TWINNING PROJECT FICHE

DEVELOPMENT OF SOCIAL SERVICE Provision in Azerbaijan

1. Basic Information


1.2 Twinning number: AZ/14/ENP/SO/29

1.3 Title: Development of social service provision in Azerbaijan

1.4 Sector: Employment and social affairs

1.5 Beneficiary country: Republic of Azerbaijan

2. Objectives

2.1 Overall objective
Support to the Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan (MLSPP) in social inclusion provision for vulnerable and disadvantaged groups.

2.2 Project purpose
Establish essential settings for adequate quality of social services through legislative and institutional development and capacity-building.

2.3 Contribution to the ENP Action Plan
The provision of modern social services is reflected many times in the European Neighbourhood Policy Action Plan between the EU and Azerbaijan (ENP AP):

- Priority Area 6 is ‘support to balanced and sustained economic development, with a particular focus on diversification of economic activities, development of rural areas, poverty reduction and social/territorial cohesion; promote sustainable development including the protection of the environment attention.’ includes ‘the reform of the social security system, notably to improve targeting and effectiveness of social protection measures and social assistance’.

- Article 4.4 on economic and social reform, poverty reduction and sustainable development, defines ‘taking significant steps to reduce levels of poverty’ as a key issue.

Social services are ultimately tools to combat poverty. In regard to poverty reduction, the ENP AP identifies the following areas for cooperation:

- Introducing effective poverty reductions measures aimed at significant reduction in the number of people with income below the poverty line…;

- … Reform the social protection system, particularly with a view to improving its efficiency and its focus on the most vulnerable groups of the population (large households, children in institutions, disabled people);

- Ensuring a closer approximation to EU standards in the area of social policy.
3. Description

3.1 Background and justification

*Current system of social protection in Azerbaijan*

The MLSPP is responsible for social policy and employment issues in Azerbaijan. With the exception of contributory social insurance, which is administered by an independent State Social Protection Fund, the MLSPP administers almost all social support in the country, in the form of non-contributory social benefits and services, targeted mostly to poor and vulnerable groups. The Ministries of Education and Health provide very small amounts of social protection to persons through dedicated institutions of their own.

MLSPP support is provided primarily through MLSPP regional Social Protection Centres (SPCs). The most important social benefit is targeted social assistance (TSA), a well-targeted, accessible and relatively generous benefit scheme with large coverage among poor households established in 2006. In 2012, approximately 6% of all households in the country (134,157 households) benefitted from the TSA.

In addition, SPCs provide home care services to approximately 13,800 lonely elderly people or persons with disabilities, and child protection or care services to 2,440 children. Finally, 571 persons with disabilities, 156 elderly persons, and 295 disabled children received care and services in MLSPP institutions.

One of the goals of the Government is Azerbaijan is guaranteeing social rights for all its citizens, and in this regard the challenge facing the MLSPP is expanding the scope and quality of its services: only a limited number of vulnerable groups are eligible for assistance, and only the neediest households are entitled to assistance. In addition, quality of service provision should also be improved.

Although there is no clear, detailed sectorial strategy in place at the moment, the motivation of the government is clear. *Azerbaijan 2020*, the country's comprehensive development strategy, highlights the following priority issues:

- Development of modern methods of social service provision to address the needs of different population groups, improving the implementation of social service provision, and supporting the inclusion of private and NGO-based agencies in the delivery of social services;

- Development of the system of family benefits as well modern social work and social service provision for families that allow the recognition and addressing of the particular needs of individual families;

- Development of service provision for socially vulnerable children and families, and establishment of a system of community-based social services to provide protection and care to vulnerable children and children with disability;

- Development of social protection and social service provision for elderly persons;

The goals of the country are also reflected in the numerous international commitments it has taken on: In the field of protection of social rights, it is a member of the UN International Cove-
nant on Economic, Social and Cultural Rights, the UN Convention on the Rights of Persons with Disabilities, the UN Convention on the Rights of the Child, the Council of Europe Revised European Social Charter, and the Council of Europe Action Plan to promote the rights and full participation of people with disabilities in society. Azerbaijan ratified the Revised European Social Charter on 02/09/2004 and has accepted 47 of its 98 paragraphs, as well as Article 14. Between 2007 and 2012, Azerbaijan has submitted 5 reports on the application of the Revised Charter. The obligations arising from the above-mentioned international commitments call for efficient social protection measures and continuous improvement of social service provision for vulnerable people including elderly, persons with disabilities, children at risk, persons recently released from prison, victims of domestic violation and trafficking in human beings.

**Legislation**

In order to meet these goals, a reform of the MLSPP was undertaken in 2011, which has improved the administrative basis for the implementation for further reforms in the areas of social protection and employment policy.

