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INDEPENDENT COUNTRY PROGRAMME EVALUATION - AZERBAIJAN
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ANNEX 1 – TERMS OF REFERENCE

CLUSTER EVALUATION OF UNDP COUNTRY PROGRAMMES IN EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

1. BACKGROUND TO THE EVALUATION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is undertaking a cluster evaluation of UNDP Country Programmes in 10 countries and 1 territory of Europe and the Commonwealth of Independent States (RBEC) each of which goes to the UNDP Executive Board in 2020 for the approval of their new Country Programme Documents (CPDs).

Each of the 11 countries (and territory) will undergo an Independent Country Programme Evaluation (ICPE), examining UNDP’s work at the country level during the ongoing programme cycle 2016-2020. Results of the ICPEs are expected to provide a set of forward-looking recommendations as input to the new CPD development process for the next country programme development.

The UNDP programme countries under review, which can be grouped under three sub-regions based on their unique challenges and priorities, include:

- **Central Asia**: Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan
- **South Caucus and Western CIS**: Armenia, Azerbaijan, Belarus and Georgia
- **Western Balkans & Turkey**: North Macedonia, Serbia and Kosovo*

The outputs of this cluster evaluation will include 11 Independent Country Programme Evaluation (ICPE) Reports and a Regional Synthesis Report building on the ICPEs.

2. RBEC Regional Context and UNDP Programme

The countries of Europe and the Commonwealth of Independent States have recorded upward human development progress and significantly improved states capacity over the past two decades. All countries have achieved middle income status and eradicated extreme poverty during this period. At the same time, region has witnessed growing disparities in terms of income distribution, gender, and access to quality and affordable public services.

While many countries have reached high and very high Human Development Indices, an estimated 70 million people in the region live on less than 10 USD/day and are vulnerable to poverty. According to the last regional HDR report for the region (2016), some countries identified up to 50 per cent of their workforce (particularly youth) as either long-term unemployed or engaged in precarious, informal employment. Social exclusion also affects ethnic minorities, including Roma communities, people living with disabilities and in ill-health. Some of the countries in the region have seen rapid growth in HIV infection rates.

* All references to Kosovo shall be understood to be in the context of the Security Council Resolution 1244 (1999)
The countries of the region face similar governance challenges. Many are in need of public management reform, greater recognition and enforcement of the rule of law and access to justice, improved compliance with human rights and other international conventions, as well as greater engagement of women and civil society in government policy setting and decision making. The region is vulnerable to natural disasters including climate change related issues such as flooding, droughts, seismic risks, and environmental risks, some of which are exacerbated by human activities such as unsustainable water and land management practices, and high reliance on fossil fuels. All of these risks pose long terms threats to human security and biodiversity.

Geopolitical tensions continue to affect the region due to on-going conflicts and the heritage from past conflicts. This is exacerbated by the geographical position of this region located at the juncture between Western Europe, Asia, and the middle east, making the region an important transit area but also a source and destination for human migration.

Policy reforms at the sub regional level (Western Balkans, Central Asia, South Caucus and Western CIS) are influenced by the aspirations of countries to integrate with larger country groupings neighboring the regions, in particular the European Union.

**UNDP Programming in the region**

Between 2016-2018 (the review period), UNDP programmes in the 10 countries and 1 territory under review have aimed to contribute to sustainable and inclusive growth, accounting for almost 38% of the expenditure (core and non-core), followed by support to institutions to deliver on universal access to basic services (32%) and democratic governance (15%), and lowering the risk of natural disasters including from climate change (10%). Gender equality and women’s empowerment cuts across all outcome areas, with evidence of explicit support to promote women’s empowerment. Efforts are also being made to assist countries mainstreaming the SDGs.

Figure 1 highlights the total programme expenditures by country for the 11 UNDP country programmes under review, the thematic distribution of which varies by country taking into account context, economic and social challenges in the three RBEC sub-regions.
3. SCOPE OF THE EVALUATION

The focus of the evaluation is the current country programme cycle (2016-2020) in the 10 countries and 1 territory, covering activities until the end of 2018. It will also include any ongoing projects and activities from the previous programme cycle that either continued or conclude in the current programme cycle.

The scope of each of these ICPEs will include the entirety of UNDP’s activities in the country and therefore will cover interventions funded by all sources, including core UNDP resources, donor funds, government funds. Each of the ICPEs will pay particular attention to their sub-regional and regional development context within which the UNPD programme has operated. The roles and contributions of UNV and UNCDF in joint work with UNDP will also be captured by the evaluation.

4. Key Evaluation Questions and Guiding Principles

The ICPEs will address the following three questions.:

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP’s performance and eventually, the sustainability of results?

ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programmes desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD’s progression over the review period will also be examined. In assessing the CPD’s progression, UNDP’s capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP’s country programme will be analyzed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP’s performance, the specific factors that have influenced - both positively or negatively - UNDP’s performance and eventually, the sustainability of results in the country will be assessed under evaluation question 3. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan, as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Special attention will be given to integrate a gender equality approach to data collection methods. To assess gender across the portfolio, the evaluation will use the gender marker and the gender results effectiveness scale (GRES).

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1 These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women’s empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.
2 A corporate tool to sensitize programme managers in advancing GEWE through assigning ratings to projects during project design to signify the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).
3 The GRES, developed as part of the corporate evaluation on UNDP’s contribution to gender equality and women’s empowerment, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender
The regional synthesis will build on the findings from the ICPEs to analyze UNDPs corporate-level programme policy issues in addressing the unique challenges and priorities in the region, with special consideration to similarities across the three RBEC sub-regions, to consider the contribution of UNDP through its advisory and programmatic support at the regional level.

5. Approach and Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards⁴. Methods for data collection will be both quantitative and qualitative. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and project managers at the country level, Istanbul Regional Hub and at the UNDP Headquarters. Specific evaluation questions and the data collection method will be further detailed and outlined in an evaluation matrix.

Stakeholder Analysis: The evaluation will follow a participatory and transparent process to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase of each ICPE, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.

Desk review of documents: The evaluation team will undertake an extensive review of documents. This will include, among others, background documents on the regional, sub-regional and national context, documents prepared by international partners and other UN agencies during the period under review; project and programme documents such as workplans, progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs) and project and programme evaluations conducted by the country office, regional bureau and partners, including the quality assurance and audit reports. All project, programme and background documents related to this evaluation will be posted on a dedicated IEO SharePoint website. IEO will share the link to this website with the Regional Hub and Country Offices.

