

**UNITED NATIONS DEVELOPMENT
ASSISTANCE FRAMEWORK**

AZERBAIJAN

2005-2009

United Nations Country Team

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**United Nations Development Assistance Framework
Azerbaijan: 2005-2009**

Executive Summary

Azerbaijan has achieved substantial economic progress over the past decade. Sound macroeconomic policies have secured economic stability, and oil-related foreign direct investment has generated rapid economic growth. The Government has adopted a State Programme for Poverty Reduction and Economic Development (SPPRED), setting the country on a path toward poverty reduction and achievement of the Millennium Development Goals (MDGs). In addition, the Government has established a State Oil Fund (SOFAR) as a tool for protecting the country from the difficulties typically faced by oil-dependent economies.

These positive developments, however, are not yet reflected in the lives of the people of Azerbaijan. About half the population lives in poverty. The United Nations Country Team (UNCT) in Azerbaijan completed a Common Country Assessment (CCA) in August 2003, identifying key challenges to social and economic development. These include unemployment and underemployment, policy and institutional weaknesses, deterioration in the systems of health, education, and social protection, emigration of skilled labor, and the unresolved conflict in and around Nagorno-Karabakh.

The United Nations Development Assistance Framework (UNDAF) builds upon the findings of the CCA and consultations with the Government and other development partners. It identifies development objectives

toward which the UN agencies in Azerbaijan will contribute in the period 2005-2009.

These fall under two national priorities. The first priority is to create a system of governance that ensures an enabling environment for development, poverty reduction, and respect for rights and freedoms. Toward this objective, the UN agencies in Azerbaijan will support the Government's efforts to turn oil revenues into a vehicle for employment and investment in a diversified economy, and they will support the state's initiatives—in a wide variety of areas—to improve its delivery of services and its protection of the rights of the entire population.

The second national priority on which the UN agencies will concentrate is meeting the basic needs of all people for health and education. In this arena, the UN agencies will help Azerbaijan to increase the efficiency and quality of health services, to strengthen family-based health, nutrition, and child rearing practices, and to combat health problems of particular concern. They will also support active learning, child friendly primary schooling, and community-based early childhood education.

In all their activities, the UN agencies will promote gender equality and the empowerment of women, civil society development, and respect for human rights. These cross-cutting themes will play a central role in all UN programming throughout the UNDAF period.

United Nations Development Assistance Framework
Azerbaijan: 2005-2009

Preamble

The United Nations Country Team (UNCT) in Azerbaijan supports the national effort, led by the Government, to improve the lives of the people of Azerbaijan, especially the poorest and the most vulnerable.

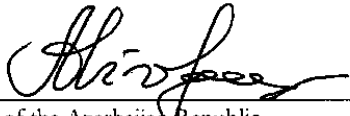
We shall work closely with the Government and other development partners to facilitate Azerbaijan's fulfillment of the State Programme for Poverty Reduction and Economic Development (SPPRED), the State Programme on Socio-Economic Development of the Regions (SPSEDR), the Millennium Development Goals (MDGs), and its commitments to the goals of international conventions and summits.

To accelerate this process, UNCT programming will focus on Azerbaijan's progress (1) toward establishing a system of governance that ensures

an enabling environment for development, poverty reduction, and respect for rights and freedoms and (2) toward guaranteeing that basic needs for health and education are met for all people. In pursuing these national development priorities, we shall encourage the participation of civil society (including women, children, and youth), gender equality and the empowerment of women, and the promotion and protection of human rights.

We shall ensure the transparent and accountable use of all resources made available to us for these purposes.

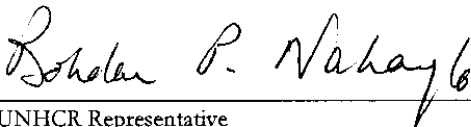
Our collective goal is to assist the Government and people of Azerbaijan in their quest for a future that offers the hope and reality of a better life for all.



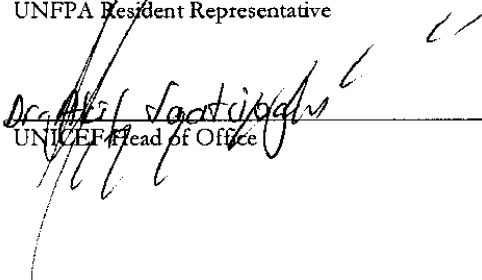
Government of the Azerbaijan Republic



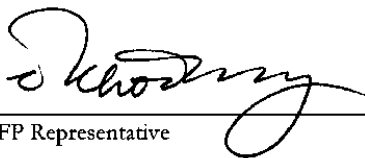
UN Resident Coordinator
UNDP Resident Representative
UNFPA Resident Representative



UNHCR Representative



UNICEF Head of Office



WFP Representative

UNDAF-at-a-Glance

NATIONAL PRIORITY 1

The system of governance ensures an enabling environment for development, poverty reduction, and respect for rights and freedoms

UNDAF OUTCOME 1

The effective and transparent management of oil resources leads to increased decent employment in the non-oil sectors (black gold is converted into human gold)

Country Programme Outcomes

- 1.1 Effective and transparent management of state oil and pipeline revenues contribute to development of the non-oil sectors
- 1.2 Decent employment increases in the non-oil sectors, particularly for vulnerable people
- 1.3 Private investment in the non-oil sectors increases

UNDAF OUTCOME 2

The state improves its delivery of services and its protection of rights—with the involvement of civil society and in compliance with its international commitments

Country Programme Outcomes

- 2.1 Social protection and pension systems reformed
- 2.2 Addressed social assistance mechanism to the poor and vulnerable population according to the utility sector reforms is developed
- 2.3 ICT/MIS enhances efficiency, transparency, and accountability in the public sector
- 2.4 National and sectoral policies that mainstream population and gender concerns are effectively implemented
- 2.5 Respect for reproductive rights of women, men, and youth expands within the socio-cultural and policy environment
- 2.6 Migration management and protection of refugees, IDPs, migrants, and asylum seekers complies with national and international laws/standards
- 2.7 Harmonized MDG, SPPRED, and poverty/vulnerability monitoring systems are established and operational in compliance with international standards
- 2.8 The general public and stakeholders are widely aware of MDG/SPPRED progress and importance
- 2.9 National environmental protection and natural resource management improve
- 2.10 The Government effectively combats drug trafficking and consumption
- 2.11 Policy, planning and management decisions in areas of health, education and child protection are informed by disaggregated data and are in accordance with international standards
- 2.12 Capacities of civil society organizations and media to promote and monitor CRC compliance strengthened
- 2.13 Legislative, policy and implementation framework for facilitating and protecting child and women rights, improves
- 2.14 Mechanisms are in place to enable children and young people to participate in decisions affecting their lives
- 2.15 The Government implements effective mine action
- 2.16 Ombudsman's Office effectively promotes rule of law and human rights

NATIONAL PRIORITY 2

Basic needs for health and education are met for all people

UNDAF OUTCOME 3

Health and nutrition improve, particularly among women, children, and vulnerable groups

Country Programme Outcomes

- 3.1 State institutions build capacity for delivery of health-care services meeting the needs of women, men, adolescents, and children, including needs for reproductive health care and knowledge
- 3.2 Children and women living in 8 focus districts benefit from and participate in improved, client-friendly preventative and curative maternal and child health services
- 3.3 Policies, institutional capacity, and awareness re: HIV/AIDS and STI prevention are strengthened
- 3.4 Appropriate health, nutrition and child rearing practices for the pre-natal period through 8 years of age are adopted
- 3.5 Malaria control is achieved

UNDAF OUTCOME 4

The quality of education is improved

Country Programme Outcomes

- 4.1 Child-centred active learning methods are practiced countrywide
- 4.2 Children age 0-6 benefit from community-based early childhood education in 8 focus districts

1. Introduction

The United Nations agencies in Azerbaijan are participating in the UN Reform process approved by the United Nations General Assembly in 1997. As part of this process, the United Nations Country Team (UNCT) completed a Common Country Assessment (CCA) in August 2003. The CCA provides an overall analysis of the national development situation. Using the findings of the CCA and an ongoing consultative process with the Government and other development partners and stakeholders, the UNCT has undertaken the next step in UN Reform: the preparation of a United Nations Development Assistance Framework (UNDAF). The purpose of the UNDAF is to guide UN programming in Azerbaijan through a collective, coherent, and integrated response to national priorities and needs. In 2002 the UNCT approved a CCA/UNDAF workplan for completion of the process by the end of March 2004. (See Annex 4.)

The CCA process. Azerbaijan's CCA process began with the UNCT's appointment of a CCA Steering Committee chaired by the UNICEF Head of Office. The Steering Committee adopted the State Programme for Poverty Reduction and Economic Development (SPPRED) for 2003-2005 as the CCA's point of departure. The CCA built upon the SPPRED by analyzing progress toward the SPPRED goals, the MDGs, and Azerbaijan's other development commitments related to international conventions and summits. In consultation with Government partners and an external UN Readers' Group, the Steering Committee identified three key areas of development concern in Azerbaijan: (1) human displacement, (2) governance, and (3) social protection and basic services. The CCA addresses these three themes, treating poverty, gender, and civil society as cross-cutting issues.

The UNDAF process. Upon finalization of the CCA, the UNCT appointed an UNDAF Steering Committee of

representatives from the UN agencies in Azerbaijan and the World Bank and IMF. The UNDAF Steering Committee first conducted a causal analysis of Azerbaijan's development problems in the areas of governance (public administration, economy, migration, management of information systems, and environmental protection), poverty (monitoring and income generation/employment), and social protection/basic services (HIV/AIDS, social vulnerability, maternal and child health, nutrition, quality of education, and child protection).