In particular, the Law of the Republic of Azerbaijan on Social Services (LSS) was approved by the President of the Republic of Azerbaijan on December 30, 2011. This Law defines a legal, economic and organizational base of state policy in the field of provision of social services to persons experiencing hardship and regulates relations in this field. According to the Law (paragraph 18), the following forms of social services are to be provided to the persons experiencing hardship:

- Mobile social services to households;
- Semi-stationary, i.e. day-care services;
- Stationary services in care institutions and
- Counselling and advice

Additional target groups include victims of trafficking, persons recently released from prisons, and young people coming from boarding schools.

The LSS is ambitious, envisaging the provision of a wide variety of different services under each category (LSS, paragraphs 19-23). It refers to potential outsourcing of social service provision to municipalities, legal entities and individuals, as well as non-governmental organizations (LSS, paragraph 26), making possible the development of partnership between the Government, the private sector, and the civil society in the area of social service provision. However, key issues in social service provision are expressed in the LSS in a brief and general manner, and substantial development of secondary legislation is needed in order to create an adequate legal framework for modern social service provision.

**Challenges**

The principle challenge Azerbaijan faces in meeting its targets is reforming its system, which is inherited from the former Soviet Union. Key obstacles include:

1) social service provision is mainly planned at the central level, and only limited decision-making power is delegated to the community level;
2) care in large institutions is still the predominant model, leading to isolation of the service users from the rest of the society.

The current system of social services remains rudimentary and is able to provide basic services only to a limited group of recipients in extreme need.

Key areas where European support is requested include: 1) planning of social service provision; 2) budgeting and allocation of resources, 3) development of service provision models, service
processes and work practices, 4) quality standards and quality management of service provision, 5) professional skills, capacity building, and human resource management, 6) inclusion of non-governmental and private agencies in the service provision, and 7) development of legislation, guidelines and other steering mechanisms for service provision.

3.2 Linked activities

Technical support by the European Union

The EU has been providing support to various aspects of the social protection system since the early 2000s, primarily through technical assistance. In relation to social protection, the most relevant interventions were two recent TAIEX expert missions: Evaluation of social service facilities for elderly people in Azerbaijan (March 2013) and Evaluation of social service facilities for neglected minors in Azerbaijan (September 2013), which provided an early look at social service provision in Azerbaijan.

In the area of disability, the EU Twinning project Support to the Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan for the development of a system for medico-social rehabilitation of people with disabilities will take place in 2014-15 with the objective of supporting the social integration of persons with disability. The current project must work in close cooperation with this twinning project.

The EU provided support to the strengthening of the information function of the MLSPP with the Twinning project Enhancing effectiveness and efficiency of social protection policy through the improvement of the analytical and forecasting capacities of the MLSPP in 2010 –2012. One of the results was the establishment of the Department for Analysis of the Quality of Life and Actuarial Calculations within the MLSPP, which could be of use to this project.

The World Bank Social Protection Development Project

The 2008-14 World Bank Social Protection Development Project (SPDP) is improving delivery of labour market and social protection interventions through strengthened institutions, enhanced institutional and human resources capacity, and improved targeting of social safety net programmes. It has a number of relevant dedicated components, including a project under implementation in 2013-14 strengthening the capacity of the MLSPP in regards to planning and forecasting, monitoring of policy implementation, evaluation of policy impact, and social budgeting. In addition, a project supporting the reform of disability assessment criteria and practices is planned for 2014-15, to be implemented in conjunction with the EU Twinning project in the same area;

Also part of the WB SPDP, the "Technical assistance for the development of service standards and training materials in social welfare system for the Republic of Azerbaijan" project will be particularly relevant to this Twinning project. Planned in 2014-2015, it will focus on: 1) assessment of current service standards and development of new client-centred standards, 2) development of manuals on the implementation of the revised service standards, 3) pilot testing of the service standards, 4) development of training curricula, training modules, and study materials on service standards for social workers and social assistants, and 5) development of practices of monitoring of the standards.

4 “Development of guidelines for monitoring and evaluation of social protection programs and expenditures and the quality of life/welfare in Azerbaijan as well as capacity building for the Department for Analysis of Quality of Life and Actuarial Calculations along the developed guidelines”
The work of the EU Twinning project and that of the WB project should be closely coordinated: while the WB project will be shorter and focus on some specific issues, the objective of the EU Twinning project is to provide know-how and institutional support on a more long-term basis, with emphasis on capacity-building and dissemination of best practice. This division of labour between the WB SPDP and the EU technical support has already proved to be effective and is expected to be continued.

3.3 Results

In order to support the development of a modern nationwide system of social service provision, the project needs to achieve four mandatory results:

1. A strategic framework for the development of social service provision in line with EU best practices is established
2. Amendments to the legislative framework in line with strategic framework proposed;
3. The system of social service provision is modernised in line with EU best practices;
4. A human resource development strategy and action plan in regards to social service provision is developed and relevant MLSPP staff is trained in accordance to it.

