

Executive Summary

New ground was broken in this first year of the Country Programme as the Country Office worked with government partners to transform Youth Houses to hubs of activities for youth, including acting as a platform for youth to participate in decisions that affect their lives. Another major initiative for the Country Programme that had a promising start in 2011 was capacity-building of government partners in the area of Communication for Development. A Memorandum of Understanding with the Public Administration Academy means that ultimately all civil servants will receive C4D training in either pre- or in-service training. Continued roll-out of the Child-Friendly School initiative led to each dollar of UNICEF input leveraging over 180 dollars of government investment. In the area of health, the CO has successfully started work on introducing the concept of supportive supervision and on encouraging the Ministry of Health to accept nutrition as part of their responsibility.

Despite continued advocacy this year, additional efforts are needed to establish the international definition of a live birth by the Ministry of Health. Going forward, emphasis must also be placed on ensuring that the draft law on Juvenile Justice is presented to the Parliament, that the model Diversion Centre is taken over by the Government, and that innovative types of pre-schools are funded by the local government.

The main national UNICEF partnership is with the Heydar Aliyev Foundation whose president is the First Lady of Azerbaijan. Constructive collaboration during 2011 covered communication campaigns and significant progress on different aspects of children with disability as well as nutrition issues. Two important international partners are USAID and the European Union whose different but complementary interests in the social sector are a great support to UNICEF's advocacy and programmatic thrusts. The CO also continues to strongly collaborate with the Parliament, particularly with the Social Protection Committee but also with other Committees that concern children's issues.

Country Situation

In the year of its 20th anniversary, Azerbaijan is increasing its footprint on the global stage. Its diplomatic efforts have paid off in the election of Azerbaijan as a non-permanent member of the Security Council. Other means are also being used to increase Azerbaijan's profile, from hosting the Eurovision Song Contest in 2012 to holding the Regional Committee meeting of the World Health Organization in 2011.

Roughly seven percent of the Azerbaijani population (600,000 people)[\[1\]](#) use Facebook. They form 16.37 percent of the 3,689,000 Internet users.

In 2011, there were 175,400 new births (Azerbaijan's population totals 9 million) – more than at any time during the last 17 years. Under-five and infant mortality continued to fall, according to both Government vital statistics registration and the new UN Expert Group estimates.

According to new UN mortality estimates, the 2011 Human Development Index for Azerbaijan is 0.700, down from the 67th position in 2010 to the 91st position. The official poverty level in Azerbaijan decreased by 1.5 per cent in 2011 to 7.6 per cent. At the beginning of 2011, 552,514 people received targeted social assistance, 15 per cent fewer than in 2010 [\[2\]](#). Unemployment slightly fell to 5.4 per cent [\[3\]](#). In 2011, Azerbaijan was 143rd in the Corruption Perceptions Index with a score of 2.4 [\[4\]](#). This is the same score but a lower rank than in 2010.

Azerbaijan's GDP totaled AZN 50.069 billion or \$63.378 billion, 18% higher (in nominal terms) than in 2010. However, GDP growth slowed down to 5 per cent in 2010 from 9.3 per cent in 2009. Inflation has remained under control at 7.9 per cent. Salaries in the public sector, particularly in health and education, remain low despite an across-the-board 10 per cent increase [\[5\]](#). In 2011, 2.67% of GDP (1,338 million AZN) was allocated to education, 1.03% to health (516 million AZN) and 2.64% (1,324 million AZN) to

social security and protection (mostly pensions) [6]. This is a significant decrease of proportion of GDP spent on education, and continued low proportion for health.

In 2011, 17.6% of children aged 1-5 were enrolled in preschool – 9.5% rural and 25.7% urban. Only 13.1% of the children aged 15 and over have not completed their secondary education [7]. The Ministry of Education is undertaking major reforms in order to help raise quality as this is an area of immediate concern. In 2011, around 50% of all students participating in university admissions got less than 200 points on their entry exams and only 8.7% got more than 500.[8]

There is a new Law on Domestic Violence addressing some elements of child abuse. In November 2011, the Parliament of Azerbaijan made necessary amendments to the Family Code, increasing the minimum age of marriage for girls from 17 to 18. Furthermore, the Criminal Code introduced sanctions against those forcing under-age people to enter into marriage. At the end of 2011, a new law on Social Services was passed which allows funding of NGOs for the provision of services and establishes social work as a profession.

The UNICEF-supported State Programme “Azerbaijani Youth in 2011-2015” was developed and signed by the President in July 2011. Along with traditional elements, the state programme is also aimed at increasing the role of local executive powers and municipalities in youth development. In December 2011, the President approved the establishment of the Youth Fund aimed at financing youth projects in line with the national youth policy.

The number of state child care residential institutions was reduced from 48 to 39 during 2011. There are now 9,776 children in residential institutions in Azerbaijan, out of which 3,750 live in the institutions while the remainder use them as educational facilities. A mere 551 children permanently live in the institutions. The mid-term review of the deinstitutionalization process in Azerbaijan, supported by UNICEF, revealed that the reform is on the right direction yet slower than anticipated.

There are 60,000 children registered as disabled by the Ministry of Labor and Social Protection of Population [9], most of whom live at home. There are no official statistics detailing the number of **street children**, and many records concerning street children are fragmentary. UNICEF recently supported a survey on street children which revealed that more than 90 per cent of all street children in Azerbaijan are in Baku and the majority come from rural areas. There is increasing discussion on sex-selective abortion in the media yet no comprehensive study has been conducted to date.[10]

The US State Department identifies Azerbaijan as a source, transit, and destination country for men, women, and children subjected to forced labor, and women and children subjected to sex trafficking. However, the extent and complexity of these problems is far from clear even though NGOs working in this area argue that few children are involved.[11]

Overall, the political situation remained stable in 2011. A meeting between Azerbaijani, Armenian and Russian Presidents raised high hopes yet greater steps need to be taken to resolve the Nagorno-Karabakh conflict.

During 2011, the EBRD published an excellent analysis <http://www.ebrd.com/pages/research/publications/special/transitionII.shtml> of the region, which included measures of informal payments and corruption in all countries of the CIS. And the World Bank published this http://siteresources.worldbank.org/EXTSOCIALDEVELOPMENT/Resources/244362-1265299949041/6766328-1265299960363/ESW-Report-complete_highres.pdf report on Internally Displaced People, one of the vulnerable groups in the country.

[1] Facebakers Research Company, 2011

[2] <http://www.azstat.org/statinfo/healthcare/en/index.shtml>

- [3] Azerbaijan, Baku, Jan.18 / [Trend I.Isabalayeva/](#)
- [4] <http://cpi.transparency.org/cpi2011/results/>
- [5] <http://news.az/articles/economy/52817>
- [6] <http://www.azstat.org/macroeconomy/indexen.php>
- [7] Statistical year book of Azerbaijan, 2011, p216
- [8] State Students Admission Committee Report 2011
- [9] (<http://www.azstat.org/statinfo/healthcare/en/index.shtml#>).
- [10] <http://www.azstat.org/statinfo/demographic/en/index.shtml> .
- [11] (<http://www.state.gov/g/tip/rls/tiprpt/2011/164231.htm>)

Who are the deprived children in your country context?

