, and (vii) supporting Azerbaijan's role on the regional and international stage, particularly its potential to become donor country.

The comparative advantages of the United Nations are summarised as (i) the trust derived from long-standing partnerships, (ii) the ability to link Azerbaijan with international knowledge resources and best practices, (iii) its mandate to promote human rights and the capacity to re-enforce the rights-based approach to the country's development agenda, (iv) expertise in multi-sectoral, rights-based, and gender sensitive approaches and (v) its ability to promote policy dialogue on complex and sensitive issues, as well as a culture of peace, tolerance and democracy.

The UN has shown itself able in the past to respond to requests for support and access to international technical resources and data, for example in support provided to civil service reform, national reporting to international treaty bodies, the creation of the State Committee for Family, Women and Children's Affairs and the Ombudsman's Office and its child-rights unit. And has also been able to supply specialized expertise where the country has a capacity gap, for example in the creation of the unified national data transmission network, civil registry within the Ministry of Justice, initiation of pension reform.

As outlined above, much of the future reform efforts required to reach national development goals and MDG targets are concerned with capacity development of institutions. The UN agencies have substantial technical, managerial and institutional expertise to support national capacity development. The rights-based approach can help retain the focus on the rights of the vulnerable, as well as the need to identify and address the needs of the vulnerable, in a period when growth and infrastructure improvements can lead to complacency. The UN also has practical experience in using results-based management techniques, which offer practical alternatives as government and economic structures move away from former central-planning practices. A key comparative advantage is therefore the United Nations' potential contribution to capacity development to ensure successful implementation of economic, social and governance reforms.

1.3 The UNDAF Formulation Process and Defining the UNDAF Outcomes

The main building blocks on which the UNDAF is based are the national development programme (SPPRSD) as well as other relevant government programmes[8], the current UNDAF and the UNDAF Annual Reviews carried out by the UNCT in 2007 and 2008. An external evaluation of the current UNDAF as well as a Country Analysis were completed in early 2009.

As part of preparations for the participatory discussions leading to the formulation of UNDAF priorities, representatives of government agencies and national NGOs were invited to participate in a three-day workshop where they were introduced to the logic and purpose of UNDAF, and also to the main principles and components of results-based management (RBM).

The participatory discussions leading to the formulation of UNDAF outcomes, as well as agency outcomes and outputs, were launched in May 2009. Representatives of the UNCT, including representatives from non-resident agencies, met with government counterparts at a discussion forum held under the chairmanship of a Deputy Minister of Economic Development. Two further workshops were held under the chairmanship of the Resident Coordinator: at the first, members of the donor community were informed of the UNDAF process, the proposed schedule for completion and the opportunities to participate in the process, and were invited to put forward their vision and proposals for UNDAF priority directions. At the second, representatives of national NGOs were invited to put forward their vision both of priorities, and also of their role in future UN programmes with the government.

As a result of these meetings, and building on the strategic goals identified in SPPRSD, the three broad areas of economic development, social development and governance were established as the basis for formulating three UNDAF Outcomes, while it was agreed that gender, disaster risk reduction, as well as monitoring and evaluation should be treated as cross-cutting issues.

In June, three working groups were created to work on formulating UNDAF and agency outcomes for these three broad priority policy areas. Each working group was chaired jointly by a representative from a UN resident agency, and a representative from national government. Representatives from government, national NGOs, the donor community, were invited to participate in plenary sessions of the working groups. A drafting group of 3-4 persons for each working group followed up on drafting outcomes and outputs and presented these at plenary sessions for review and comments.

Each working group produced a results matrix, which provided the basis for the consolidated Results Matrix attached to this document.

As a result of the above process, the following three UNDAF Outcomes were formulated:
- **Economic development:** "By 2015, non-oil development policies result in better economic status, decent work opportunities and a healthier environment in all regions and across all social groups"
- **Social development**: "By 2015, vulnerable groups enjoy increased social inclusion, as well as improved and equal access to quality health, education and social protection services"
- **Governance**: "By 2015, the State strengthens the system of governance with the involvement of Civil Society and in compliance with its international commitments, with a particular emphasis on vulnerable groups"

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[8] A list of the most relevant programmes is provided in the appendix

1.4 Cross-cutting Issues

The three cross-cutting issues identified in the course of the UNDAF formulation process are both challenges central to the country's future development and areas where the UN is well placed to offer support and expertise.

Gender: Gender equality in the previous UNDAF was also treated as a cross cutting objective. The main focus was on changes in formal structures, laws and policies, and on improving gender disaggregated data. As a result, there has been significant progress in strengthening the gender policy framework in terms of formal structures and laws, including the establishment of the State Committee for Family, Women and Children's Affairs (SCFWCA) which embodies substantial gender awareness. However, qualitative studies on gender attitudes, child marriages and gender-based violence have shown that gender stereotypes remain common among the general population and some decision makers. The main challenge is now therefore to address gender stereotypes, and the need to raise gender sensitivity at all levels, while offering concrete support to efforts to address early marriage, high early drop out rates for girls, gender-based violence, and further building the evidence base for policy efforts to address informal structures, social and cultural norms, attitudes and practices.

There is little difference in employment rates between men and women, but women tend to be employed in the lower-paid sectors and in lower level positions, meaning that average wages for women are lower than those for men. As decent employment opportunities have become scarcer, both young men and women have found it difficult to enter the employment market. This has been accompanied by a return to traditional cultural values and stereotypes, especially in rural areas, which have discouraged parents from investing in their daughters' education and led (in worse cases, forced) young girls to marry at an early age (under 18 years). The share of women in top positions in the economy, government, and legal systems remains low.

Regarding the evidence base, there is still a need for more gender disaggregated data, including on learning achievements and formal employment, which could also form the basis for the development of clearer criteria for monitoring gender equality. But past experience has shown that there is also a need to complement quantitative gender disaggregated data with qualitative studies, such as those mentioned above, to understand and monitor the effects of social and cultural norms and values, consciousness, attitudes, beliefs and practices on shaping gender attitudes, and as a result on the achievement of more equal opportunities in economic and political life of the country for men and women.

Chaired by UNFPA, the Theme Group on Gender and Women's Empowerment has been very active during the 2006-2009 UNDAF period in promoting gender mainstreaming in UN policies and programmes, and regular exchange of information and expertise. It provided inputs for the gender component of SPPRSD, and is committed to supporting the Government in the implementation phase. It has also promoted work on using the Gender Development Index and the Gender Empowerment Measure for SPPRSD monitoring and evaluation. The theme group also supported the SCFWCA in preparing the fourth national progress report on the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) in 2008 and intends to further support the government in following up the CEDAW recommendations.

To summarise, both the Theme Group and individual UN agencies have been active in raising public awareness of gender issues, gender based violence (including countrywide survey), and supporting policy development. However, while the previous UNDAF focuses on changes in formal structures, such as laws and policies, and recognizes the importance of improving quantitative gender-disaggregated data, the 2008 UNDAF Annual Review by the UNCT stresses

the need for the next UNDAF to address informal structures, and the need for more qualitative research to capture gender attitudes. The challenge in the forthcoming UNDAF is to build previous results and partnerships, by contributing to changes in attitudes and practices to ensure that these are aligned with gender-related policies.

Disaster risk reduction: like in many countries, there has been more of a focus in Azerbaijan on responding to natural or manmade hazards rather than on preventing their occurrence and mitigating their effects. Globally, countries are being encouraged to move from disaster response to disaster risk reduction, and to address the root causes of vulnerability, rather than treating its symptoms when the population is exposed to hazards. All of Azerbaijan, including the mountain areas, is under constant threat of earthquakes, while some lowland areas have been threatened by rising levels of the Caspian Sea, due partly to climate change. Droughts have caused low harvest yields, reduced water quality, contributed to land degradation, increased tensions within and among communities, and had severe effects on fisheries. Some of the root causes are being addressed in section 1.3 of the results matrix, through a greater attention to improving the management of natural resources and better land management and agronomic practices. Support to capacity development is also envisaged to improve the effective implementation of existing legislation and environment programmes. Support provided by the UNCT to the Government in 2007-2008 to prevent, treat and manage the outbreak of avian influenza has provided a good basis for further partnerships in and a holistic approach to pandemic preparedness. Food security was addressed systematically in the previous UNDAF, partly in response to the steep rise in global food prices, and the UN supported the Government in its formulation and adoption of State Programme on Reliable Food Supply for the Population, which ensures the allocation of funds to food security, and has meant that the country has built up its own reserves of staple foods. In this UNDAF period, support will be continued to strengthen national capacity to monitor the food security situation.

The UNCT has considerable international experience and expertise to draw on in the field of disaster risk reduction, and is interested in increasing and expanding its partnership with the Government in this field. The Government, in particular the Ministry for Emergency Situations, has also expressed interest in future cooperation, and a representative from the Ministry attended the working group discussions during the formulation of UNDAF priorities. However, the dialogue on how best to match UN expertise with the country's needs is still at an early stage and there is a need for a longer preparatory process of dialogue to identify concrete areas for partnership and UN support. This is an area where several UN agencies have expertise to offer, and a theme group will be established in order to take forward the dialogue with the Government and civil society, and identify areas for future support, some of which may be translated into concrete outputs during the next annual review. Preliminary areas for future cooperation which have been identified include training programmes on international experience in responding to disasters, reducing disaster risk and coordinating post-disaster response; support to improve preparedness for the consequences of climate change; capacity building for the implementation of environmental programmes; drawing up legislation for the regulation of early warning and disaster mitigation; and support mechanism to reach vulnerable groups in the event of disasters.

Monitoring and evaluation: As noted above, the review of the current UNDAF conducted by the UNCT in 2008 notes that weaknesses in monitoring and evaluation systems represent one of the continuing constraints to UNDAF progress, and identifies it as a priority area for future UN support to Azerbaijan. The country has long had weak monitoring and evaluation systems, an integral part of results-based management, which is essential for assessing progress in reform processes across all sectors, and providing the information base to understand causal relationships and make necessary adjustments.

Azerbaijan inherited a system of data collection and statistical use from the Soviet period, and considerable efforts have already been made to adapt the statistical system to conform with international standards, and to meet the needs of a market economy. The government is continuing to address the reform challenges through the State Programme on Improvement of Official Statistics (2008-2012). A greater use of surveys is needed for data collection; however improvements in data collection have also to be accompanied by more flexible use of survey and administrative data. There is still a tendency among data providers and local government users to look on data as necessary for reporting rather than for policy analysis, and the traditional focus is on monitoring input indicators rather than outcomes, while use of independent impact analyses is not common. It is therefore necessary to combine efforts to improve collection, with support for use of data for policy analysis and improving access to data, especially survey databases. This is an area where UN agencies have offered substantial technical and capacity building support, and can build on its successes and partnerships.

Successes during the previous UNDAF include, for example, the joint Demographic and Health Survey (DHS) carried out in 2006 and official recognition of its results for infant mortality (contributing to progress towards introducing new definitions of live births, and a step towards reconciling the divergence between survey and official estimates of peri- and neonatal mortality). The DHS results also provide updated estimates of child malnutrition, and the incidence of domestic violence. The UN has also played a key role in designing and implementing the country's labour force survey and integrating it into the system of national statistics, and supported qualitative studies, such as those on gender attitudes and child marriages, and shown their value for informing policy discussion. The second HIV surveillance survey was also carried out in collaboration with the UN, while UNICEF has supported the Government in developing *AzerbaijanInfo*. Based on DevInfo, a web-enabled interface to strengthen national database systems and use of data for decision-making *AzerbaijanInfo* can be used to monitor and report progress towards achieving MDGs.

However, the government still faces challenges in monitoring progress towards meeting SPPRSD and national MDG targets and a need to implement and consolidate innovations in data collection and use. There is also a need to further improve capacity for regular reporting to international treaty bodies. Azerbaijan is committed to regular reporting to international treaty bodies (including, for example, to the Human Rights Council, the Committee on the Rights of the Child (CRC), implementation of the Convention on Elimination of All Forms of Discrimination against Women, and the UN Framework Convention on Climate Change (UNFCCC)), and to MDG reporting. In fact, one of the ways in which UN agencies contributes to improving the use of existing data and highlighting data gaps is through their ongoing assistance to these reporting activities, including through the use of qualitative research to understand causal process, perspectives of the poor and disadvantaged, and gender issues. Such support in the past has led to progress in working with the Government to act on the findings of the Human Rights Council's Universal Periodic Review of Azerbaijan and in raising awareness and meeting the rights of juvenile offenders, detainees, people with disabilities, asylum seekers. Further support to monitoring progress and country reporting, as well as implementing recommendations, can contribute to capacity building and better understanding of the rights-based approach.