The UNDAF Steering Committee then compiled a preliminary set of UNDAF and Country Programme Outcomes. Following the Results Based Management approach adopted for the UN Reform process, Outcomes are defined as institutional and behavioral changes anticipated in the five-year UNDAF period. *UNDAF Outcomes* require the contribution of two or more UN agencies and other partners, reflect collective priorities, and focus on national MDG/SPPRED targets. *Country Programme Outcomes* are mandate-driven and do not require contributions from more than one UN agency.

The next step was the *UNDAF Prioritization Retreat* on 29-31 October 2003, at which the UNCT convened the UN agencies in Azerbaijan and stakeholders from the Government, donors, international organizations, civil society, and the private sector. (See Annex 3 for a list of participants.) Retreat participants identified ways that the preliminary UNDAF Outcomes could be consolidated to clarify and sharpen the UN's focus in Azerbaijan, using the following criteria: (1) the UN system and partners can achieve the Outcome; (2) the Outcome will improve the lives of the vulnerable; and (3) the problems addressed by the Outcome are worsening. UN participants formulated recommendations for UNDAF implementation and monitoring and evaluation, which the UNCT immediately adopted. These decisions are elaborated in Sections 4 and 5 below.

Table 1. National Priorities and UNDAF Outcomes

<u>NATIONAL PRIORITY 1</u>		<u>NATIONAL PRIORITY 2</u>	
The system of governance ensures an enabling environment for development, poverty reduction, and respect for rights and freedoms		Basic needs for health and education are met for all people	
<u>UNDAF OUTCOME 1</u>	<u>UNDAF OUTCOME 2</u>	<u>UNDAF OUTCOME 3</u>	<u>UNDAF OUTCOME 4</u>
The effective and transparent management of oil resources leads to increased decent employment in the non-oil sectors (black gold is converted into human gold)	The state improves its delivery of services and its protection of rights—with the involvement of civil society and in compliance with its international commitments	Health and nutrition improve, particularly among women, children, and vulnerable groups	The quality of education is improved
<u>CROSS-CUTTING OBJECTIVES</u>			
Gender equality and empowerment of women, civil society development, and respect for human rights			

Following the UNDAF Retreat, the Office of the UN Resident Coordinator prepared a draft UNDAF document and circulated it within the UNDAF Steering Committee for comment. The Steering Committee agreed on revisions, and the UNCT approved the draft for submittal to an external UN Readers' Group in November 2003. In January the Office of the UN Resident Coordinator revised the draft again, taking into account the Readers' Group comments and the draft Country Programmes of UNDP, UNFPA, and UNICEF. Following Steering Committee review, the UNCT agreed on the final version of the UNDAF for translation and submittal to the Government. The UNCT convened a Joint Strategy Meeting with the Government and other partners on 19 March 2004 to review and validate the UNDAF and its linkage to the Country Programmes.

The final UNDAF Outcomes and cross-cutting objectives approved by the Government of Azerbaijan and the UNCT fall under two broad national priorities, as shown in Table 1 above.

Role of UN agencies and partners. Agencies had already reached agreements on some areas for cooperation, and in some cases new possibilities for synergies were brought to light during the UNDAF process. Country Programme Outcomes shared by two or more agencies include the following:

- Decent employment increases in the non-oil sectors, particularly for vulnerable people (ILO, UNDP, UNHCR)
- ICT/MIS enhances efficiency, transparency, and accountability in the public sector (UNDP, UNFPA, and UNICEF)
- Harmonized MDG, SPPRED, and poverty/vulnerability monitoring systems are established and operational in compliance with international standards (all UN agencies present in Azerbaijan)
- Social protection and pension systems are reformed (ILO, UNDP, and UNICEF)
- State institutions build capacity for delivery of health care services meeting the needs of women, men, adolescents, and children, including needs for reproductive health care and knowledge (UNICEF, UNHCR, and UNFPA)
- Policies, institutional capacity, and awareness of HIV/AIDS and STI prevention are strengthened (UNICEF, UNFPA, UNDP, and WHO)
- Appropriate health, nutrition, and child rearing practices for the pre-natal period through eight years of age are adopted (UNICEF and WFP)

Active involvement of development partners outside of the United Nations during the UNDAF Retreat—

including Government, donors, international organizations, civil society, and private enterprises (listed in Annex 3)—underscored the potential for increasing collaboration and enabled broad consensus on the roles of the United Nations in Azerbaijan. UN agencies will seek to involve civil society and the private sector to the extent possible at all programming stages. In terms of resource mobilization, partnerships with the Government and the private sector are of greatest importance for the time horizon of the UNDAF.

2. Results

The UN system in Azerbaijan has selected the two National Priorities and four UNDAF Outcomes presented in Table 1 for the focus of its contributions to development during 2005-2009. Table 2, the UNDAF Results Matrix, provides details on the Country Programme Outcomes that will contribute to each UNDAF Outcome, the Country Programme Outputs (products, services, skills, or abilities), the partners with whom the UN agencies will cooperate, resource mobilization targets, and coordination mechanisms and programme modalities. This section describes critical choices made during the preparation of the UNDAF and their rationale.

Cross-cutting objectives. Gender equality and the empowerment of women, civil society development, and respect for human rights are objectives that the UN agencies will pursue in all their activities. These cross-cutting objectives form an integral part of each of the National Priorities and UNDAF Outcomes.

National Priority 1: The system of governance ensures an enabling environment for development, poverty reduction, and respect for rights and freedoms. This national priority relates to objectives set forth in Azerbaijan's SPPRED, the National ICT Strategy, the State Programme on Socio-Economic Development of the Regions, the Millennium Declaration, four MDGs (eradicate extreme poverty and hunger, promote gender equality and empower women, ensure environmental sustainability, and develop a global partnership for development), the Convention on the Rights of the Child, and other international instruments of the UN system.

Azerbaijan anticipates a changing development situation during the next few years as state oil revenues expand once the Baku-Tbilisi-Ceyhan Pipeline becomes operational. Rapid economic growth will present both opportunities and challenges. Only if used wisely will the oil resources stimulate expansion of employment and productivity in the non-oil sectors. The Government has established a State Oil Fund (SOFAR) to protect Azerbaijan from the difficulties typically faced by economies that depend on the production and export of a single natural resource and is developing a strategy for long-term oil revenue management. With IMF and World Bank assistance, the Government aims to shelter the economy from the volatility of energy prices, to encourage fiscal discipline, and to prevent movements in the real exchange rate that would reduce the competitiveness of non-oil economic activities.

The UN agencies, in collaboration with regional and international financial institutions, are well-placed to help the Government devise and promote its framework for turning state oil revenues into a vehicle for employment creation, as set forth in UNDAF Outcome 1. While employment creation is the primary objective within this Outcome, the management of oil revenues will play such a pivotal role in Azerbaijan's prospects for employment and overall development that the Government, the UNCT, and stakeholders agreed that it should appear at the UNDAF Outcome level. This Outcome incorporates the need for public and private investment in a diversified and competitive economy and for marketable skills development. The forthcoming National Employment Strategy is expected to address many of these issues.

Creating an environment conducive to development, poverty reduction, and respect for rights and freedoms will require continuing capacity building in the public sector with the involvement of civil society, as set forth in UNDAF Outcome 2. Particular areas of collaboration between the UN agencies and the Government will include social protection and pension systems; MDG/SPPRED advocacy and monitoring; ICT/MIS for development; migration management; protection of refugees, IDPs, migrants, and asylum seekers; environmental and natural resource management; drug control; policies on population, gender, and reproductive rights; bringing national data into compliance with international standards; gender-disaggregation of data; protection of the rights of children and women; empowerment of children and young people to participate in decisions affecting their lives; mine action; and promotion of the rule of law and human rights. In all cases the UN agencies will support the Government in establishing and reinforcing mechanisms to promote and protect the rights of the entire population.

National Priority 2: Basic needs for health and education are met for all people. This national priority relates to objectives set forth in the SPPRED, five MDGs (achieve universal primary education, promote gender equality and empower women, reduce child mortality, improve maternal health, and combat HIV/AIDS, malaria and other diseases), the Convention on the Rights of the Child, and other international instruments of the UN system.

As demonstrated in the CCA, the population of Azerbaijan has endured a sharp deterioration in the health and education services available to them since the collapse of the Soviet Union. This deterioration—combined with the effects of income poverty and other forms of vulnerability—is reflected in the country's indicators of health, nutrition, and learning achievements.

During the UNDAF period, the UN agencies will help Azerbaijan to increase the efficiency and quality of health services, to strengthen family-based health, nutrition, and child rearing practices, and to combat health problems of particular concern, including HIV/AIDS, STIs, malaria, and micronutrient deficiencies. They will also support active learning, child friendly primary schooling, and community-based early childhood education.

Improvements in the quality and comprehensiveness of health and education data are envisioned, especially regarding child and maternal mortality. Interventions in the areas of health and education will extend to the national, local, community, and family levels.

Vulnerable populations. Whereas the CCA addressed the challenges related to human displacement as one of its three main categories for analysis, the UNDAF reflects recent research indicating that poverty and vulnerability affect the population of Azerbaijan as a whole. The Government has clearly identified the segment of the population that is displaced; the current challenge is to target vulnerable people among both the displaced and the general population. This change in focus is consistent with changes in donor interest.

3. Estimated Resource Requirements

A gap has been identified between the estimated cost of reaching the UNDAF and Country Programme Outcomes and the total resources likely to be available from within the UN System. Once the Baku-Tbilisi-Ceyhan oil pipeline and the South Caucasus gas pipeline come into operation early in the UNDAF period, state revenues and the involvement of international oil companies in Azerbaijan are expected to expand markedly. The best prospects for resource mobilization therefore involve cost-sharing with the Government and the private sector. Strategies to mobilize funding will reflect these opportunities while building upon the UN's established relationships with bilateral and multilateral donors.