People living with disability are a disadvantaged group in Azerbaijan. There is a stigma associated with disability, resulting (inter alia) in a lack of services. Moreover, despite having ratified the Convention on the Rights of Persons with Disability, the prevailing model is the "medical model" whereby disability is considered an individual's rather than society's problem. As a result, people with disability are viewed as deserving pity rather than as subjects of rights equal with all other citizens.

Internally displaced people (who number about 2/3 million) remain vulnerable due to difficulties in finding a source of income or a decent place to live.

Girls continue to face discriminatory attitudes. A recent UNICEF-sponsored study on youth (by) found that they had more restricted access to information and to sports facilities.

Infrastructure in many remote and poor areas remains very basic, especially when it comes to education. Greater efforts are needed to build new schools and improve the existing ones which number approximately 4,500.

Data/Evidence

The country programme has undertaken studies in 2011 on two groups of vulnerable children - street children and children with disability. Moreover, in the study on youth also undertaken as part of the programme, issues concerning girls were identified. The programme also had some focus-group discussions on child marriage.

Monitoring Mechanism

UNICEF Country Office Azerbaijan depends on a number of sources and methods to track the indicators related to children, women and vulnerable groups.

The CO encourages the State Statistical Committee of Azerbaijan to gather high quality administrative data and financially supports them to upload the information into the TransMonEE database which is maintained by UNICEF.

UNICEF supports the Statistical Committee to conduct MICS 4 survey scheduled for 2012. Additionally, the

government is planning a Demographic Survey.

In addition to MICS, TransMonEE and DHS, the Country Office commissioned a number of studies and surveys to track the situation of children and women. Particular focus is given to those with disability, street children, and young people.

As the CO's main focus is upstream advocacy, UNICEF commissioned an evaluation and mid-term reviews to assess the legislative and administrative changes in addition to their implementation.

Furthermore, the CO was involved in surveys and studies commissioned by other UN agencies, international organizations and think tanks such as WHO, World Bank and Transparency International.

Support to National Planning

The country programme is based on the commitments and priorities of government sectors, UNDAF as well as and other players such as USAID, EU and the World Bank. Implementation of the country programme will contribute to fulfilling those commitments and achieving the planned results.

Any other relevant information related to data/evidence?

N/A

Country Programme Analytical Overview

UNICEF Azerbaijan continues to pursue the mix of programme strategies outlined in the Country Programme document 2011-2015: monitoring the situation of children and women through local and international research institutions; strengthening capacity in the practice of supportive supervision; communication for development; influencing public and government attitudes towards socially excluded and vulnerable children and advocacy for increased public spending on social services; reduction of disparities and gender mainstreaming.

With a focus on equity, disability took centre stage as a cross sectoral theme of the programme. Furthermore, Sports for Development was incorporated into the programme in an effort to reach out to and integrate disadvantaged children, including those with mental disability.

The CO continues to collaborate with the government to increase budget allocation for social services and share the cost of programme implementation. In 2011, the Ministry of Youth and Sports agreed to share 30-40% of the youth programme budget. The Ministry of Finance has agreed to contract local NGOs to provide social services for which donor support is starting to phase out.

The CO focused on generating evidence to assess the situation of children, particularly those from marginalized and vulnerable communities. The study on persons with disability supported by UNICEF highlighted the situation of children with disabilities and gaps in the existing social protection mechanism to ensure the fulfillment of their rights. Similarly, the study on the situation of young people, also supported by UNICEF, documented the issues relevant to the lives of young people. These include limited access to social services, unemployment, and limited opportunities for participation in decision making processes that affect their lives. The equity-focused study on preferred channels of communication mapped out the disparities and existing patterns of communication for a cross section of the communities. The Infant and Young Child Feeding (IYCF) practices assessment analyzed the current situation of infant and child nutrition by assessing the knowledge, attitudes, and practices of mothers and health providers, as well as by studying market availability of child nutrients and compliance of product labeling with Azerbaijani

legislation. Finally, the Effective Vaccine Management (EVM) carried out an assessment of the Vaccine Supply Chain Management which formed the basis for developing a plan, and a monitoring and control system.

In 2011, UNICEF strengthened its working relationship with the Cabinet of Ministers, Ministries, State Committees and bilateral and multilateral agencies. UNICEF Azerbaijan not only mobilized its own resources, but also influenced the state and other actors to mobilize their resources in realizing the rights of children and women. As a result, the Ministry of Finance has agreed to contract local NGOs for providing social services. EU, DEPECHO, ADB, USAID, and [Procter & Gamble](#) channeled some of their funds through UNICEF Azerbaijan.

In 2011, UNICEF not only supported Ministries of Education, Health, and Youth & Sports to enhance capacity, but also ensure capacity building of primary and secondary teachers, managers of youth houses, and various stakeholders. It also supported the government by providing expertise and by hiring international consultants.

Effective Advocacy

Mostly met benchmarks

UNICEF supported the Ministry of Education in developing and implementing legislation, policy and plans in early childhood care and education as well as in implementing active learning modules for teacher training and capacity building for school-based Parent-Teacher Associations. The new National Plan of Action on Human Rights envisages many provisions directly or indirectly related to children. UNICEF's advocacy resulted in the agreement with MOE to develop a seven year State Programme on Inclusive Education.

UNICEF continued its focus on the quality of delivery and neonatal care, transition to the International Live Birth Definition (ILBD), anemia prevention and control in mothers and children, promotion of appropriate infant and young child feeding practices, introduction of early detection and prevention of childhood disability, and health communication.

Joint efforts and follow-up on the UNICEF-supported State Committee on Family, Women and Children Affairs (SCFWCA) study on child marriage have inspired revision of the Family Code and the Criminal Code for prohibition of forced marriages and marriage of girls below 18.

UNICEF engaged in the development and advocacy for approval of the Law on Social Services which supports the establishment of social work as a profession, and allows for the Government to pay NGOs for service delivery. It also supported efforts to draft the Law on Juvenile Justice as well as amendments and changes to the Constitutional Law on the Commissioner for Human Rights (Ombudsman).

UNICEF belongs to the Rule of Law coordination mechanism and is actively engaged to make sure that children's issues are part of the broader agenda.

The study on disability, supported by UNICEF, is used to advocate against the discrimination and violation of children with disability. UNICEF also conducted the campaign "Abilities are Limitless" aimed at combating discrimination against children with disabilities. The First International Baku Conference on Disability hosted by Heydar Aliyev Foundation and UNICEF was attended by local and foreign Parliamentarians and Government Officials, global experts, with notably high level representation of the Azerbaijani Government. It highlighted the importance of having equal treatment for people with disabilities.

Changes in Public Policy

UNICEF provided inputs to the development of State Education Development Vision for 2011-2025. Its advocacy led to an agreement with MOE to develop a seven year State Programme on Inclusive Education which now awaits approval by the Cabinet of Ministers.

The Ministries of Emergency and Education agreed to establish a National Coordination Mechanism, although the official Government statement on DRR has still not been released.

Child Care Standards were developed and presented for approval. UNICEF engaged in the development and advocacy for the approval of the Law on Social Services and supported the drafting of the Law on Juvenile Justice, as well as amendments and changes to the Constitutional Law on the Commissioner for Human Rights (Ombudsman).