The table below summarises the ways in which the three cross-cutting themes have found concrete expression in the three UNDAF outcomes and the agency outcomes and outputs in the results matrix attached to this document.

Table 1. Reflection of Cross-cutting Issues in the UNDAF Outcomes

Cross-cutting Issues	UNDAF Outcome 1	UNDAF Outcome 2	UNDAF Outcome 3
Gender	Gender disaggregated employment and population data produced and used Ensure access of young men and women to decent work opportunities improved through promotion of entrepreneurship. Female and male members of vulnerable groups supported in job placement and income-generation activities	Safe motherhood practices scaled up Mother and child nutrition improved Gender sensitive approaches to HIV/AIDS policy and treatment Improve access of women and men to reproductive health services Monitor early drop out rates of girls in secondary schools Access to ICT in education for males and females Expansion of evidence base and use to increased awareness of public on gender issues and gender discrimination	Increased opportunities for young women and men to participate in governance and decision making Increased capacity of media to raise awareness on gender stereotypes Gender-sensitive monitoring of SPPRSD Enhance women's access to civil service positions Centralized Civil Registry has capacity to generate gender disaggregated data Gender sensitive approaches to services for migrants and asylum seekers Women empowered to participate in National Tripartite Committee
Disaster Preparedness	Sustainable employment opportunities increased Resilience of ecosystems and economic sectors to climate change increased National capacity for cooperation on environment and	Capacity to cope with major epidemic and pandemic diseases strengthened	Role of NGOs in contributing to environmental security increased

	security strengthened Management of natural resources improved		
Monitoring and Evaluation	Trade assessment completed Labour market monitoring and use of data strengthened Better use of population data to inform policy development Radiological monitoring of environment developed	Monitoring of HIV improved through establishment of national HIV M&E system Improved data on number of school age children with disabilities and types of disability	Improved access to data through projects on data transfer Collection, management and use of food security data Centralized state register of population established System to monitor and report on SPPRSD established, including improved monitoring of the impact of public investment Involvement of PLH and MARPs in HIV monitoring Ombudsman's Office empowered to better monitor and report on implementation of human rights obligations State bodies, CSOs, media professionals, universities monitor and report on child rights in a child-friendly way Capacity to monitor and report on GBV improved

2. UNDAF RESULTS

As outlined in the previous section, the UNDAF framework consists of three UNDAF Outcomes, which reflect the United Nations Country Team's collective priorities. These Outcomes will be

attained through the Agency Outcomes and Outputs[9] described below and summarised in the UNDAF Results Matrix (Appendix 1). The Results Matrix also provides for each UNDAF Outcome a list of the national goals (as formulated in the SPPRSD) which the Outcome is designed to address.

2.1 Economic Development: "By 2015, non-oil development policies result in better economic status, decent work opportunities and a healthier environment in all regions and across all social groups"

The overall goal is to continue to promote diversification of the economy as a basis for improving decent work opportunities while reducing regional differences in living standards and employment, and ensuring that all sections of the workforce, including the most vulnerable, have access to the necessary skills and resources required to improve their employment opportunities. The goal also incorporates the SPPRSD's focus on ensuring that current and future patterns of economic growth do not impact negatively on ecosystems, biodiversity and human health, while reducing the vulnerability of the poor to negative environmental impacts and increasing income generating opportunities for the rural poor, including the IDP population, through improved management of land and water resources.

The Outcome will be achieved through three inter-related Agency Outcomes, addressing its three components, namely (i) non-oil sector development, (ii) reducing disparities in access to decent work opportunities, and (iii) reducing the vulnerability of the environment to the effects of economic growth, while reducing the vulnerability of the economy and the population to the effects of climate change and natural disasters through climate risk management.

2.1.1 National policies and institutions are strengthened to increase private sector competitiveness, remove trade barriers, especially for exports, while reducing the vulnerability of the economy and population to shocks.

The previous UNDAF was formulated in anticipation of the rapid increases in GDP due to oil revenues, and therefore included a strong focus on improving the ability of the Government to manage oil revenues. The current UNDAF requires a shift in focus towards economic diversification through innovation and on making domestic products, including agricultural produce, more competitive through capacity development interventions aimed at improving management and incentives at the level of institutions, as well as bringing legislation and regulations in line with international standards. Since circa 40% of the employed population works in the agricultural sector, this is relevant to improving decent work opportunities in the regions outside of the Absheron peninsula where the majority of oil-related employment is concentrated. As a first step towards improving the country's ability to participate in and benefit from international trade, it is proposed to support a national assessment of trade needs and capacity gaps. Further activities aimed at promoting exports will be based on the result of this assessment, while work with government and international partners will be undertaken to bring down barriers to the movement of persons and goods between Azerbaijan and its immediate neighbours. In partnership with the National Academy of Sciences the Government and the UNCT will develop policy measures to ensure greater use of research and development to promote innovation and competitiveness in the economy

2.1.2 National strategies, policies and capacity to address regional and gender disparities in

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[9] In line with the recommendations provided in the UNDAF Technical Brief (2007), the term *UNDAF Outcome* is used to refer to strategic high-level results expected from UN cooperation with government and civil society. Agency outcomes are means for achieving the collective UNDAF Outcomes, but they may be shared among two or more agencies. Agency Outputs are tangible deliverables, which are required in order to achieve each Agency Outcome.

decent work opportunities are strengthened, with a focus on increasing the ability of vulnerable groups to manage and mitigate risks.

The second Agency Outcome is aimed at supporting the government to address disparities in decent work opportunities, particularly regional and gender disparities, and helping the more vulnerable groups to manage and mitigate risk through better employment. Interventions aimed at addressing the needs of vulnerable groups include those aimed at people with disabilities, mine survivors, IDPs, refugees and asylum seekers. Young people have particular difficulties in accessing decent work opportunities and there is therefore a focus on improving capacity for implementing the national youth employment action plan while ensuring that ILO standards for decent and safe employment are applied in practice.

Lack of decent employment opportunities have meant that a section of the labour force has migrated to Russia or other countries to look for work, and – at least before the current global crisis - remittances represented a significant contribution to the economy (it is estimated that almost one billion USD were transferred through formal channels alone in 2007). Management of migration by public and private agencies will be improved in order to reduce the vulnerability of informal labour migrants, increase their access to social security guarantees, and also promote investment of remittances in the development of local economies.

The cross-cutting issues will be addressed through interventions aimed at improved employment opportunities for vulnerable women and men, achieving a reduction in vulnerability and the potential for social conflicts through more equitable access to decent employment, including IDPs, refugees and asylum seekers, people with disabilities, and increased capacity to collect and use disaggregated population data for monitoring the impact of employment policies on different groups of the population.

2.1.3 Relevant national strategies, policies, and capacities are strengthened to address environmental degradation, promote the green economy, and reduce vulnerability to climate change.

The country inherited severe environmental challenges from the previous central planning period, together with industrial and agricultural practices which encouraged the unsustainable use of natural resources. Some of the environmental problems deteriorated in the early transition period, for example, land erosion and salinization, due to increased farming as a household coping strategy, and deforestation increased due to unregulated wood harvesting as supply of gas and former heating systems were interrupted. The bulk of the country's energy supply is still generated through outdated thermal power stations, which are inefficient and high polluters. While a legal framework and policy documents have been developed to address environmental issues[10], there are capacity gaps in implementation, monitoring and control.

The United Nations Economic Commission for Europe (UNECE) will carry out the second Environmental Performance Review (EPR) of Azerbaijan in spring 2010 to assess the performance of Azerbaijan – in reducing its overall pollution burden, managing its natural resources, adjusting its environmental policies into its economic and political context, and strengthening international cooperation – and to provide recommendations. Interventions will aim at reducing the country's dependence on outdated and resource-inefficient thermal power stations, in part through improved capacity to develop and introduce alternative and renewable energy sources. Support will be provided to improve the management of protected areas and

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[10] Including for example the State Programme on Development of Renewable and Alternative Energy Sources and the Complex Plan on Improving Environmental Situation in the Republic of Azerbaijan

ecosystems, including marine and mountain ecosystems, to halt land degradation and the erosion of pastures, and to prevent further deforestation by involving local populations in the formulation and implementation of the required legislation as well as by strengthening capacities in the forest sector's institutions. Interventions will also aim at strengthening the national capacity to participate in regional and international cooperation agreements on environment and security, including those on international waters. Capacity building will help ensure that non-oil sector development is clean and based on sustainable use and improved management of natural resources. Finally, support will be continued to small-scale solutions for achieving sustainable water supply in rural communities through rehabilitating traditional methods of water supply pre-dating the Soviet period (kahriz).

2.1.4 Building on the comparative advantage of the United Nations

The interventions envisaged build on the UN's track record in supporting Azerbaijan translate its oil-related revenues into investment and employment growth in non-oil sectors. UNDP has provided policy advice to the Government on how best to use oil revenues to promote employment and economic growth in non-oil sectors, a key result of which was the adoption of the State Programme for Education of Azerbaijani Students Abroad 2007-2015. The UN supported the formulation of a national employment strategy (for 2006-2015) to promote employment in the non-oil sectors, especially in rural areas and for vulnerable groups. In parallel, work has been carried out on improving the country's ability to monitor employment through the design and implementation of a labour-force survey which is now carried out on a regular basis (UNDP, ILO, UNFPA).

Support has already been provided to the Ministry of Labour and Social Protection of the Population under the current UNDAF to conduct a needs assessment survey of people with disabilities as a basis for interventions aimed at developing their professional skills. The ILO has been working with the Government, the National Confederation of Trade Unions and the National Confederation of Entrepreneurs (Employers) on the preparation of a National Action Plan on Youth Employment, linked to the National Employment Strategy. The FAO and IFAD have been working with the Ministry of Agriculture to improve agricultural productivity and rural livelihoods. UNESCO has a track record of working with the Ministry of Education and Ministry of Culture and Tourism to improve the technical capabilities of specialists and trainers and linking employment creation to its goal of promoting and preserving the cultural and natural heritage of Azerbaijan.

The UN can draw on the expertise of non-resident agencies, in particular the UN Chief Executives Board Inter-Agency Trade and Productive Capacity Cluster on, in helping the Government identify trade policy responses and raising awareness of the link between trade and human development/ poverty reduction. The UN agencies can also draw on considerable global expertise in providing technical support to national institutions in fulfilling their commitments towards ratified environmental conventions, and strengthening capacity to mainstream environmental issues into national policies. For example, the UNDP has provided technical assistance to the formulation of Azerbaijan's first and second national communications to the United Nations Framework Convention on Climate Change, which helps identify main sources of GHG emissions and develop projects to reduce the volume of emissions. It has also laid the groundwork for the country's access to the MDG Carbon Facility by signing a Memorandum of Understanding with the Government of Azerbaijan and supporting the capacity of the Ministry of Ecology and Natural Resources to review Clean Development Mechanism (CDM) projects. The UNDP has been working with the Government to tackle issues of waste management and land degradation. It is also partnering with the Ministry of Industry and Energy in promoting the development of small hydropower stations, including tackling the related legal and investment

issues. The UNCT is well placed to help the Government access resources from Global Environment Facility and global networks with experience and expertise in implementing and coordinating emergency response and disaster risk reduction programmes.

2.2 Social Development: "By 2015, vulnerable groups enjoy increased social inclusion, as well as improved and equal access to quality health, education and social protection services"

This second UNDAF Outcome is designed to contribute to the achievement of two of the SPPRSD's strategic goals, namely reducing social risks for old age groups, low-income families and vulnerable groups of the population by developing an effective social protection system, and improving the quality of and ensuring equal access to affordable basic health and education services. The focus in this outcome is on following through with the implementation of long term reforms aimed at improving the quality of the basic services and social protection provided by the state, especially for vulnerable groups. The three Agency Outcomes address separately the health, education and social protection components.