Pre-mission survey: A pre-mission survey will be administered for the UNDP Country staff and their counterparts in the country; and one for the UNDP RBEC Regional Programme staff (at Headquarter and Istanbul Regional Hub) at the onset of data collection.

Project and portfolio analysis: A number of projects that represent a cross section of UNDPs work will be selected for in-depth review and analysis at both the country and regional level based on the programme coverage (projects covering the various thematic and cross-cutting areas); financial expenditure (a representative mix of both large and smaller projects); maturity (covering both completed and active projects); and the degree of “success” (coverage of successful projects, as well as projects reporting difficulties where lessons can be learned).

Country missions and Key Informant Interviews: Country missions for data collection will be undertaken to the UNDP programme countries to gather evidence and validate findings. Field visits will be undertaken

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⁴ http://www.uneval.org/document/detail/1914
to projects selected for in-depth review. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

**Triangulation:** All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to guide how each of the questions will be addressed and organize the available evidence by key evaluation question. This will facilitate the analysis and support the evaluation team in drawing well substantiated conclusions and recommendations.

**Evaluation quality assurance:** Quality assurance for the evaluation will be ensured by a member of the International Evaluation Advisory Panel, an independent body of development and evaluation experts. Quality assurance will be conducted in line with IEO principles and criteria, to ensure a sound and robust evaluation methodology and analysis of the evaluation findings, conclusions and recommendations. The expert will review the application of IEO norms and standards to ascertain the quality of the methodology, triangulation of data and analysis, independence of information and credibility of sources. The evaluation will also undergo internal IEO peer review prior to final clearance.

6. MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the evaluation in consultation with the UNDP offices, the respective governments, the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) and other key partners at national, regional and international levels. IEO will lead and manage the evaluation and meet all costs directly related to the conduct of the evaluation.

**UNDP Country Offices in the RBEC region:** Each of the UNDP offices in the 10 RBEC countries and a territory will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, and provide factual verifications to the draft report on a timely basis. The CO will provide support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; assistance for field site visits). To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the CO and IEO will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference, where findings and results of the evaluation will be presented. Once finalized, the CO will prepare a management response in consultation with the Regional Bureau and support the outreach and dissemination of the final evaluation report.

**UNDP RBEC and its Regional Hub:** IEO will work closely with the Istanbul Regional Hub in coordinating the implementation of the ICPEs. UNDP RBEC and its Regional Hub will make available to the evaluation team all necessary information regarding UNDP’s Regional programming and Hub activities and provide factual verifications to the draft report on a timely basis. The Regional Hub and the Bureau will help the evaluation team identify and liaise with key partners and stakeholders and help in arranging meetings and interviews. To ensure the anonymity of interviewees, UNDP staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the regional Hub and Bureau will participate in discussions on emerging conclusions and recommendations from the regional synthesis and support the outreach and dissemination of the final report.
**Evaluation Team:** The IEO will constitute an evaluation team to undertake the RBEC cluster evaluation. The likely composition of the evaluation team will be as follows.

- **IEO Evaluation Team:** IEO will put together an evaluation team comprising of three Lead Evaluators. Each of the three Lead Evaluators will have the responsibility for leading and coordinating the ICPEs for the countries in their respective RBEC sub-regions. Working together with an external research/consultancy firm, they will be responsible for the finalization of the ICPE reports for their assigned countries and finalizing the sub-regional synthesis reports for their sub-region and contribute in the finalization of the regional synthesis report. One of the Lead Evaluators will have the additional responsibility for the overall coordination of the entire cluster evaluation process and deliverables.

- **External Consultancy Team:** IEO will launch a ‘Request for Proposals/Expression of Interest’ inviting consulting firms/think tanks/research institutions/individual consultants and put together a team of evaluation experts with substantial work experience and knowledge of the countries in the region/sub-region and bring to the team their evaluation expertise in one or more of the UNDP work areas in the region, which include:

  - **Governance and Inclusive Sustainable Development** (including rule of law, justice, public administration, service delivery, poverty reduction, economic transformation and related areas)
  - **Environment and Natural Resources Management** (including climate change adaptation, resilience and disaster risk reduction, environmental governance and related areas)

IEO will recruit up-to a maximum of three external consultancy teams to cover UNDP countries in each of the three sub-regions, with one Team Leader for each of the three sub-regions.

Under the direct supervision of the IEO Lead Evaluator, the recruited consulting teams will be responsible for research, data collection, analysis of findings, conclusions and recommendations leading to the preparation of the ICPE reports. The Team Leaders for the three sub-regions will also be responsible for drafting a sub-regional synthesis report and contribute in the finalization of the regional synthesis report.

### 7. EVALUATION PROCESS

The cluster evaluation will be conducted according to the approved IEO evaluation processes and methodologies. The following represents a summary of the key evaluation phases and the process, which will constitute the framework for conduct of the RBEC cluster evaluation.

**Phase 1: Preparatory work.** The IEO will prepare the TOR and evaluation design and recruit the external consultancy teams and finalize the Evaluation teams for the each of the three RBEC sub-regions. In order to allow for comparability and a strong high-level synthesis across the ICPEs, the evaluation design will identify and include the evaluation components to be used in the sub-regional synthesis. With the help of the UNDP country offices, IEO will initiate data collection. The evaluation questions will be finalized in an evaluation matrix containing detailed questions and means of data collection and verification to guide data collection, analysis and synthesis.
**External Consultancy Teams on-boarding workshop (Skype Meeting):** Following the finalization and recruitment of the external consultancy teams for the three RBEC sub-regions, IEO Lead Evaluators, will organize a virtual on-boarding orientation workshop for the Team Leaders and Members of the external consultancy teams. The purpose is to orient the Teams on the ICPE code of conduct, methodology and quality assurance procedures, evaluation templates and processes, clarification on the roles and responsibilities of the IEO team members and the external consultancy teams, expected outputs and the quality of deliverables and finalization of the detailed work-plans for the ICPEs in the three sub-regions.

**Phase 2: Desk analysis.** Evaluation team members will conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection. The data collection will be supplemented by administering survey(s) and interviews (via phone, Skype etc.) with key stakeholders, including country and regional office staff. Based on the desk analysis, survey results and preliminary discussion with the regional and country level staff, the evaluation team will prepare an initial draft report on the emerging findings, data gaps, field data collection and validation mission plans.