As a follow-up to the UNICEF-supported study on child marriage, the Parliament has made necessary amendments to the Family Code with regards to the minimum age of marriage for girls (increasing the minimum age from 17 to 18) as well as recommendations to amend the Criminal Code.

Also in 2011, the MoLSP was restructured with two new entities, namely Social Provision Service and Social Provision Policy responsible for child care services.

In 2011, the Ministry of Youth agreed to share 30-40% of the youth programme budget. The Ministry of Finance has agreed to contract local NGOs to provide social services that had previously been supported by donors who are now phasing out.

UNICEF supported the development of the State Programme on Azerbaijani Youth 2011-2015 which is addressing social issues of vulnerable and marginalized adolescents and young people.

Leveraging Resources

The CO closely monitored the geographic areas in which the rolling out of the Child Friendly Schools model is taking place to ensure that poor and deprived areas were also included. A major outcome was the policy on Active Learning which influenced a new national curriculum, new textbooks and learning materials as well as the development of a new pre-service teacher training curriculum.

When it comes to curriculum training of school teachers and managers, the plan was for MoE to provide funding and for UNICEF to ensure the quality training of trainers. UNICEF's investment of \$10,000 in developing training materials and training 150 trainers in 2010 and 2011 has resulted in MoE expenditure of \$1,811,870 for primary school teacher training (9,000 teachers), making the "leveraging rate" approximately 180 to 1!

As further leveraging activity in 2012, UNICEF will support the Ministry of Education by training an additional 1,050 trainers on subjects in the new curriculum for grades five and six. This will help to improve institutional and technical capacities of potential companies that participate in the MoE's tenders on roll-out of new curriculum in general education schools in Azerbaijan. This activity will also facilitate the improved application of the Active Learning policy in the education system with matching contributions from the MoE of around US\$14 million to cascade the knowledge to over 60,000 secondary school teachers.

Capacity Development

Fully met benchmarks

UNICEF supported the enhancement of the capacity of the Government to expand access to education services, reforms in pre-school education, including management, and implementation of parent education and school readiness programmes, including in the remote districts.

UNICEF supported the Ministry of Youth and Sports (MoYS) to implement State Youth Policy and the State Programme on Azerbaijani Youth 2011-2015. Officials from MoYS enhanced their capacity by participating in the study tour to Youth Centers in Portugal.

UNICEF also supported a situation assessment of youth which, among other issues, revealed that girls were less likely to access information as compared to boys and that the majority of girls found existing sport facilities to not be female-friendly.

UNICEF supported strengthening the capacity of governmental and non-governmental organizations to report on and monitor the Convention on the Rights of the Child and the Convention on the Rights of Persons with Disability. It established and strengthened partnerships with the media, parliamentarians, and other groups which impact the policy-making environment.

UNICEF supported a review of functions in the Ministry of Labor and Social Protection, and identified capacity gaps in the new structure.

Communication For Development

Fully met benchmarks

UNICEF took a multi-sectoral approach to the institutionalization of strategic communication for behavior (C4D) and social change. C4D initiatives mobilized government and civil society partners to address the institutional gaps in strategic communication at the national level and helped to plan and implement C4D interventions at the district level as well.

UNICEF supported the State Committee on Family, Women and Children Affairs (SCFWCA) to plan strategic communication for behavior and social change interventions at the family and community level to reduce child marriage in southern districts. It also supported the Ministry of Health in planning strategic health communication and promotion of a capacity development programme to improve the health of the population at the national level.

UNICEF and the Public Administration Academy (the sole entity training civil servants) established a partnership to address the gaps in strategic communication for behavior and social change among senior and mid-level state civil servants at the national and district level.

UNICEF supported the MOH in developing a methodological framework on monitoring based on supportive supervision principles for continuous quality improvement.

Service Delivery

Fully met benchmarks

The main focus of the Azerbaijan country programme is upstream advocacy policy. However, UNICEF, together with its government and NGO counterparts, also engaged in service delivery by implementing pilot projects in support of upstream advocacy, such as the juvenile justice diversion centre.

Strategic Partnerships

Fully met benchmarks

The Azerbaijan country programme places partnership building as one of its core strategies in efforts to realize the rights of children. UNICEF and the Ministry of Labor and Social Protection of Population entered an agreement whereby both partners would contribute financially for implementing the public awareness campaign on reducing stigma and discrimination against children with disabilities.

UNICEF strengthened its partnership with the Ministry of Health, Research Institute of Obstetrics and Gynaecology, Research Institute of Pediatrics State Medical University, and National Reproductive Health Office (NRHO). UNICEF partnered with Special Olympics Azerbaijan and Association of Football Federations of Azerbaijan to integrate children with mental disabilities into mainstream society and promote girls' participation in sport.

UNICEF, in partnership with the State Committee on Family, Women and Children Affairs (SCFWCA), worked to establish a Communication for Development Unit to address child marriage, and jointly carried out preparatory activities for a government campaign against child marriage.

UNICEF also strengthened its collaboration with Ombudsman, Ministry of Health, Public Health Reforms Centre, SCFWCA, Public Administration Academy under President of Azerbaijan Republic and the Heydar Aliyev Foundation to achieve its child protection target.

Private sector partnership was deepened by establishing contacts with a number of companies (including major food manufacturers, telecom companies, insurance companies and hotels).

In the 2011 Partner Survey designed to gather perceptions from UNICEF's partner organizations, UNICEF partners in Azerbaijan rated UNICEF's overall performance in advancing children's rights as "satisfactory," "good," or "very good," with the majority giving a rating of "very good." Partners perceive UNICEF to be most effective at "*advocating for the protection of children's rights*" and "*striving to establish children's rights as international standards of behavior towards children.*" The elements of the mandate that received the lowest rating were "*responding in emergencies to protect the rights of children,*" "*helping children meet their basic needs*" and "*ensuring special focus on the most disadvantaged children.*" On specific prompted performance metrics, partners gave mixed to low ratings. Partners perceive UNICEF to be most effective at "*raising awareness on children's rights*" and "*advocating for stronger policies, laws and budgets in favor of children and women.*" In short, in all areas where UNICEF should be expected to work in Azerbaijan (the "upstream" areas), ratings are satisfactory to good. Going forward, there is a need to better communicate that UNICEF is no longer undertaking service delivery to help the most disadvantaged children.

Mobilizing Partners

There are very few community-based or informal networks in Azerbaijan and the existing NGOs are often quite weak. UNICEF brings together in different fora the NGOs working on a common area for mutual support and to ensure that the actions that are taken are strategically aligned.

Knowledge Management

Partially met benchmarks

UNICEF engaged in knowledge generation and evidence to support its upstream advocacy and to develop national capacity. The studies on the situation of young people, preferred channels of communication in Azerbaijan, early detection/prevention of childhood disability, the Effective Vaccine Management Assessment, and the Infant & Child Nutrition Assessment generate evidence to sensitize the issues of infant, children and young people.

UNICEF Azerbaijan (What we do and Why we do it) was published targeting the general public. Facebook is updated regularly and received significant hits. Further, a UNICEF website in Azerbaijani language was launched to strengthen external communication and knowledge sharing.

In order to strengthen internal knowledge management, the office developed an internal repository for already documented and external knowledge such as studies and surveys, TransMonEE Data, Mortality Estimates and programme documents.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

The UNICEF Azerbaijan country programme, particularly RWP 2011/2011, was designed focusing on the rights of children and women.