Despite the fact that there is a lot of policy attention, including in the SPPRSD, directed towards guaranteeing quality health and education services, public expenditure levels on these sectors remain low as a share of GDP and in comparison with other transition countries. Groundwork has been done in providing evidence of the potential benefits of increased expenditure (for example, the UNICEF studies on early childhood nutrition and budget investments in health and education). While spending is increasing, there is a concern that it will focus on the visible aspects of infrastructure improvement (refurbishing existing facilities and building new ones), which is necessary but may divert attention from the need to sustain the longer-term and more complex reforms required to achieve public services which operate efficiently, cost-effectively, and are responsive to user needs. The UN is positioned to support the Government in strengthening the alignment between these political priorities and budget allocations, and accompanying the reforms related to capacity development

2.2.1 State provides improved quality and equity in the health system in line with international standards, in particular for vulnerable groups

This agency outcome includes a large number of outputs which build on the considerable track record of UN support to capacity development in improving health policy analysis and implementation, as well as improving maternal child health care and reproductive health services (UNICEF, UNFPA, WHO), controlling the spread of infectious diseases, in particular TB and malaria (WHO), improving prevention and treatment of HIV in line with international standards (UNAIDS, UNICEF, WHO, UNODC, UNHCR), capacity development to deal with major epidemic/ pandemic diseases (WHO, as well as developing integrated approaches to non-communicable diseases (NCD)). Past experience has shown that passing laws and adopting state programmes are just the first steps, and do not in themselves lead to results. There is a need to establish feedback mechanisms to control and monitor implementation, to ensure that medical staff have incentives to follow through with implementation, and to improve the management and planning of implementation.

Infant, child and maternal mortality indicators remain relatively high. Estimates based on vital registration data for infant mortality rate (IMR) show a steady decrease from 14.4 per 1000 live births in 2004 to 12.1 in 2007, while U5MR is 16.2. On the other hand, estimates based on the 2006 DHS data also show a decreasing trend, but much higher rates: IMR is estimated at 43 per 1000 live births for the period 2000-2006 and U5MR at 50 per 1000[11] (for comparison, the

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[11] Estimates for 2007 produced by the Inter-Agency Group for Child Mortality Estimation are 34,4 for IMR and 39,3 for U5MR. This group uses a model which combines data from vital registration and direct and indirect estimations

average IMR for the EU countries is 4 per 1000 live births, and the SPPRSD includes the target of reducing infant mortality rates to the average for European countries by 2015.) One of the main underlying causes of infant mortality is the poor health status of mothers, i.e. neonatal mortality is very difficult to separate from maternal health care and the health status of mothers. While infant mortality has shown a declining trend in recent years, maternal mortality rates showed a striking increase between 2003 and 2007, from 18.5 per 100,000 live births to 35.5, before declining to 26 in 2008. The DHS results point to differences in the quality of maternal and child care between urban and rural areas, and to different health outcomes by wealth quintile and urban/rural. Access is relatively high, but not equal, and the quality of structures and care received is also unequal. Another factor influencing the quality of care is the fact that the standards for maternal and child care are still based on those inherited from the Soviet era and give quite a lot of room for subjective interpretation. Support has already been provided in training personnel, introducing international definitions of infant mortality and introducing new protocols for maternal and child care, and it is planned to partner with the Government in scaling up the positive results achieved so far.

Azerbaijan has low HIV prevalence: less than 0.2 percent among the adult population are HIV-positive, concentrated among certain groups at risk such as Injecting Drug Users (IDUs). Almost 62,7 percent of the registered cases are among IDUs and just over 22 percent of registered cases were infected due to unprotected heterosexual relations. As in most other countries in CEE/CIS, the reality is that the estimated number of People Living with HIV is much higher than the numbers officially registered. Due to lack of awareness and existing stigma, people do not go for HIV testing, even if it is free of charge and not all cases of HIV infection cases are recorded despite efforts by the Ministry of Health to improve surveillance through the National AIDS Centre. Support will therefore be provided to establish an improved monitoring and evaluation system. The proposed interventions also aim at supporting government efforts to improve access to HIV prevention, treatment, care and support services, with a focus on women and young people. They also aim at prevention through raising awareness, especially among younger age groups who are those most likely to engage in risky behaviour including un-safe sex and experimenting with drug use. Support will also be provided to prevent mother to child transmission and improve paediatric HIV services. The current centralized procedure of HIV diagnosis slows down the detection process and interventions to prevent mother-to-child transmission may not be made in time. More progress would be possible if prevention of mother-to-child transmission (PMTCT) and paediatric HIV care were fully incorporated into the existing system of maternal and child health care.

Uneven and inequitable patterns of growth have contributed to the high numbers of the population suffering from various forms of malnutrition: an assessment commissioned by UNICEF suggests that more than 1.5 million people, mainly women and children, suffer from some form of malnutrition[12]. According to the 2006 DHS survey results, key indicators of child malnutrition (especially stunting, height for age) in the country continue to exceed WHO thresholds and represent serious public health concerns. The results suggested that the majority of young children aged 6-23 months were not being fed appropriately, and only 33 percent of children met minimum standards of nutrition. This expanded evidence base has led to the formulation of an agency outcome which envisages interventions aimed at improving national capacity to improve mother and child nutrition. Moreover drug users and prison inmates as well as refugees and asylum seekers (infants, children, and women) have been identified as specific vulnerable groups which can be assisted by UN agencies in obtaining their right to basic health services of decent quality.

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obtained from surveys and census.

[12] See Assessment of the Economic Consequences of Child Developmental Deficits in Azerbaijan, Bagriansky and Engle (2008), quoted in UNICEF's Situation Analysis (2009)

Building on the partnerships formed in 2007 when Azerbaijan received support to deal with the outbreak of avian influenza, further support will be provided to capacity development to deal with the spread of epidemic diseases and other health crises.

2.2.2 "State provides quality and equitable education"

The second Agency Outcome is related to efforts to improve equity in access and quality of education, including preschool education for 3-6 year olds. International experience has shown that increasing pre-school attendance and availability is one of the more effective means of overcoming disadvantage among marginalized and vulnerable groups of children and ensuring that all children are given an equal start. Preschool coverage in the country remains quite low, with large disparities between urban/rural residents and between wealth quintiles: the national average is 19.6 percent, 27.6 percent in urban and 8.6 percent in rural areas, and only 8.3 percent of children with special needs attend. The Government has adopted a programme aimed at increasing access and availability of pre-school education, and support will be provided in designing the content and scope of pre-school education.

Interventions aimed at the improved use of ICT in schools, and at further implementation of UNICEF's child-friendly school framework, will contribute to improving the quality of school education, and to the increased participation of parents and children in decisions regarding school management. As part of the child-friendly school approach, which is an important part of efforts to improve the quality of school education, support has been provided to Parent-Teacher-Associations and experiments carried out in new participatory methods involving parents and pupils in decisions related to schools, but work on implementation of these methods at the countrywide level needs further support.

Azerbaijan has recently ratified the Convention on the Rights of Persons with Disabilities, and this Agency Outcome also includes an output which aims to increase the share of children with disabilities who can attend mainstream schooling. At present, data is available only on the number of children with disabilities receiving social assistance benefits and more clarity is required on the numbers and nature of disabilities as a basis for planning programmes for inclusive education.

While most children with disabilities (CWD) do receive education, most of them are taught at home, outside the mainstream school education programme, or in special boarding institutions. Data is fragmented, but a recent study on children with disabilities supported by UNICEF found that 48.5 percent of parents with CWD aged 6-10 year old reported that their children received education at home, 3.5 percent in special schools, 7.7 percent in boarding schools, 24 percent in general schools but not integrated into normal classes, and only 15.8 percent participated in inclusive classes in the mainstream schools. In rural areas, home education was practically the only option. The government has developed a Programme on Access of Children in Need of Special Care to Education 2005-2009 (also referred to in the SPPRSD), however the results of the study suggests that implementation has been slow and further support is required.

2.2.3 "Government and civil society provide social protection services for vulnerable groups"

This Agency Outcome refers to ongoing efforts to support the Government in replacing previous forms of social protection with new integrated local services. These new services are part of long-term efforts to compensate for the dismantling of pillars of the previous system, some of which disappeared with the transition (e.g. the right to employment and subsidies for basic products and services), and to improve access to services which can provide flexible responses to

families in crisis and other vulnerable groups. While there is now policy support for deinstitutionalization, as reflected in the State Programme on De-institutionalization, this cannot proceed without appropriate services being in place to provide alternative support to families. A model for integrated services at the local level has been piloted in Nizami, Guba, Ismayilli and Masalli districts with UNICEF support. Capacity-development interventions will aim at providing a clear mandate for local-level child protection bodies; at ensuring that they are staffed by trained professionals, who can refer children to a range of services provided by different government and non-government bodies; and at improving the framework for setting and monitoring minimum quality standards for child protection services and for service providers. NGOs already play an important role in filling the gaps in the provision services for families with children with disabilities and other vulnerable groups. However, they operate without a framework establishing the type of services which should/ could be offered and setting standards for their provision. Capacity development interventions therefore include increasing the technical capacities of NGOs but also strengthening the enabling environment in which they operate.

The 2006 DHS survey results suggest that 37 percent of women respondents had experienced some type of gender-based violence. The Government has drafted a law on domestic violence but in order to reduce gender-based violence and discrimination, support will be provided to increase public awareness of gender rights and issues, while national capacity to provide support to victims of violence will be strengthened. This Outcome also envisages activities aimed specifically at achieving a reduction in domestic violence among refugee, IDP population and asylum seekers, i.e. families facing particularly stressful situations; and at improving the identification, referral and support for victims of trafficking.

2.2.4 Building on the comparative advantage of the United Nations

As stated above, the UNCT has a considerable track record on which to build its support to the Government in taking forward reforms in the health sector, especially in primary health care reform. WHO has provided technical assistance to the Ministry of Health in preparation of a concept paper on health reform, and helped establish an emergency operations centre for crisis management. WHO has also supported the development of a national mental health strategy and action plan, and WHO and UNICEF supported the Ministry of Health in developing a national strategy for implementing integrated management of childhood illnesses.

The UN has supported expansion of the evidence base through the 2006 DHS survey, the first nationally-owned health survey meeting international standards. In particular, this survey marked an important milestone in work towards achieving a greater convergence between official and survey data on infant and child mortality indicators, thus providing a sound base for interventions aimed at improving peri-natal and post-natal care, as well as the introduction on the WHO live-birth definition to provide more reliable administrative data on infant mortality rates. The Government is now committed to introducing the international definition, and the UN can build on its partnership and its expertise to support the implementation phase, which will require coordination mechanisms to ensure multi-sectoral actions and the full engagement of several government agencies, including the Cabinet of Ministers, Ministry of Justice, Ministry of Finance, the State Statistics Committee, and the Ministry of Labour and Social Protection of Population (MLSPP). UNICEF's and WHO's past assistance in the assessment of peri-natal health care has provided the foundation for upgrading peri-natal and neonatal standards, and support is again needed to follow up on their implementation and that of the National Strategy on Safe Motherhood and Newborn Care, including training in neonatal resuscitation and in devising and introducing new clinical protocols. WHO and UNFPA have worked with the Government on the formulation of a National Reproductive Health Strategy for 2008-2015, and will support the implementation process.

On HIV/AIDS, the UN has already partnered with the Government in expanding the evidence base through the surveillance report; developing protocols for treatment and use of Anti-Retroviral Treatment; providing legal support services to people living with HIV; establishing peer education for the prevention of HIV/AIDS among vulnerable adolescents, including a programme on adolescent health and reproductive health integrated into school curriculum; initial work on treatment and prevention of PMTCT; and including HIV prevention measures in the National Reproductive Health Strategy

Support has been provided in expanding the evidence base on nutrition through the DHS results on stunting and micronutrient deficiencies, but also through estimates of costs to the economy in terms of loss of future workforce or reduced productivity arising from poor nutrition and lack of early childhood education (Damage Assessment of Early Childhood Nutrition and Development). The results will feed into policy development on mother and child nutrition and early development: inclusion of early-childhood development in the second phase of Education Sector Reform, providing support to a new department in the Ministry of Education dealing with policy development and implementation, including developing standards.

