



IEO | INDEPENDENT
Evaluation Office
United Nations Development Programme

ANNEXES

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 Caucasus 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.

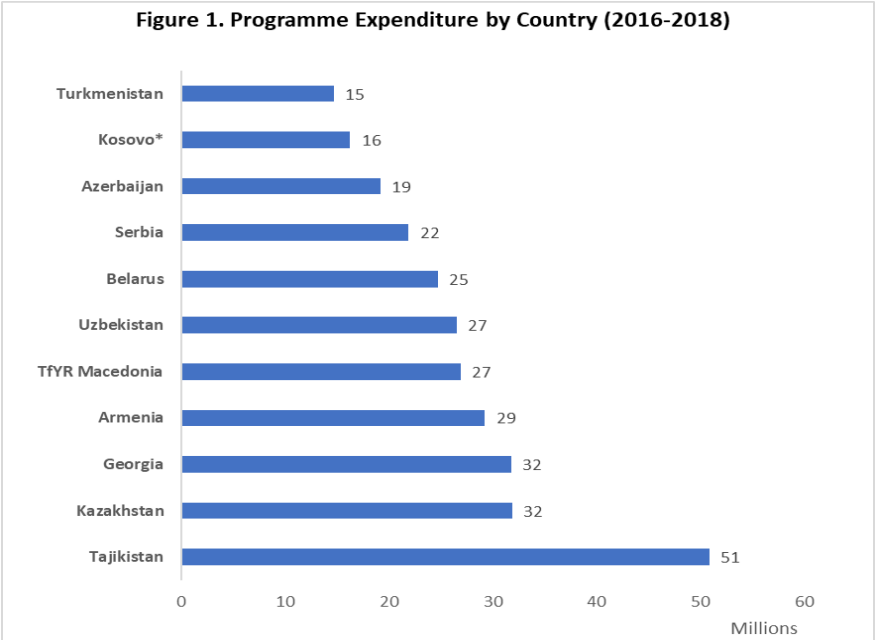
Geopolitical tensions continue to affect the region due to on-going conflicts and the heritage from past conflicts. This is exacerbated by the geographical position of this region located at the juncture between Western Europe, Asia, and the middle east, making the region an important transit area but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

Policy reforms at the sub regional level (Western Balkans, Central Asia, South Caucasus 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 Plan¹, 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 marker² and the gender results effectiveness scale (GRES).³

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

responsive, gender transformative.

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 website⁵ 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.⁶

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 tentatively⁷ 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