In 2011, UNICEF advocated to adopt the international definition of live births to safeguard the rights of all children.

Its research on early detection and early prevention generated evidence to influence policy makers to ensure the rights of children, particularly infants with potential risks.

UNICEF engaged through advocacy initiatives, research and studies to ensure the legal framework for the social protection of children, particularly children with disability, children in institutions and street children. UNICEF engagement in juvenile justice is intended to safeguard the rights of children from violence, abuse and discrimination, and has thus far achieved significant results.

Gender

Mostly met benchmarks

As priority action for 2011, identified by the UNICEF Azerbaijan Country Office gender committee, UNICEF has ensured a gender sensitive approach to project design and representation at meetings, conferences, workshops and training programmes.

The Situation Assessment of Youth in Azerbaijan, undertaken jointly with the Ministry of Youth and Sport (MoYS), revealed that existing sport facilities are not female-friendly. Employment, psychological counseling and vocational training services are considered to be the most important services by youth. Results of the study will be used to inform activities envisaged under the State Programme on Azerbaijani Youth in 2011-2015 and also further shape the work of the Youth Houses.

Opportunities for the active participation of adolescents and young people comprising both girls and boys in the design, implementation, monitoring and evaluation of state youth policies have been further promoted in a joint effort with the MoYS. Special emphasis was placed on opportunities provided through sports for tackling a range of social problems, including social exclusion, promoting better life skills and raising young people's awareness of healthy life styles and child rights.

The training of under 17 football league girl players (7 teams out of 16) on girls' participation in sport, healthy life styles and child rights is conducted to promote girls' participation in sports. Girls and boys with mental disabilities in Ganja and Goychay had an opportunity to attend regular after-school sport classes with their peers without disabilities, discuss issues related to a healthy life style and child rights and attend competitions organized for them.

UNICEF and the State Committee on Family, Women and Children Affairs completed focus group discussions in four southern districts and two districts of Baku city which formed the basis of District Action Plans to reduce child marriage.

The study on preferred channels of communication in Azerbaijan is equity focused and documented gender disparity with regard to communication.

Environmental Sustainability

Fully met benchmarks

In a joint effort with the Ministry of Youth and Sports, UNICEF conducted round table discussions with the directors of the district-based Youth Houses to assist them with the development of their respective Plan of Operations for 2012. The issue of empowering young people in rural communities to influence decisions related to environmental sustainability was considered as one of the key points for inclusion in the Plan. It was agreed that in 2012, MoYS and UNICEF will support a series of Trainings of Trainers for staff of the Youth Houses and young volunteers to increase their awareness of environmental issues, enable them to conduct follow-up peer education activities through schools, and allow them to represent young people's environmental concerns in dialogue with local authorities. A Steering Committee comprising MoYS, UNICEF, NAYORA and EU, the donor of the project, will be established to ensure effective coordination of all project-related activities.

South-South and Triangular Cooperation

N/A

Country Programme Component: Responsive, child-friendly services

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Country Programme Component: Responsive, child-friendly services	2	FA1OT8, FA2OT7, FA4OT2, FA5OT3

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	157496.86	157496.86	100.00
OR-R	0.00	720000.00	668664.00	92.87
RR	0.00	430000.00	416008.00	96.75
Total	\$0.00	\$1,307,496.86	\$1,242,168.86	

Results Achieved

UNICEF supported the Ministry of Education (MoE) to adopt Active Learning in the new curriculum. UNICEF also trained 150 master trainers for primary school teachers; in return, the Ministry has funded the master trainers to train 9,000 primary school teachers. The School Readiness Programme was carried out fully in four of six districts, and partially in the other two. The Parenting Education Programme also continued in pilot pre-schools. UNICEF supported MoE in preparation of the preschool education curriculum. The Ministries of Emergency and Education agreed to establish a National Coordination Mechanism. In 2010, Parliament passed a Domestic Violence Law which also addresses some elements of child abuse. As a follow-up to the UNICEF-supported study on Child Marriage conducted in 2008, Parliament has made necessary amendments to the Family Code with regards to the minimum age of marriage for girls (increasing the minimum age from 17 to 18) as well as recommendations to amend the Criminal Code against forced marriage.

The country continues to reform its child care system through developing a legal and procedural framework of the State Programme on De-Institutionalization and Alternative Care. In 2011, state child care residential institutions were reduced from 48 to 39. As a result of the pilot project supported by UNICEF, 309 children in institutions were given to biological families. Placement of 465 children in institutions was also prevented.

UNICEF has taken an active role in the adoption of the new Law on Social Services, which enshrines provisions on the role and mandate of social workers (first time mentioned in domestic legislation) as well as provisions enabling NGOs providing social services to get funding from the state budget.

UNICEF supported MOH to develop a methodological framework for continuous quality improvement. The Supportive Supervision approach has been piloted in the field of neonatal and delivery services in ten selected maternity hospitals in Baku.

UNICEF provided technical assistance to MOH in mapping of existing services on Early Detection and Early Prevention of Childhood Disability (EDEP). Based on these findings, the National Plan on EDEP is to be developed in year 2012.

A five year Plan of Action on "Health Promotion and Communication to Improve Health and Nutrition of the Azerbaijani People and Communities" was jointly developed by MOH & UNICEF and presented to the Minister of Health for approval.

Communication on health and nutrition are included in the MOH Strategic Work plan for 2011-2015.

Parliament and the MOH decided to revise the existing Law on Health and include the missing nutrition issues. A multi-sectoral Nutrition Task Force was established with support from UNICEF. UNICEF has partnered with the leading TV, newspaper and web media to foster dialogue on specific nutrition-related issues, anemia, breastfeeding and complementary feeding practices.

A new type of parenting material called Child Passport was developed with technical support from UNICEF and is currently being piloted. The assessment on Effective Vaccine Management (EVM) is conducted to improve management, monitoring and supervision of the immunization supply chain.

Most Critical Factors and Constraints

Access to preschool for children in remote villages and for children from disadvantaged communities is low. Reforms in preschool education are slow and the capacity of the state ministry is also limited in this regard.

As the School Readiness programme is not part of the official curriculum, the Ministry of Finance has not approved payment for teachers.

As the transition to International Life Birth Definition was again postponed to year 2012, national statistical data is still not compliant with international standards.

Although initiatives to incorporate nutrition into the work of MOH staff exist, challenges remain in terms of conceptualization, system approach, and professional capacity. The allocation of resources for health care still favors the hospital sector and specialist/physician-centered care over primary health care provision. Going forward, greater efforts need to be made to ensure a system for quality assurance of services in line with the Supportive Supervision approach and away from the old punitive model. The 2008 Health Finance Reform led to the establishment of a mandatory health insurance agency which has yet to become functional and positively impact access to quality health services.

The provision of high-quality health care in rural areas is one of the main challenges. Although MOH considers family medicine to be the future direction for primary health care, introduction of family medicine is low-phased.

There is significant room for improvement when it comes to reform of the child care system. This includes a need for better coordination among key actors, strengthening of social/family support mechanisms, an increase in the number of social workers, and a more comprehensive child protection system at national and local levels.

There is also a need to address the development of the system of justice for children and its incorporation into the overall justice system and to take action on the draft law on juvenile justice. One of the key things that should be considered is the financial sustainability of the diversion and legal aid centers for juveniles established and maintained with UNICEF support.