**Phase 3: Field data collection.** This will be an intense 3-4 weeks period during which the evaluation teams will conduct the ICPE country missions (5-7 days per country) with back-to-back country missions. During this phase, the evaluation team will undertake missions to the ICPE countries to engage in data collection activities and validation of preliminary findings. The evaluation team will liaise with regional hub and the country office staff and management, key government stakeholders, other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debriefing presentation of the key preliminary findings at the country office. IEO Lead Evaluators will join the External Evaluation Teams in most of the ICPE Country missions.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the IEO Lead Evaluators, together with the external consultancy team will initiate the analysis and synthesis process to prepare the ICPE report for each of the countries in their respective RBEC sub-region. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO staff and then circulated to the respective country office and the UNDP Regional Bureau for any factual corrections. The second draft will be shared with national stakeholders in each country for further comments. Any necessary additional corrections will be made, and UNDP country office management will prepare the required management response, under the oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation will be presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the final country evaluation report will be published.

The individual ICPE reports will be used for preparing the three sub-regional evaluation synthesis reports and. IEO Lead Evaluators will lead the preparation of the overall regional synthesis report in consultation with the three sub-regional Team Leaders. Prior to finalization, this will be shared with the Regional Hub and the Bureau for any factual corrections and comments.

**Phase 5: Publication and dissemination.** The ICPEs and the Regional Synthesis Report with their brief summaries will be widely distributed in hard and electronic versions. The individual ICPE reports will be
made available to the UNDP Executive Board at the time of approval of the new Country Programme Documents in June and September 2020. The UNDP country offices and the respective Governments will disseminate the report to stakeholders in each country. The individual reports with the management response will be published on the UNDP website as well as in the Evaluation Resource Centre. The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.

The Regional Synthesis Report will be presented to the Executive Board at its Annual session in June 2020. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The RBEC Regional Bureau will be responsible for generating a management response, which will be published together with the final report.

8. EVALUATION TIMELINE AND RESPONSIBILITIES

The timeframe and responsibilities for the evaluation process are tentatively as follows:

| Timeframe for the cluster evaluation of UNDP 11 Country Programmes in Europe and the CIS Region |
|-------------------------------------------------|---------------------------------|---------------------|
| Activity                                         | Responsible party | Proposed timeframe |
| **Phase 1: Preparatory work**                   |                   |                     |
| TOR – approval by the Independent Evaluation Office | LE                | Sep 2018            |
| Launch ‘Request for Proposals/ Expression of Interest’ for external consultancy teams | LE                | Oct 2018            |
| Finalization of the External Consultancy Team   | LE                | Nov-Dec 2018        |
| On-boarding workshop for the Team Leaders of external consultancy teams (workshop date will depend on the recruitment of the external consulting teams) | IEO Evaluation Team | Jan-Feb 2019        |
| **Phase 2: Desk analysis**                      |                   |                     |
| Preliminary analysis of available data and context analysis | External Consulting Team/LE | Jan-Mar 2019        |
| Launch of pre-mission surveys (Country offices, RBEC Regional Programme and Regional Hub) | External Consulting Team/LE | Jan/Feb 2019        |
| Preparation of draft pre-mission country analysis papers | External Consulting Team/LE | 15 Mar 2019        |

[7] The timeframe and deadlines are indicative and may be subject to change.
<table>
<thead>
<tr>
<th>Phase 3: Data Collection and Validation</th>
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<tbody>
<tr>
<td>Data collection and validation country missions (5-7 days per country over a period of 3-4 weeks with back-to-back country missions)</td>
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<table>
<thead>
<tr>
<th>Phase 4: Analysis, report writing, quality review and debrief</th>
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<tbody>
<tr>
<td>ICPE Analysis and Synthesis</td>
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<tr>
<td>Zero draft ICPE report for clearance by IEO and EAP</td>
</tr>
<tr>
<td>First draft ICPE report for CO/RBEC review</td>
</tr>
<tr>
<td>Final (Second draft) ICPE report shared with GOV</td>
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<tr>
<td>Sub-regional evaluation synthesis report</td>
</tr>
<tr>
<td>UNDP management response to ICPE</td>
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<tr>
<td>Regional evaluation synthesis report (Draft)</td>
</tr>
<tr>
<td>Final ICPE debriefing with national stakeholders</td>
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<tr>
<td>Final Regional Synthesis Paper</td>
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</table>

<table>
<thead>
<tr>
<th>Phase 5: Production and Follow-up</th>
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<tbody>
<tr>
<td>Editing and formatting</td>
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<tr>
<td>Final report and Evaluation Brief</td>
</tr>
<tr>
<td>Dissemination of the final report</td>
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</table>

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<thead>
<tr>
<th>Phase 6: Executive Board Presentation</th>
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</thead>
<tbody>
<tr>
<td>EB Paper</td>
</tr>
<tr>
<td>EB Presentation</td>
</tr>
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</table>
ANNEX 2 – COUNTRY AT A GLANCE

GDP per capita,
PPP (constant 2011 international $)

Source: World Bank

Net ODA received
(constant 2015 US$)

Source: OECD
Top Ten Donors of Gross ODA for Azerbaijan, 2016-17 average, US$ million

- Japan: 54.30
- International Development Association: 37.07
- EU institutions: 25.58
- Germany: 25.33
- Korea: 13.51
- United States: 13.09
- Turkey: 12.27
- Global Fund: 7.94
- GEF: 3.05
- France: 2.57

Source: OECD

Human Development Index Trends

Source: UNDP Human Development Report
ANNEX 3. COUNTRY OFFICE AT A GLANCE

Evolution of Programme Budget & Expenditure

Source: Project List (Power BI/Atlas)

Top 10 Donors

<table>
<thead>
<tr>
<th>Donor</th>
<th>Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Environment Fund Truste</td>
<td>$10.24M</td>
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<tr>
<td>European Commission</td>
<td>$9.37M</td>
</tr>
<tr>
<td>AZE-Government</td>
<td>$6.13M</td>
</tr>
<tr>
<td>UNDP</td>
<td>$1.31M</td>
</tr>
<tr>
<td>USAID</td>
<td>$0.51M</td>
</tr>
<tr>
<td>UNDP Funding Windows</td>
<td>$0.29M</td>
</tr>
<tr>
<td>Government of Turkey</td>
<td>$0.27M</td>
</tr>
<tr>
<td>COCA COLA Company</td>
<td>$0.16M</td>
</tr>
<tr>
<td>SWISS AGY FOR DEVELOPMENT &amp; CO</td>
<td>$0.16M</td>
</tr>
<tr>
<td>GREEN CLIMATE FUND</td>
<td>$0.13M</td>
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</table>