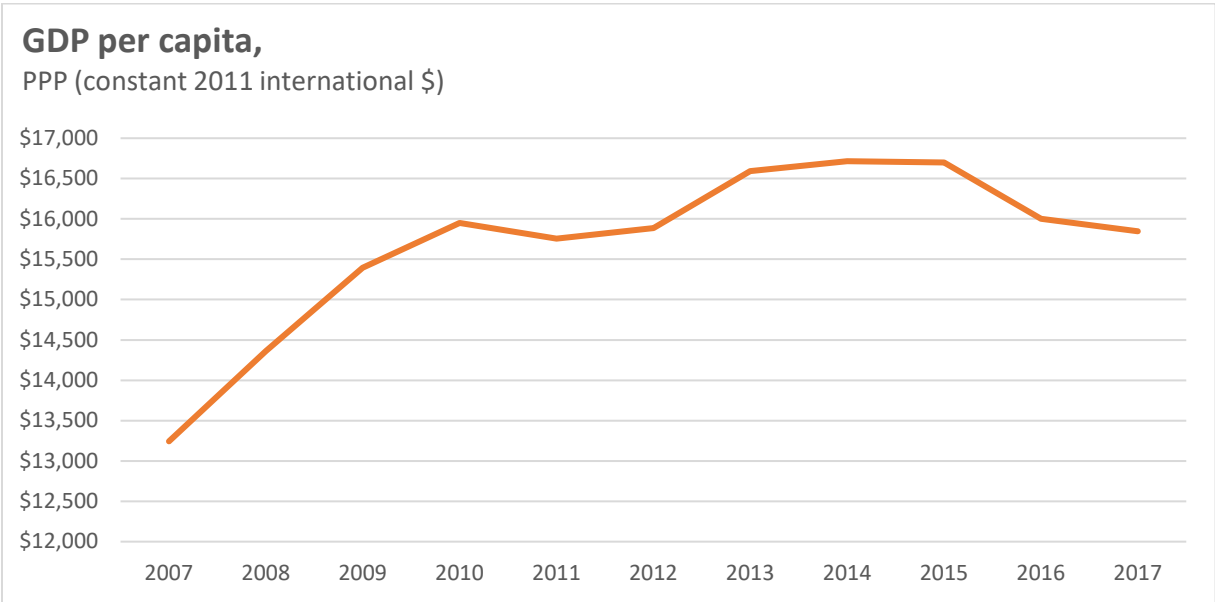
⁵ web.undp.org/evaluation

⁶ erc.undp.org

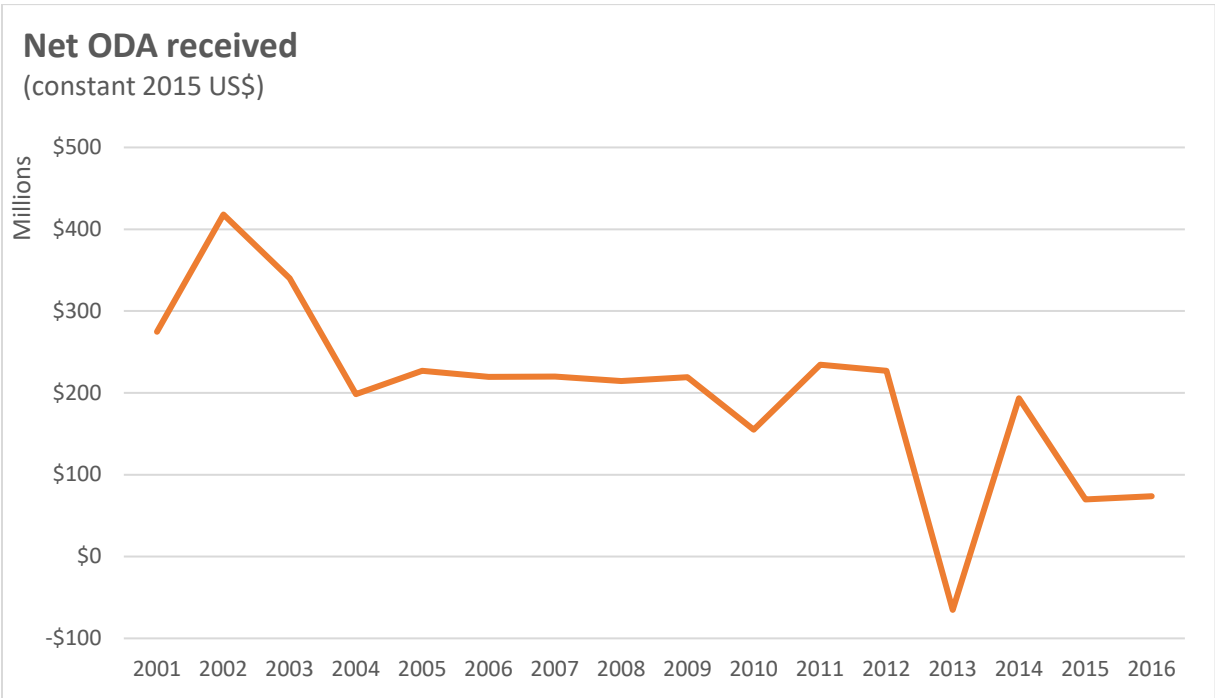
⁷ The timeframe and deadlines are indicative and may be subject to change.

Phase 3: Data Collection and Validation		
Data collection and validation country missions (5-7 days per country over a period of 3-4 weeks with back-to-back country missions)	External Consulting Team/LE	May/ Early June 2019
Phase 4: Analysis, report writing, quality review and debrief		
ICPE Analysis and Synthesis	LE/External Consulting Team	Jun-Jul 2019
Zero draft ICPE report for clearance by IEO and EAP	LE/External Consulting Team	Aug 2019
First draft ICPE report for CO/RBEC review	CO/RBEC/LEs	Sep 2019
Final (Second draft) ICPE report shared with GOV	CO/GOV/LEs	Sep-Oct 2019
Sub-regional evaluation synthesis report	LE/TLs	Sep-Oct 2019
UNDP management response to ICPE	CO/RBEC	Oct 2019
Regional evaluation synthesis report (Draft)	LE/TLs	Oct 2019
Final ICPE debriefing with national stakeholders	CO/LEs	Nov-Dec 2019
Final Regional Synthesis Paper	LEs	Nov-Dec 2019
Phase 5: Production and Follow-up		
Editing and formatting	IEO	Dec 2019
Final report and Evaluation Brief	IEO	Jan 2020
Dissemination of the final report	IEO/CO	Feb 2020
Phase 6: Executive Board Presentation		
EB Paper	EM/LE	Feb 2020
EB Presentation	IEO	May-Jun 2020