Development of local social protection services for families is a logical continuation of ongoing support provided by UNICEF to reduce the number of children living in institutional care. It builds on support to and partnerships build in developing the State Programme on De-institutionalization and Alternative Care, which provides the framework for comprehensive reforms of the child-protection system and local-level interventions to deal with families in crisis. Standards of social work have been developed with the MLSPP and models for family support services piloted.

2.3 Governance "By 2015, the State strengthens the system of governance with the involvement of Civil Society and in compliance with its international commitments, with a particular emphasis on vulnerable groups"

The transition period has been characterized by moves towards democratization, including a redefining of the role of the central government and that of civil society. However, more work is needed in integrating NGOs into the design and implementation of policies and programmes and in introducing consultative processes into policy design and the monitoring of their effectiveness, which will also serve the aim of achieving greater accountability of government structures. The goal is to achieve more transparent and accountable public institutions, staffed by a professional civil service and guided by appropriate laws enforced by a responsive judicial system -- all of which are necessary to underpin the achievement of the two previous UNDAF outcomes and to ensure the legal protection of the rights of all, including the most vulnerable. Azerbaijan participates actively in international human rights bodies, including the UN Human Rights Council. The UN agencies will continue to provide support to help ensure that commitments to international conventions are mainstreamed in all policy measures, reflected in national legislation and enforced by national law-enforcement and judicial bodies.

This UNDAF Outcome has three Agency Outcomes, which focus on (i) enhancing the role and capacity of civil society, media and vulnerable groups to participate in policy formulation and implementation; (ii) capacity development of state agencies, including in gender sensitive approaches through increased accountability and transparency in public administration; and (iii) improving access of vulnerable groups to legal institutions and assistance, and ensuring that response is in line with international commitments and norms on human rights. These incorporate the SPPRSD's focus on continuing institutional reforms and improving good governance and its specific aim of aligning with EU standards in public sector management by

2015. They also incorporate the SPPRSD's strategic goals of continuing systematic implementation of activities aimed at improving the living conditions of refugees and IDPs and promoting and protecting gender equality. The SPPRSD stresses the need to continue legal and judicial reforms which improve access to legal institutions and legal assistance, especially for the vulnerable; and to develop the capacity of legal and judicial employees, promote juvenile justice, through institutional changes and individual capacity development, and build capacity for law enforcement authorities to combat corruption.

2.3.1 "By 2015 civil society, media and vulnerable groups enjoy an increased role in policy formulation and implementation processes"

While the country has made significant steps in developing a strong legal framework for democratic development, participation of civil society in decision making and implementation is still limited. Successful engagement on governance issues in the areas of education and primary health care – for example through the creation of mechanisms for parent feedback and influence on the running of schools – show how governance issues can be incorporated into sectoral dialogue. The media has also been recognized as an important partner in ensuring that broader participation in decision making and implementation is based on a well-informed public, capable of contributing to policy debate, raising public awareness on human rights issues and fulfilling its role as a channel for the expression of citizens' views.

However, mechanisms and processes to facilitate the participation of civil society organizations require more development. In 2007, the Government took steps in this direction by establishing a Council of State Support to NGOs under the President of Azerbaijan (NGO Council) with a mandate to provide information, consultation, institutional capacity development and financial support to the NGO sector. However, up until now financial support to the NGO community has dominated NGO Council's role. In the second round of its grant programme begun in late April 2009, 569 NGOs submitted applications for a total of AZN 9 million; 226 winners received grants for a total of AZN 1.8 million. Although the first round of the grant programme had brought to light numerous weaknesses among the NGOs receiving the grants, no substantial steps have been taken by NGO Council so far to address those weaknesses. In addition, only 4-5% of the total amount granted by the NGO Council in 2008 and 2009 went to rural NGOs. The lack of financial or technical support to rural NGOs is gradually weakening this very vital sector in the rural areas of Azerbaijan where pockets of poverty may subsist. Rural NGOs need financial support, but most of all they need assistance in all aspects of their organizational development.

To address these challenges, Agency Outputs include support to strengthening the capacity of non-Baku based national NGOs to manage their projects and achieve development results. Outputs also focus on increasing the role of civil society, media and vulnerable groups across a range of policy areas, including human rights, reproductive health and HIV/AIDS. Support will also be provided to the Ombudsperson's Office and Aarhus Centres to participate in monitoring and reporting on the implementation of international human rights and environmental obligations, and in the design of policies to address gaps in meeting these obligations. Aarhus Public Environmental Information Centres[13] have opened in Baku, Ganja and Qazakh to serve as

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[13] ***Aarhus Centres*** are established by the OSCE in several countries (Albania, Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan and Tajikistan) to support the implementation of the UNECE Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters (Aarhus Convention). The Convention was adopted on 25 June 1998 in the Danish city of Aarhus. The Convention grants the public rights and imposes on Parties and public authorities obligations regarding access to information and public participation and access to justice; links environmental rights and human rights; establishes that sustainable development can be achieved only through the involvement of all stakeholders; links government

platforms that bring together government agencies with non-governmental organizations to address environmental challenges and find common solutions. These centres also serve as environmental information centres for citizens, facilitate public participation in environmental decision-making and contribute to increased awareness of environmental and related human rights issues.

Interventions will be aimed at increasing the technical capacity of media professionals, including local media, and students of journalism to deal with human rights, environmental issues and ethical reporting on children, and to ensure that young people and vulnerable groups in particular benefit from improved information flows which can help empower them to participate in local governance.

2.3.2 "Efficiency, accountability and transparency within public administration is enhanced through capacity development of State Entities, including gender sensitive approaches"

As stated in the SPPRSD, an efficient, responsive, transparent and accountable public administration is not only of paramount importance for the proper functioning of a nation; it is also the basic means through which government strategies to achieve the Millennium Development Goals can be implemented. Also, because the public administration is one of the main vehicles through which the relationship between the state, civil society and the private sector is realised, supporting public administration reform is a means towards achieving the country's main development goals, in particular equitable growth, poverty reduction, peace and stability. In addition, the large oil revenues flowing into Azerbaijan threaten to overwhelm the capacity of the public sector to manage them. In this context, a major challenge for the country is to ensure that the public service is composed of competent, professional staff capable of managing increased resources and providing adequate services to the people of Azerbaijan. This Agency Outcome builds on the UN's existing track record of capacity development support in several areas and represents an attempt to match the comparative advantage and expertise of individual UN agencies with selected capacity gaps, including through promoting e-governance.

Information and Communication Technologies (ICT) in general and especially new digital media are gradually outgrowing their initial role as an enabler of development to become a development force in themselves. UNDP supported the formulation of a new National Information and Communication Technologies Strategy (2003-2012), which sets out the roadmap for expansion of the ICT sector in Azerbaijan, potentially one of the main non-oil sectors. Public and private investments in the ICT sector (including postal services) have steadily grown in Azerbaijan, reaching AZN 773 million in 2007 (160% growth since 2005 and 358% since 2003). The private sector has been the main driver of growth and its share has risen substantially – in the overall economy, from 61% in 2003 to 80% in 2007, and in the non-oil economy, from 2.9% in 2003 to 5.5% in 2006. The country features well in international rankings as far as the ICT infrastructure is concerned, but it lags behind in terms of Internet access, leaving the people of Azerbaijan to face the "digital divide": the quality of access is low for most citizens compared to developed information societies. Undersupply of international connectivity and resulting low broadband penetration levels in Azerbaijan and neighbouring countries create a risk of isolation from today's connected world and possible missed opportunities for social and economic development. In response, the Government of Azerbaijan has launched an initiative for the region's countries to jointly plan, build and manage a "Trans-Eurasian Information Super Highway". Under this Agency outcome, it is envisaged that UNDP will support the Super Highway Task Force to operationalize the Initiative through partnership

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accountability and environmental protection; and focuses on interactions between the public and public authorities in a democratic context. Azerbaijan acceded to the Convention in 2000. The Convention entered into force on 30 October 2001.

building, advocacy and support to select local initiatives.

Additional interventions in the area of e-governance will include automating services provided by the State Social Protection Fund. This Agency outcome builds on previous support in the design of pension reform and complements support to reform implementation through capacity building for staff. Further capacity support will also be provided to the Ministry of Justice in implementing the (government-funded) third phase of its work on developing and improving the Civil Registry, reducing the bureaucratic burden on citizens who seek licenses, passports, and other official documents. The digital information flow for government and civil society will be improved through capacity support to the Ministry of Communications and Information Technologies in implementing regional and national projects on improving data transfer.

In the area of public administration reform, one of the most significant steps of the Government was the adoption in 2000 of the Law on Civil Service. The Civil Service Commission (CSC) under the President of the Republic of Azerbaijan was established in 2005 to operationalize the Law – a message reinforced by the adoption in 2007 of the Anti-Corruption Strategy (ACS) which envisages steps for greater transparency and accountability in the civil service, including performance appraisal and a code of ethics. In recent years, with support from UNDP, the CSC has achieved significant results: having introduced merit-based recruitment in 25 Ministries and other central Government entities. it now plans to shift from paper-based to computer-based tests (a computerized Examination Centre was established for this purpose). It has also developed and approved a Code of Ethics for Civil Servants. The shift to a merit based system has also brought about greater gender balance in recruitment: the number of female applicants increased in 2008 by 5% over 2007. The CSC has started to replicate its achievements at the local level by training civil servants at the regional level on such topics as human resource management, maintenance of civil servants registry, personnel file management and Code of Ethics. Bearing in mind that public administration reform is a long-term process, and recognizing that it is critical to maintain the momentum and consolidate the unprecedented, but still mostly centralised and fragile achievements, the Agency Outcome includes support to further reforms of the Civil Service to improve its effectiveness and efficiency, and to introduce best practices in civil service human resource management through continued capacity development and technical assistance, but also advocacy, thereby fostering national ownership and long-term sustainability.

Efforts to improve public revenue and expenditure management will also be supported, including stronger coordination within the Government in public investment programming and budgeting, This is necessary to ensure that public expenditures are better aligned with policy priorities in education, health and other key social sector issues, and to facilitate private sector-led development. Improved monitoring and evaluation of public investments can ensure that the Government and civil society are receiving the desired benefits. Support will be provided to ensure that the SPPRSD is implemented, monitored and performance measured, and that the public management system becomes more responsive to the priorities identified in the SPPRSD and other national programmes.

Outputs also build on previous support to the management and coordination of comprehensive mine action. The Azerbaijan National Agency for Mine Action (ANAMA) has developed and implemented good practices which could benefit mine-affected people in other countries. Support will be provided to allow ANAMA to evolve into an international training centre for demining activities, thus also helping to promote Azerbaijan's position as a regional centre.

Further capacity development interventions are envisaged to improve the management of migration and developing migration policies; to provide adequate protection to asylum seekers and refugees; to implement a counter-narcotics enforcement strategy in line with international

treaties and standards; to improve the evidence base for food control activities and standards; and to mainstream population dimensions with a gender perspective into policy formulation and implementation.

2.3.3 "Access to and response of legal institutions and legal assistance is improved, particularly for vulnerable groups, and in compliance with international commitments and norms on Human Rights"

This Agency Outcome reflects the UN agencies' comparative advantage in promoting a human rights culture and providing capacity support to government and non-government agencies responsible for reporting to international committees. UN agencies can also help government and non-government bodies fulfil their commitments to uphold the rights of different sections of the population, including children, particularly children in contact with the law; young people; women; including victims of gender-based violence; migrants; victims of trafficking; refugee and asylum seekers; internally-displaced people; drug users and prison inmates.