Source: Project List (Power BI/Atlas)
Total Expenditure by Fund Category, 2016-2018

Millions

- Bilateral/Multilateral Funds: $11M
- Vertical Trust Funds: $10M
- Government cost sharing: $6M
- Regular Resources: $1M

Source: Project List (Power BI/Atlas)

Evolution of expenditure by thematic area

- Environment and Natural Resources Management
- Inclusive Growth and Sustainable Development
- Governance and Basic Services

Source: Project List (Power BI/Atlas)
Evolution of Programme Expenditure by Source

Millions

Source: Project List (Power BI/Atlas)

Expenditure by Gender Marker and Thematic Area

Source: Project List (Power BI/Atlas)
## ANNEX 4. LIST OF PROJECTS FOR IN-DEPTH REVIEW

<table>
<thead>
<tr>
<th>SP Outcome</th>
<th>Project_title</th>
<th>Output_Start_Dt</th>
<th>Output_End_Dt</th>
<th>Total B</th>
<th>Total E</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inclusive Growth and Sustainable Development</strong></td>
<td>Engagement Facility (SDGs)</td>
<td>11/3/2016</td>
<td>12/31/2017</td>
<td>102,101</td>
<td>(412)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2/6/2017</td>
<td>3/31/2018</td>
<td>224,418</td>
<td>222,815</td>
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<tr>
<td></td>
<td></td>
<td>6/12/2018</td>
<td>6/12/2019</td>
<td>125,400</td>
<td>93,792</td>
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<td>Engagement Facility (Gender Assessment)</td>
<td>10/18/2016</td>
<td>12/31/2018</td>
<td>181,755.</td>
<td>160,797</td>
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<td></td>
<td>Economic and social empowerment of rural women and youth</td>
<td>3/4/2013</td>
<td>12/31/2019</td>
<td>111,499</td>
<td>98,514</td>
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<td></td>
<td>Support to development of small family business in Balak</td>
<td>11/14/2017</td>
<td>12/31/2020</td>
<td>427,293</td>
<td>412,466</td>
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<td></td>
<td>Capacity Building of Azerbaijan Tourism University</td>
<td>5/1/2015</td>
<td>5/31/2018</td>
<td>398,141</td>
<td>200,914</td>
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<td></td>
<td>Economic Empowerment for Entrepreneurship and Employment</td>
<td>12/15/2015</td>
<td>9/30/2019</td>
<td>434,590</td>
<td>406,670</td>
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<td></td>
<td>Enabling civil society to play a greater role in promoting socio-economic rights of vulnerable populations</td>
<td>3/1/2016</td>
<td>2/28/2018</td>
<td>2,343,433</td>
<td>2,244,365</td>
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<td></td>
<td>Women’s Economic Empowerment in South Caucasus</td>
<td>7/2/2018</td>
<td>6/30/2020</td>
<td>42,579</td>
<td>33,323</td>
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<td>Promoting the Role of Civil Society in Gender-sensitive implementation of the SDG Agenda</td>
<td>4/1/2018</td>
<td>3/31/2020</td>
<td>487,468</td>
<td>157,756</td>
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<td></td>
<td>Promotion of inclusive education</td>
<td>6/1/2018</td>
<td>6/1/2021</td>
<td>98,725</td>
<td>101,995</td>
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<td></td>
<td>Creating inclusive and decent jobs for socially vulnerable</td>
<td>15/04/2018</td>
<td>14/04/2023</td>
<td>2,941,003</td>
<td>12,131</td>
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<td></td>
<td>Promoting youth employment through improved job search</td>
<td>11/27/2015</td>
<td>12/31/2018</td>
<td>178,139</td>
<td>162,898</td>
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<td></td>
<td>No one left behind programme</td>
<td>2/12/2018</td>
<td>8/31/2020</td>
<td>681,340</td>
<td>-</td>
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<td><strong>Governance and Basic Services</strong></td>
<td>Countries have strengthened institutions to progressively</td>
<td>11/3/2017</td>
<td>12/31/2020</td>
<td>1,310,000</td>
<td>1,228,205</td>
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<tr>
<td></td>
<td>Strengthening and expansion of mine action capacity</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Project Description</td>
<td>Start Date</td>
<td>End Date</td>
<td>Amount</td>
<td>Value</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>----------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>New World: Inclusive Development Initiatives</td>
<td>6/1/2014</td>
<td>12/31/16</td>
<td>2,077</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9/1/2015</td>
<td>3/31/18</td>
<td>160,502</td>
<td>162,001</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8/1/2017</td>
<td>8/31/20</td>
<td>944,583</td>
<td>959,044</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8/1/2017</td>
<td>8/31/20</td>
<td>969,189</td>
<td>991,758</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10/14/2004</td>
<td>12/31/17</td>
<td>253,447</td>
<td>186,488</td>
<td></td>
</tr>
<tr>
<td>Modernizing VET Centers</td>
<td>7/8/2013</td>
<td>12/31/19</td>
<td>420,776</td>
<td>390,553</td>
<td></td>
</tr>
<tr>
<td>Creating new platforms to support active youth engagement</td>
<td>3/14/2014</td>
<td>12/31/16</td>
<td>196,774</td>
<td>194,691</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4/1/2017</td>
<td>12/31/19</td>
<td>90,300</td>
<td>65,400</td>
<td></td>
</tr>
<tr>
<td>Improving Staff Capacity of the Azerbaijan Service and Assessment Network</td>
<td>12/1/2015</td>
<td>12/31/17</td>
<td>123,333</td>
<td>108,000</td>
<td></td>
</tr>
<tr>
<td>Border Management</td>
<td>12/1/2014</td>
<td>9/30/18</td>
<td>2,498,925</td>
<td>2,262,322</td>
<td></td>
</tr>
<tr>
<td>Red Bridge Border development</td>
<td>10/1/2015</td>
<td>12/31/18</td>
<td>1,708,044</td>
<td>1,498,252</td>
<td></td>
</tr>
<tr>
<td>Mainstreaming, Acceleration and Policy Support</td>
<td>1/1/2016</td>
<td>1/1/17</td>
<td>50,000</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>Support to the Civil Service Training in the Republic of Azerbaijan</td>
<td>7/20/2014</td>
<td>12/31/17</td>
<td>1,183,120</td>
<td>789,499</td>
<td></td>
</tr>
<tr>
<td>Support to Ministry of health to strengthen healthcare procurement system in the country</td>
<td>12/26/2018</td>
<td>15/25/19</td>
<td>2,423,950</td>
<td>359,017</td>
<td></td>
</tr>
</tbody>
</table>