ANNEX 2 – COUNTRY AT A GLANCE

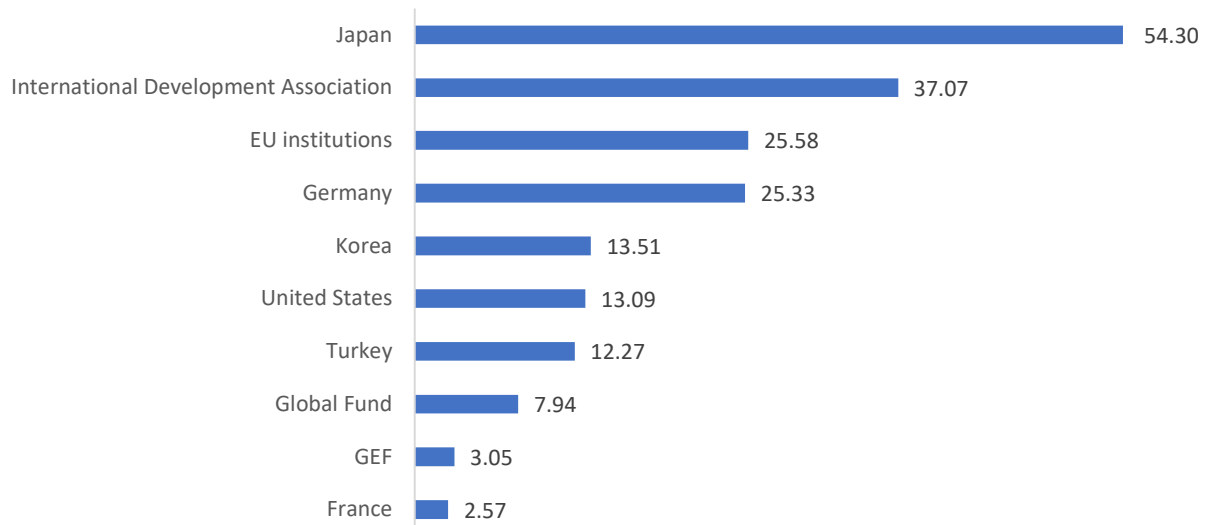


Source: World Bank



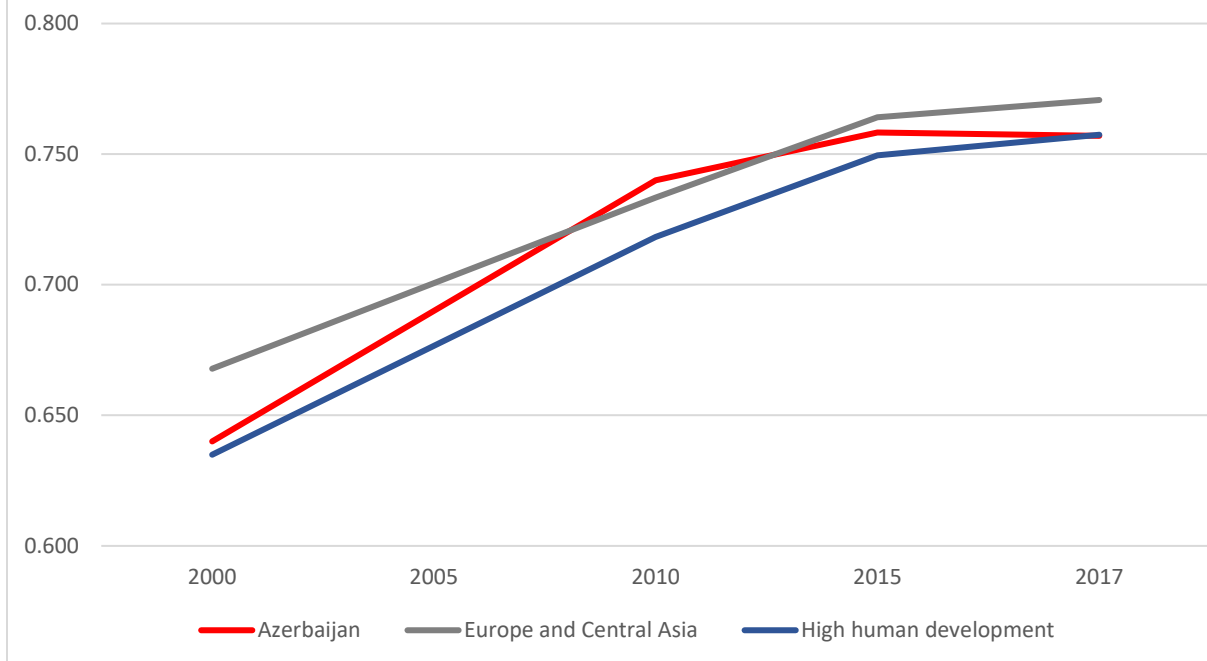
Source: OECD

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