There is an overall lack of capacity of justice professionals when it comes to children's rights, juvenile justice and child-friendly approaches to child victims and witnesses of crimes. However, unlike the Police Academy, the Justice Academy is still not fully functional and is missing curriculum on pre-service and post-service trainings for justice professionals.

Key Strategic Partnerships and Interagency Collaboration

One of the strategic steps in terms of bringing a new modality of cooperation with the Government was the agreement between UNICEF and Ministry of Labor and Social Protection of Population to design a joint project where both partners would contribute financially to implementing a public awareness campaign on reducing stigma and discrimination against children with disabilities. The Ministry has allocated more than

60.000 USD from the state budget to the UNICEF assisted campaign, which was a first time experience for the Country Office.

The Ministry of Health has made significant strides in nutrition and disability related issues. It was able to do so with help from the Departments of Organization of Medical Services, Epidemiological Surveillance Department and Health Information and Statistics, Baku City Health Department, Public Health and Reforms Centre of the MOH, Project Implementation Unit of WB/MOH Health Sectors Reform Project, Research Institute of Obstetrics and Gynecology, Research Institute of Pediatrics, State Medical University, National Reproductive Health Office (NRHO), district health authorities, and Parliament.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

The Infant and Young Child Feeding (IYCF) practices assessment has been conducted and launched. The final recommendations included in the State MCH Programme proposal were presented by MOH to the Cabinet of Ministers for approval. UNICEF will support the MoH in updating policy and guidelines on IYCF in line with international standards using the results of the IYCF Assessment.

The State Committee on Family, Women and Children Affairs (SCFWCA) and UNICEF conducted a survey on Street Children to analyze the current situation of street children in Azerbaijan, in particular their safety, living and working conditions, state of health and education, access to services etc. A total of 468 children living or working on the street were interviewed and their inputs, along with a desk review of the existing legislation and views of professionals and experts, were reflected in the final report. Key findings suggest that more than 90% of all street children in Azerbaijan are concentrated in Baku and the majority of them arrive from other regions. The reasons are poverty and weakened family structure. Street children are employed exclusively in the informal sector. The majority of these children do not have a birth certificate and a small number attend school. They have limited access to medical services and social security. According to the survey, these children are constantly faced with danger, including beatings and sexual violence. In the short and medium term, There is an urgent need to establish physical infrastructure, such as shelter, while addressing the root causes of the problem.

UNICEF is currently finalizing the Mid-Term Review of the implementation of the State Programme on De-institutionalization and Alternative Care where new recommendations on further priorities will be identified.

Future Work Plan

Under the Child Friendly Schools initiative, UNICEF will support the Ministry of Education by training additional 1050 master trainers on the New Curriculum for grades five to nine. Technical assistance will be provided for the implementation of the new state programme on inclusive education and teacher quality development. The adjustment of relevant education legislatures with regard to inclusion, access and equity cooperation with Parent-Teacher Association will focus on hygiene and inclusive education.

The hygiene promotion activities will potentially benefit from UNICEF's cooperation with ADB and Japanese Embassy.

There will be a follow-up on recommendations of the DIPECHO project on integrating DRR components into the curriculum and the mainstreaming of a child-focused DRR policy and strategic framework into education and disaster preparedness related policies, planning and programmes.

An important priority area will be the enhancement of government capacity for the development of the new ECD framework to expand access to services, and reforms in preschool education, including management, implementation of parent education and school readiness programmes both in WB/MOE pilot and selected

marginalized/remote districts.

UNICEF will continue activities aimed at improving the quality of neonatal and delivery care and institutionalization of quality control, transition to international live birth definition, and anemia prevention and control. This includes legislation issues for micronutrients deficiency prevention through food fortification, promotion of appropriate infant and young child feeding practices, prioritization of early detection and prevention of childhood disability, and behavior change communication for health promotion.

In 2012, UNICEF will advocate for the adoption of new child care standards and their practical enforcement, undertake preparatory work for transforming child care institutions so that they include children below three years as well as those with disabilities, and continue supporting the government's modeling of new child care mechanisms in two pilot districts. UNICEF will also pay particular attention to the improvement of the human resources capacity of the MoLSPP, its institutions and students of social work programmes in universities.

The Country Office will further promote legal and institutional changes for better protection of children in contact with law, modeling child-friendly approaches within law-enforcement and justice sectors, as well as continue its support to the diversion and legal aid services. In addition, the CO will pay special attention to the capacity development of the Justice Academy.

Jointly with state and non-state actors, UNICEF will follow-up on the results of the study on Street Children and action plan to address its findings. The action plan will be developed jointly with the State Committee on Family Women and Children's Affairs in 2012. Partners are also considering the possibility for studying and analyzing the phenomenon of violence against children in different settings.

Country Programme Component: Improved attitudes towards fulfillment of child rights

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Improved attitude towards fulfillment of child rights		0 FA5OT8, FA5OT4, FA5OT6

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	0.00	330000.00	299753.00	90.83
RR	0.00	260000.00	228102.00	87.73
Total	\$0.00	\$590,000.00	\$527,855.00	

Results Achieved

The State Party to the CRC and its Optional Protocols was further assisted in revising the initial State Party reports on implementation of the OPSC and OPAC. UNICEF presented its confidential report in the CRC Pre-Session.

The State Committee on Family, Women and Children Affairs (SCFWCA) was supported to improve a data collection system: UNICEF's global *Child Protection Assessment and Mapping Tool* was translated and adapted to local needs.

UNICEF supported the Ombudsman Office to develop a parallel report to the CPRD Committee. A survey on the situation of children with disabilities was conducted by Ombudsman's Office with UNICEF's support. UNICEF also supported the Ministry of Health to develop a five year capacity development programme on health communication. As part of institutionalizing C4D, a Social Advocacy Group was established at SCFWCA. Assessment and analysis of social change communication capacity was completed with support from UNICEF.

A Campaign "Abilities are Limitless" to reduce stigma against disability was launched in partnership with the Ministries and the Heydar Aliyev Foundation. UNICEF hosted the first field visit of the UNICEF Goodwill Ambassadors, musicians of the Berliner Philharmoniker. The initiative helped to bring attention to the issue of stigma and discrimination of children with disabilities.

The public campaign 'Best Start in Life', helped to sensitize policy-makers and the general public to the benefits and importance of breastfeeding.

UNICEF is increasingly becoming a first point of reference for journalists, academic institutions and freelance researchers on information related to children. Increased media reporting on children was initiated by the journalists.

UNICEF has produced a new Advocacy Kit on its work in the country and has also commissioned an international consultancy to update its digital photo library.

In addition to the UNICEF Azerbaijan website, the CO developed a new website in Azerbaijani (to be launched in early 2012). It also used social media by maintaining a presence on Facebook, Twitter and YouTube. According to Facebook statistics, the Facebook page received 184.800 views.

UNICEF continued its cooperation with several universities to adapt the syllabus for child rights training for media professionals. The work on adapting the syllabus to accommodate local law, policy and practice has been completed.

A situation assessment of youth in Azerbaijan was conducted by MoYS and UNICEF supported the development of the State Programme on Azerbaijani Youth 2011-2015.