4. Implementation

The UNCT has approved the establishment of **theme groups and task forces** to coordinate and manage the implementation of the UNDAF. A Theme Group on Poverty Reduction, led by UNDP, will focus on National Priority 1, and a Theme Group on Health and Education, led by UNICEF, will focus on National Priority 2. Task forces will coordinate and manage UNDAF implementation in the areas of HIV/AIDS (for which a UN Theme Group already exists), communication, emergency preparedness and crisis/risk management, operations, and other cross-cutting issues as required.

The theme groups and task forces will report to the UNCT. Their Terms of Reference will include reviewing joint work plans, reviewing monitoring and evaluation activities, and ensuring information sharing. All UN agencies will be encouraged to participate in all meetings of the theme groups and task forces, and relevant and interested stakeholders will be invited. Task forces on cross-cutting issues will be formed as needed.

5. Monitoring and Evaluation

UNDAF M&E Plan. A Monitoring and Evaluation (M&E) Task Force, reporting to the UNCT through the UNDAF Steering Committee, prepared an UNDAF M&E Plan, which the UNCT adopted in November 2003. The M&E Task Force of representatives from UNDP, UNFPA,

UNICEF, the Office of the UN Resident Coordinator, WFP, and the World Bank is responsible for implementing the M&E Plan.

UNDAF Midterm Review. The UNCT has agreed to undertake an UNDAF Midterm Review in 2007 to assess achievements and shortcomings and to identify strategies for the remaining UNDAF period. Since the current SPPRED (2003-2005) covers only the first year of the UNDAF, the Midterm Review will enable the UNDAF to reflect and support subsequent national poverty reduction and development plans.

Final UNDAF Evaluation. In 2008 (the penultimate year of the UNDAF), the UNCT will conduct a joint Final UNDAF Evaluation. The Final Evaluation will cover UNCT performance under the UNDAF in terms of (1) its impact and the sustainability of impact, (2) its relevance to Azerbaijan's pursuit of the MDGs, the targets of the SPPRED and subsequent national poverty reduction strategies, and other development commitments, (3) its positioning within the development community, (4) its effectiveness in contributing to the intended Outcomes, and (5) the efficiency and effectiveness of the UNDAF as a coordination framework.

Coordination and management of M&E. The UNCT will coordinate UNDAF monitoring and evaluation by arranging theme groups, surveys, joint field visits, outcome evaluations, and other mechanisms. Stakeholders from the Government, civil society, and the international community will be invited to participate in these mechanisms as appropriate. The groups and individuals assigned to perform M&E tasks will report their findings to the UNCT through the M&E Task Force.

Strengthening national M&E capacity. The SPPRED and CCA identify a number of areas where national M&E capacity building is needed. Accordingly, the UN system in Azerbaijan—in partnership with the World Bank, the Asian Development Bank, and other partners—will continue supporting the data collection, research, and monitoring functions of the Government throughout the UNDAF period. This support aims to enable effective national monitoring of progress toward the MDGs and toward the targets of the SPPRED, subsequent national poverty reduction strategies, and other international instruments to which Azerbaijan is a party. The UN agencies will continue strengthening the SPPRED Secretariat's Poverty Monitoring Unit and will work with relevant ministries to build poverty monitoring and analysis capacities. Development Information software (DevInfo) will be introduced, and national counterparts will gain capacity to use the software for development monitoring purposes.

The UNDAF M&E process will remain closely aligned with national M&E processes, including the Household Budget Survey, the Labor Force Surveys, and the Demographic and Health Cluster Surveys.

In accordance with needs identified in the SPPRED and CCA for national M&E capacity building, particular emphasis will be placed in the following areas:

- The collection and analysis of data on vulnerable groups as needed to enable effective targeting of social assistance.
- Improvement of the national health information system with the objective of bringing official health statistics into line with international standards.
- Improvement of the national education information system, including the collection and analysis of data that accurately reflects attendance and learning achievements.
- Establishment of a comprehensive database for social protection and child protection information systems.
- Gender disaggregation of all official socioeconomic data.

The UNCT is also supporting the implementation of Azerbaijan's National ICT Strategy and MIS Plans, which aim to enhance ICT capacity and access within the Government and the general population and to ensure conformity with international standards. This process will contribute to national M&E capacity.

Risks and assumptions. The UNCT made a number of assumptions in preparing the UNDAF. These assumptions, and the risks related to them, may affect the achievement of the Outcomes. The assumptions include the following:

- Macroeconomic stability continues.
- Political stability continues.
- The management of the State Oil Fund effectively shelters the economy from the volatility of world oil prices. (This is part of UNDAF Outcome 1 and, with respect to other Outcomes, an assumption.)
- Conflict does not resume.
- Changes in the regional and international political environment do not have adverse impacts on socioeconomic conditions in Azerbaijan.
- Social development receives priority attention.

Table 2. Results Matrix
United Nations Development Assistance Framework
Azerbaijan: 2005-2009

<p>CROSS-CUTTING OBJECTIVES: Gender equality and the empowerment of women, civil society development, and respect for human rights</p>

National Priority 1: The system of governance ensures an enabling environment for development, poverty reduction, and respect for rights and freedoms		
UNDAF Outcome 1: The effective and transparent management of oil resources leads to increased decent employment in the non-oil sectors (black gold is converted into human gold)		
Country Programme Outcomes	Country Programme Outputs	Partners
<p>1.1 Effective and transparent management of state oil and pipeline revenues contribute to development of the non-oil sectors (UNDP)</p> <p>1.2 Decent employment increases in the non-oil sectors, particularly for vulnerable people (ILO, UNDP, UNHCR)</p> <p>1.3 Private investment in the non-oil sectors increases (UNDP)</p>	<p>1.1.1 Components of national strategy implemented for sustainable investment of oil and pipeline revenues in non-oil sectors</p> <p>1.1.2 Selected recommendations of BTC/SCP Poverty Impact Assessment implemented</p> <p>1.2.1 Components of state employment and regional development programmes implemented</p> <p>1.2.2 Labor Force Surveys conducted annually</p> <p>1.3.1 Investment promotion and capacity building support provided to Azerbaijan Foundation for Investment Promotion and Advice</p>	<p>1.1 SOFAR, MED, BP, BTC Consortium, international/regional financial institutions</p> <p>1.2 MED, MLSPP, ME, MYST, SCRIDP, NCE, WB</p> <p>1.3 MED, AFIPA, international/regional financial institutions, private sector</p>
<p>Coordination Mechanisms and Programme Modalities: A Thematic Group for Poverty Reduction, chaired by UNDP and reporting to the UNCT, will coordinate the contributions of UN agencies/partners to UNDAF Outcome 1. The Thematic Group will have responsibility for reviewing joint work plans, reviewing M&E progress, and ensuring information sharing. Relevant and interested stakeholders will be included in the Thematic Group. Task Forces on cross-cutting issues will be formed when and as needed.</p>		

National Priority 1: The system of governance ensures an enabling environment for development, poverty reduction, and respect for rights and freedoms (cont'd)		
UNDAF Outcome 2: The state improves its delivery of services and its protection of rights—with the involvement of civil society and in compliance with its international commitments		
Country Programme Outcomes	Country Programme Outputs	Partners
<p>2.1 Social protection and pension systems reformed (UNDP, ILO, UNICEF)</p> <p>2.2 Addressed social assistance mechanism to the poor and vulnerable population according to the utility sector reforms is developed (UNDP)</p> <p>2.3 ICT/MIS enhance efficiency, transparency, and accountability in the public sector (UNDP, UNICEF, UNFPA)</p> <p>2.4 National and sectoral policies that mainstream population and gender concerns are effectively implemented (UNFPA)</p> <p>2.5 Respect for reproductive rights of women, men, and youth expands within the socio-cultural and policy environment (UNFPA)</p> <p>2.6 Migration management and protection of refugees, IDPs, migrants, and asylum seekers complies with national and international laws/standards (UNHCR)</p> <p>2.7 Harmonized MDG, SPPRED, and poverty/vulnerability monitoring systems are established and operational in compliance with international standards (all UN agencies present in Azerbaijan)</p> <p>2.8 The general public and stakeholders are widely aware of MDG/SPPRED progress and importance (UNDP)</p>	<p>2.1.1 Social protection and pension policies revised</p> <p>2.1.2 Pension system automated</p> <p>2.1.3 Family support mechanisms included in the policies and plans for de-institutionalisation of children</p> <p>2.2.1 Impact of utility sector reforms assessed</p> <p>2.2.2 Social assistance mechanisms to the poor impacted by utility sector reforms operational</p> <p>2.3.1 State ICT agency operational</p> <p>2.3.2 E-governance for public service delivery further developed</p> <p>2.3.3 Components of the unified state data transmission network established</p> <p>2.4.1 Increased availability of quality population, development and environment information, with a gender perspective</p> <p>2.4.2 Creating enabling environment and strengthening national capacity to mainstream population dimensions, with a gender perspective, within development and environment policies</p> <p>2.5.1 Strengthened technical capacity of national experts, decision-makers, influentials, NGOs/CSOs and mass-media to formulate and implement reproductive health and reproductive rights legislation and provide related advocacy support</p> <p>2.6.1 Migration management policy consistent with international standards is prepared, approved, and implemented (UNHCR)</p> <p>2.6.2 Refugee Status Determination procedures are delegated to the State Committee on Refugees and IDPs (UNHCR)</p> <p>2.6.3 Government builds capacity for protection of asylum seekers</p> <p>2.7.1 Components of MDG/SPPRED Strategy implemented</p> <p>2.7.2 PMU of SPPRED Secretariat fully operational</p> <p>2.8.1 MDG/SPPRED awareness raised among public/decision makers; public participation in the process ensured</p>	<p>2.1. Parliament, CMAR, SPPRED, ME, MYST, MH, MLSP, WB, BSU, UAFA, Baku Mayor's Office, Internews Azerbaijan, AYU NNGO, NGO Alliance for Child Rights, youth NGOs</p> <p>2.2. MED, SPPRED Secretariat, MLSP, SSC, SPF, MF</p> <p>2.3. Office of President, SCC, SSPF, SASMP, MJ, MFA, Chamber of Accounts, SSAC, WB, IMF, USAID, EC, OSI/Soros, Academy of Sciences, MH, MLSP</p> <p>2.4. SSC, MLSP, SCWA, universities</p> <p>2.5. MH, ME, SCWA, Parliament, MIA</p> <p>2.6. UNHCR, SCRDP, Unified Migration Management Commission chaired by MLSP, NNGOs (HAYAT, UMID), IOM, UMCOR, OSCE, CoE</p> <p>2.7. SPPRED Secretariat, SSC, WB, IMF, USAID, EC, ADB, IPC, CMAR, MH</p> <p>2.8. SPPRED Secretariat, SSC, WB, IMF, USAID, EC, ADB</p>