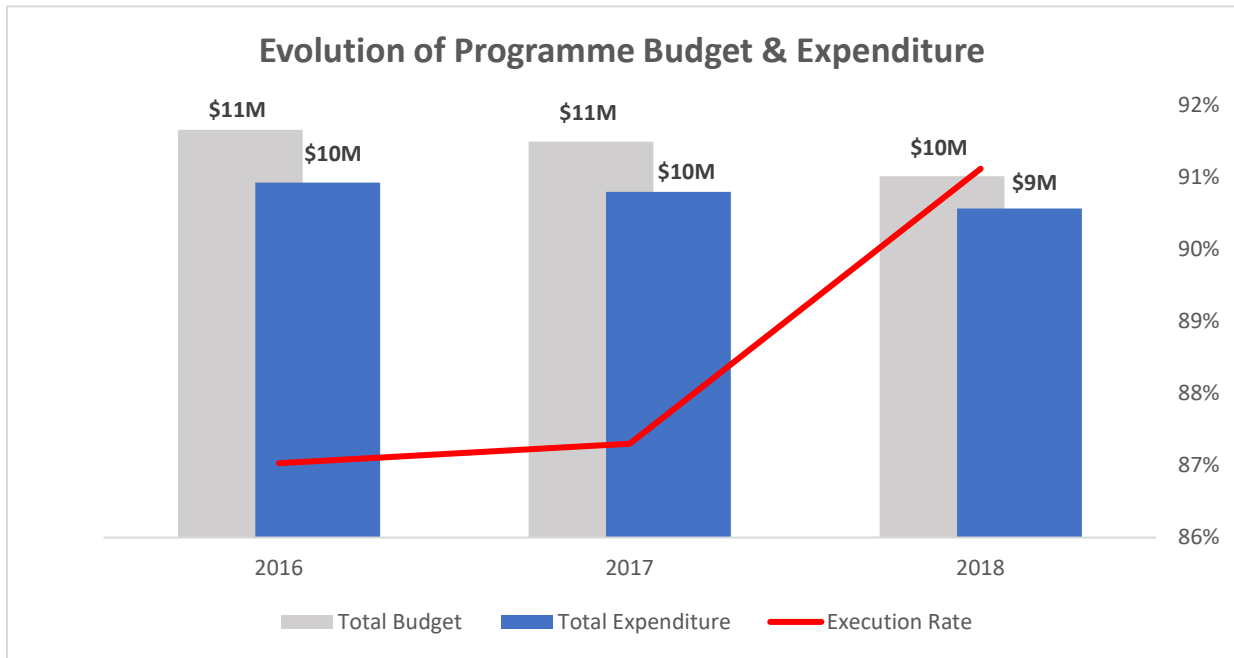
Source: OECD

Human Development Index Trends



Source: UNDP Human Development Report

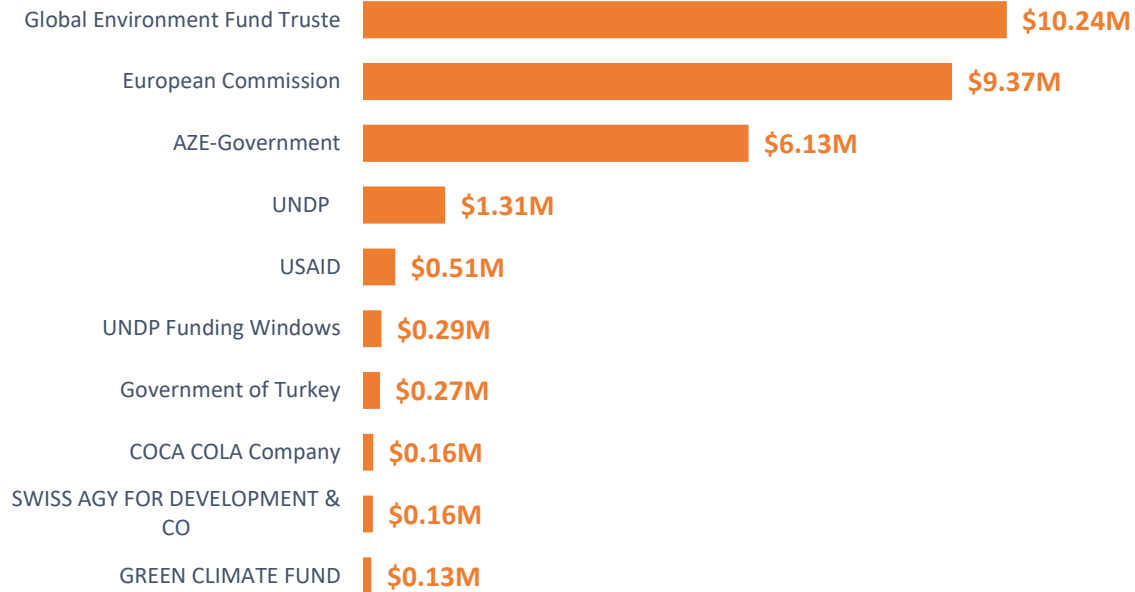
ANNEX 3. COUNTRY OFFICE AT A GLANCE



Source: Project List (Power BI/Atlas)