Efforts continue to align the country's legislative framework with international norms and standards. A three-tier judicial system was established and a system of examinations and tests created to hire judges. Legal assistance centres were established to provide the poor with free and better access to legal services and raise awareness of rights and protections. Efforts are under way to build the juvenile justice system as part of judiciary reform. A recent decree on the State Programme on the Development of Justice in Azerbaijan (2009-2013) aims to deepen judiciary reforms, advance the introduction of ICT in the justice system, ensure that working processes conform to international standards, improve penitentiaries, upgrade the physical and technical infrastructure of the justice system, and improve citizen access to judicial authorities and courts. Continuing underlying issues include lack of awareness of basic rights and the legal system, and lack of access to justice, especially among vulnerable groups. The Agency outcome includes interventions to raise the awareness of their rights among vulnerable groups such as IDPs and refugees. It also envisages developing the capacity of judiciary and law-enforcement personnel in areas of international human right standards, human trafficking, migration, IDPs and refugees, and juvenile justice.

Further alignment of national legislation and its implementation mechanisms with international human rights documents to which Azerbaijan has acceded will be critical for the UNDAF period of 2011-2015. To achieve all this, the Agency outcome includes significant capacity development with regard to lawmaking capacities especially in the area of gender-based violence and juvenile justice.

2.3.4 Building on the comparative advantages of the United Nations

Over the past ten years, UNDP has developed in Azerbaijan one of its largest e-governance programmes, helping the government shape its policies in e-governance and articulate a National ICT Strategy with e-governance at its core. UNDP provided technical and procurement assistance including the establishment of a fibre-optic network connecting all the regions of Azerbaijan (to be completed at the end of 2010). This network will serve multiple purposes, including that of improving the delivery of public services. Support was also provided to the creation of a nation-wide electronic system allowing pensioners direct and immediate access to their pension accounts and benefits, and first steps were taken towards the establishment of a State Register of Population. In addition, the UNDP-supported e-governance projects constituted a central component of the Government's public administration reform efforts, contributing to enhanced efficiency, transparency and accountability of public institutions including the State Customs Committee, the Ministry of Education, the Ministry of Communications and

Information Technologies, the Ministry of Foreign Affairs, the State Social Protection Fund, and the Ministry of Justice.

UNDP has also built partnerships through providing support to the SPPRED Secretariat under the Ministry of Economic Development, while OHCHR and UNICEF have supported the Ombudsman's Office, and OHCHR has worked with mass media in raising awareness of human rights. Considerable ground work has already been done on developing the system of juvenile justice, including providing of expertise for the drafting of a new Law on Juvenile Justice, support in improving correctional facilities for juvenile offenders, and capacity development of organizations and professions working on juvenile justices, and facilitating coordination across different government, civil society and donor agencies working on this. Support for the 2006 DHS survey helped improve the evidence base and awareness for addressing domestic and gender-based violence. IOM has partnered with the Government in the preparation of State Migration Policy, and conducted a gap analysis of legislation related to migration as a basis for further development of migration legislation.

3. ESTIMATED RESOURCE REQUIREMENTS

The table below summarises that resource allocations envisaged to support achievement of the UNDAF outcomes (estimates as of 30 November, 2009).

Table 2. Estimated Resource Requirements

	UNDAF Outcome 1: Economic Development	UNDAF Outcome 2: Social Development	UNDAF Outcome 3: Governance	Total Core Resources	Total Non-core Resources	Grand Total
FAO*						
Core	3.093.655		330.000	3.423.655		3.423.655
Non-Core						
IAEA						
Core	750.000	1.250.000		2.000.000		2.000.000
Non-Core						
ILO*						
Core						
Non-Core						
IOM						
Core						3.450.000
Non-Core	2.350.000		1.100.000		3.450.000	
OHCHR						
Core			130.000	130.000		130.000
Non-Core						
UNAIDS						
Core		350.000	250.000	600.000		600.000
Non-Core						
UNDP						
Core	1.185.000		3.110.000	4.295.000		47.495.000
Non-Core	16.700.000		26.500.000		43.200.000	
UNECE*						
Core						
Non-Core	90.000		200.000		290.000	290.000
UNEP						
Core	30.000				30.000	2.780.000

Non-Core	2.750.000				2.750.000	
UNESCO						
Core	150.000	120.000	90.000	360.000		2.770.000
Non-Core	1.400.000	920.000	90.000		2.410.000	
UNFPA						
Core	350.000	1.850.000	600.000	2.800.000		2.800.000
Non-Core						
UNHCR						
Core	500.000	250.000	700.000	1.450.000		1.470.000
Non-Core		20.000			20.000	
UNICEF						
Core		2.150.000	1.835.000	3.985.000		9.885.000
Non-Core		3.100.000	2.800.000		5.900.000	
UNIDO						
Core	1.313.400			1.313.400		9.974.190
Non-Core	8.660.790				8.660.790	
UNODC						
Core						240.000
Non-Core		100.000	140.000		240.000	
WFP						
Core	50.000			50.000		50.000
Non-Core						
WHO						
Core		1.000.000		1.000.000		5.000.000
Non-Core		4.000.000			4.000.000	
Other						
ITFC	59.000					59.000
TOTAL	**39.431.845**	**15.110.000**	**37.875.000**	**21.437.055**	**70.920.790**	**92.357.845**

Note: table does not include IFAD's concessionary loans, which are estimated at 50 million for 2010-2015

4. IMPLEMENTATION

The UNCT led by the Resident Coordinator will ensure coherence and will be responsible for the overall effectiveness of the United Nations activities. To ensure consistent implementation of the UNDAF, UN Agencies will prepare Country Programme Documents in line with the Country Programme outcomes outlined in the UNDAF. Individual Country Programmes and project documents will specify how they contribute to UNDAF Objectives and cooperation strategies. The UNDAF time frame is completely aligned with the National Development Plan and the MDGs.

Specialized resident and non-resident agencies will provide assistance and technical support in implementing the programme, mobilizing funds and sharing resources. The UN Country Team composed of the Heads of UN Agencies and UN Agency representatives, under the leadership of the Resident Coordinator, will be responsible for the review and validation of the joint programme initiatives and cooperation arrangements between agencies. It will also oversee and ensure the effective functioning of the inter-agency Working Groups and Thematic Groups, with assistance from the Resident Coordinator's Office.

Under the overall UNCT umbrella and oversight, the three UNDAF Outcome Working Groups

which have been operational in the formulation phase will be tasked to coordinate the preparation of the Annual Outcome Work Plans; monitor and report progress in the implementation of UNDAF activities; and, to the extent possible, organize joint evaluations. Chairs for the WGs will be appointed by the RC.

Programmes and projects will be formulated based on a comprehensive analysis of core issues. To the extent possible, joint analysis and thematic assessments will be carried out and relevant and accurate data from official sources and/or academic institutions or think tanks will be collected, shared and used to identify underlying factors and dimensions of the issue, as well as to ensure that programmes and projects effectively target those most in need. As part of the efforts to broaden the evidence-based national dialogue on key social, economic, governance or environmental issues, the analyses and assessments carried out by the UN will be used for discussions with the national partners.

The WGs will also be mandated to periodically review the UNDAF Monitoring and Evaluation framework and when necessary adjust the indicators, baseline data and data sources. Throughout the period of UNDAF implementation, the WGs will submit annual reports to the UNCT on progress and constraints in the achievement of each UNDAF Outcome, including specific proposals for further UNDAF implementation and identification of the capacity development needs among the implementing partners.

A number of Thematic Working Groups already contribute to the better integration of United Nations Agencies in the key thematic and crosscutting areas, such as the Gender Theme Group, the HIV/AIDS Theme Group (recently transformed into a Joint UN Team on HIV/AIDS), Health Outcome Group, Education Outcome Group, and the Human Rights Coordination Group. The Gender Theme Group will take the lead to facilitate the mainstreaming of gender across UNDAF interventions, and the Human Rights Coordination Group will ensure the application of the human-rights based approach in the implementation of the UNDAF Outcomes and in the M&E plan. The UNCT will decide which Theme Groups to retain in the implementation phase and whether new ones should be formed. For example, a Theme Group on Disaster Risk Preparedness could advise and coordinate efforts to bring forward the dialogue between the UNCT and the Ministry of Emergencies and translate this into concrete outputs and activities.

Partnerships involving the Government, UN Agencies, civil society and, where appropriate, the private sector will be the main principle of work. Considering the explicit focus of the UNDAF on raising awareness on gender stereotypes etc., engaging the media will be essential to the successful achievement of the UNDAF outcomes. Partnerships will be increased with trade unions, the private sector, academic institutions, think-tanks and specialised associations. The aim of applying such an approach in programme/project implementation will be to: a) strengthen the capacity of national institutions, b) facilitate transparent, responsible and evidence-based decision-making; c) empower organised civil society groups and encourage their participation in the policy-making process; d) promote a practice of continuous dialogue and feedback between authorities and civil society over policy-making and the monitoring and implementation of national and local level policies and programmes.

UN Agencies will remain committed to the principles of the Paris Declaration on Aid Effectiveness. As a member of the donors' core group, the UNCT will advocate for further strengthening of development cooperation and effective use of external resources including through application of a sector-wide approach, promotion of Government's lead role in coordinating and facilitating partnerships through the national system for the coordination of official development assistance, as well as enhancement of national aid management and

implementation capacities. With the aim to capture synergies, avoid duplication, mobilize additional resources and build a base for programme sustainability, the UNCT will actively seek partnerships with bi- and multi-lateral donors and the IFIs.

Programmes and project interventions will be implemented primarily through national implementation modalities, fostering consultation and transparency in all stages of the programme/project's design and implementation. To ensure the efficient use of resources, UN standards in recruitment, procurement and financial management will be met. Following the recommendations of the Harmonized Approach to Cash Transfers (HACT) Macro-Assessment carried out in 2007, the HACT will not be applied.

5. MONITORING AND EVALUATION

The UN Country Team is strongly committed to the rigorous monitoring and evaluation of the UNDAF. To this end, during the UNDAF preparation, the three working groups have worked to define a set of realistic indicators to measure progress on each UNDAF outcome. It must be noted that the availability of data has influenced the selection of indicators. Nevertheless, to the extent possible, both baseline data and target numbers have been provided. This information is summarized in the UNDAF Monitoring and Evaluation (M&E) Framework.

Monitoring progress towards the achievement of the UNDAF outcomes will be undertaken annually. In order to ensure objective monitoring and evaluation, the main monitoring mechanism will involve existing data analysis, stakeholders' surveys and field studies. To the extent possible, for each indicator specified in the UNDAF M&E Matrix, observed data will be confronted with respective baseline and target numbers. This approach will allow the UNCT not only to assess the achievements until the date of review, but will also indicate whether the progress observed is enough to achieve final targets.

The three UNDAF WGs will serve as the main mechanism for implementing and monitoring the UNDAF and, under the oversight of the UNCT, they will be responsible for monitoring data collection, including its timeliness, quality and form. These meetings will establish an ongoing forum of information exchange, enable the strengthening of partnerships, and will contribute to the improved coordination and collaboration of the United Nations System as a whole. Monitoring the progress towards the achievement of the UNDAF outcomes will be undertaken through annual UNDAF outcome reviews. Lead UN agencies assigned to each joint activity will be responsible for reviewing UNDAF activities and findings, and results will be consolidated by the respective WG in the form of an annual report, which will be submitted to the UNCT for quality assurance and endorsement.

A joint mid-term evaluation by the Government, United Nations System and other development partners will be conducted at the midpoint of the UNDAF period, 2013. To the extent possible, it will be synchronized with the respective Agencies' mid-term Country Programme reviews. Similarly, a joint end-of-cycle evaluation of the UNDAF will be done. Such evaluations, providing feedback and guidance on management of the process, results and outcomes, will ensure that UNCT's efforts remain focused on national priorities, that achievements and lessons learned are recognized, that difficulties are addressed and that best practices are acknowledged. All M&E mechanisms will be coordinated by the RC's office.