National Priority 1: The system of governance ensures an enabling environment for development, poverty reduction, and respect for rights and freedoms (cont'd)		
UNDAF Outcome 2: The state improves its delivery of services and its protection of rights—with the involvement of civil society and in compliance with its international commitments (cont'd)		
Country Programme Outcomes	Country Programme Outputs	Partners
<p>2.9 National environmental protection and natural resource management improve (UNDP)</p> <p>2.10 The Government effectively combats drug trafficking and consumption (UNDP)</p> <p>2.11 Policy, planning and management decisions in areas of health, education and child protection are informed by disaggregated data and are in accordance with international standards (UNICEF)</p> <p>2.12 Capacities of civil society organizations and media to promote and monitor CRC compliance strengthened (UNICEF)</p>	<p>2.9.1 Selected commitments to Conventions on Biological Diversity and to Combat Desertification met; sustainable management of key habitats/species established</p> <p>2.9.2 Waste cleanup programme initiated</p> <p>2.9.3 Mechanisms in place for management of international waters</p> <p>2.10.1. Mechanisms for reducing drug trafficking/consumption expanded and regional interaction continued</p> <p>2.11.1 All staff of Statistics Department of the Ministry of Health (MoH) and 3 staff from each district hospitals (65 districts) and all local staff of State Statistics Committee trained in international definitions of child and women health indicators and methods of data collection by 2006.</p> <p>2.11.2 HIS on monthly recording, reporting and quarterly feedback on vaccination coverage improved by 2005.</p> <p>2.11.3 Disaggregated data is collected and responsible government agency identified on vulnerable children by 2005.</p> <p>2.11.4 DevInfo well established and tracking trends and disparities in MDGs by 2005.</p> <p>2.11.5 Education management information system well established in the Statistics Department of the MoE and generating disaggregated data for programme planning by 2006.</p> <p>2.11.6 Birth and death registration carried out to international standards.</p> <p>2.12.1 All CBOs (local NGOs, mothers support groups, members of community health councils, youth volunteer groups) in 8 focus districts trained using CRC training package by 2007.</p> <p>2.12.2 All NGOs within NGO Alliance for Child Rights trained in CRC training package and in Human Rights Based Programming by 2008.</p> <p>2.12.3 CRC and child-friendly reporting incorporated into curriculum of schools of journalism by 2009.</p> <p>2.12.4 All key journalists and broadcasters oriented on CRC and regularly informed on child rights issues</p>	<p>2.9 MENR, GEF, bilateral donors, NNGOs, BP, BTC Consortium</p> <p>2.10 EC, SCDC, law enforcement agencies</p> <p>2.11 CMAR, SSC, MH, ME, MYST, SPPRED Secretariat</p> <p>2.12 CMAR, Parliament, Ombudsman's Office, MFA, NGO Alliance for Child Rights, Internews Azerbaijan, Youth Volunteer Groups, CBOs in focus districts</p>
National Priority 1: The system of governance ensures an enabling environment for development, poverty reduction, and respect for rights and freedoms (cont'd)		

UNDAF Outcome 2: The state improves its delivery of services and its protection of rights—with the involvement of civil society and in compliance with its international commitments (cont'd)

Country Programme Outcomes	Country Programme Outputs	Partners
<p>2.13 Legislative, policy and implementation framework for facilitating and protecting child and women rights, improves (UNICEF)</p>	<p>2.13.1 Key statutes and policies related to children and women reviewed for conformity with CRC, CEDAW and other international instruments by 2007.</p> <p>2.13.2 All parliamentarians, government officials at central and district levels, foreign embassies, donors and development agencies regularly informed on issues affecting child and women rights.</p> <p>2.13.3 Parliamentarians (Members of Social Policy and Education Commissions) trained in provisions of CRC, CEDAW and other international instruments by 2007.</p> <p>2.13.4 Coordination unit within Cabinet of Ministers established to monitor implementation of CRC by 2007.</p> <p>2.13.5 Children’s unit in Ombudsperson’s office is established and functional by 2007 and 3 child rights resource centres established.</p> <p>2.13.6 National legislation, policy, plan of action and key partnerships established and operational for de-institutionalization of children.</p> <p>2.13.7 Coordination and monitoring of implementation of NPAs for street and neglected children, child labour eradication and prevention of trafficking strengthened by 2007.</p> <p>2.13.8 Key Government duty bearers, including police, judiciary, district education and health departments in 8 focus districts trained in CRC and national child protection legislation and policies and applying principles in their daily work.</p> <p>2.13.9 Children’s Needs are placed at the centre of national and district plans to prepare for, mitigate and respond to acute emergencies</p> <p>2.13.10 Children in schools countrywide receive education in mine risk, and mine risk integrated into Life skills training for young people.</p> <p>2.13.11 National Policy Framework on IECD developed by 2006</p>	<p>2.13 CMAR, Parliament, ME, MH, Ombudsman’s Office, EC, WB, NNGOs (NGO Alliance for Child Rights.), INGOs (World Vision, Save the Children), ANAMA, district authorities in focus districts</p>
<p>2.14 Mechanisms are in place to enable children and young people to participate in decisions affecting their lives (UNICEF)</p>	<p>2.14.1 Youth resource centres established and operational in every district by 2009.</p> <p>2.14.2 Youth media centres established and functional in all focus districts by 2009.</p> <p>2.14.3 Civil society organizations trained in youth participation and incorporating participation methodologies into regular work practices in 8 focus districts by 2007.</p>	<p>2.14 Parliament, CMAR, Ombudsman’s Office, youth NGOs, NGO Alliance for Child Rights, Youth Volunteer, ME, MH, MYST</p>
<p>2.15 The Government implements effective mine action (UNDP)</p>	<p>2.15.1 Support provided for landmine/UXO clearance, mine risk education, and mine victim assistance</p>	<p>2.15 ANAMA, NNGOs, EC, Italy, Japan, U.K., U.S.</p>
<p>2.16 Ombudsman’s Office effectively promotes rule of law and human rights (UNDP)</p>	<p>2.16.1 Capacity building support provided to the Ombudsman’s Office for human rights advocacy</p>	<p>2.16 Ombudsman’s Office, OHCHR, Parliament, RWI/SIDA</p>
<p>Coordination Mechanisms and Programme Modalities: A Thematic Group for Poverty Reduction, chaired by UNDP and reporting to the UNCT, will coordinate the contributions of UN agencies/partners to UNDAF Outcome 2. The Thematic Group will have responsibility for reviewing joint work plans, reviewing M&E progress, and ensuring information sharing. Relevant and interested stakeholders will be included in the Thematic Group. Task Forces on cross-cutting issues will be formed when and as needed.</p>		
<p>National Priority 2: Basic needs for health and education are met for all people</p>		

UNDAF Outcome 3: Health and nutrition improve, particularly among women, children, and vulnerable groups		
Country Programme Outcomes	Country Programme Outputs	Partners
3.1 State institutions build capacity for delivery of health-care services meeting the needs of women, men, adolescents, and children, including needs for reproductive health care and knowledge (UNICEF, UNHCR and UNFPA)	3.1.1 Strengthened managerial and technical capacity of RH service providers, with priority on primary health care level 3.1.2 Increased knowledge and skills of women, men and young people conducive for adoption of responsible and healthy sexual and reproductive behavior 3.1.3 National EPI system sustained and reporting improved	3.1. Parliament, CMAR, local district authorities, MH, MIA, RCHE, ME, MYST, ADB, WFP, UNFPA, SSC, SPPRED Secretariat, WHO, WB, USAID, AMU, ICC, ICU NGO, NNGOs (Tradesman Union; Women and Development), youth NGOs, Save the Children INGO, private sector; media
3.2 Children and women living in 8 focus districts benefit from and participate in improved, client-friendly preventative and curative maternal and child health services (UNICEF)	3.2.1 All health facilities in 8 focus districts offering full package on IMCI by 2007. 3.2.2 All health facilities in 8 focus districts implementing Safe Motherhood and Newborn care principles by 2007. 3.2.1 All health workers at primary health care level increased their knowledge and skills to deliver MCH services with specific focus on ARI/CDD and BF/BFHI by 2007. 3.2.2 Community-based model of proper monitoring and usage of vaccination cards introduced by 2007. 3.2.4 Increased community participation in assessment, planning, management, monitoring of social services in 8 focus districts	3.2 MH, ME, MIA, district authorities in 8 focus districts, RCHE, WFP, UNFPA, WHO, USAID, WB, ADB, AMU; media
3.3 Policies, institutional capacity, and awareness re: HIV/AIDS and STI prevention are strengthened (UNICEF, UNFPA, UNDP, WHO)	3.3.1 National policy for HIV/AIDS and STIs is implemented and regularly updated with input from stakeholders 3.3.2 Civil society develops/implements HIV prevention activities 3.3.3 Blood transfusion system rehabilitated and related policy framework revised 3.3.4 Prevention of mother-to-child transmission is integrated into regular MCH services 3.3.5 National Policy on adolescent health, development and participation developed by 2008. 3.3.6 Adolescent health integrated into school curriculum and piloted in the 8 focus districts by 2007 3.3.7 80% of young people (age 12-24) nationally and all young people in 8 focus districts know how to protect themselves against HIV/AIDS by 2009. 3.3.8 VCT introduced in youth friendly health facilities in 8 pilot districts	3.3 UNICEF, UNDP, UNFPA, WHO, MH, ME, MYST, MLSPP, CMAR, SCWRA, Ihlas (NNGO); youth NGOs; media; Parliament, MIA; district authorities in 8 focus districts