While drafting the work plan for this project, the twinning partners (MLSPP and the selected Member State/s) will set up measurable indicators and benchmarks on the basis of those given in the logical framework (Annex 1) and the commonly agreed activities and outputs.

3.4 Activities

In order to meet the mandatory results, the partners may add alternative or complementary activities and outputs to those identified in this section.

Component 0: Visibility actions

Kick-off meeting

Minimum output:
- An event at the beginning of the Twinning project presenting it and its goals to the main stakeholders and media;

Final conference

Minimum output:
- An event just before the end of the Twinning project presenting the main results achieved to the main stakeholders and media.

Component I: Activities related to Result 1 - A strategic framework for the development of social service provision in line with EU best practices is established

Activity 1.1 Preparatory works for development of Social Service Strategy

Minimum output:
- Mapping of current situation in the social service provision sector, including review of the current social services, needs and gaps;
- Stakeholder Consultation on future social services.
Activity 1.2 Development of social services strategy document

*Minimum output:*
- A strategy paper on the reform of social services, defining objectives, priorities, approach, and indicative timelines for strategy implementation.

Activity 1.3 Estimation of fiscal impact of the reform of social service provision

*Minimum output:*
- Estimates of long-term and medium-term costs of the envisaged reform of social service provision.

**Component II: Activities related to Result 2 - Amendments to the legislative framework in line with strategic framework proposed**

Activity 2.1 Set of workshops and trainings on legislation concerning social services

*Minimum outputs:*
- Hands-on trainings to relevant MLSPP staff in the drafting of modern social legislation;
- Series of workshops, in particular to policy makers, to develop legislation and guidelines regulating social service provision.

Activity 2.2 Review of legislation and recommendations with a view of harmonisation of social service legislation with EU standards in relevant strategic areas

*Minimum outputs:*
- Assessment of the current legislation concerning social services;
- Identification of development needs;
- Recommendations for the future development of legislation;

Activity 2.3 Updating and drafting of legislation on Social Services

*Minimum outputs:*
- Drafts of updated primary/secondary legislation.

Activity 2.4 Elaboration of guidelines for the implementation of the new legislation

*Minimum output:*
- Guidelines for different types of services and operational manuals to support policy implementation on: (1) Planning and budgeting for service provision; (2) Resource allocation from the central government to the regional level for social services; (3) Service processes and the corresponding quality standards and quality management practices; (4) Inclusion of private and NGO-based providers in social service delivery.

**Component III: Activities related to Result 3 - The system of social service provision is modernised in line with EU best practices**

Activity 3.1 Develop practices of planning and information flow of social service provision

*Minimum outputs:*
- Review of current practices in planning and information flow of social service provision and recommendations for improvement;
- Proposals of improved planning practices and information flow;
Activity 3.2 Modernisation of practices of budgeting, resource allocation and flow of information between relevant MLSPP departments

**Minimum output:**
- Review of current practices in budgeting, resources allocation, flow of information and recommendations for improvement;
- Proposals for modern budgeting, resource allocation and flow of information practices.

Activity 3.3 Development of models of service provision, service processes and work practices

**Minimum output:**
- Review of current service provision models and recommendations for improvement;
- Proposals for new service provision models and work processes in selected areas of service provision.

Activity 3.4 Elaboration of quality standards and practices of quality management for social service provision

**Minimum output:**
- Review of current quality standards and practices of quality management and recommendations for improvement;
- Proposals of new quality standards and quality management practices;
- Cost estimates for the implementation of the quality standards.

Activity 3.5 Develop monitoring and evaluation systems of social service provision and impact

**Minimum output:**
- Proposals based on best practices for monitoring and impact evaluation

Activity 3.6 Design practices for outsourcing of social service provision

**Minimum output:**
- Proposals for practices of social contracting and inclusion of NGOs and private providers in social service provision;
- Proposed legislative documents and guidelines regulating outsourcing of social service provision.

Activity 3.7 Study visit to EU Member State

**Minimum output:**
- Study visit to learn about EU best practices related to planning of social service provision, budgeting and resources allocation, flow of information, service provision models and service processes, quality management, and outsourcing of service provision.

Activity 3.8 Piloting of new service provision models and work processes in selected areas of service provision

**Minimum output:**
- Practical testing of new service provision models and work processes in selected areas of service provision in selected regions;
- Evaluation of the trials and recommendations.
Component IV: Activities related to Result 4 - A human resource development strategy and action plan in regards to social service provision is developed and relevant MLSPP staff is trained in accordance to it

Activity 4.1 Conduction of training needs analysis among the staff of relevant departments of the MLSPP, the regional Social Protection Centres and social care institutions

Minimum output:
- Assessment of the needs for training and skills upgrading related to the envisaged reform of social service provision

Activity 4.2 Development of human resource management (HRM) strategy and action plan

Minimum outputs:
- Assessment of the workforce needs related to the implementation of the reform of social service provision;
- Outline for a strategy for human resources management in social services;
- Medium-term action plan for the development of the human resources and professional qualifications needed for the reform of social services.