ANNEXES

RESULTS MATRIX[14]

UNDAF (2011-2015) Results Matrix: Economic Development

National priority or goals as referred to in the State Programme on Poverty Reduction and Sustainable Development aligned with MDGs (2008-2015):
• ensuring sustainable economic development through maintaining macroeconomic stability and balanced development of the non-oil sector;
• increasing income-generating opportunities and pulling substantial numbers of citizens out of poverty;
• improving the environmental situation and ensuring sustainable environmental management;
• continuing the systematic implementation of activities aimed at improving the living conditions of refugees and IDPs;
UNDAF Outcome 1: Economic Development
By 2015, non-oil development policies result in better economic status, decent work opportunities and a healthier environment in all regions and across all social groups
Cross Cutting Issues: gender, disaster preparedness and response, monitoring and evaluation

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
OUTCOME 1.1: National policies and institutions are strengthened to increase	1.1.1 International competitiveness of private enterprises in the non-oil sector is increased **(UNDP)**	Main national partners: AZPROMO, MED, MFA	**UNDP**: Core: 150,000 NC[15]: 1,000,000

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[14] Note that at the time of drafting this results matrix the conflict in and around the Nagorno Karabakh region of the Republic of Azerbaijan has not been settled. Should a settlement be reached in the 2011-2015 period, then the focus of government policy and the priority actions of most UN agencies would be diverted to facilitating the implementation of the peace agreement and in particular facilitating and managing the voluntary return of IDP families to their original place of residence.

[15] Non Core

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
private sector competitiveness, remove trade barriers, especially for exports, while reducing the vulnerability of the economy and population to external shocks. **CEB Inter-Agency Cluster: (ITC, UNCTAD, UNDP, UNIDO, UNESCAP, WTO) ILO, FAO, UNESCO, WFP, IFAD**	1.1.2. Recommendations from national assessment to identify regional and national trade development potential implemented **(CEB Inter-Agency Cluster for Trade and Productive Capacity: ITC, UNCTAD, UNDP, UNECE, UNESCAP, WTO)**	Main national partners: MFA, SSC, AZPROMO, MED	**UNDP**: Core: 205,000 NC: 1,300,000 **TFC**: 59,000[16] **UNECE** (NC): 10,000[17] **IFAD**[18] (concessionary loans for all outputs): 25 million in 2010-12 Estimated loans 2013-15: 25 million
	1.1.3 National laws and regulations on standardization and conformity assessment are adapted to fully comply with international agreements, in particular with WTO agreements on TBT and SPS. **(UNIDO, UNCTAD, UNECE, FAO, IFAD)**	Main national partners: AZSTANDARD, MED, MoA	**UNIDO**: NC: 300,000
	1.1.4 Institutional capacities of public and private institutions providing support to enterprises in delivering higher quality competitive products are strengthened **(UNIDO, FAO, ILO)**.	Main national partners: National Federation of Entrepreneurs, MED, MoA	**ILO:** Core: 100,000
	1.1.5 National policy and strategy for science, technology and innovation developed **(UNESCO)**	Main national partners: National Academy of Sciences, MoE, relevant economic ministries	**UNESCO** Core: 100,000 NC: 600,000

[16] Funds available for participation in regional consultations, ministerial meeting in Baku, final report

[17] From various sources for participation in regional trade-related workshops

[18] Almost all IFAD funding is in the form of concessionary loans, and is therefore not included in the resource table in Annex 2

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	1.1.6. Inter-agency, bilateral and regional co-operation enhanced between Azerbaijan – Georgia, EUMS and other international stakeholders; to facilitate the movement of persons and goods across borders while at the same time maintaining secure borders **(UNDP)**	Main national partners: MFA, State Border Service, State Customs Committee Other partners: EU	**UNDP;** Core: 50,000 NC: 1,000,000
OUTCOME 1.2: National strategies, policies, and capacity to address regional and gender disparities in decent work opportunities are strengthened, with a focus on increasing the ability of vulnerable groups to manage and mitigate risks **(UNDP, ILO, IOM, UNHCR, UNFPA, UNESCO)**	1.2.1 Ministry of Labour and Social Protection develops vocational education and training programmes to ensure qualitative improvement of the skills of the labour force and in particular the disabled with the skills to meet the demands of the labour market. **(UNDP)**	Main national partners: MLSPP, MoE Other partners: WB	**UNDP** Core: 500,000 NC: 5,000,000
	1.2.2 Young men and women have increased access to decent work opportunities with a particular focus on entrepreneurship and with SMEs **(ILO)**	Main national partners: MYS, MLSPP, Confederation of Entrepreneurs, Confederation of TUs Other partners: SCFWCA	**ILO** Core: 500,000
	1.2.3 Migrant workers' remittances contribute to socio-economic development through their increased investment in local economies **(IOM, ILO)**	Main national partners: MLSPP, State Migration Service, National Financial Institutions, State Committee on Affairs of Azerbaijanis Living Abroad	**IOM**: NC: 500,000[19] **ILO**: Core: 200,000

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[19] Note that all IOM funds are non-core, i.e. are financed by outside donors

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	1.2.4 The capacity of government bodies and private recruitment agencies to manage labour migration is increased **(ILO)**	Main national partners: MLSPP, State Migration Institutions, Confederation of Entrepreneurs, Confederation of TUs, Private Recruitment Agencies	**ILO:** Core: 200,000
	1.2.5 Rural employment creation and income diversification are integrated into agricultural and rural development policies, programmes and partnerships **(FAO, IFAD, IOM)**	Main national partners: Ministry of Agriculture, Ministry of Labour and Social Protection of the Population, Ministry of Economic Development, State Committee for IDPs and Refugees, Executive Committees, Municipalities	
	1.2.6 Decent work opportunities in regions are increased through measures to promote cultural tourism **(UNESCO)**	Main national partners: MCT	**UNESCO** Core: 50,000 NC: 800,000
	1.2.7 Mine survivors have increased access to small business development training and small loans **(IOM)**	Main national partners: ANAMA Other partners: ITF (International Trust Fund for Mining and Mine Victims Assistance)	**IOM**: 350,000
	1.2.8 Capacities in rural development for IDPs, refugees and local farmers are enhanced (**FAO, WFP)**	Main national partners: MoA, State Committee for Refugees and IDPs Other partners: SDC, municipalities	**FAO:** 1,750,000 **WFP**: 50,000
	1.2.9 IDPs, refugees and asylum seekers have increased access to SMEs and micro credit projects **(UNHCR)**	Main national partners: Office of Cabinet of Ministers Other partners: DRC, NNGOs, MFIs	**UNHCR**: Core: 500,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	1.2.10 Availability and use of population data, disaggregated by sex and age, is improved as a basis for the formulation, implementation and monitoring of national policies and programmes **(UNFPA))**	<u>Main national partners:</u> SSC, MLSPP, MoH,	**UNFPA**: Core: 350,000
	1.2.11. Access to employment and employability of women in selected rural areas is improved, and levels of, and factors contributing to, violence among women diminished **(UNDP, UNFPA)**	<u>Main national partners:</u> State Committee for Family, Women and Children's Affairs	**UNDP:** Core: 100,000 NC: 100,000 **UNFPA:** Core: 30,000
OUTCOME 1.3: Relevant national strategies, policies, and capacities strengthened to address environmental degradation, promote the green economy, and reduce vulnerability to climate change. **(UNDP, UNEP, UNIDO, IOM, UNECE, IAEA)**	1.3.1 The Ministry of Industry and Energy has the capacities to remove barriers to the development of alternative and renewable energy **(UNDP)**	<u>Main national partners:</u> MIE, National Academy of Sciences of Azerbaijan <u>Other Partners:</u> GEF	**UNDP** Core: 50,000 NC: 1,000,000
	1.3.2 Alternative strategies to increase renewable energy from biomass developed and implemented. **(UNDP)**	<u>Main national partners:</u> MENR <u>Other partners:</u> GEF	**UNDP** Core: 10,000 NC: 2,300,000
	1.3.3 Relevant regulatory and institutional frameworks established to safeguard energy security, enable greater energy efficiency in production and consumption cycles and a wider use of renewable energy **(UNECE, UNEP, UNIDO)**	<u>Main national partners:</u> MENR, MIE <u>Other partners:</u> SSC, National Academy of Sciences	**UNIDO:** 1,313,400 **UNEP:** NC: 30,000 **UNECE**: 30,000
	1.3.4 National capacity strengthened to enable long-term transition towards Green Economy, sustainable	<u>Main national partners:</u> MENR, MED, MIE, National Academy of Science <u>Other partners:</u> SSC	**UNEP**: NC: 2,500,000 UNESCO: Core: 50,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	production, consumption and resource management **(UNEP, UNESCO)**		NC: 50,000
	1.3.5 Priority ecosystems and/or economic sectors vulnerable to climate change are identified and strategies for improving their resilience are in place. **(UNDP)**	Main national partners: MENR Other partners: GEF	**UNDP** Core: 100,000 NC: 2,000,000
	1.3.6 Forestry programme and legislative amendments prepared and approved with the participation of all stakeholders **(FAO, UNECE)**	Main national partners: MENR Other partners: FAO Sub-Regional Offices for Central and Eastern Europe and for Central Asia, UNECE/FAO Team of Specialists on Forest Policy in Eastern Europe and Central Asia	**FAO:** 350,000 **UNECE:** 10,000
	1.3.7 Communication and Action plans prepared as part of strengthening international and regional cooperation on key environment conventions **(UNEP)**	Main national partners: MENR, MFA Other partners: SSC, Ministry of Emergencies	**UNEP:** NC: 250,000
	1.3.8 Management of Protected Areas (PA) including marine ecosystems is improved **(UNDP)**	Main national partners: MENR Other partners: GEF	**UNDP:** Core: 10,000 NC: 1,000,000
	1.3.9 Management of mountainous ecosystems is improved to address degradation of pastures **(UNDP)**	Main national partners: MENR, MoA Other partners: National Academy of Sciences, GEF	**UNDP:** Core: 10,000 NC: 1,000,000
	1.3.10 Policy instruments for improved cooperation for the protection and sustainable development of mountainous ecosystems in the Caucasus	Main national partners: MENR, MFA Other partners: National Academy of Sciences	**UNEP:** Core: 30,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	region developed and implemented **(UNEP)**		
	1.3.11 National capacity increased for environmentally sound management and disposal of Persistent Organic Pollutants under the Stockholm Convention **(UNIDO)**	<u>Main national partners</u>: MENR, MoA (State Phytosanitary Control Service) Other partners: Ministry of Emergencies, Green Cross (Switzerland and Belarus), HCH and Pesticides Association	**UNIDO**: 5,160,790 (incl. PPG)
	1.3.12 Pesticide management is improved and the environment and public health are preserved from adverse effects of pesticides **(FAO)**	<u>Main national partners</u>: <u>Phytosanitary Control Service</u> at the Ministry of Agriculture Green Cross (Switzerland and Belarus) Hexaclorocyclohexane (HCH) and Pesticides Association	**FAO**: 243,655
	1.3.13 Systematic and sustainable follow-up systems and statistics developed for radiological monitoring of the environment **(IAEA)**	<u>Main National Partners</u>: Ministry of Emergency Situations, MENR, National Academy of Science, Nuclear and Radiological Activity Regulations Agency	**IAEA**: Core: 150,000 per year
	1.3.14 Improved integrated water resources management on the national level and strengthened trans-boundary cooperation on this issue in the Kura-Aras River Basin **(UNECE, UNDP)**	Main national partners: Ministry of Environment, State Committee for Water Resources. <u>Other partners</u>: OSCE, GEF	**UNDP** NC: 1,000,000 **UNECE** NC: 40,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	1.3.15 Reduction in rural out-migration as a result of increased access to environmentally sustainable water supply for rural communities through kahriz[20] rehabilitation **(IOM)**	<u>Main national partners</u>: CoM, Executive Committees, Municipalities	**IOM**: 1,500,000

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[20] Kahriz – a system that takes the underground water to the surface through gravity flow.