National Priority 2: Basic needs for health and education are met for all people (cont'd)		
UNDAF Outcome 3: Health and nutrition improve, particularly among women, children, and vulnerable groups (cont'd)		
Country Programme Outcomes	Country Programme Outputs	Partners
3.4 Appropriate health, nutrition and child rearing practices for the pre-natal period through 8 years of age are adopted (UNICEF, WFP)	3.4.1 Child nutritional status regularly monitored by National nutritional surveillance systems. 3.4.2 Vitamin A deficiency reduced. 3.4.3 National Plan of Action for IDA adopted by end 2005. 3.4.4 Families in 8 focus districts adopt appropriate health, nutrition and child rearing practices.	3.4 Parliament, CMAR, district authorities in 8 focus districts, MH, SPPRED, RCHE, ME, Customs and Standards Committee, ADB, WFP, WHO, WB, USAID, AMU, ICC, ICU NGO, NNGOs (Independent Consumers Union, Tradesman Union), youth volunteer groups, private sector; media 3.5 MH
3.5 Malaria control is achieved (WHO)	3.5.1 National capacity expands for policy making, programme management, and social mobilization for malaria control	
Coordination Mechanisms and Programme Modalities: A Thematic Group for Health, Education, and Social Protection, chaired by UNICEF and reporting to the UNCT, will coordinate the contributions of UN agencies/partners to UNDAF Outcome 3. The Thematic Group will have responsibility for reviewing joint work plans, reviewing M&E progress, and ensuring information sharing. Relevant and interested stakeholders will be included in the Thematic Group. The HIV/AIDS Task Force will continue operating, and Task Forces on cross-cutting issues will be formed when and as needed.		

National Priority 2: Basic needs for health and education are met for all people (cont'd)		
UNDAF Outcome 4: The quality of education is improved		
Country Programme Outcomes	Country Programme Outputs	Partners
<p>4.1 Child-centred active learning methods are practiced countrywide (UNICEF)</p> <p>4.2 Children age 0-6 benefit from community-based early childhood education in 8 focus districts (UNICEF)</p>	<p>4.1.1 National Policy on Active learning adopted by 2005</p> <p>4.1.2 Active learning modules integrated into teacher training curriculum</p> <p>4.1.3 Learning Achievements of girls and boys monitored nationwide by 2005.</p> <p>4.1.4 Children living in 8 focus districts attend child centred primary schools.</p> <p>4.2.1 Family and community education model on ECD developed and piloted in 8 focus districts by 2009.</p> <p>4.2.2 ECD Knowledge and skills of 50% of parents in 8 focus districts improved.</p> <p>4.2.3 Quarterly monitoring of early childhood development status in 8 focus districts through developed indicators on an annual basis</p>	<p>4.1 District authorities in 8 focus districts, CMAR, Parliament, ME, NNGOs, NGOs (Alliance for Child Rights, Umid, Inkishaf, Reliable Future, Madat); WB, OSI, media</p> <p>4.2 District authorities in 8 focus districts, CMAR, ME, NNGOs (NGO Alliance for Child Rights, Umid, Yuva), WB, OSI, media</p>
<p>Coordination Mechanisms and Programme Modalities: A Thematic Group for Health, Education, and Social Protection, chaired by UNICEF and reporting to the UNCT, will coordinate the contributions of UN agencies/partners to UNDAF Outcome 4. The Thematic Group will have responsibility for reviewing joint work plans, reviewing M&E progress, and ensuring information sharing. Relevant and interested stakeholders will be included in the Thematic Group. Task Forces on cross-cutting issues will be formed when and as needed.</p>		

Table 3: UNDAF Monitoring and Evaluation (M&E) Framework

2005-2009

Country Program Outcomes and responsible agencies from UN side	Indicators	Baseline	Source of verification
1.1 Effective and transparent management of state oil and pipeline revenues contribute to development of the non-oil sectors. Responsible agency: UNDP	1.1.1 Non-oil sector growth rate 1.1.2 % of population in poverty: total, by gender, age and region.	1.1.1 3.8%, (2002) 1.1.2 Total – 46.7% (2002) Female – 47.1% (2002), Male – 46.3% (2002), 0-15 years old – 52.8%, 16-29 years old – 44.9% (2002), urban – 47.8% (2002), rural – 45.4% (2002).	1.1.1 MF/MED 1.1.2 SPPRED, Progress report 2004, p. 16, SSC.
1.2 Decent employment increases in the non-oil sectors, particularly for vulnerable people. Responsible agency: UNDP, ILO	1.2. 1 Unemployment rate, total, by gender, age and region.	1.2.1 Unemployment: Total: 10.7%.(2003). By gender (2003): 9.6% for men (2003), 12.2% for women (2003). By age (2003): 15-19 years old: 10.1%, 20-24 years: 30.8%, 25-29 years: 17.7%, 30-34 years: 10.4%, 35-39 years: 8.7%, 40-44 years: 8.1%, 45-49 years: 6.7%, 50-54 years: 5.4%, 55-59 years: 1.5%, 60-64 years: 0.5%, 65 and over years: 0.1%. By region (2003): 14.3% in urban areas, 7.1% for rural areas.	1.2. Labor Force Survey, SSC, p. 27, 29.
1.3 Private investment in the non-oil sectors increases. Responsible agency: UNDP	1.3.1 Non-oil FDI 1.3.2 Non-oil domestic investment	1.3.1 2.2 billion \$, (2002) 1.3.2 519.8 million \$ (2002)	1.3.1. MED, AIPAF 1.3.2 MED, AIPAF
2.1 Social protection and pension systems reformed. Responsible agency: UNDP	2.1.1 % of pensioners with personal pension accounts	2.1.1 Zero (2003)	2.1.1 State Social Protection Fund
2.2 Addressed social assistance mechanism to the poor and vulnerable population according to the utility sector reforms is developed Responsible agency: UNDP	TBD	TBD	WB, SPPRED Secretariat
2.3 ICT/MIS enhances efficiency, transparency, and accountability in the public sector. Responsible agency: UNDP	2.3.1 Number of Government entities using software systems 2.3.2 Internet users per 100 population 2.3.3 Number of districts implementing ICT4D-10 2.3.4 ITU digital access index, scale 0 to 1 where 1 is the highest access	2.3.1 8 (2003) 2.3.2 3.69 (2002) 2.3.3 TBD 2.3.4 0.24 (2002) (belongs to Low Access Group)	2.3.1 NICTS 2.3.2 ITU, PMU 2.3.3 MoH, SSC, UNICEF 2.3.4 ICT Digital Access Index, ITU
2.4 National and sectoral policies that mainstream population and gender concerns are effectively implemented	2.4.1 Maternal mortality 2.4.2 Life expectancy, total and by gender	2.4.1 Official data 19.9 (2002), Survey Estimates: 79 (1988) 2.4.2 Total 72.2 (2002), Male 69.4 (2002), Female 75 (2002)	2.4.1 SSC, PMU, UNICEF 2.4.2 SSC, PMU