Activity 4.3 Development of a training plan and curricula for capacity-building activities

Minimum output:
- Medium-term training plan, defining in detail the training sessions to be provided;
- Curricula for training activities

Activity 4.4 Training of trainers

Minimum output:
- Training programme for ToT
- A pool of trainers from MLSPP trained in key issues of modern social service provision and training techniques

Activity 4.5 Provide training sessions for selected MLSPP staff and SPC staff from pilot regions

Minimum output:
- Training sessions for key staff groups in planning of social service provision, budgeting and resource allocation, flow of information, service provision models, quality management and quality standards and service outsourcing, monitoring and impact evaluation

Activity 4.6 Study visit and internship to EU Member State(s)

Minimum output:
- Study visit(s) to the EU Member State(s) for key MLSPP staff to gain hands-on experience in the operation of modern social service systems.

Activity 4.7 Development of ethical code for social services providers

Minimum output:
- Ethical code for social services providers
3.5 Means/Input from the MS Partner Administration

3.5.1 Profile and tasks of the Project Leader

The Project Leader (PL) supported by the Junior PL (in case of a consortium) will direct, co-ordinate, and control the overall thrust of the project. He/she will guide the RTA in ensuring the achievement of the mandatory results and the implementation of the activities.

The Project Leader is expected to work a minimum of three days per month for the project from his/her home administration. In addition, he/she should join, from the Member State side, the Project Steering Committee, which will meet in Azerbaijan every three months.

Profile:
- At least 10 years of experience in the field of civil service of other public agency responsible for planning or implementation of social services in an EU country, with at least 3 years in a senior managerial position;
- Specific knowledge in social service provision in the EU;
- Experience in the field of project management, institutional issues and organization in the field of social services;
- Excellent command of English.

Tasks:
- Overall coordination, guidance and monitoring of the project;
- Preparation of project quarterly reports with support of the RTA;
- Co-chairing of PSC Meetings;
- Ensuring the achievement on time of the mandatory project results;
- Ensuring the availability on time of MS STEs and other MS resources.

3.5.2 Profile and tasks of the Resident Twinning Advisor

The RTA, under the guidance of the PL, will lead the work of the team and work on a daily basis with the RTA counterpart to implement the project, to support and co-ordinate the actions in the BC.

He/she is expected to ensure the achievement of the mandatory results and linked activities, and may propose alternative and/or complementary project activities and/or outputs to those identified above where necessary. Also he/she has to give an active contribution in the preparation of documentation necessary for all activities, and also to intermediate and final reports. He/she has to organize the selection of the Project Assistant(s).

The following profile is provided to give an indication of the types of skills, qualifications and expertise that is expected for the post.

It is planned that the RTA will provide 24 months' input on site and will be based in the premises of the MLSPP.

Profile:
- University degree in a relevant discipline or at least 5 years of equivalent experience;
- At least 5 years of experience in planning and implementation of social service provision in an EU country;
- Specific knowledge of best practices in the area of social service provision;
- Knowledge of EU policies and legislation related to social inclusion and social services;
- Specific experience of a particular field of social service/protection, such as e.g. social work, child protection, services for persons with disability, social care for elderly;
- Experience in planning and preparation of strategic documents and action plans in the area of social services;
- Excellent project management skills;
- Good interpersonal and management skills;
- Computer literacy;
- Excellent command of written and spoken English;
- Hands-on experience of the preparation of social legislation would be an asset;
- Working knowledge of Azerbaijani or Russian would be an asset.

**Tasks:**
- Overall supervision of the project implementation and coordination of all activities, as well as management of the project administration;
- Coordination of the activities of the team members in line with the agreed work plans to enable timely completion of project results and outputs;
- Provision of technical input to the project whenever needed and provision of advice in her/his field of expertise;
- Liaising with MS and BC Project Leaders;
- Daily cooperation with and contact with BC RTA counterpart;
- Co-operation with the MS Project Leader in preparation of the project quarterly reports;
- Liaising with the EUD Project Manager;
- Liaising with other relevant projects and Azerbaijani institutions;
- Preparing, organising and coordinating STE missions.

### 3.5.3 Profile and tasks of short-term experts

The short-term experts shall assist the RTA in implementation of the expected project activities. They should have work experience and skills related to the project activities and will actively collaborate with the RTA and counterparts from MLSPP in order to cover the full range of expertise required by the project.

All STEs should have at least 3 years of experience in their field of expertise. In particular, STEs for result 2 should have at least 5 years’ experience in assessing and/or in drafting legislative documents in the social sector and have good writing and presentation skills.