Capacity building of MoYS officials and managers of the Youth Houses from eight districts was supported through learning from experiences of Portugal Youth Centers. Revision of the Plan of Operations/Statute for Youth Houses was conducted by UNICEF and shared with the MoYS.

UNICEF also supported the integration of children with mental disabilities through its pilot projects focusing on the children's participation in sports. Regional branches of Special Olympics of Azerbaijan were established in the project regions to sustain this work.

UNICEF supported the training of under-17 football league girl players as master trainers on girl's participation in sport, healthy life styles and child rights. Over 100 girls participated in friendly matches, with discussions afterwards held by girl players.

Most Critical Factors and Constraints

As the concept of development communication is new, the existing system does not have strategic and systematic communication mechanisms and approaches that would promote behavioral and social outcomes at national and district levels.

The concept of measuring the effects of communication campaigns (rather than just inputs) is still new in Azerbaijan, making it hard to secure funding.

As of now, there is a very limited conception of the idea of Corporate Social Responsibility in Azerbaijan.

Youth Houses are not adequately staffed or financed to carry out envisaged activities designed and led by young people. Furthermore, Sport for Development activities need to be incorporated into local budgets in order to ensure sustainability. Even though the number of Youth Houses in the districts is increasing, there is a need to ensure clearer mechanisms and commitment for funding in order to turn these into hubs for development and networking of young people.

The Human Rights Ombudsman Institution has continued to systematically record and investigate complaints on violation of children's rights as well as to promote children's rights in general. However, due to the need for greater focus and attention to the implementation of the CRC, in 2011, UNICEF continued its advocacy efforts to establish such a mechanism within the existing NHRI, namely electing the **Deputy Commissioner for Human Rights – Children's Rights Ombudsman** with a broader mandate and immunities similar to those provided to the Human Rights Ombudsman. UNICEF also provided necessary human and financial resources for its effective functioning.

Key Strategic Partnerships and Interagency Collaboration

In Child Protection, UNICEF collaborated with Ombudsman, Ministry of Health (Public Health Reforms Centre), Ministry of Labor and Social Protection, SCFWCA, Public Administration Academy under President of Azerbaijan Republic and Heydar Aliyev Foundation. UNICEF continued its cooperation with several universities to adapt the syllabus, developed by the Dublin Institute of Technology, for child rights training for media professionals.

Private sector partnership was deepened by establishing contacts with a number of companies (including major food manufacturers, telecom companies, insurance companies and hotels). Potential fundraising initiatives will need to be followed up in 2012. The partnership with Procter & Gamble, a multinational products manufacturer, for producing national child passports will continue in 2012.

Partnerships with the Ministry of Youth and Sport, Special Olympics Azerbaijan and Association of Football Federations of Azerbaijan help to reach vulnerable groups, such as adolescents and young people with disabilities as well as girls.

It is also important to mention that UNICEF is part of the Rule of Law Coordination mechanism and is actively engaged in order to make sure that children's issues, particularly justice related components, are part of the broader agenda of the RoL and Human Rights.

In partnership with the Heydar Aliyev Foundation, UNICEF conducted the campaign "Abilities are Limitless" aimed at combating discrimination against children with disabilities.

The Heydar Aliyev Foundation and UNICEF, jointly with the Government of the Republic of Azerbaijan, hosted the First International Baku Conference on Disability. The Conference was attended by Parliamentarians and government officials from other countries, global experts as well as high level representatives from the Azerbaijani Government and Parliament.

Key partnerships were established and plans of action were operationalized for social change communication on child survival, protection and development. Communication for Development concepts mobilized government and CSO partners to assess the social change communication capacity.

UNICEF and the Public Administration Academy established a partnership to address the gaps in strategic communication for behavior and social change among senior and mid-level state civil servants at national and district levels.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

The Situational Assessment of Persons with Disabilities was conducted as a joint initiative of UNICEF, the Heydar Aliyev Foundation, UNDP and Social Service Initiative (NGO). The main purpose of this exercise was to analyze compliance of the domestic legislation with CRPD, provide recommendations for amendments to and enactments of legislation, analyze services available to persons (particularly children) as well as promote application of the social model of disability in the country. Following data collection among 750 respondents and a desk review of the legislation, it was clear that some legal reforms were needed in order to comply with CRPD, the social model of disability and the inclusive approach. In addition to legal aspects, the situation assessment also identified that access to health services, education and social services is limited. The most pressing need would appear to be with respect to access to employment services for persons with disabilities given that there are no services in this area at the present time.

The study on Preferred Channels of Communication in Use in Azerbaijan revealed that television is among the most preferred channel of information in all districts regardless of socioeconomic situation or geographic location. In terms of accessibility, quality and efficiency of communication channels, the disparity between districts and between urban-rural settlements is striking. While people living in central/urban areas enjoy rich communication facilities, those from rural areas suffer from poor infrastructure and unavailability of both traditional and new media technologies. Mobile phone appears as one of the most powerful communication tools for delivering messages and receiving information from all target groups in all districts. In remote areas and among poor people, it is the most commonly used communication technology to reach the outside world. Unavailability of trustworthy and reliable channels of information on health is a serious concern. The study on the preferred channels of communication will guide the CO's advocacy efforts in 2012.

The Situation Assessment of Youth in Azerbaijan was undertaken jointly by UNICEF and the Ministry of Youth and Sport, revealing that the existing sport facilities are not female-friendly. Employment, psychological counseling and vocational training services are considered to be the most important services by youth.

Future Work Plan

UNICEF will closely cooperate with the CRC State Party to follow-up on the Concluding Observations of the Committee on the Rights of the Child, particularly on improving national coordination and independent monitoring mechanisms on protection of children's rights and addressing systemic and cross-sectoral issues.

UNICEF plans to assist the State Committee on Family, Women and Children's Affairs in mapping and assessing existing child protection policies, laws and services in order to guide its policy and analytical work.

As UNICEF is the lead UN agency on disability in Azerbaijan, it will continue its support in reporting to the Committee on the Rights of Persons with Disabilities as well as bringing national policies, laws and services in line with this international treaty and changing attitudes and behaviors of key policy makers and the general public to reduce stigma and discrimination against children with disabilities.

Continued support will be given to development of government institutional capacity for effective behavioral change communication planning/implementation at national level; and planning and facilitation of behavior change communication for programmes on child marriage, anemia prevention and health and nutrition at the district level.

UNICEF will continue to: keep media informed on key activities and improve media capacity to cover children's issues; promote Business Principles and Child Rights concepts; build on partnerships with the private sector and expand on fundraising initiatives; keep disability as a major theme in its advocacy; and support Ministry of Youth and Sport in further revitalization of Youth Houses throughout the country and

revision of the State Youth Law. There are also plans for continued partnerships with the National Olympic Committee, AFFA and Special Olympic Committee to address social issues faced by adolescents/young people, especially those with disabilities. UNICEF will also strive to increase environmental awareness of youth throughout youth houses in the five districts.