Top 10 Donors

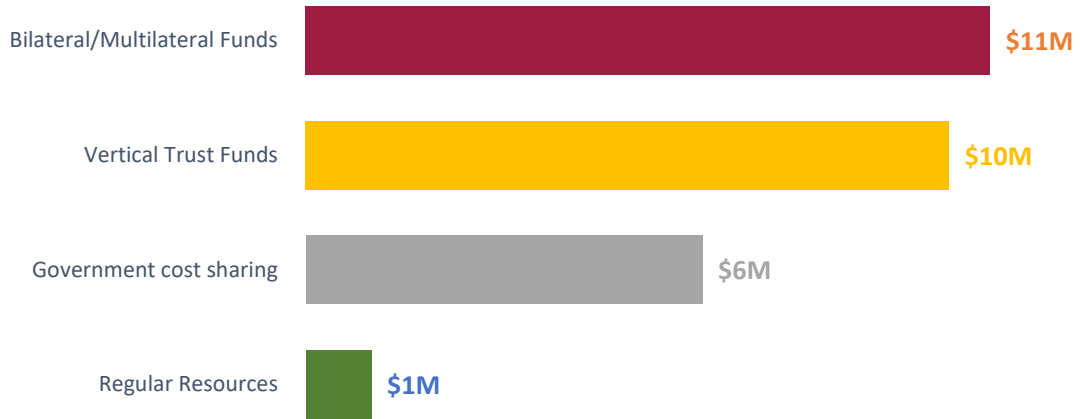
Millions



Source: Project List (Power BI/Atlas)

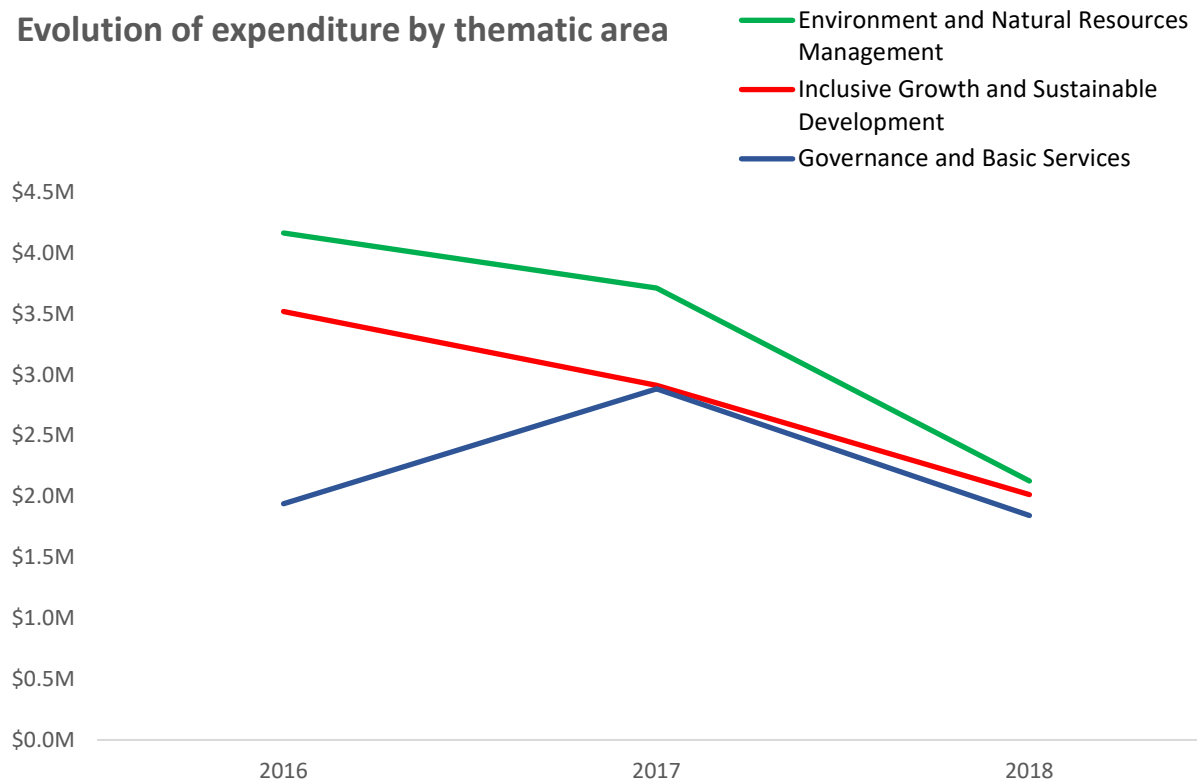
Total Expenditure by Fund Category, 2016-2018