Responsible agency: UNFPA	2.4.3 Number of abortions 2.4.4 Number of data collection operations, specialized surveys (census, DHS, migration, etc.) and research completed according to international standards 2.4.5 User-friendly national population and development databank functioning 2.4.6 # of users of the national databank (by type of institutions) increased by set % point(s)	2.4.3 16.6 thsd. (2002) 2.4.4. First population and housing census held in 1999; first Multiple Indicator Cluster Survey held in 2000; first Reproductive Health Survey held in 2001; no DHS held in the Republic of Azerbaijan 2.4.5. Zero (2003) 2.4.6. Zero (2003)	2.4.3 SSC, PMU 2.4.4.SSC, MLSPP, UNFPA, UNICEF 2.4.5 SSC, MLSPP, UNFPA 2.4.6 SSC, MLSPP, UNFPA
2.5 Respect for reproductive rights of women, men, and youth expands within the socio-cultural and policy environment. Responsible agency: UNFPA	2.5.1. Number of abortions 2.5.2 Fertility: total and by age group	2.5.1 16.6 thsd. (2002) 2.5.2 Total: 1.8. By age group TBD	2.5.1 SSC, PMU 2.5.2 SSC, PMU
2.6 Migration management and protection of refugees, IDPs, migrants, and asylum seekers complies with national and international laws/standards Responsible agency: IOM, UNHCR	2.6.1 Establishing efficient regulation of migration processes: by Developing a National Program and Establishing an information center 2.6.2 Data base/ system on migration flows functioning 2.6.3 National Action Plan to Combat Trafficking in Persons operational 2.6.4 Number of actors from civil society participating in migration dialogue 2.6.5 Fair and efficient Refuge Status Determination (RSD) procedures and National Asylum System operational. 2.6.6 Reduction of statelessness	2.6.1 First assessment of situation made by task forces (1999) but Policy Program and information center are not available (2004) 2.6.2 National Automated Passport System is functioning at some border checkpoints (2000) 2.6.3. Zero (2003) 2.6.4 35 NGOs are members of Forum of NGOs on Migration (FANGOM) (2003) 2.6.5 Governmental RSD Unit is partly operational (2004) 2.6.6 Circa 40,000 stateless persons (exact statistics Non-available)	2.6.1 IOM, UNHCR, Unified Migration Management Commission (UMMC), PRSP 2.6.2 MIA, SBS 2.6.3 IOM, OSCE, MIA 2.6.4 FANGOM 2.6.5 SCR (RSD), UNHCR, SBG, MIA, MJ, COE 2.6.6 UNHCR, IOM, MIA
2.7 Harmonized MDG, SPPRED, and poverty/vulnerability monitoring systems are established and operational in compliance with international standards. Responsible agency: all	2.7.1 Issuance of integrated MDG SPPRED Progress Report	2.7.1 One (2003)	2.7.1 SPPRED Annual Progress Report – 2003 (2004)
2.8 The general public and stakeholders are widely aware of MDG/SPPRED progress and importance. Responsible agency: UNDP	2.8.1 Survey on awareness of MDGs, SPPRED progress and importance	2.8.1 TBD	2.8.1 SPPRED Secretariat, PMU
2.9 National environmental protection and natural resource management improve. Responsible agency: UNDP	2.9.1. Ha of protected areas 2.9.2. Area of land affected by erosion/ salinization	2.9.1. 565,000 ha (2002) 2.9.2 3.7 million ha (erosion), 1.2 million ha (salinization)	2.9.1. MENR 2.9.2 MENR
2.10 The Government effectively combats drug trafficking and consumption Responsible agency: UNDP	2.10. 1. Number of cases of drug trafficking prosecutions 2.10.2. Number of drug addicts 2.10.3 Annual change of drug addicts	2.10.1 2049 (2003) 2.10.2 17187 (2003) 2.10.3 Increase by 806 (2003)	2.10.1 Ministry of Internal Affairs, SCAD project 2.10.2 MoH 2.10.3 MoH

<p>2.11 Policy, planning and management decisions in areas of health, education and child protection are informed by disaggregated data and are in accordance with international standards. Responsible agency: UNICEF</p>	<p>2.11.1 No of administrative units implementing International Classification of Diseases-10 2.11.2 Percentage of children having immunization cards 2.11.3 Availability of data on children in need of special protection (working/street children, children with disabilities, institutionalized children, abused children, trafficked children, adopted children) 2.11.4 Number of UN and Government agencies implementing DevInfo 2.11.5 Disaggregated data on education is available at the State Statistics Committee</p>	<p>2.11.1 TBD 2.11.2 Zero 2.11.3 No 2.11.4 Zero 2.11.5 No</p>	<p>2.11.1 MoH 2.11.2 MoH 2.11.3 MYST, ME, MoH 2.11.4 UNICEF 2.11.5 SSC, ME</p>
<p>2.12 Capacities of civil society organizations and media to promote and monitor CRC compliance strengthened. Responsible agency: UNICEF</p>	<p>2.12.1 Awareness of members of NGO alliance for Child Rights as well as CSOs in 8 focus dsistricts of CRC and Human Rights based Approach to Programming 2.12.2 Inclusion of CRC into secondary school curriculum 2.12.3 Awareness among journalists of CRC and child-friendly reporting</p>	<p>2.12.1 TBD 2.12.2 No 2.12.3 No</p>	<p>2.12.2 UNICEF 2.12.2 ME, UNICEF 2.12.3 UNICEF</p>
<p>2.13 Legislative, policy and implementation framework for facilitating and protecting child and women rights, improves. Responsible agency: UNICEF</p>	<p>2.13.1 Conformity of national legislation with CRC, CEDAW and other international instruments. 2.13.2 Awareness among parliamentarians, government officials at central and district levels, foreign embassies, donors and development agencies, in particular judiciary, police, district education departments and primary school teachers in 8 focus districts on issues affecting child and women rights. 2.13.3 Existence of a unit under the CMAR to coordinate CRC reporting established and operational 2.13.4 Number of emergency plans at community level</p>	<p>2.13.1 TBD 2.13.2 TBD 2.13.3 No 2.13.4 Non-available</p>	<p>2.13 UNICEF, Cabinet of Ministers, Parliament</p>
<p>2.14 Mechanisms are in place to enable children and young people to participate in decisions affecting their lives. Responsible agency: UNICEF</p>	<p>2.14.1 # of Youth Resource Centers in the country 2.14.2 # of Youth Media Centers in 8 focus districts 2.14.3 Number of projects where participatory approach in planning, monitoring and evaluation is used</p>	<p>2.14.1 21 2.14.2 Zero 2.14.3 Non-available</p>	<p>2.14.2 UNICEF, ME 2.14.2 UNICEF, ME 2.14.3 UNICEF</p>
<p>2.15 The Government implements effective mine action. Responsible agency: UNDP and UNICEF</p>	<p>2.15.1 Sq. m. cleared (UNDP) 2.15.2 Casualties per year, total and disaggregated by fatalities and injuries (UNDP) 2.15.3 Mine awareness among population/children (UNICEF)</p>	<p>2.15.1 7,090,000 (2003) 2.15.2 Total 28 (2003): 14 fatalities, 14 injuries. 2.15.3 Non-available</p>	<p>2.15.1 ANAMA 2.15.2 ANAMA 2.15.3 ANAMA, UNICEF</p>
<p>2.16 Ombudsman's Office effectively promotes rule of law and human rights. Responsible agency: UNDP</p>	<p>2.16.1 Number of complaints accepted to consideration 2.16.2 Number of complaints satisfied completely or in part</p>	<p>2.16.1 TBD 2.16.2 TBD</p>	<p>2.16.1 Ombudsman Office 2.16.2 Ombudsman Office</p>

<p>3.1 State institutions build capacity for delivery of health-care services meeting the needs of women, men, adolescents, and children, including needs for reproductive health care and knowledge. Responsible agency: UNFPA, UNICEF</p>	<p>3.1.1 Percentage of deliveries attended by skilled attendants</p> <p>3.1.2 Proportion of mothers completing pregnancy with delivery in hospital</p> <p>3.1.3 Infant mortality</p> <p>3.1.4 Under 5 mortality</p> <p>3.1.5 Maternal Mortality</p> <p>3.1.6 % of improper prenatal care</p> <p>3.1.7 Number of trained staff in IMCI</p> <p>3.1.8 Immunization coverage: Total. By age, districts, population groups TBD</p> <p>3.1.9 % of facilities adequately equipped with cold-chain</p> <p>3.1.10 # of certified baby-friendly hospitals</p> <p>3.1.11 % of health in GDP</p>	<p>3.1.1 89% (RHS, 2001) 87.5 % (MICS 2000)</p> <p>3.1.2 79% (2001)</p> <p>3.1.3. Official Data: 12.8 (IMR, 2002). Survey Estimates: 85 (IMR, 1999)</p> <p>3.1.4 Official Data: 24.8 (2001). Survey estimate 108 (2000)</p> <p>3.1.5 Official Data: 19.9 (MMR, 2002). Survey Estimates: 79 (MMR, 1988)</p> <p>3.1.6 27.8% (MICS, 2000) 30.3% (RHS, 2001)</p> <p>3.1.7 120 (2003)</p> <p>3.1.8 BCG 98.9 (2003) HepB1 99.2 (2003) DTP1 97.8 (2003) DTP3 97.4 (2003) Polio3 98.5 (2003) MCV1 98 (2003)</p> <p>3.1.9 Non-available</p> <p>3.1.10 29 (2003)</p> <p>3.1.11 0.8 (2001)</p>	<p>3.1.1 MoH, DHS, UNFPA, Reproductive Health Survey, UNICEF</p> <p>3.1.2 SSC, PMU</p> <p>3.1.3 MoH, UNICEF, SSC, MJ</p> <p>3.1.4 MoH, UNICEF, SSC, MJ</p> <p>3.1.5 MoH, UNICEF, SSC, MJ</p> <p>3.1.6 MoH, UNICEF</p> <p>3.1.7 MoH, UNICEF</p> <p>3.1.8 MoH, UNICEF</p> <p>3.1.9 MoH, UNICEF</p> <p>3.1.10 MoH, UNICEF</p> <p>3.1.11 MoH, UNICEF, Parliament</p>
<p>3.2 Children and women living in 8 focus districts benefit from and participate in improved, client-friendly preventative and curative maternal and child health services. Responsible agency: UNICEF</p>	<p>3.2.1 Implementation of Integrated Management of Childhood Illnesses in 8 focus districts</p> <p>3.2.2 Under-5 mortality</p> <p>3.2.3 Infant Mortality</p> <p>3.2.4 % of babies exclusively breastfed up to 6 months</p> <p>3.2.5 % of extensive breastfeeding</p> <p>3.2.6 % of population practicing hygienic behaviors</p> <p>3.2.7 % of population with access to safe drinking water</p> <p>3.2.8 Prevalence of underweight children</p>	<p>Non-available (Will be made available as soon as 8 focus districts have been identified and baseline data collected)</p>	<p>3.2 UNICEF</p>