Country Programme Component: Cross-sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Cross sectoral programming	2	FA6OT9, FA5OT5

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	42000.00	42000.00	100.00
OR-R	0.00	25000.00	17826.02	71.30
RR	0.00	224000.00	205751.00	91.85
Total	\$0.00	\$291,000.00	\$265,577.02	

Results Achieved

Awareness, advocacy and negotiation on social issues and policies continued throughout the year. Increased and strengthened partnership with the parliament committees, NGOs and civil society on social issues and policies created a better environment for understanding social issues, policy gaps and required legal adjustments to comply with the CRC and other international instruments. This resulted in a few important policy discussions in Parliament, adoption of the law on social services and Parliament commitment on the adoption of a new law on juvenile justice as well as amendment of laws on health, education and young people in 2012.

Although funding in social sectors has been increasing slightly, it is still not sufficient compared to other upper middle income countries. Increased allocations are mostly used for infrastructure rather than quality and access of service delivery. UNICEF, jointly with civil society organizations, has been active in engaging specialized NGOs in service delivery with government budget allocation. The Ministry of Finance and the line ministries agreed upon this approach and a pilot initiative was started.

The Azerbaijan country office has joined the Regional Office initiative on capacity development of public finance management (PFM) in social sectors with technical support from Oxford Policy Management (OPM). Within this initiative, two technical missions have been conducted in Azerbaijan. Key principles of PFM and better practices have been introduced to the technical people of the social sector ministries, along with capacity development of budget focal points and practical tools for better budget preparation in order to comply with the requirements of the Ministry of Finance. The missions also had an important role in capacity development of UNICEF country office staff.

Most Critical Factors and Constraints

There is a significant gap in understanding and prioritizing social issues beyond the infrastructure and hardware components. During the last few years, Azerbaijan has developed a good legislative base (laws, technical directives, and standards) following international practices. However, the implementation of these in real life requires better monitoring and accountability as well as a better funding mechanism. There is also a need for inclusion of international standards and PFM tools in the budgeting and allocation process.

General and technical capacity of the government as well as civil society needs further support in emerging social issues such as disability, public health, early childhood, youth participation, social stigma and behavioral issues. There are very few local NGOs specialized in these areas to assist by providing services on behalf of the government.

Key Strategic Partnerships and Interagency Collaboration

UNICEF joined with the EU and the World Bank to push forward issues of public finance management. UNICEF also worked with UNDP on some governance issues.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

In 2011, UNICEF CO Azerbaijan has initiated a Mid-Term review of the state program on deinstitutionalization and alternative care, with the final report and management response to be uploaded in 2012. As per the management response, due measures will be taken to address the highlighted issues in the report.

The CO supported the State Committee of Statistics of Azerbaijan to document and upload administrative data into the TransMonEE data base. In addition to that, country analytical reports were also developed by the State Statistical Committee.

Country Report on Indicators for the Goals 2011 (CRING 2011) was compiled by the CO for 'The State of the World's Education' publication.

An internal depository is developed for knowledge management and sharing statistics and data for programme staff.

In 2011, UNICEF CO Azerbaijan recruited an internal UN Volunteer to strengthen the planning, monitoring and evaluation function under its social policy and planning section (SPP). A Planning, Monitoring and Evaluation Officer participated at the Regional Monitoring and Evaluation network meeting in Batumi, Georgia.

Future Work Plan

The office will continue to liaise with civil society, support their specialized capacity development and lobby for their partnership with the Government. Jointly with the Parliament, Cabinet of Ministers and line ministries, UNICEF will take a more active role in identifying any mechanism for better monitoring and accountability of implementation of legal tools and standards of social sectors. It will also prioritize support to the Parliament in formulating and adjusting laws, and help to the Cabinet of Ministers and line ministries in developing normative directives. Better budget allocation and implementation of PFM tools and practices will continue within the regional initiative.

Effective Governance Structure

The country programme strategy and implementation is guided by the agreed CPMP for 2011-2015 that clearly identified the programme and operational structure, goals and objectives. The rolling office management plan was developed and office committees were formed with relevant terms of references. Staff members were kept engaged in this work process in a participatory manner. The regular Country Management Team (CMT) chaired by the Representative was the base for sharing and making decisions. Regular monthly staff meetings and other ad hoc thematic meetings served as a good arena to engage the staff in achieving results for children in Azerbaijan. The bi-weekly Programme Coordination Meeting chaired by the Deputy Representative helped to maintain accountability in programme implementation and to share cross-sectoral programme issues in order to make joint decision, set out strategies, priorities and a timeline.

In close cooperation with the Local Staff Association, the CMT made a decision to conduct the annual "stock-taking" of achievements and a team building exercise. An experienced international expert was invited to facilitate the whole process. This three day exercise was composed of discussions on the achievements and shortfalls, renewed country office vision, individual assessment and performance as well as office performance development plan for better teamwork. This was a very participatory and well attended event. The post exercise evaluation showed that the majority of staff members appreciated this exercise, considered as an important venue for renewal of team moral and spirit and committed to implementing the collectively developed action plan.

Strategic Risk Management

Azerbaijan Country Office Risk Control and Assessment was conducted in 2010 with the technical assistance of the Regional Office. Following the exercise, key risk areas were identified and a risk library was developed. A risk and control assessment report was submitted in the first quarter of 2011. The following four key risk areas were identified and analyzed:

1. Strategic Planning
2. Knowledge Management
3. Funding
4. Natural Disaster

The internet based EWEA for emergency preparedness and office business plan were reviewed and updated. The HQ evaluation on CO EWEA identified few areas for further improvement which will be completed in early 2012.

Evaluation

The Azerbaijan Country Office promotes undertaking evaluation and related exercise in programme and non-programme areas for overall performance improvement. There were a few evaluations, studies and surveys undertaken in 2011 (mentioned in the separate section) that significantly contributed to achieving strategic country programme results. Besides programme areas, together with HQ, the office conducted a partnership survey to understand the level and status of partnership in the country. The office also took the opportunity to tap into the technical missions such as Oxford Policy Management (OPM), the Cambridge University mission as well as Regional Advisors visits to evaluate the office capacity in those technical issues for the programme implementation. Individual staff members also volunteered for personal performance evaluation and received feedback and advice from these outside sources.

Effective Use of Information and Communication Technology

The Baku office IT infrastructure is based on high standard servers and workstations to support continuous work of the programme. All office IT hardware, including servers, PCs, printers, scanners, and UPS, are compliant with UNICEF standards (at the time of procurement). Windows 2003 Server is currently the only server operation system, with Windows 7 on almost all workstations used by staff.

Citrix Solution has been successfully implemented in the Azerbaijan office, all users instructed and trained on Citrix clients' installation and usage. The provided solution does not replace standard methods and provides only limited functionality and speed for corporate applications usage. In parallel with Citrix for business continuity, VPN solution was implemented for laptop users, which allows users to have a direct remote connection to the office for major services, such as email and VISION.

The following has been completed:

Network switches were replaced with 1 Gb switches. SAP GUI was installed on all machines and was ready to migrate to new VISION system.

All workstations were re-imaged with new Windows 7 image (Image ver 7.100). A new Helpdesk system "Employee Self Service System" was introduced to staff members. All users were instructed and trained on using the new support system, Voice over IP equipment regularly checked, all staff members were instructed to use VoIP wherever possible to reduce international call expenses.

Also, the below IT standards are in place:

All major IT equipment including servers, a router and a switch are located in a server room, with access limited to the IT Assistant and Operations Officer. This room features cooler temperatures, a centralized fire/smoke detection system and a fire extinguisher.