Millions

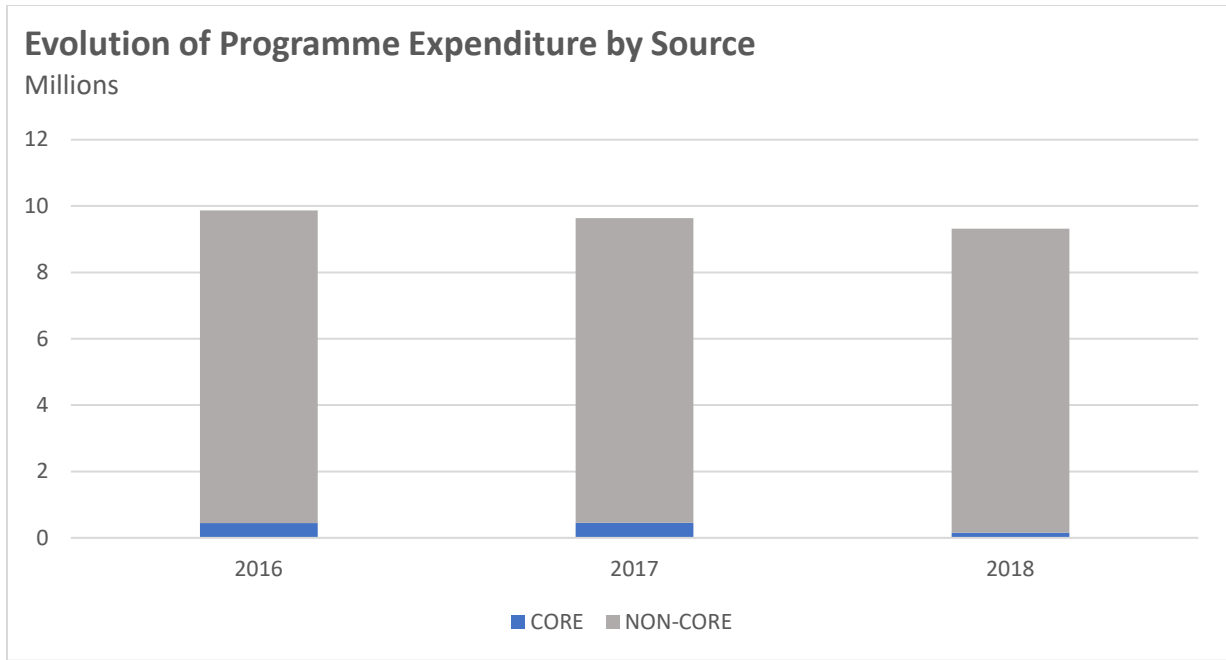


Source: Project List (Power BI/Atlas)

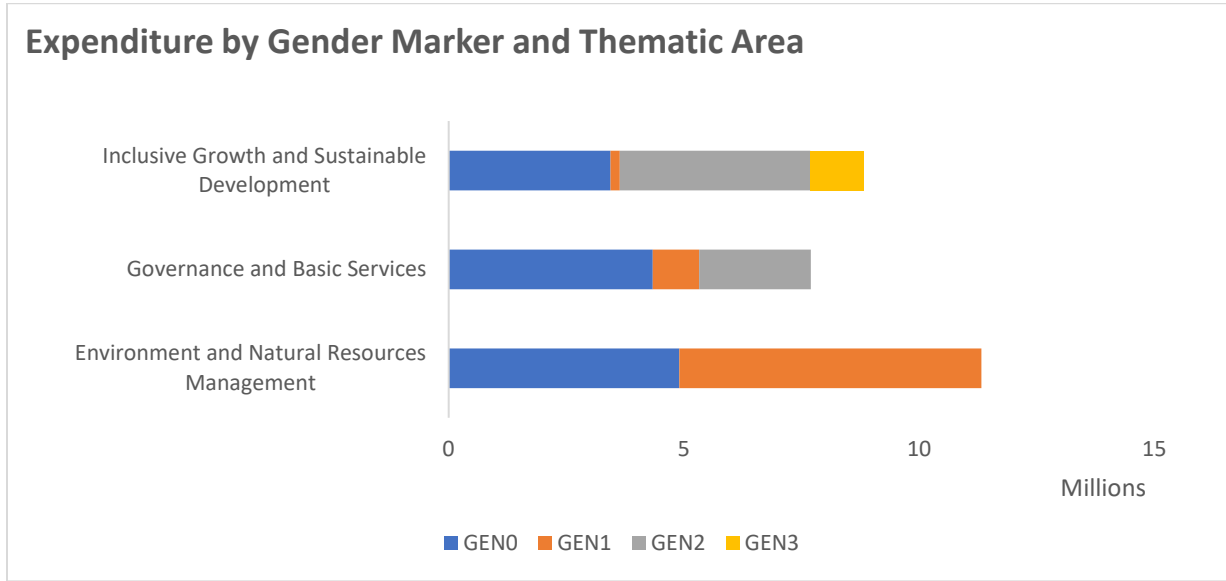
Evolution of expenditure by thematic area