<p>3.3 Policies, institutional capacity, and awareness re: HIV/AIDS and STI prevention are strengthened. Responsible agency: UNICEF, UNDP</p>	<p>3.3.1 Increase in the number of people who are HIV/AIDS positive</p> <p>3.3.2 Prevalence rate of HIV/AIDS in general population</p> <p>3.3.3 Prevalence of HIV/AIDS among pregnant women</p> <p>3.3.4 Prevalence of HIV/AIDS among young people aged 15-24</p> <p>3.3.5 % of adolescents citing 3 ways of preventing, 3 HIV transmission modes and 3 misconceptions on HIV/AIDS (UNICEF)</p> <p>3.3.6 National Policy on HIV/AIDS is updated and operational (UNICEF)</p>	<p>3.3.1 As of 1 April 2004, 28 new cases compared to April 2003.</p> <p>3.3.2 Less than 0.1% (2002)</p> <p>3.3.3 TBD</p> <p>3.3.4 TBD</p> <p>3.3.5 88% of youth (19-24) have no real information on HIV (2001)</p> <p>3.3.6 No</p>	<p>3.3.1. MoH¹</p> <p>3.3.2. UNAIDS, Epidemiological Fact Sheets</p> <p>3.3.3 MoH</p> <p>3.3.4 MoH</p> <p>3.3.5.ME, UNICEF</p> <p>3.3.6.CMAR, UNICEF</p>
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¹ Targets and indicators for HIV/AIDS are particularly problematic, due to the low number of tests currently carried out in the country.

<p>3.4 Appropriate health, nutrition and child rearing practices for the pre-natal period through 8 years of age are adopted. Responsible agency: UNICEF</p>	<p>3.4.1 Nutritional surveillance system in place 3.4.2 % of iodized salt consumption at household level 3.4.3 % of children with Vitamin A deficiency 3.4.4 % of mothers of children aged 3-59 months with iron deficiency anemia 3.4.5. % of children attending pre-school facilities 3.4.6. % of parents aware of child rights 3.4.7 National Policy on ECD is in place 3.4.8 Prevalence of anemia among children aged 0-14 years</p>	<p>3.4.1 No 3.4.2 69% 3.4.3 81% 3.4.4 40% (RHS) 30.4/100 (2001) SSC & 16.7% (2002) 3.4.5 11.4% (MICS 2000) 3.4.6 Non-available 3.4.7 In Progress (not yet implemented) 3.4.8 0.6% (2002)</p>	<p>3.4.1 MoH, UNICEF 3.4.2 MoH, UNICEF 3.4.3 MoH, UNICEF 3.4.4 MoH, UNICEF 3.4.5 ME, UNICEF, SSC 3.4.6 Ombudsman's Office, UNICEF 3.4.7 CMAR, ME, UNICEF 3.4.8 SSC, PMU</p>
<p>3.5 Malaria control is achieved Responsible agency: WHO, UNICEF</p>	<p>3.5.1 Number of malaria cases 3.5.2 Number of active pestholes of malaria 3.5.3 Number of districts affected by malaria</p>	<p>3.5.1 482 (2003) 3.5.2 171 (2003) 3.5.3 47 (2003)</p>	<p>3.5.1 SSC, MH, UNICEF, WHO 3.5.2 MoH and RCHE 3.5.3 MoH and RCHE</p>
<p>4.1 Child-centered active learning methods are practiced countrywide. Responsible agency: UNICEF</p>	<p>4.1.1. Net primary school enrolment rate 4.1.2. % of students absent for more than 3 days/month by gender/grade 4.1.3. School drop out rates by sex and age 4.1.4. # and % of boys & girls starting grade 1 who reach grade 5 or higher (survival rate)</p>	<p>4.1.1 88% (MICS 2000) 4.1.2 Non-available 4.1.3 Non-available 4.1.4 99.4 (MICS 2000)</p>	<p>4.1.1 ME, UNICEF 4.1.2 Non-available 4.1.3 Non-available 4.1.4 UNICEF</p>
<p>4.2 Children age 0-6 benefit from community-based early childhood education in 8 focus districts. Responsible agency: UNICEF</p>	<p>4.2.1. # of children attending pre-school facilities 4.2.2. % of parents aware of child rights 4.2.3. % of parents aware of child's age specifics (physical, emotional, intellectual needs for ages)</p>	<p>4.2.1 11.4 (MICS 2000) 4.2.2 Non-available 4.2.3 Non-available</p>	<p>4.2.1 ME, UNICEF 4.2.2 Non-available 4.2.3 Non-available</p>

ANNEX 1. Acronyms

ADB	Asian Development Bank	LFS	Labor Force Survey
AFIPA	Azerbaijan Foundation for Investment Promotion & Advice	MCH	Maternal and Child Health
AIPAF	Azerbaijan Investment Promotion and Advisory Foundation	MDG	Millennium Development Goal
AMU	Azerbaijan Medical University	ME	Ministry of Education
ANAMA	Azerbaijan National Agency for Mine Action	M&E	Monitoring and Evaluation
ARI/CDD	Acute Respiratory Infection/Control of Diarrhoeal Diseases	MED	Ministry of Economic Development
AWP	Annual Work Plan	MENR	Ministry of Ecology and Natural Resources
AYU	Azerbaijan Youth Union	MF	Ministry of Finance
BFHI	Baby Friendly Hospital Initiative	MFA	Ministry of Foreign Affairs
BP	British Petroleum	MFE	Ministry of Fuel and Energy
BSU	Baku State University	MoH	Ministry of Health
BTC	Baku-Tbilisi-Ceyhan Oil Pipeline	MIA	Ministry of Internal Affairs
CCA	Common Country Assessment	MIS	Management Information Systems
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women	MICS	Multiple Indicator Cluster Survey
CoE	Council of Europe	MLSP	Ministry of Labor and Social Protection of the Population
CMAR	Cabinet of Ministers of Azerbaijan Republic	MJ	Ministry of Justice
CPAP	Country Programme Action Plan	MMR	Maternal Mortality Rate
CRC	Convention on the Rights of the Child	MYST	Ministry of Youth, Sport and Tourism
CSO	Civil Society Organization	NCE	National Confederation of Entrepreneurs
DevInfo	Development Information Software	NCU-Tacis	National Coordinating Unit for EU Technical Assistance in Azerbaijan
DPI	...	NICTS	National ICT Strategy
EC	European Commission	NNGO	National Non-Governmental Organization
ECD	Early childhood development	OHCHR	Office of the High Commissioner for Human Rights
EPI	Expanded Programme on Immunization	OSCE	Organization for Security and Co-operation in Europe
EU	European Union	OSI/Soros	Open Society Institute and Soros Foundation Network
FANGOM	Forum of NGOs on Migration	PMTCT	Prevention of Mother-to-Child Transmission
GEF	Global Environment Facility	PMU	Poverty Monitoring Unit (Azerbaijan State Program on Poverty Reduction and Economic development and Economic development Secretariat)
GTZ	German Agency for Technical Cooperation	RBM	Results Based Management
HHS	Household Survey	RCHE	Republication Center for Hygiene and Epidemiology
HIS	Health information system	RSD	Refugee Status Determination
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome	RWI/SIDA	Raoul Wallenberg Institute/Swedish International Development Agency
ICC	Interagency Coordination Committee	SASMP	State Agency for Standardization, Metrology and Patents
ICT	Information and communications technology	SBG	State Border Guards
ICU	Independent Consumer Union	SC	Save the Children
IDA	Iron Deficiency Anemia	SCC	State Customs Committee
IDD	Iodine Deficiency Disorder	SCDC	State Commission for Drug Control
IDP	Internally Displaced Person	SCRIDP	State Committee for Refugees and Internally Displaced Persons
IECD	Integrated Early Childhood Development	SCWA	State Committee on Women's Affairs
IFC	International Finance Corporation	SCWRA	State Committee for Work with Religious Associations
IFRC	International Federation of Red Cross and Red Crescent Societies	SOFAR	State Oil Fund of Azerbaijan Republic
ILO	International Labour Organization	SPPRED	State Programme for Poverty Reduction and Economic Development
IMCI	Integrated management of childhood illnesses	SPSEDR	State Programme on Socio-Economic Development of the Regions
IMF	International Monetary Fund	SSAC	State Students Admission Commission
IMR	Infant mortality rate	SSC	State Statistics Committee
INGO	International Non-Governmental Organization	SSPF	State Social Protection Fund
IOM	International Organization for Migration		
IPC	Baku International Press Club		
ITU	International Telecommunication Union		

STI	Sexually Transmitted Infection	UNDPI	United Nations Department of Public Information
TIKA	Turkish Cooperation & Development Agency	UNFPA	United Nations Population Fund
TBD	To be defined	UNHCR	United Nations High Commissioner for Refugees
ToR	Terms of Reference	UNICEF	United Nations Children's Fund
UAFA	United Aid for Azerbaijan	USAID	United States Agency for International Development
UMCOR	United Methodist Committee on Relief	USI	Universal Salt Iodization
UN	United Nations	WB	World Bank
UNCT	United Nations Country Team	WFP	World Food Programme
UNDAF	United Nations Development Assistance Framework	WHO	World Health Organization
UNDG	United Nations Development Group	WV	World Vision
UNDP	United Nations Development Programme		