All critical security updates for Servers/Workstations are applied once they became available on the Windows Update site or the UNICEF Intranet. Users are periodically requested to change their passwords.

At the end of the year, the IT assistant attended "Emergency Telecommunication training" in Raisting, Germany.

Fund Raising and Donor Relations

UNICEF worked at all levels to ensure effective engagement and cooperation with public and private donors. With the exception of one donor report, all donor reports were on time and of high quality. All funds have been fully used, on time. Fund utilization is monitored in bi-weekly programme meetings.

Fundraising has been successful throughout the year, with major new grants from USAID and ADB, as well as the first grant in five years from the EU. Regional fundraising has also contributed to the country office, as has a continued flow of thematic funding from HQ.

Beyond fundraising, UNICEF has undertaken successful lobbying and advocacy activities with the major international players in social policy in Azerbaijan.

Private sector fundraising resulted in only one grant during 2011, but groundwork for much broader collaboration has been set for 2012.

Management of Financial and Other Assets

The preparatory activities for migration to VISION were the main focus of Operations in 2011. The Operations Manager was nominated as VISION Coordinator for the Azerbaijan office and was controlling the coordination with HQ in migration of the data to VISION in order to ensure smooth transition to the new operating, programming and financial system. All staff were involved in VISION migration activities, such as Data Migration and cleansing, trainings, roles mapping, inventory count, system testing, etc. From 1st of July, SAP HR was successfully implemented in the office. Later in October, four selected staff members were trained in Regional VISION TOT workshop as "super users" and in turn, they convened the related training sessions for the office staff to get an idea of the new system to be introduced on 1st of January, 2012.

The UNICEF office is still rented and despite all efforts, in 2011, the Government did not provide any rent-free space in Baku. As limited support budget funds were not enough for paying the rent for the office premises, a portion of it was covered by RR funds.

The Baku office has five vehicles. In 2011, one of the office vehicles (Volvo, year 2000) was donated to the Division of De-Institutionalization and Child Protection under the Ministry of Education and one vehicle from the closing North Caucasus office was transferred to Baku for future use.

The Azerbaijan Country Office has two accounts, one in USD and the other in Azerbaijan Manat. Bank reconciliation was regularly conducted at the beginning of each month for the previous month for the two bank accounts and shared with DFAM.

The business Continuity plan was regularly updated to reflect the staffing and risk level changes.

Supply Management

The amount of supply procurement significantly increased in 2011 (208,695.00) compared to 2010 (46,308.00). That was due to purchasing the services of printing books and training materials for DRR (DIPECHO) project and C4D/communication purposes.

The Country Office procured some IT supply items from Direct Order arrangements as per Supply Division recommendations. Deadlines in all cases were met. UNICEF received adequate assistance and support from Supply Division when requested.

With every year, the capacity of local suppliers improves in timing, quantity and specifications. In 2011, local suppliers ensured high quality service in a timely manner. In addition, most of the commodities were covered by two to three years guarantee and maintenance was available from the suppliers. The availability of electronic goods and computer equipment continues to increase.

The office had signed LTAs with security, design, transportation, catering companies and hotels to ease the burden off relevant staff members.

In 2011, the office also used the printing services of the neighboring country, Turkey, which helped to save in cost and also win in better quality. There was no loss in local and offshore procurement in 2011.

Human Resources

Recruitment to vacant positions was conducted throughout the year based on the needs and requirements of the programme and operations. The recruitment process was based on the UNICEF Competency Framework which includes core values, core competencies and functional competencies. The office recruited the following staff during the year 2011:

- Operations Manager, FT NOC Level
- Child Development Specialist, FT, NOCI
- Programme Assistant, FT, GS5
- Child Protection Specialist, FT, NOC
- Child Protection Officer, FT, NOB
- Finance/HR Assistant, FT, GS6
- Administrative Assistant, TA, GS5
- Youth and Adolescent Development Officer, FT, L-2

Based on PBR observations and recommendations, the following post's JDs were reviewed and reclassified and recruitments against posts are being processed.

Establishment of new posts:

Child Protection Specialist, NOC
Finance/HR Assistant, GS6

Upgrading of the current posts:

Operations Officer from NOB to NOC
Child Development Officer from NOB to NOC

Abolishment of posts:

Finance /Admin Assistant, GS6
Admin/HR Assistant, GS5

Driven by its commitment to gender equity, UNICEF attempted to mainstream gender and promote gender equality within HR by encouraging female staff to apply to any vacant positions.

PERs for 2010 were completed. E-PAS (paper based) for 2011 were discussed and agreed on with the respective supervisors. Mid-year progress review discussions between staff and supervisors have been conducted to assess performance and to monitor the progress of the individual work plan outputs. Based on competencies related to job profiles, training and development resources appropriate to the prioritized needs, staff worked with their supervisors on their development plan and submitted them for approval. The Office training plan has been developed and approved by management at the beginning of the year as per individual request forms.

Staff Retreat was conducted in December 2011 about strengthening team building. Consultant Henri Fourcault was invited to facilitate the retreat.

The Peer Support Volunteers' role has been functioning in the UNICEF Baku office since 2003. The Office has a trained PSV that provides staff counseling and stress management services to all.

Elections for new UBSA ExCom: Chairperson, Vice and Treasurer were held in December 2011.

Work Life balance using flexi time, teleworking, and breastfeeding hours were in place and staff used them on a case by case basis.

Efficiency Gains and Cost Savings

UNICEF CO Azerbaijan continues to influence the government to fund programmes that are jointly implemented by UNICEF and the government agency. In 2011, the Ministry of Youth and Sports agreed to share 30-40% of the youth programme budget (not just donation in kind, but actual cash outlay). There are signs that the Ministry of Labor and Social Protection of the Population will do so in 2012.

Changes in AMP and CPMP

No significant changes anticipated

Summary Notes and Acronyms

C4D	-	Communication for development
CFS	-	Child Friendly Schools
DRR	-	Disaster Risk Reduction
EVM	-	Effective Vaccine Management
HAF	-	Heydar Aliyev Foundation
IYCF	-	The Infant and Young Child Feeding
MOE	-	Ministry of Education
MoF	-	Ministry of Finance
MOH	-	Ministry of Health
MoLSP	-	Ministry of Labor and Social Protection
MoYS	-	Ministry of youth and Sports
NGO	-	Non-Governmental Organization
NRHO	-	National Reproductive Health Office
S4D	-	Sports for development
SCFWCA	-	State Committee on Family, Women and Children Affairs
SCFWCA	-	State Committee on Family, Women and Children Affairs

Document Centre

Evaluation

	Title	Sequence Number	Type of Report
1	Analysis of the Situation of Street Children in Azerbaijan	1	Study
2	Situation Assessment: People with disability in Azerbaijan	2	Situation Analysis
3	Assessment of youth houses in selected 10 districts in Azerbaijan	3	Study
4	Situation Assessment of youth in Azerbaijan	4	Situation Analysis
5	Infant and Young Child feeding practice study in selected districts	5	Study
6	Effective Vaccine Management Assessment (EVM)	6	Evaluation
7	Preferred Channel of Communication in use in Azerbaijan	7	Study

Other Publications

	Title
1	UNICEF Azerbaijan (What we do and Why we do it)
2	Analysis of the Situation of Street Children in Azerbaijan

Lessons Learned

Programme Documents