**General requirements on STEs are the following:**
- University degree in a relevant discipline or at least 5 of equivalent work experience;
- Good interpersonal and communication skills;
- Computer literacy;
- Excellent command of written and spoken English;
- Working knowledge of Azerbaijani or Russian would be an asset.
4. Institutional framework

Beneficiary administration (BA)

The MLSPP is the main beneficiary institution of the project, and the Social Protection Policy Department will be the main BA involved in achieving all results, responsible for the implementation of the project, as well as providing the coordination mechanism.

In addition, the following administrative units will be involved in the project:

- Department of Social Protection Policy of Persons with Disability;
- Department for Analysis of Quality of Life and Actuarial Calculations;
- Human Resources and Legal Departments;
- Financial Department;
- The State Social Protection Service.

The State Social Protection Service is the key regional-level structure of the MLSPP, consisting of 85 city or rayon Centres of Social Protection (CSPs). The CSPs are in charge of the administration of the TSA and other social assistance benefits, as well as the provision of social services, including home care services for helpless elderly and disabled persons. The total number of staff in the SPCs in 2013 is 3,003 employees. The State Social Protection Service at the level of the central Ministry has in total 42 employees\(^5\).

The MLSPP Social Protection Policy Department has two sub-divisions, the State Social Service Policy Division and the State Social Assistance Policy Division. The latter is in charge of providing policy recommendations on improvement of social protection of vulnerable population and on effective implementation of state social assistance policies; analysis of good practices in social assistance provision, determining the amount of state social benefits, unification and simplification of social benefits system, etc. The former is in charge of the policy development on provision and effective implementation of different type of social and rehabilitation services to persons released from prison, the elderly, persons with disabilities, handicapped children, victims of human trafficking and domestic violence, vulnerable people, and other groups eligible for services. The total number of staff at the Social Protection Policy Department in 2013 is 10 employees, of which 4 persons are employed at the State Social Service Policy Division.

In addition to the SPCs, in 2013 the MLSPP operated 8 social care institutions for children and adults with disability and elderly persons. Of these care institutions, 2 are for children with disability, 5 for adults with disability, and 1 for elderly persons. The total number of staff of these care institutions in 2013 was 611 employees.

The participation of the Department of Social Protection Policy of Persons with Disability in the project is necessary for the development service provision models, service processes and quality standards concerning social services for persons with disability (Result 3). The Department has a network of 39 medico-social expert committees across the country for an assessment of disability.

Another key department at the MLSPP participating in the project is the Department for Analysis of Quality of Life and Actuarial Calculations, which has the tasks of:

- Monitoring the level of well-being of the population as well as other relevant social developments;

- Forecasting the impact of alternative reform scenarios to support the choice of policy instruments
- Monitoring the implementation of policies and reforms; and
- Evaluating the impact of policies and reforms.

The Department for Analysis of Quality of Life and Actuarial Calculations was established when the organisation of the MLSPP was restructured in 2011, with the objective of developing modern planning and information functions at the Ministry. The establishment and development of the Department was been supported by an EU Twinning project, and the further expansion of the functions of the Department is currently supported by a technical assistance project provided by the Word Bank Social Protection Development Project.

Insufficient strategic planning of social protection and employment policies has been characteristic of MLSPP, and the establishment of the Department for Analysis of Quality of Life and Actuarial Calculations was a step designed to improve the situation. The Department for Analysis of Quality of Life and Actuarial Calculations will participate in the project work in the activities of Result 3 of the project that are related to planning of service provision and needs assessment.

The participation of the Human Resources and Legal Department is needed in Results 1 and 4. The Financial Department will participate in the project work with regard to the activities in Result 3 that have to do with budgeting and resource allocation.

The functions of the MLSPP

The Ministry, established in 1992, has the responsibility for the implementation of the Government policies in the social sector. According to its official mission statement and definition of tasks, the Ministry has the following main functions:

- Preparation of state policies in the areas of employment and social protection;
- Provision of social benefits;
- Development of policies concerning demographics and migration, and enforcement of these policies within the laws and norms of Azerbaijani legislation;
- Creation of favourable conditions for employable workforce, and protection of rights of all employed individuals at all enterprises, firms, offices and organizations regardless of their legal governmental or non-governmental status;
- Implementation of policies to combat unemployment;
- Increasing the capabilities of and opportunities for the disabled, youth, women with many children, Azerbaijani refugees and IDPs, and family members of persons killed during the war;
- Organization of events in cooperation with state and private companies to support recruitment of workforce;
- Responsibility of state assistance programmes to poor families,
- Provision of social services for disabled and elderly persons who do not have the support of family members (household services and institutional care), neglected minors, victims of domestic violence, victims of human trafficking, and persons released from prison;
- Implementation of research on demographics, labour and social protection and promoting international cooperation in this sphere;
- Organization of rehabilitation programmes for persons with disability, and assistance to the with acquisition of prosthetic appliances;
- Supervision of the enforcement of laws concerning workforce protection, labour relations, workplace hygiene, migration, and other related issues.