Source: Project List (Power BI/Atlas)



Source: Project List (Power BI/Atlas)



Source: Project List (Power BI/Atlas)

ANNEX 4. LIST OF PROJECTS FOR IN-DEPTH REVIEW

SP Outcome	Project_title	Output_Start_Dt	Output_End_Dt	Total B	Total E
Inclusive Growth and Sustainable Development					
Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	Engagement Facility (SDGs)	11/3/2016	12/31/2017	102,101	(412)
		2/6/2017	3/31/2018	224,418	222,815
		6/12/2018	6/12/2019	125,400	93,792
	Engagement Facility (Gender Assessment)	10/18/2016	12/31/2018	181,755.	160,797
	Economic and social empowerment of rural women and youth	3/4/2013	12/31/2019	111,499	98,514
	Support to development of small family business in Balak	11/14/2017	12/31/2020	427,293	412,466
	Capacity Building of Azerbaijan Tourism University	5/1/2015	5/31/2018	398,141	200,914
	EC Women Rights	2/1/2016	4/30/2018	515,126	471,386
	Economic Empowerment for Entrepreneurship and Employment	12/15/2015	9/30/2019	434,590	406,670
	Enabling civil society to play a greater role in promoting socio-economic rights of vulnerable populations	3/1/2016	2/28/2018	2,343,433	2,244,365
	Women's Economic Empowerment in South Caucasus	7/2/2018	6/30/2020	42,579	33,323
	Promoting the Role of Civil Society in Gender-sensitive implementation of the SDG Agenda	4/1/2018	3/31/2020	487,468	157,756
	Promotion of inclusive education	6/1/2018	6/1/2021	98,725	101,995
	Creating inclusive and decent jobs for socially vulnerable	15/04/2018	14/04/2023	2,941,003	12,131
Promoting youth employment through improved job search	11/27/2015	12/31/2018	178,139	162,898	
No one left behind programme	2/12/2018	8/31/2020	681,340	-	
Governance and Basic Services					
Countries have strengthened institutions to progressively	Enhancing Mine Action Programme in Azerbaijan	11/3/2017	12/31/2020	1,310,000	1,228,205
	Strengthening and expansion of mine action capacity	11/1/2012	12/31/2018	3,623,354	3,437,408

deliver universal access to basic services	New World: Inclusive Development Initiatives	6/1/2014	12/31/2016	2,077	834
		9/1/2015	3/31/2018	160,502	162,001
	Modernizing VET Centers	8/1/2017	8/31/2020	944,583	959,044
		8/1/2017	8/31/2020	969,189	991,758
	Capacity Building for the Ministry of Foreign Affairs	10/14/2004	12/31/2017	253,447	186,488
	Modernization of Sustainability and Efficiency of ICT	7/8/2013	12/31/2019	420,776	390,553
	Creating new platforms to support active youth engagement	3/14/2014	12/31/2016	196,774	194,691
		4/1/2017	12/31/2019	90,300	65,400
	Improving Staff Capacity of the Azerbaijan Service and Assessment Network	12/1/2015	12/31/2017	123,333	108,000
	Border Management	12/1/2014	9/30/2018	2,498,925	2,262,322
	Red Bridge Border development	10/1/2015	12/31/2018	1,708,044	1,498,252
	Mainstreaming, Acceleration and Policy Support	1/1/2016	1/1/2017	50,000	50,000
	Support to the Civil Service Training in the Republic of Azerbaijan	7/20/2014	12/31/2017	1,183,120	789,499
Support to Ministry of health to strengthen healthcare procurement system in the country	12/26/2018	15/25/2019	2,423,950	359,017	
Environment and Natural Resources Management					
Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	PIMS 3929 SCCF FSP	10/1/2011	6/30/2017	1,077,767	895,372.96
	Sustainable Land and Forest Management in Greater Caucasus	1/1/2012	12/31/2018	4,347,010	3,978,730
	Effectively Managed Marine Ecosystems	4/1/2014	03/29/2019	1,024,148	968,469
	Clima East pilot projects on ecosystem-based approaches	1/1/2013	5/31/2018	511,934	485,731
	Nationally Appropriate Mitigation Actions	1/15/2015	12/31/2020	3,183,040	2,892,544
	Agrobiodiversity Management	11/1/2016	12/31/2021	2,046,156	1,346,365
	Minamata Convention Accession	3/1/2016	2/28/2018	201,857	199,998
	Readiness and Preparatory Support	1/15/2018	8/27/2019	136,272	132,870
	Development of Azerbaijan's 4 National Communication	2/28/2017	12/31/2020	504,362	493,153
	Strengthening Environmental Governance	8/28/2012	3/31/2018	150,152	148,716
	EU4Climate	15/04/2019	12/31/2022	190,460	4,888