UNDAF (2011-2015) Results Matrix: Social Development

National priority or goals as referred to in the State Programme on Poverty Reduction and Sustainable Development aligned with MDGs (2008-2015):
• reducing social risks for old age groups, low-income families and vulnerable groups of population by developing effective social protection system;   • improving the quality of and ensuring equal access to affordable basic health and education services.
UNDAF Outcome 2: Social Development   By 2015, vulnerable groups enjoy increased social inclusion, improved and equal access to quality health, education and social protection services.
Cross Cutting Issues: gender, disaster preparedness and response, monitoring and evaluation

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
OUTCOME 2.1: The National Health System ensures improved, equitable and quality services, in particular for vulnerable groups, in line with international standards **(UNFPA, WHO, UNICEF, UNODC, UNESCO, UNHCR, UNAIDS, IAEA)**		**(for all outputs)** <u>Main national partners</u>: MoH, MoE, MoJ, MYS <u>Other partners:</u> MLSPP, Ministry of Emergency Preparedness, SSC, State Commission on Combating Drug Abuse and Drug Trafficking, National Academy of Sciences, SCFWCA, CoM, WB, USAID, Global Fund, VRF, Private Sector (donor funding), NGOs, Mass Media	**(for all outputs):** **WHO** Core: 1,000,000 NC: 4,000,000 **UNFPA:** Core: 1,050,000 **UNICEF**: Core: 765,000 NC: 900,000 **UNHCR**: Core: 150,000 NC: 20,000
	2.1.1 The MOH is better able to exercise its stewardship function with a particular focus on policy analysis and implementation. **(WHO)**	<u>Main national partners</u>: MOH Health Policy and Planning Unit, MOH Public Health and Reforms Center	

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
		Other partners: WB HSRP, USAID, Abt Associates	
	2.1.2 Progress in Safe Motherhood and Newborn Care is scaled up by improving access, quality and use of maternal and child services **(WHO, UNFPA, UNICEF)**	*Role of different agencies for 2.1.2:* 2.1.2 UNICEF – support to general policy, organization of prenatal and postnatal services within the overall system of maternal and childcare, implementation of the reforms aimed at regionalization of perinatal care services, and introduction of WHO-recommended criteria for childbirth 2.1.2. WHO – support to strengthening capacities, policies and services for improving access, quality and use of maternal, reproductive, neonatal, newborn, child and adolescent health care services through quality primary care services 2.1.2 UNFPA: support to formulating overall policy on and provision of perinatal services	
	2.1.3 National health system capacity to cope with major epidemic and pandemic-prone diseases and effectively manage health crises is strengthened **(WHO)**	Main national partners: MOH, Ministry of Emergencies	
	2.1.4 By the end of 2015, implementation of the Stop TB	Main national partners: MoH; GF-funded TB project; National TB	

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	Strategy in line with the international standards, including MDR-TB is strengthened and malaria elimination is achieved **(WHO)**	programme; Ministry of Justice. <u>Other partner</u>: ICRC	
	2.1.5 Integrated approaches to non-communicable diseases, mental health and environmental health prevention are promoted, including the use of nuclear technology **(WHO, IAEA)**	<u>Main national partners</u>: MoH, National Centre of Oncology, Nuclear and Radiological Activity Regulations Agency, Ministry of Emergencies	**IAEA:** Core: 250,000 per year
	2.1.6 Surveys on IDU conducted to derive estimates and behaviour practices and used for programmatic and policy decisions to scale up the coverage of IDUs with comprehensive harm reduction services and monitoring of HIV improved through establishment of a national HIV M&E System **(UNAIDS, UNICEF, WHO, UNODC, UNHCR, IOM)**	*Role of different agencies for 2.1.6:* 2.1.6 UNICEF – policy, capacity development, modelling in PMTCT and paediatric HIV; improving state health services for adolescents and young people; promotion of healthy lifestyle 2.1.6 WHO - Policy recommendations**,** other tools and technical assistance for strengthening national capacities to control and effectively respond HIV/AIDS/STI epidemic, and to expand prevention, treatment, care services with particular focus on most affected populations towards achieving Universal access goals 2.1.6 UNODC – policy development, capacity building	**UNAIDS:** Core: 200,000 (for UA) Core: 150,000 (for M/E) **UNODC**: NC: 100,000 **UNHCR**: Core: 150,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
		and technical assistance for legislation amendment and improving of access to quality effective HIV prevention and care among drug users and prison inmates and those related to human trafficking

2.1.6 UNHCR-Raising awareness and promotion of healthy life style among refugee and IDP population with focus on the HIV/AIDS prevention and availability of care services.

2.1.6 UNAIDS: brokering, advocacy, convening and providing of technical assistance to partners for achievement of national UA targets by end 2010 and for integrating the UA concept into the MDG. Advocacy for sustained Government commitment and funding of effective and comprehensive HIV prevention, treatment care and support services to all in need

2.1.6 IOM – Scaling up HIV/AIDS and STI prevention for persons involved in migration, awareness raising and addressing reproductive health needs of migrants and community social security.

2.1.6 UNESCO - Revised life and | |

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
		family skills training introduced into school education curriculum as part of aware raising aimed at reducing drug use and HIV incidence among young people	
	2.1.7 Access to quality maternal and youth friendly services and commodities is improved **(UNFPA)**	**Main national partners:** SCFWCA	
	2.1.8 Women, men and young people have increased access to quality information and skills conducive to responsible and healthy sexual and reproductive behaviour **(UNFPA)**		
	2.1.9 National capacities strengthened to ensure improved mother and child nutrition and early childhood development **(UNICEF)**		
	2.1.10 Drug users and prison inmates enjoy improved access to effective health care services **(UNODC)**	Main national partners: State Commission on Combating Drug Abuse and Drug Trafficking	
	2.1.11 Refugees and asylum seekers enjoy improved access to basic health care services **(UNHCR)**	Main national partners: CoM, MoH	**UNHCR:** Core: 400,000
OUTCOME 2.2: State provides quality and equitable education **(UNESCO, UNICEF)**		Main national partners: MoE, MYS Other partners: Parliament, CoM, WB, NGOs, Mass media	For all outputs: **UNICEF**: Core: 765,000 NC: 900,000 **UNESCO**: Core: 100,000 NC: 900,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	2.2.1 Alternative Early Childhood Care and Education Models are introduced and Early Development Standards are practiced country-wide by MoE **(UNICEF, UNESCO)**	UNICEF – policy, capacity development, modelling of alternative ECCE practices	
	2.2.2 Child friendly school standards are mainstreamed in national education policies. **(UNICEF)**		
	2.2.3 Progress towards a knowledge society achieved through increased use of ICT in education, especially in secondary and higher education **(UNESCO)**		
	2.2.4 Children with disabilities have increased access to mainstream education **(UNICEF)**		
OUTCOME 2.3: Government and civil society provide social protection services for vulnerable groups. **(UNFPA, UNHCR, UNICEF and ILO)**		<u>Main national partners:</u> Parliament, CoM, MoE, MLSPP, SCWFCA, MYS, Ombudsman's Office <u>Other partners:</u> Local authorities, NGOs, Mass Media	**UNICEF:** Core: 620,000 NC: 1,300,000 **UNFPA:** Core: 800,000
	2.3.1 By the end of 2012, central and local child protection systems and child-sensitive community based services are in place to address vulnerabilities of families and children, in line with international standards and national priorities **(UNICEF)**		

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	2.3.2 National capacities to provide social protection to refugees, asylum seekers and IDPs are strengthened through provision of training and technical assistance. **(UNHCR)**	Main national partners: CoM, SMS	**UNHCR:** Core: 300,000
	2.3.3 Capacities of the government and social partners to identify relevant protection and assistance for forced labourers are strengthened **(ILO).**	Main partners: MLSPP, CoM, Confederation of TUs, National Confederation of Employers	**ILO:** 100,000
	2.3.4 Increased understanding and improved knowledge of public on gender-based violence, related national legislation and human rights instruments via educational and awareness campaigns to combat all forms of gender discrimination **(UNFPA)**	Main national partners: Parliament, SCFWCA, MLSPP	
	2.3.5 National capacities in preventive, protective and rehabilitative services for victims of violence including referral systems are strengthened **(UNFPA)**	Main national partners: SCFWCA	

UNDAF (2011-2015) Results Matrix: Governance

National priority or goals as referred to in the State Programme on Poverty Reduction and Sustainable Development aligned with MDGs (2008-2015): • Continuing the process of institutional reform and improving good governance • Promoting and protecting gender equality • Continuing the systematic implementation of activities aimed at improving the living conditions of refugees and IDPs	
UNDAF Outcome 3: By 2015, the State strengthens the system of governance with the involvement of Civil Society and in compliance with its international commitments, with particular emphasis on vulnerable groups.	
Cross Cutting Issues: gender, disaster preparedness and response, monitoring and evaluation	

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
OUTCOME 3.1: By 2015 civil society, media and vulnerable groups enjoy an increased role in policy formulation and implementation processes. **(UNDP, UNICEF, OHCHR, UNFPA, UNESCO, UNAIDS)**	3.1.1 CSOs and in particular rural NGOs have improved project management skills **(UNDP)**	<u>Main national partners:</u> NGO Council and national NGOs	**UNDP**: Core: 200,000 Non-Core: 500,000
	3.1.2 Young women and men have increased opportunities for participation in governance and decision-making levels **(UNICEF, ILO)**	<u>Main national partners:</u> Parliament, CoM, MYS, SCFWCA	**UNICEF**: Core: 510,000 NC: 600,000 **ILO**: Core: 100,000
	3.1.3 Relevant state bodies, CSOs, media professionals, think tanks and universities monitor and report on child rights in a child-friendly way **(UNICEF)**	<u>Main national partners:</u> Presidential Administration, Parliament, CoM, Ombudsman, Universities and NGOs	**UNICEF**: Core: 500,000 NC: 500,000
	3.1.4 The Ombudsperson's Office and NGOs increasingly monitor and report on the implementation of international human rights	<u>Main national partners:</u> Ombudsman's Office, Human Rights NGOs	**OHCHR**: 50,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	obligations of Azerbaijan and participate in the formulation and implementation of relevant policies, strategies and action plans **(OHCHR)**		
	3.1.5 Media professionals increasingly refer to int. human rights standards and their application in Azerbaijan in their daily work **(OHCHR)**	Main national partners: NGOs, Media Professional Organizations, Ombudsman's Office	**OHCHR**: 30,000
	3.1.6 Policies and legislation on reproductive health rights are formulated and implemented with the participation of NGOs and national experts **(UNFPA)**	Main national partners: Parliament, MoH, MYS, MoE, MoJ, SCFWCA, Mass Media Other partners: Ombudsman's Office, State Commission on Combating Drug Abuse and Drug Trafficking	**UNFPA**: 200,000
	3.1.7 National media produce reports that look at regional disparities and issues of particular concern to women, youth and vulnerable groups esp. at the sub-national level . **(UNESCO)**	Main national partners: Media NGOs, Professional Media Organizations, State Support Fund for Media Development and Press Fund	**UNESCO** Core: 60,000 NC: 90,000
	3.1.8 Role of the Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan and the sub-regional Policy-Research Network on Human Rights strengthened to develop studies on human rights within UNESCO's area of competence **(UNESCO)**	Main national partners: Ombudsman's Office, Human Rights NGOs	**UNESCO** 30,000
	3.1.9 Meaningful involvement of associations of PLH and other	Main national partners: SSC, Media, Parliament, Ombudsman Office, PLH associations, CSOs	**UNAIDS** Core: 250.000 USD