Organisational structure (also see Annex II)

The central organisation of MLSPP was reformed in 2011, and it is currently divided into 13 departments. The objective of the reform was to decrease the fragmentation of policy-making by creating larger administrative units within the MLSPP and to create a stronger and more coherent administrative basis to support the reform of social protection and employment policy.

The MLSPP has also two other nationwide policy implementation structures besides the State Social Protection Service: 1) the State Labour Inspection Service, and 2) the State Employment Service. All these three services are under the direct supervision of the MLSPP within the Ministry. The State Labour Inspection Service has 30 regional-level offices nationwide, and the Employment Service has, like the Social Protection Service, offices in all 85 regions of Azerbaijan. The Employment Service provides a basic set of employment services, consisting of counselling, job mediation, and vocational training.

5. Budget

The maximum total budget available of the action is 1.3 million EUR.

6. Implementation arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting

The Delegation of the EU to Azerbaijan in Baku will be responsible for tendering, contracting, payments and financial reporting, and will work in close cooperation with the beneficiary. Its contact details are:

Delegation of the European Union to the Republic of Azerbaijan
Landmark III
11th Floor, 90A Nizami Street
Landmark III, Baku
Phone: (+994 12) 497 20 63
Fax (+994 12) 497 20 69
Website: www.eeas.europa.eu/delegations/Azerbaijan

The PAO will support the twinning project implementation process. Its contact details are:

Mr Ruslan Rustamli
Director
Department on Cooperation with International Organisations
Ministry of Economy and Industry of the Republic of Azerbaijan
6th floor, Government House, 40, Uzeyir Hajibeyov Str.
Tel: (+99412) 493 88 67 (21-12)
Fax: (+99412) 498 85 19
E-mail: r.rustamli@economy.gov.az
6.2 Main counterpart in the BC

The beneficiary of the project is the Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan (MLSPP). The persons in charge at MLSPP are:

**BC Project Leader:**
Sabina Jafarova  
Chief of Social Protection Policy Department  
85, S. Askerova street  
Baku, AZ 1009  
Tel. + 994 12 59609 36/23  
Fax + 994 12 5960984  
E-mail: syusifova71@gmail.com

**BC RTA Counterpart:**
Nazakat Balabayova  
Adviser of the Division of social services policy  
Social Protection Policy Department  
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Baku, AZ 1009  
Tel. + 994 12 5968017  
Fax + 994 12 5968017  
E-mail: nazli0902@gmail.com

6.3 Contracts

One Twinning contract is foreseen for this project.

7. Implementation schedule (indicative)

7.1 Launching of the call for proposals: May 2014

7.2 Start of project activities: February 2015

7.3 Project completion: February 2017

7.4 Duration of the execution period: Duration of the execution period (legal duration) will be 27 months with an implementation period of 24 months (shall start on the date of the arrival of RTA).

8. Sustainability

To ensure that the achievements of the project (i.e. the mandatory results) remain as a permanent asset at the beneficiary, the twinning partners have to be aware of the absorption capacity of the Beneficiary Administrations (BAs), which is limited, for example, by the number of staff at the relevant departments of the MLSPP and their regular workload. The project is designed according to the needs and abilities of the BAs, which should be re-checked during the contracting phase. The recommendations and lessons learnt from previous projects should be taken into account.

Direct practical benefit from the project inputs for the actual tasks and work processes of the BAs should ensure sustainability. Therefore it is important that a large part of the BAs staff participates in project activities or is familiarised with their outcomes. It is recommended to promote the project actively within the BAs and encourage participation.
This Twinning project is envisaged to include training activities. The BAs should ensure that a constant and coordinated re-training of staff takes place after the conclusion of the twinning project. Internal know-how-carriers and training capacities should be established from the beginning of the project via training-of-trainers and other measures.

The project should provide to the BAs in electronic form all training curricula and other materials that are used in training events and, where required by the BAs, they should be translated into Azerbaijani. The continuous updating of electronic media, such as websites and databases, after completion of project activities usually requires the nomination of a responsible person within the BAs.

At present, the BA has cooperation with several different donor agencies. For the EU Twinning project, it is of great importance to liaise with other donor-funded projects on a regular basis in order to avoid duplication of activities or conflicting policy advice.

9. Cross-cutting issues

Based on the principle of equality, participation in the project will be guaranteed on the basis of equal opportunity and without discrimination. This will be included in the Twinning contract as a joint responsibility of the MS partner and the BAs.

To protect the environment and save natural resources, this twinning project should in principle be based on a paperless work environment. This means, in particular, minimising paper use during project implementation through: use of e-mails, establishing a project website and electronic project database for the cooperation between partners.

10. Conditionality and sequencing

There are no conditionalities for the project as the BA has shown strong ownership in the development of this project, and the law on Social Services is already in place.

In terms of sequencing, in general, the project will work in parallel with the other EU Twinning project and the WB SPDP project and must liaise closely with them.