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 Garabaghli, 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,
16. Jamil Melikov, Deputy Head, State Agency on Alternative and Renewable Energy Sources
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”
4. Azerbaijan 2030: from the Millennium Development Goals towards the Sustainable Development Goals, Government of the Republic of Azerbaijan and United Nations, 2017

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
10. Country Office Strategy Notes, 2016-18
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

17. United Nations – Azerbaijan Partnership Framework 2016-20
18. UNPAF annual reports and mid-term review, 2016-18
19. United Nations Support for Agenda 2030 in Azerbaijan: Mainstreaming, Acceleration, and Policy Support for Achieving the Sustainable Development Goals, United Nations, 2017
20. Participatory Gender Audit, UNCT, 2017
21. United Nations Business Operations Strategy 2018-20, UNCT, 2018

ANNEX 7. SUMMARY OF CPD INDICATORS AND STATUS AS REPORTED BY COUNTRY OFFICE

Indicator	Baseline	Target	Progress		
			2016	2017	2018
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					
GDP annual average growth rate in non-oil sector	7 US\$	7%	<p>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.</p> <p>UNDP also supported upgrade of training resources at the Azerbaijan Tourism University and trained 58 students (31 men and 27 women) in the specialised subjects for tourism industry. Out 58 trained, 23 found employment in the tourism sector.</p> <p>UNDP scaled up the network of Women Resources Centres (WRCs) and opened two additional WRCs in Bilasuvar and Masally. Through WRCs, UNDP</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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,</p>	<p>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.</p> <p>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</p>
Global Competitiveness Index	4.51	5			
Unemployment rate disaggregated by sex and age	Population: 4.9% Males: 4.0% Females: 5.8% Youth: 9.7 %	Population: 4.9% Males: 4% Females: 5.7% Youth: 9.5%			

			<p>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.</p>	<p>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</p>	<p>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.</p>
UNAPF OUTCOME 2: By 2020, Azerbaijan has enhanced institutional capacities for transparent, evidence-based and gender-sensitive policy formulation and implementation					
New sex-disaggregated indicators aimed at supporting the development of informed policies are incorporated into the national statistical databank	257	280	<p>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</p>	<p>With UNDP's technical and advisory support, Government of Azerbaijan has greatly advanced in implementing the Agenda 2030: it has carried out a Rapid Integrated Assessment of the national development plans' alignment with SDGs and presented the Voluntary National Review at the UN High Level Political Forum on SD. National capacities for producing SDG data, including gender-disaggregated</p>	<p>Under this outcome area, many of the indicators have shown progress: number of new sex-disaggregated indicators in the national statistical databank have been increased to 320 exceeding the 2020 target of 280. Azerbaijan has remained stable in the category of countries with High Human Development, ranking 80th</p>

Human Development Index	0.747	0.750	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.	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.
Government effectiveness estimate	-0.78	0.5			
Extent to which the capacities of the security sector for oversight are improved	3	4			
Network readiness	4.31	4.7	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		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					
GHG emissions per GDP (Tons CO2 equivalent/Million US\$ GDP)	911	360	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.	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.	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:
Number of hectares of land managed under an in-situ conservation regime	617,630	950,000		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	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
Number of hectares of land managed under a sustainable use regime	21,959	35,000	UNDP developed a curriculum for Livestock Specialist approved by the Ministry of Education, and the first cohort of 25 students was enrolled in the course.		

			<p>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.</p> <p>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.</p>	<p>infrastructure of the Gyzyl Agaj Protected Area to manage visitors, to patrol poachers and protect lands from overgrazing, resulting in a reduction of illegal grazing cases from 705 in 2015 to 400 in 2017. To support flood forecasting and warning activities, UNDP built the capacity of State Agency for Water Resources by installing 10 meteorological stations, introducing hydraulic models and initiated community-based flood early warning system:10 communities with 48000 people have emergency response tool kits and risk maps.</p>	<p>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 100000 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 25000 ha of forests and 9105 ha of pastures are now under sustainable forest and land management practices and 170ha 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</p>
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ANNEX 8: THEORIES OF CHANGE BY PROGRAMME AREA