### Environment and Natural Resources Management

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Start Date</th>
<th>End Date</th>
<th>Amount</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIMS 3929 SCCF FSP</td>
<td>10/1/2011</td>
<td>6/30/17</td>
<td>1,077,767</td>
<td>895,372.36</td>
</tr>
<tr>
<td>Sustainable Land and Forest Management in Greater Caucasus</td>
<td>1/1/2012</td>
<td>12/31/18</td>
<td>4,347,010</td>
<td>3,978,730</td>
</tr>
<tr>
<td>Effectively Managed Marine Ecosystems</td>
<td>4/1/2014</td>
<td>03/29/19</td>
<td>1,024,148</td>
<td>968,469</td>
</tr>
<tr>
<td>Clima East pilot projects on ecosystem-based approaches</td>
<td>1/1/2013</td>
<td>5/31/18</td>
<td>511,934</td>
<td>485,731</td>
</tr>
<tr>
<td>Nationally Appropriate Mitigation Actions</td>
<td>1/15/2015</td>
<td>12/31/20</td>
<td>3,183,040</td>
<td>2,892,544</td>
</tr>
<tr>
<td>Agrobiodiversity Management</td>
<td>11/1/2016</td>
<td>12/31/21</td>
<td>2,046,156</td>
<td>1,346,365</td>
</tr>
<tr>
<td>Minamata Convention Access</td>
<td>3/1/2016</td>
<td>2/28/18</td>
<td>201,857</td>
<td>199,998</td>
</tr>
<tr>
<td>Readiness and Preparatory Support</td>
<td>1/15/2018</td>
<td>8/27/19</td>
<td>136,272</td>
<td>132,870</td>
</tr>
<tr>
<td>Strengthening Environmental Governance</td>
<td>8/28/2012</td>
<td>3/31/18</td>
<td>150,152</td>
<td>148,716</td>
</tr>
<tr>
<td>EU4Climate</td>
<td>15/04/2019</td>
<td>12/31/22</td>
<td>190,460</td>
<td>4,888</td>
</tr>
</tbody>
</table>
ANNEX 5. PEOPLE CONSULTED

UNDP
1. Alessandro Fracassetti, Resident Representative, UNDP
2. Subhan Ahmadov, Operations Manager, UNDP
3. Shamil Rzayev, Programme Analyst, UNDP
4. Elnur Khalilov, Programme Analyst, UNDP
5. Leyla Fathi, Programme Analyst, UNDP
6. Arzu Jafarli, Communications Analyst, UNDP
7. Chingiz Mammadov, Programme Analyst, UNDP

UNITED NATIONS
1. Ghulam Isaczai, Resident Coordinator, United Nations
2. Gular Fatali, M&E Officer, Office of the United Nations Resident Coordinator
3. Min Yuan, Deputy Representative, UNICEF
4. Tamerlan Rajabov, Programme Officer, UNICEF
5. Farid Babayev, Assistant Resident Representative, UNFPA
6. Dinara Abbas, Country Representative, FAO
7. Bariz Meddiyev, National Technical Coordinator, FAO

NATIONAL GOVERNMENT
1. Sadagat Gahramanova, Deputy Chair, State Committee for Family, Women and Children Affairs
2. Sabrina Manafva, Head of International Relations, State Committee for Family, Women, and Children Affairs
3. Gasimov Cavad, Deputy Chairman, State Customs Committee
4. Namiq Mammadov, Deputy Head of the Agro-Credit and Development Agency, Ministry of Agriculture
5. Umayra Taghiyeva, Director of National Hydrometeorology Department, Ministry of Ecology and Natural Resources
6. Emin Garabaghi, Head of Division for International Cooperation, Ministry of Ecology and Natural Resources
7. Gazanfar Ahmadov, Director, Azerbaijan National Agency for Mine Action
8. Parviz Yusifov, Head of State Agency on Vocation Education, Ministry of Education
9. Rashad Allahverdiyev, Head of Subdivision on biodiversity protection and development of specially protected nature areas, Ministry of Ecology and Natural Resources
10. Vusal Gasimli, Executive Director, Center of Analysis for Economic Reforms and Communication
11. Vusala Jafarova, Strategic Analysis and Planning Manager, Center of Analysis for Economic Reforms and Communication
12. Sadig Salmanov, Head of the Department of the Forestry, Ministry of Ecology and Natural Resources
13. Rashad Azizov, Head of the Department of Innovative Development of the Information Society and Electronic Governance, Ministry of Communications
14. Azad Jafarli, Chief of Staff, Azerbaijan Service and Assessment Network
15. Huseyn Huseynov, Chief of the Secretariat, National Coordination Council for Sustainable Development,
17. Elnur Suleymanov, Head of Employment Policy and Demography Department, Ministry of Labor and Social Protection
18. Rasim Safarov, Head of Sustainable Statistics Department, State Statics Committee
19. Kanan Gasimov, Project Director, State Tourism Agency
20. Huseyn Hasanov, Head of the Education and Training Division, State Tourism Agency

CIVIL SOCIETY AND ACADEMIA

1. SDG Youth Ambassadors
2. Elshad Asgerov, Head, World Wildlife Fund
3. Islam Mustafayev, Chairman, Ruzigar Ecological Society
4. Zaur Ibrahimli, Constitutional Research Fund
5. Shahin Nasrullayev, Constitutional Research Fund
6. Ilyas Safarli, Uluchay Public Union
7. Lyudmila Khalilova, Women for Development of Municipalities Public Union
8. Jale Hajiyeva, Azerbaijan Microfinance Association
9. Vusal Mirzayev, Local Governance Assistance Public Union
10. Kanan Gasimov, Tourism and Management University
11. Elchin Sultanov, Head of Ornithological Working Group of Laboratories of Terrestrial Vertebrates of Institute of Zoology, National Academy of Sciences
12. Zeynal Akparov, Director, Department of Genetic Resources, Azerbaijan National Academy of Sciences
13. Urkhan Alakbarov, Head, Public Administration Academy