In terms of sequencing of the activities in the project, Result 2 is clearly dependent on the completion of Result 1 and the activities should be structured accordingly. Activities for result 3 and 4, although also dependent, can be launched in parallel to activities for Result 1, since many of the task there reflect working methods and do not need a strategic overview per say.

ANNEXES TO PROJECT FICHE

I. Logical framework matrix
II. Organisation chart of the MLSPP structure
III. Legal framework
### Annex I. Logical framework matrix

<table>
<thead>
<tr>
<th>Project name and number:</th>
<th>Overall objective</th>
<th>Project purpose</th>
<th>Sources of verification</th>
</tr>
</thead>
</table>
- Regular Report of the Republic of Azerbaijan on the implementation of the Council of Europe Revised European Social Charter  
- Annual report of the MLSPP  
- MLSPP administrative statistics  
- Monitoring and evaluation reports  
- Beneficiary accepts and uses outputs of the project.  
Political commit- |
<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A Strategic framework for the development of social service provision in line with EU best practices is established.</td>
<td>- Mapping of social services and needs; - Stakeholders consultation; - Strategy document defining priorities, policies and timelines; - Fiscal impact estimates of strategy implementation;</td>
<td>- Quarterly project reports - Final project report - Monitoring reports</td>
<td>The BA allocates sufficient human, administrative and financial resources to the tasks.</td>
</tr>
<tr>
<td>2. Amendments to the legislative framework in line with strategic framework proposed</td>
<td>- A report containing review of current legislation on social services and recommendations for amendments; - Drafts of updated or new primary/secondary legislation; - Guidelines and manuals on: a) planning and budgeting, b) resource allocation, c) service processes and quality standards, and d) outsourcing of social service provision to non-state agencies; - Training events organised.</td>
<td>- Quarterly project reports - Final project report - Monitoring reports</td>
<td>The BA allocates sufficient human, administrative and financial resources to the tasks.</td>
</tr>
<tr>
<td>3. The system of social service provision is modernised in line with EU</td>
<td>- Reports containing review of current practices of planning, budgeting and</td>
<td>- Quarterly project reports</td>
<td>The beneficiaries allocate appropriate</td>
</tr>
</tbody>
</table>
| best practices | resource allocation, service provision models, quality standards and practices of quality management;  
- Recommendations for the building up of modern service provision practices;  
- Designs for modernised planning, budgeting and resource allocation practices, service provision models and work processes in selected areas of service provision;  
- Designs of new quality standards and quality management practices including practices of outsourcing of social service provision;  
- Number of target groups and persons covered by social services increased;  
- Number of services provided to vulnerable groups increased;  
- Study visit organized to EU country with experience on the reform of social services; | - Final project report  
- Monitoring reports | human, administrative and financial resources to the specific tasks. |
|---|---|---|
| 4. A human resource development strategy and action plan in regards to social service provision is developed and relevant MLSPP staff is trained in accordance to it | - Training needs analysis;  
- A strategy for human resources management (HRM) drafted and accepted by the BA;  
- Action plan for the development of the human resources and professional qualifications needed for the reform of social services drafted and accepted by the BA;  
- Curricula for training events and other | - Quarterly project reports  
- Final project report  
- Monitoring reports | The beneficiaries allocate appropriate human, administrative and financial resources to the specific tasks. |
capacity-building activities drafted;
- Training sessions organised;
- At least 15 trainers selected and qualified;
- Study visit and internship organized.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
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</thead>
<tbody>
<tr>
<td><strong>Activities to achieve Result 1:</strong></td>
<td></td>
</tr>
<tr>
<td>1.1 Preparatory works for development of Social Service Strategy</td>
<td>RTA, STEs</td>
</tr>
<tr>
<td>1.2 Development of Social Service Strategy document</td>
<td></td>
</tr>
<tr>
<td>1.3 Estimation of fiscal impact of the reform of social service provision</td>
<td></td>
</tr>
<tr>
<td><strong>Activities to achieve Result 2:</strong></td>
<td></td>
</tr>
<tr>
<td>2.1 Set of workshops and trainings on legislation concerning social services</td>
<td>RTA, STEs</td>
</tr>
<tr>
<td>2.2 Review of legislation and recommendations with a view on the harmonisation of social legislation with EU standards in relevant strategic areas</td>
<td></td>
</tr>
<tr>
<td>2.3 Updating and drafting of legislation</td>
<td></td>
</tr>
<tr>
<td>Activities to achieve Result 3:</td>
<td>RTA, STEs</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>3.1 Develop practices of planning and information flow of social service provision</td>
<td></td>
</tr>
<tr>
<td>3.2 Modernisation of practices of budgeting, resource allocation and flow of information between relevant MLSPP departments</td>
<td></td>
</tr>
<tr>
<td>3.3 Development of models of service provision, service processes and work practices</td>
<td></td>
</tr>
<tr>
<td>3.4 Elaboration of quality standards and practices of quality management for social service provision</td>
<td></td>
</tr>
<tr>
<td>3.5 Development of monitoring and evaluation systems of social service provision and impact</td>
<td></td>
</tr>
<tr>
<td>3.6 Design of practices of outsourcing of social service provision</td>
<td></td>
</tr>
<tr>
<td>3.7 Study visit to EU Member State</td>
<td></td>
</tr>
<tr>
<td>3.8 Piloting of new service provision models and work processes in selected areas of service provision</td>
<td></td>
</tr>
<tr>
<td>Activities to achieve Result 4:</td>
<td>RTA, STEs</td>
</tr>
<tr>
<td>4.1 Training needs analysis among the staff of relevant departments of the</td>
<td></td>
</tr>
</tbody>
</table>
Final