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	MARPs in the national HIV policy formulation, implementation and evaluation is increased through their capacity strengthening to address HIV related stigma / discrimination, human rights violations and to advocate for laws, policies and practices that support effective response to AIDS **(UNAIDS)**	working with MARPs, CCM	
	3.1.10 NGOs, the media and others actively participate in the implementation of the Aarhus Convention **(UNECE)**	Main national partners: Ministry of Ecology and National Resources, OSCE Office in Baku, Aarhus Centers in Baku, Ganja, Qazakh, Business community, Environmental NGOs	**UNECE** NC: 200,000
OUTCOME 3.2: Efficiency, accountability and transparency within public administration is enhanced through capacity development of State Entities, including gender sensitive approaches **(UNDP, UNICEF, IOM, UNHCR, UNFPA)**	3.2.1 Capacity of ANAMA to become International Training Centre for De-mining Activities is developed **(UNDP)**	Main national partners: ANAMA Other partners: GICHD	**UNDP** Core: 900,000 NC: 9,000,000
	3.2.2 Mine Risk Education (MRE) is integrated into the curricula and ongoing in all primary schools in mine/UXO contaminated districts to better protect children from risk of landmines/UXOs. **(UNICEF)**	Main national partners: MoE, ANAMA	**UNICEF** NC: 100,000
	3.2.3 System to monitor and report on SPPRSD is established in the Ministry of Economic Development **(UNDP)**	Main national partners: MED	**UNDP** Core: 100,000
	3.2.4 Public management system is more responsive to the priorities for children identified in SPPRSD and other	Main national partners: MED (coordination), Ministry of Finance (analysis), Economic Policy Committee of the	**UNICEF** Core: 425,000 NC: 800,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	national programmes **(UNICEF)**	Parliament (legislation, monitoring and analysis), NGOs (monitoring), media	
	3.2.5 Civil Service Commission's ability to effectively administer the recruitment, training and performance 25,000 civil servants, including through the establishment of a dedicated civil service centre, is improved. **(UNDP)**	Main national partners: CSC Other partners: GTZ	**UNDP:** Core: 610,000 NC: 2,600,000
	3.2.6 Social insurance and pension provision services are enhanced through SSPF capacity building in HR development, improved performance of automated management, and establishment of client service network **(UNDP)**	Main national partners: SSPF	**UNDP:** Core: 700,000 NC: 10,000,000
	3.2.7 Centralized State Register of Population with capacity to produce gender-disaggregated data is established in the MoJ. **(UNDP)**	Main national partners: MoJ	**UNDP** Core: 300,000 NC: 2,900,000
	3.2.8 Capacity of Ministry of Communications and Information Technologies for providing support for the Government and civil society through regional- and national-level projects on data communication and transmission is further strengthened **(UNDP)**	Main national partners: MCIT	**UNDP** Core: 300,000 NC: 1,500,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	3.2.9. National migration authorities address gaps in legislation and services regarding migration, reception of asylum seekers and determining refugee status. **(IOM, UNHCR)**	Main national partners: CoM, State Migration Service, MLSPP, MIA, MFA, State Border Service, SSC, State Drug Control Committee, State Customs Committee, MoI, MNS	**IOM**: NC: 800,000 **UNHCR** Core: 150,000
	3.2.10 An enabling environment is created and national capacities of state institutions enhanced to strengthen public administration in mainstreaming population dimensions, with a gender perspective **(UNFPA)**	Main national partners: Parliament, MLSPP, SSC, MoH, MoE, MoJ Other Partners: Scientific Research Institute for Labour and Social Issues, National Training Centre in Population and Demography, SCFWCA, National Academy of Sciences, NGOs	**UNFPA:** Core: 250,000 NC: 100,000
	3.2.11 Institutions at the central and local level are enabled to collect, update, analyze and manage appropriate disaggregated and socio-economic data related to food security to support strategic planning and coordination. **(FAO, WFP)**	Main national partners: MoA, MED, MoH, MENR, MLSPP, local authorities, SSC	**FAO**: Core: 750,000 **WFP:** Core: 80,000
OUTCOME 3.3: Access to and response of legal institutions and legal assistance improved, particularly for vulnerable groups, and in compliance with international commitments and norms on Human Rights. **(UNICEF, IOM, UNHCR, OHCHR, UNODC, UNFPA)**	3.3.1 Children in contact with law are provided with child-friendly services by judiciary and law enforcement professionals in accordance with CRC and Council of Europe standards. **(UNICEF)**	Main national partners: Parliament, Juvenile Justice National Task Force, MIA, MoJ, General Prosecutor's Office, Judicial-Legal Council, Ombudsman's Office Other partners: Baku State University, Police Academy, Justice Academy, CoE, OSCE, NGOs	**UNICEF** Core: 400,000 NC: 800,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	3.3.2 The rights of migrants and members of their families as well as victims of trafficking are effectively upheld in line with national legislation and international standards **(IOM)**	Main national partners: CoM, State Migration Service, State Border Service, MLSPP, MIA, MFA, Ombudsman's Office Other partners:	**IOM:** 300,000
	3.3.3 Capacities of authorities and NGOs to provide legal protection to asylum-seekers in line with the 1951 Convention relating to Refugee Status are strengthened. **(UNHCR)**	Main national partners: State Border Service, General Prosecutor's Office, District and City Courts	**UNHCR** Core: 50,000
	3.3.4 The level of awareness and knowledge of internally displaced persons (IDPs) and refugees on their rights is increased and their effective access to relevant legal acts and public information on their rights under domestic legislation and international protection standards promoted. **(UNHCR)**	Main national partners: CoM, local executive authorities Other partners: Ombudsman's Office, Praxis, Network of Lawyers	**UNHCR** Core: 300,000
	3.3.5 Capacity of IDP, asylum seeker and refugee communities, as well as of government agencies and NGOs in prevention of and response to gender-based violence (GBV) strengthened **(UNHCR)**	Main national partners: SCFWCA, Local executive authorities Other partners: Ombudsman's Office, Women's Association for Rational Development	**UNHCR** Core: 300,000
	3.3.6 International standards in effective counter narcotics enforcement strategy are implemented by the government and access of the vulnerable to the justice system ensured. **(UNODC)**	Main national partners: Parliament, Ombudsman's Office, State Commission on Combating Drug Abuse and Drug Trafficking, State Customs Committee, relevant NGOs	**UNODC** NC: 50,000

Agency outcomes	Outputs	Partners	Resource Mobilization Targets
	3.3.7 Increased number of police, prison staff, judges, prosecutors, police and lawyers are aware of international human rights standards, including the obligations to protect from torture or ill-treatment, and ready to use them in their daily work **(OHCHR)**	<u>Main national partners:</u> MoJ, Prosecutor General's Office, Bar Association, Ombudsman's Office <u>Other partners</u>: State Commission on Combating Drug Abuse and Drug Trafficking	**OHCHR** Core: 50,000
	3.3.8 The enabling environment (policies, laws) improved to promote and protect rights of women and girls, and combat violence against women **(UNFPA)**	<u>Main national partners:</u> Parliament, SCFWCA, SSC, MoH, MoE, Ombudsman, MIA	**UNFPA** Core: 150,000
	3.3.9 Rights holders, particularly women and youth, have increased capacity to participate in decision making processes through the establishment of a National Tripartite Committee **(ILO)**	<u>Main national partners:</u> MLSPP, MYS, Confederation of Trade Unions, Confederation of Entrepreneurs (Employers) Organizations	**ILO**: 50,000

List of UN Country Team including non-resident agencies

UNDP
UNICEF
UNFPA
WFP
UNHCR
WHO
UNDPI
OHCHR
ILO
WB
IMF
IOM
UNAIDS
UNODC
FAO
IFAD
UNESCO
UNECE
UNIDO
UNEP
IAEA

State Programmes

State Programme for Poverty Reduction and Sustainable Development
State Programme on Reliable Food Supply of the Population
State Programme on Improving the Quality of Statistics
National Action Plan on Human Rights
National Action Plan against Trafficking
National Employment Strategy
State Programme on Combating Gender Based Violence
State Programme on De-institutionalization and Alternative Care
State Programme on Maternal and Child Health
State Programme on Provision of General Education
State Programme on Development of Preschool Institutions
National Youth Policy
Recommendations of International Treaty Bodies (including the Committee on the Rights of the
Child and the Committee on the Elimination of All Forms of Discrimination against Women)
State Migration Policy
National Agricultural Strategy and Plan
State Programme on Development of Renewable and Alternative Energy Sources
Complex Plan on Improving the Environmental Situation in the Republic of Azerbaijan
National Strategy on Increasing Transparency and Combating Corruption

Acronyms

AfT	Aid for Trade	**MoF**	Ministry of Finance
AIDS	Acquired Immunodeficiency Syndrome	**MoJ**	Ministry of Justice
ANAMA	Azerbaijan National Agency for Mine Action	**MR**	Mortality Rate
AZN	New Azerbaijan Manat	**MYS**	Ministry of Youth and Sport
AZPROMO	Azerbaijan Export Investment Promotion Foundation	**NFP**	National Forestry Programme
BDS	Business Development Services	**MoA**	Ministry of Agriculture
CDM	Clean Development Mechanism	**MoE**	Ministry of Education
CEB Inter-Agency Trade and Productive Capacity Cluster	UNChief Executives Board's inter-agency mechanism dedicated to the coordination of trade and development operations at the national and regional levels, led by UNCTAD and including UNIDO, UNDP, ITC, FAO, WTO and the five UN Regional Economic Commissions	**NC**	Non-Core (Resources)
CEE/CIS	Central and Eastern Europe and Commonwealth of Independent States	**NCD**	Non-communicable Disease
CRC	Convention of the Rights of the Child	**NCC**	Net Contributor Country
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	**NFEE**	National Federation of Employers and Entrepreneurs
CoE	Council of Europe	**NGO**	Non-Governmental Organization
CoM	Cabinet of Ministers	**NFTU**	National Federation of Trade Unions
CFS	Child-friendly Schools	**OECD**	Organization for Economic Cooperation and Development
CSC	Civil Service Commission under the President of the Republic of Azerbaijan	**OHCHR**	Office of the High Commissioner for Human Rights
CWD	Children with Disabilities	**OSCE**	Organization for Security and Cooperation in

			Europe
DHS	Demographic and Health Survey	**PA**	Protected Areas
DRC		**PLH**	People living with HIV
DV	Domestic Violence	**PMTCT**	Prevention of Mother-to- Child Transmission
EPR	Environment Performance Review	**RBM**	Results-Based Management
EU	European Union	**RH**	Reproductive Health
FAO	Food and Agricultural Organization	**SCAD**	South Caucasus Anti-Drug Programme
GBV	Gender-Based Violence	**SCFWCA**	State Committee for Family, Women and Children's Affairs
GDP	Gross Domestic Product	**SME**	Small and Medium Enterprises
GEF	Global Environment Facility	**SSC**	State Statistics Committee
GHG	Greenhouse Gas	**SPPRSD**	State Programme for Poverty Reduction and Sustainable Development
HCH	Hexadorocyclohexane	**STI**	Sexually Transmitted Infection
HIV	Human Immunodeficiency Virus	**SW**	Sex Worker
IAEA	International Atomic Energy Agency	**TBD**	To be Defined
ICCPR	International Covenant on Civil and Political Rights	**TOT**	Training of Trainers
ICT	Information and Communication Technologies	**UN**	United Nations
IDP	Internally Displaced Person	**U5MR**	Under 5 Mortality Rate
IDU	Injecting Drug User	**USAID**	United States Agency for International Development
IFAD	International Fund for Agricultural Development	**UNCT**	United Nations Country Team
IFI	International Financial Institution	**UNCTAD**	United Nations Conference on Trade and Development
ILO	International Labour Organization	**UNDAF**	United Nations Development Assistance Framework
IMR	Infant Mortality Rate	**UNDP**	United Nations Development

			Programme
IOM	International Organization for Migration	**UNDPI**	United Nations Department of Public Information
ITC	International Trade Centre	**UNECE**	United Nations Economic Council for Europe
JA	Justice Academy	**UNEP**	United Nations Environment Programme
LFS	Labour Force Survey	**UNESCAP**	United Nations Economic and Social Commission for Asia and the Pacific
M&E	Monitoring and Evaluation	**UNESCO**	United Nations Educational, Scientific and Cultural Organization
MARP	Most at Risk Persons	**UNFCCC**	United Nations Framework Convention on Climate Change
MCT	Ministry of Culture and Tourism	**UNFPA**	United Nations Population Fund
MCIT	Ministry of Communications and Information Technologies	**UNHCR**	United Nations High Commissioner for Refugees
MCH	Maternal and Child Health	**UNICEF**	United Nations Children's Fund
MDG	Millennium Development Goal	**UNIDO**	United Nations Industrial Development Organisation
MED	Ministry of Economic Development	**UNODC**	United Nations Office on Drugs and Crime
MENR	Ministry of Ecology and Natural Resources	**UXO**	Unexploded Object
MFA	Ministry of Foreign Affairs	**VAW**	Violence Against Women
MIE	Ministry of Industry and Energy	**WB**	World Bank
MIA	Ministry of Internal Affairs	**WEF**	World Economic Forum
MLSPP	Ministry of Labour and Social Protection of the Population	**WFP**	World Food Programme
MoA	Ministry of Agriculture	**WHO**	World Health Organization
MoE	Ministry of Education	**WTO**	World Trade Organization