PRIVATE SECTOR

1. Elshad Farzaliyev, Public Affairs and Communications Manager, Coca-Cola
2. Jasur Hasanov, Founder and CEO, Social Innovation Lab
3. Rovshan Fatullayev, Project Director, State Oil Company of the Azerbaijan Republic

BILATERAL AND INTERNATIONAL PARTNERS

1. Joana VARAO, European Union
2. Fidan Karimova, European Union
3. Simone Haeberli, Deputy Regional Director, Swiss Cooperation Office for the South Caucasus
4. Samir Hamidov, Project Manager, USAID
ANNEX 6. KEY DOCUMENTS CONSULTED

BACKGROUND DOCUMENTS

1. Azerbaijan: Policy options for Sustainable Development Goals, UNDP, 2018
2. Azerbaijan Economic Reforms Review, Center of Analysis of Economic Reforms and Communication, 2017 and 2018
3. Development Concept “Azerbaijan 2020: the vision of the future”

UNDP DOCUMENTS

5. Strategic Plan 2014-17
6. Strategic Plan 2018-20
7. Country Programme Document 2016-20
8. Theories of Change for the three priority areas of the Azerbaijan CPD 2016-20
9. CPD Results and Resources Framework Review, 2018
11. Results Oriented Annual Reports, 2016-18
12. Programme monitoring calendar, 2018
13. Project monitoring reports, 2016-18
14. Mid-term and final evaluation reports, 2016-18
15. Azerbaijan Transformation Plan, 2017
16. Global Staff Survey, 2016-18

UN DOCUMENTS

18. UNPAF annual reports and mid-term review, 2016-18
20. Participatory Gender Audit, UNCT, 2017
## ANNEX 7. SUMMARY OF CPD INDICATORS AND STATUS AS REPORTED BY COUNTRY OFFICE

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Target</th>
<th>Progress 2016</th>
<th>Progress 2017</th>
<th>Progress 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDP annual average growth rate in non-oil sector</td>
<td>7 US$</td>
<td>7%</td>
<td>UNDP addressed employment needs of youth and women in rural and peri-urban areas. UNDP established a new Employment and Innovation Centre (EIC) in Masally region and re-kindled the work of the existing EIC in Ganja. The IECs coached 57 young job seekers (of which 34 are women) by equipping them with job search and basic professional skills to increase their employability. 80% of the IECs graduates have found employment within 3 months after joining the course.</td>
<td>In 2017, UNDP has supported those at risk of being left behind to improve their productive capacities, particularly victims of violence, orphans and inmates: Over 900 women now have business development, organizational and basic professional skills. Nearly 50 of these women have already successfully set up their own businesses and 113 people—over half. A multi-disciplinary family care center for juveniles in the Mental Health Center was established with UNDP’s backing and helped 153 children and their families in 2017. 60 inmates now have new skills and can generate incomes because of UNDP’s continuous support in and outside prison. These all is the result of UNDP’s financial and advisory support to Women Resource Centers (5), Education and Innovation Centers(2) and Civil Society Organizations(12) which provide a broad range of services to women, youth and other vulnerable people throughout the country. During 2017, four of those WRC’s successfully registered as an NGO with UNDP’s support. To boost employment opportunities in the non-oil sectors,</td>
<td>Only one indicator has shown a progress: unemployment rate for youth dropped to 9.2 which exceeds 2020 target of 9.5%. UNDP contributed to all indicators with its interventions, though not able to affect the progress/regress since those are national targets and affected by other factors. Under this outcome, the capacity of Vocational Education Centres was enhanced as one of the approaches to tackle unemployment through equipping students with the knowledge and skills for a successful transition into the labor market. Education and Employment (Syslab)centers were further supported to equip youth from rural communities with modern job-seeking, entrepreneurship and networking skills to enable them to seek and find employment. It also continued providing financial and technical support to strengthening the organizational capacities of the Women Resource Centres which provide a customized platform for women to obtain information, knowledge and skills necessary to overcome barriers to equal participation in economic and social life. UNDP has also elevated its</td>
</tr>
</tbody>
</table>

*UNAPF Outcome 1: By 2020, the Azerbaijan economy is more diversified and generates enhanced sustainable growth and decent work, particularly for youth, women, persons with disabilities and other vulnerable groups*
trained over 50 women in Salyan, Masally and Bilasuvar in starting up businesses and funded 27 best business proposals. Vocational education courses were provided to 40 women, of which 30 women passed the exams and are expected to become employed or self-employed in the next year. Over 100 women benefited from trainings in social participation, NGO management and organization development. UNDP sensitized and established dialogue with 22 private companies on women’s economic rights and employment needs. A total of 300 people have benefited, directly and indirectly, from improved livelihoods.

UNDP has worked with the Azerbaijan Tourism and Management University to introduce a multimedia excursion tutorial for tourist guides as well as modern text books on tourism and management reaching 1043 students. With UNDP’s backing, the university is in the process to obtain UNWTO TedQual accreditation which sets minimum standards of quality for tourism education support for rural entrepreneurship with the aim of contributing to economic diversification, minimizing urban and rural disparities and enhancing export possibilities: it provided in-kind and capacity building support to women to start or expand their businesses and also partnered with ABAD public entity (ASAN Support to Family Business) in establishment and expansion of competitive family businesses in the country. To support country’s competitiveness in exporting food products, UNDP has extensively contributed to South Caucasus Regional Trade Study, which produced findings and recommendations on raising the countries’ trade profiles and trade facilitation capacities, based on which now works with CAERC on possible areas of cooperation. 4 distinguish reports-Innovation Roadmaps-proposing ways of stimulating the economy through use of high technologies and innovative approaches-were developed and presented to Government.

<table>
<thead>
<tr>
<th>UNAPF OUTCOME 2: By 2020, Azerbaijan has enhanced institutional capacities for transparent, evidence-based and gender-sensitive policy formulation and implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>New sex-disaggregated indicators aimed at supporting the development of informed policies are incorporated into the national statistical databank</td>
</tr>
<tr>
<td>UNDP supported establishment of a modern Training centre in the Public Administration Academy under the President. In 2016, 27 training modules were developed and close to 300 civil servants were reached out and trained in a multitude of topics such as strategic management, decision-making, leadership</td>
</tr>
<tr>
<td></td>
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<tr>
<td>--------------------------</td>
</tr>
<tr>
<td><strong>Human Development Index</strong></td>
</tr>
<tr>
<td><strong>Government effectiveness estimate</strong></td>
</tr>
<tr>
<td><strong>Extent to which the capacities of the security sector for oversight are improved</strong></td>
</tr>
<tr>
<td><strong>Network readiness</strong></td>
</tr>
</tbody>
</table>

skills, monitoring and evaluation, SDGs. These efforts were complemented by a Model UN programme for young people launched in 8 Universities of Azerbaijan. The MUN programme has introduced over 2,000 students to the world of policy making, leadership, and diplomacy.