**Annex 2. Schedule for UNDAF Prioritization Retreat in Azerbaijan
29-31 October 2003**

Day 1	Day 2	Day 3
<p><u>UN Staff</u></p> <p>10:00 Overview (90 min.)</p> <ul style="list-style-type: none"> Participant Introductions Overview and Objectives Expectations Retreat Schedule Ground Rules Group Exercise: Characteristics of Effective Teams <p>11:30 UN Update (60 min)</p> <ul style="list-style-type: none"> Presentation: UN Reform, Simplification & Harmonization, UNDAF structure/content, RBM & UNDAF Results Matrix Questions & Discussion <p>12:30 Consolidating UNDAF Outcomes (60 min)</p> <ul style="list-style-type: none"> Group Exercise: Consolidate the 16 draft UNDAF Outcomes for presentation and discussion on Day 2 <p>13:30-14:30 LUNCH</p> <p>14 :30 Questionnaire on Effective Teams (5 min.)</p> <p>14:45 Consolidating UNDAF Outcomes (cont'd) (60 min.)</p> <p>15:45 Group Presentation and Discussion (60 min.)</p> <ul style="list-style-type: none"> Roving presentations and agreement on consolidated UNDAF Outcomes <p>17:00 Feedback (5 min.)</p>	<p><u>UN Staff, Government & Civil Society</u></p> <p>10:00 Overview (60 min.)</p> <ul style="list-style-type: none"> Welcome addresses: Mr. Mehman Abasov, SPPRED Secretary, Ministry of Economic Development; and Mr. Marco Borsotti, UN Resident Coordinator Participant Introductions Overview, Objectives & Expectations Ground Rules <p>11:00 Definitions & Explanations (45 min.)</p> <ul style="list-style-type: none"> Presentation: Millennium Declaration, MDGs, UN Reform, CCA, UNDAF Questions & Discussion <p>11:45 UNDAF Context (45 min.)</p> <ul style="list-style-type: none"> Presentation on Main Challenges to Azerbaijan: Prof. Michael Hopkins Questions & Discussion <p>12:30 Group Exercise (60 min.)</p> <ul style="list-style-type: none"> Discussion of proposed UNDAF Outcomes and their linkage to the SPPRED and MDGs <p>13:30-14.30 LUNCH</p> <p>14.30 Review of Proposed UNDAF Outcomes (cont'd) (60 min.)</p> <ul style="list-style-type: none"> Groups revise their UNDAF Outcome statements <p>15:30 Market Place (60 min)</p> <ul style="list-style-type: none"> Group Exercise: Market Place Presentations at market stalls to review the proposed UNDAF Outcomes <p>16.30 Finalising the UNDAF Outcomes (draft) (60 mins)</p> <ul style="list-style-type: none"> Groups incorporate comments and finalise UNDAF Outcome statements for formal recommendation to Government <p>17.30 Wrap-up (10 min.)</p> <ul style="list-style-type: none"> Evaluation for partners 	<p><u>UN Staff</u></p> <p>10:00 Reality Check (30 min.)</p> <ul style="list-style-type: none"> Discussion: Do we have the capacity and expertise to deliver on the UNDAF Results Matrix? <p>10:30 More Tools (30 min.)</p> <ul style="list-style-type: none"> Presentation: The Joint Strategy Meeting, M&E Plan, joint programming <p>11:00 Action Planning (90 min.)</p> <ul style="list-style-type: none"> Working groups: UNDAF implementation mechanisms and UNDAF M&E Presentation: Work plan for completion of draft UNDAF <p>12:30 Group Exercise (60 min.)</p> <ul style="list-style-type: none"> How can we work better together? (Based on characteristics of effective teams exercise) <p>13.30 Wrap-up (30 min.)</p> <ul style="list-style-type: none"> Evaluation for UN Staff and thanks <p>14:00-15:00 LUNCH</p> <p>15:00-16:00 (Optional) New Tools (60 min)</p> <ul style="list-style-type: none"> Introduction to the CPAP and AWP

**Annex 3. Participants in Azerbaijan's UNDAF Prioritization Retreat
29-31 October 2003**

UN agencies, IMF, and World Bank

1. Mr. Fargan Abbaszadeh (UNDP)
2. Mr. Rasul Bagirov (WB)
3. Ms. Saida Bagirova (WB)
4. Mr. Marco Borsotti (UN Resident Coordinator)
5. Mr. Rahman Chowdhury (WFP)
6. Mr. David Eizenberg (UNDP)
7. Mr. Elkhan Gasimov (WHO)
8. Mr. Yashar Hamzayev (ILO)
9. Ms. Jamila Kerimova (UNFPA)
10. Mr. Siraj Mahmudov (UNICEF)
11. Mr. Bohdan Nahajlo (UNHCR)
12. Mr. Shahin Panahov (Office of the UN Resident Coordinator)
13. Mr. Akif Saatcioglu (UNICEF)
14. Mr. Marc Spurling (UNHCR)
15. Mr. Farid Talishly (IMF)
16. Ms. Naila Velikhanova (UNHCR)
17. Ms. Gilian Wilcox (UNICEF)

UNDAF Facilitation Team

1. Ms. Aynur Azimova (UNDP)
2. Ms. Beatrice Bonnevaux (UNDAF Resource Person)
3. Ms. Karen Dunn (Office of the UN Resident Coordinator)
4. Zulfya Sharifli (UNDP)
5. Ms. Leyla Fathi (Office of the UN Resident Coordinator)
6. Mr. Michael Hopkins (UNDAF Resource Person)
7. Mr. Alex Mackenzie (UNDAF Facilitator)
8. Ms. Sabina Mamedova (Office of the UN Resident Coordinator)
9. Mr. Victor Olsavszky (UNDAF Resource Person)
10. Mr. Rafiq Yolchuyev (UNDP)

Government of Azerbaijan

1. Mr. Mehman Abasov (SPPRED Secretary, Ministry of Economic Development)
2. Ms. Maleyka Abaszade (SSAC)
3. Mr. Vahab Mammadov (MLSP)
4. Ms. Elmira Suleymanova (Ombudsperson)
5. Mr. Mahammad Maharramov (CMAR)
6. Mr. Mahmud Shakirzadeh (ME)
7. Mr. Gurban Amirov (CMAR)
8. Mr. Arif Muradov (ME)
9. Ms. Leyla Imanova (ME)
10. Mr. Adil Kerimov (MH)
11. Ms. Indira Hajiyeva (MYST)
12. Mr. Gurban Sadikhov (CMAR)
13. Ms. Izzat Shamkhalova (MH)

International Organizations/Civil Society

1. Mr. Joost van der Aalst (IOM)
2. Mr. Chingiz Allahverdiyev (NCU-Tacis)
3. Mr. Chirstopher Andrewson (SC)
4. Ms. Hlin Baldvinsdottir (IFRC)
5. Mr. Faraj Guseinbekov (ADB)
6. Ms. Jascha van Hoorn (IOM)
7. Mr. Raif Kutlik (TIKA)
8. Mr. Jeffrey Lee (USAID)
9. Ms. Aliya Nuriyeva (IFC)
10. Mr. Marcel Schwickert (GTZ)
11. Mr. Robert Stryk (WV)

National Civil Society and Private Sector

1. Mr. Nurjan Akturk (Kochbank Azerbaijan)
2. Mr. Rahim Gafarov (Reliable Future Youth Organization)
3. Mr. Michael Hackenbruch (BP)
4. Mr. Jafar Jafarov (International Press Center)
5. Mr. Alekper Mamedov (National Confederation of Entrepreneurs (Employers) of Azerbaijan)
6. Ms. Zumrud Suleymanova (Xazar Youth Volunteer Group)
7. Ms. Zulfya Veysova (Development Research Center)

Annex 4. UNCT Workplan for CCA-UNDAF in Azerbaijan

	#	Activity	Result	Target date
		Training	2 UN Staff trained in UNDG CCA/UNDAF Workshop, Bratislava	December 2002
CCA	1	UNCT discuss purpose, scope & timing of process to complete CCA and UNDAF	UNCT "owned" work plan including timeline of major steps, identification of thematic groups with ToR, identification of likely thematic and/or process support areas, with tentative dates.	End January 2003
	1a		Work plan shared with partners and regional support and oversight units.	Mid February
	2	UNRC submits first rough draft CCA for early review by regional readers group.	Feedback received (within 15 days of submission of draft?) from regional readers group in time to be of potential use to the UNCT, and prior to final in-country review of draft CCA by local stakeholders.	May
	3	UNCT considers comments and suggestions from readers group	Final draft CCA prepared	June
	4	UNCT-local stakeholder workshop reviews final draft CCA.	CCA finalized (with copies submitted to partners and to UNDG regional oversight units)	September
UNDAF	5	UNCT (with partners) prioritizes 3-5 major results expected from UNDAF	Draft UNDAF results matrix completion workshop	October 29-31, 2003
	6	UNCT updates work plan for completing UNDAF in light of draft results matrix and discusses draft UNDAF document.	Updated work plan with thematic groups ToR, identification of thematic and/or process support areas, with required dates. The UNDAF M&E plan, is drafted after the UNDAF Results Section is finalized .	Mid November
	7	UN Resident Coordinator submits first draft UNDAF for early review by UNDG readers group.	Feedback received (within 15 days of submission of draft) from UNDG review group in time to be of potential use to the UNCT, and prior to final in-country review of draft UNDAF by local stakeholders.	End November- Early December
	8	UNCT considers comments and suggestions from UNDG readers group on draft UNDAF	Final draft UNDAF prepared	December
	9	UNCT reviews final draft UNDAF.	UNDAF finalized (with copies submitted to partners and to UNDG regional oversight units)	Before 31 December 2003
	10	All members of the UNCT participate in a Joint Strategy Meeting (JSM)	Country programmes and projects prepared, consistent with the UNDAF	Second week of February, 2004
	11	Final agreement on the UNDAF document	The members of UNCT sign the UNDAF	At the latest by 31 March 2004