UNDP has further improved staff capacities in ASAN one-stop shop centres and introduced gender-sensitive approach to service delivery. UNDP conducted a gender sensitive organizational assessment that examined the structure and procedures of service delivery provided by ASAN from gender equality perspective. The Assessment charted several directions necessary for addressing the gaps in gender-sensitive service delivery within ASAN and provided recommendations for developing organization’s gender equality policy, strengthening organizational capacity and institutionalizing good practices.

UNDP also strengthened ASAN capacity in gender sensitive service delivery by establishing of pool of 8 master trainers and designing an on-line course on gender equality and gender-sensitive public service custom-designed for the ‘ASAN Service’ centers staff.

indicators were strengthened. Citizens and the media now have biannually access to updated data on the government’s performance in implementing its National Economic Road Maps as a result of UNDP’s methodological support. UNDP has continued to provide technical expertise and strengthen the efficiency of Azerbaijan’s public-sector institutions: over 500 civil servants are now trained in modern public administration at the Academy of Public Administration and 160 civil servants-3 quarters from districts-now know about e-governance and e-participation. UNDP also facilitated a coordination mechanism between border agencies of Georgia and Azerbaijan and an Agreement on Border Delegates, which is awaiting endorsement. 170 staff of border authorities and custom specialists are now trained on border protection issues and sanitary, veterinary and food safety controls. UNDP takes its capacity building support to National Agency for Mine Action into new stage by providing networking and certification support to promote it as an international institute.

out of 189 countries in HDI. The index is 0.757, equal to the target set for 2020. Progress has been observed in the Government effectiveness estimate with an index of -0.16 exceeding the 2020 target by three times. This is mainly due to the Government initiatives to digitize public services in order to reduce costs eliminate loss of time and provide seamless customer experience.

UNDP has extensively contributed to this Outcome areas: MAPS mission produced recommendations on how to accelerate inclusive labor market, promote green growth and enhance service delivery to help the Government to develop and implement policies and strategies in response to the demands of the country and for the effective implementation of SDGs. In addition, with support of UNDP, the Government is pioneering a new initiative called “Mobile Signature” which will help to provide public services to citizens through transparent, operational and resource-saving electronic services, a process which contributed to accelerating the transition to digital government. The Government has published the second round of progress reports of the Strategic Roadmaps, an act of transparency with direct measurement of progress for various indicators utilizing the Monitoring and Evaluation methodology developed.
through UNDP support. UNDP has also supported the government to improve and modernise integrated border management systems at joint customs control checkpoints as a result of which a secure ‘overflow’ area was created, the time required for the processing of the cargos has now been significantly reduced.

UNAPF OUTCOME 3: By 2020, sustainable development policies and legislation are in place, better implemented and coordinated in compliance with multilateral environmental agreements, recognize social and health linkages and address issues of environment and natural resources, energy efficiency and renewable energy, climate change and resilience to natural and human-induced hazards

<table>
<thead>
<tr>
<th>GHG emissions per GDP (Tons CO2 equivalent/Million US$ GDP)</th>
<th>911</th>
<th>360</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of hectares of land managed under an in-situ conservation regime</td>
<td>617,630</td>
<td>950,000</td>
</tr>
<tr>
<td>Number of hectares of land managed under a sustainable use regime</td>
<td>21,959</td>
<td>35,000</td>
</tr>
</tbody>
</table>

UNDP helped pastoralists develop pasture management plans for 96 farms covering 12500 ha. The plans introduced rotational grazing system to reduce pressure on land and improve its productivity. As part of the plan, UNDP installed electrical fencing system to support rotational grazing on 12 farms and protect sheep from wild animals, helping farmers save on hired labour by 2-3 times. UNDP trained farmers on use of fertilizers to recover depleted soil, and incentivized them to delay sheep migration from winter to summer pastures resulting in sustainable grass cover. 60 women were trained in sustainable collection of medicinal and aromatic plant.

UNAPF developed a curriculum for Livestock Specialist approved by the Ministry of Education, and the first cohort of 25 students was enrolled in the course.

UNDP provided technical expertise to Government in preparing its 2nd Biennial Update Report and 4th National Communication to the UNFCCC including the inventory of greenhouse gas emissions for 9 sectors. 5 buildings of SOCAR (State Oil Company) were energy efficiently remodeled through GEF funding which has shown 46% energy savings and 130 tons/year of CO2 emissions reduction. Pilot eco-driving techniques introduced to SOCAR drivers which had demonstrated 8-14% reduction in fuel consumption, with practically no investment costs.

UNDP worked with farmers to introduce and test sustainable forest and land management practices which covered 20000 ha of forests and 7900 ha of pastures in two districts. UNDP has also successfully piloted alternative income sources for rural communities to reduce their dependence on livestock farming, reaching 160 people, nearly half of them women. It upgraded management capacities and

Referring to State Statistics Committee “GHG emissions per GDP” has been decreased in comparison to the previous year, respectively from 1344,3 to 1244,2. According to World database on Protected Areas, “Number of hectares of land managed under an in-situ conservation regime” is 879800 which is a progress against the baseline. According to Organic World Net, the number of hectares of land managed under a sustainable use regime is 37630 (2016) even exceeding the 2020 target of 35000 ha. UNDP contributed to all outcome indicators through its interventions: To reduce GHG emissions, energy efficiency measures piloted in the buildings of State Oil Company which showed reduction of CO2 emissions by 200 tons/year and the reduction of energy consumption by 35 %. Introduction of safe and energy-efficient driving techniques, eco-driving simulators and usage of hybrid cars, shows 10 to 15% reduction in carbon dioxide emission from vehicles. UNDP has introduced a totally new
UNDP upgraded infrastructure of the Gyzyl Agaj Protected Area and strengthened its capacity to manage visitors, patrol poachers and protect lands from overgrazing. Thus, number of illegal grazing cases reduced from 705 in 2015 to 614 in 2016.

UNDP helped remodel 2 buildings of the State Oil Company to achieve energy savings and reduce GHG emissions. Energy audit to measure the progress will be held next year. UNDP established early warning system in the flood prone Turyanchay river basin by developing operational plan, conducting simulation exercises and supplying emergency response toolkits for 15 communities benefiting directly and indirectly 200,000 people.

Methodology for National Greenhouse Gas Inventories preparation: IPCC 2006 Guidelines replace previously used IPCC 1996 which are more accurate and reliable. As a result of UNDP’s technical and advisory support, 1st Marine National Park was established in Azerbaijan with an area of close to 100,000 ha along the coast of the Caspian Sea. UNDP supported Government to pilot usage of an online ERP financial and accounting platform in 4 coastal and marine protected areas, which allows to use a system of applications to manage business and automate many back-office functions related to technology, services and human resources. With UNDP support, currently 25,000 ha of forests and 9105 ha of pastures are now under sustainable forest and land management practices and 170 ha of forests were planted to increase carbon sequestration. UNDP also partnered with the Ministry of Agriculture to expand the state of knowledge of agro-biodiversity, increase the intensity and extent of use of native crops in the agricultural sector.
ANNEX 8: THEORIES OF CHANGE BY PROGRAMME AREA

Projects

- Capacity building of Azerbaijan Tourism University
- Modernizing VET Centers
- Promotion of inclusive education
- Promoting youth employment through improved job search skills
- Support to development of small family business in Balak
- Creating inclusive and decent jobs for socially vulnerable
- No one left behind
- Enabling civil society to play a greater role in promoting socio-economic rights of vulnerable populations
- Promoting the role of civil society in gender-sensitive implementation of the SDGs agenda
- Enabling civil society to play a greater role in advancing gender equality and women’s rights
- Economic and social empowerment of rural women and youth
- Economic empowerment for Entrepreneurship and Employment
- Women’s economic empowerment in South Caucasus
- Gender assessment

Outcomes to Impact

1. Capacity of public educational organizations is enhanced, with consideration to needs of PwD
2. Qualified workforce is prepared for non-oil sector
3. Vulnerable populations are equipped with entrepreneurship/networking skills
4. Youth Employment Centers provide quality support to job applicants
5. ABAD centres foster the creation of family businesses in rural areas
6. Active Labour Market Measures support self-employment for PwD
7. CSOs have enhanced knowledge and advocacy skills to advance social inclusion and gender equality
8. Women Resource Centre support women start-ups
9. Family and Child Care Centre prevents juvenile delinquency
10. Monitoring prevents human rights violations in prison

- National economy becomes more competitive and non-oil sector grows
- Unemployment rate among vulnerable groups (women, youth, PwD, rural communities)
- National policies address needs of women and girls
- Women successfully manage small businesses
- Azerbaijan society is more inclusive and considerate of different needs of its groups
- Rural women are equipped with entrepreneurship/networking skills
- Women have access to microfinance services
- Companies implement gender-responsive policies
- Women’s economic empowerment in South Caucasus
- Monitoring prevents human rights violations in prison
- Family and Child Care Centre prevents juvenile delinquency
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- National policies address needs of women and girls
- Women successfully manage small businesses
- Rural women are equipped with entrepreneurship/networking skills
- Women have access to microfinance services
- Companies implement gender-responsive policies
- Women Resource Centre support women start-ups
- Family and Child Care Centre prevents juvenile delinquency
- Monitoring prevents human rights violations in prison
- CSOs have enhanced knowledge and advocacy skills to advance social inclusion and gender equality
- Active Labour Market Measures support self-employment for PwD
- ABAD centres foster the creation of family businesses in rural areas
- Youth Employment Centers provide quality support to job applicants
- Vulnerable populations are equipped with entrepreneurship/networking skills
- Qualified workforce is prepared for non-oil sector
- Capacity of public educational organizations is enhanced, with consideration to needs of PwD
- No one left behind
- Enabling civil society to play a greater role in promoting socio-economic rights of vulnerable populations
- Promoting the role of civil society in gender-sensitive implementation of the SDGs agenda
- Enabling civil society to play a greater role in advancing gender equality and women’s rights
- Economic and social empowerment of rural women and youth
- Economic empowerment for Entrepreneurship and Employment
- Women’s economic empowerment in South Caucasus
- Gender assessment
Projects

- Strengthening environmental governance
- Strengthen national decision-making towards ratification of the Minamata Convention
- Development of 4th National Communication to UNFCCC and 2nd biennial reporting
- Readiness and preparatory support
- EU 4 Climate
- NAMAs for low-carbon end-use sectors
- Clima East pilot project on ecosystem-based approaches
- Integrating climate change risks into water and flood management by vulnerable mountainous communities
- Conservation and sustainable use of globally important agro-biodiversity
- Effectively managed marine ecosystems in the protected area system

Outcomes to Impact

1. NGOs are enabled to participate in environmental policy formulation
2. Ministry of Ecology and Natural Resources produces a mercury assessment
3. Inventory of GHG source and climate change vulnerability assessments developed
4. Capacity of the Ministry to carry out climate change programs is enhanced
5. Climate-related policies are implemented
6. GHG emissions are reduced
7. Mitigations actions are implemented in the oil and gas sector
8. Sustainable land/forest management practices are introduced
9. Community resilience to cope with land degradation and climate-induced hazards is strengthened
10. Water and flood management framework is updated, and capacities developed
11. Risk management increases community resilience to floods/water stress
12. Native crops are preserved and hybrid ones introduced
13. Farmers receive incentives to use native crops
14. Native crops improve agricultural productivity and improve trade balance
15. Management of the established Gizil Agaj park is enhanced
16. Impact of illegal activities on environment is reduced and biodiversity is preserved
17. Ministry can ensure financial sustainability of protected areas
18. Ministry monitors the health of marine ecosystems
19. Land degradation is reduced
20. Water and flood management framework is updated, and capacities developed
21. Impact of illegal activities on environment is reduced and biodiversity is preserved
22. Agriculture productivity is improved
23. Natural ecosystems are effectively managed
24. Agriculture productivity and biodiversity are preserved
25. Agriculture productivity and biodiversity are improved
26. Agriculture productivity and biodiversity are preserved
27. Agriculture productivity and biodiversity are improved
28. Agriculture productivity and biodiversity are preserved
29. Agriculture productivity and biodiversity are improved
30. Agriculture productivity and biodiversity are preserved