<table>
<thead>
<tr>
<th>MLSPP, the regional SPCs and social care institutions</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2 Design of human resource management strategy and action plan</td>
<td></td>
<td></td>
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<tr>
<td>4.3 Development of a training plan and curricula for capacity-building activities</td>
<td></td>
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<tr>
<td>4.4 Training of trainers;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5 Provide training sessions for selected MLSPP staff and SPC staff from pilot regions</td>
<td></td>
<td></td>
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<tr>
<td>4.6 Study visit to EU Member State(s)</td>
<td></td>
<td></td>
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<tr>
<td>4.7 Development of ethical code for social service providers.</td>
<td></td>
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</tr>
</tbody>
</table>
Annex II. Organisation chart of the MLSPP

1. MLSPP central apparatus (departments and divisions)

Leadership
- Minister
- Deputy minister
- Deputy minister
- Deputy minister
- Deputy minister

Administration
- Head of Administration
- Deputy Head of Administration

Labour Policy Department
- Labour conditions and labour safety division
- Remuneration and labour relations division

Employment Policy Department
- Employment policy division
- Labour migration division
- Demography and population development division

Analysis of Quality of Life and Actuarial Calculations Department
- Actuarial calculations and forecast division
- Analysis of Quality of Life division

Social Welfare Policy Department
- State social assistance policy division
- State social service policy division

Social Protection of People with Disabilities Policy Department
- Medical social assessment and rehabilitation issues of people with disabilities division
- State policy on people with disabilities

Financial Department
- Accounting division
- Financial division
- Procurement division

Legal Department
- Legal issues regulation division
- Normative legal provision division

Human Resources and Personnel Issues Department
- Civil services and Personnel Issues division
- Civil servants registry and formation of reserve staff division

Information Technologies Department
- Information-communication technologies division
Final

- Software division

International Relations Department
- Division on Cooperation with International Organisations
- Division on cooperation with foreign states

Public Relations Department
- Public relations division
- Press service division

Internal Control Department

General Secretariat
- Correspondence division
- Visitors reception division

General Service Department
- Service division
- Supply division

2. State Labour Inspection Service under MLSPP
3. State Employment Service under MLSPP
4. State Social Protection Service under MLSPP
5. Regional offices of MLSPP
Annex III. Legal framework

The current legal framework in Azerbaijan relevant to social service provision consists, among other legislative documents and acts, of the following:

- Law of the Republic of Azerbaijan on Social Service;
- Decree No. 600 of the President of the Republic of Azerbaijan, dated 14 March 2012, on the implementation of the Law of the Republic of Azerbaijan on Social services;
- Order No. 2653 of the President of the Republic of Azerbaijan on Additional activities to provide social services to children with disabilities and minors at social risk dated January 9, 2013;
- Resolution No. 330 of the Cabinet of Ministers of the Republic of Azerbaijan on Social Services and the rules for assigning the state orders on social services to the municipalities, individuals and legal entities including non-governmental organizations, dated December 30, 2012;
### LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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</thead>
<tbody>
<tr>
<td>BC</td>
<td>Beneficiary country</td>
</tr>
<tr>
<td>BI</td>
<td>Beneficiary institution</td>
</tr>
<tr>
<td>EC</td>
<td>European Commission</td>
</tr>
<tr>
<td>ENP</td>
<td>European Neighbourhood Policy</td>
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<tr>
<td>ENPI</td>
<td>European Neighbourhood and Partnership Instrument</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>EUD</td>
<td>European Union Delegation</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resources Management</td>
</tr>
<tr>
<td>MS</td>
<td>Member State</td>
</tr>
<tr>
<td>PAO</td>
<td>Programme Administration Office</td>
</tr>
<tr>
<td>PCA</td>
<td>Partnership and Cooperation Agreement</td>
</tr>
<tr>
<td>PL</td>
<td>Project Leader</td>
</tr>
<tr>
<td>PSC</td>
<td>Project Steering Committee</td>
</tr>
<tr>
<td>RTA</td>
<td>Resident Twinning Advisor</td>
</tr>
<tr>
<td>SPDP</td>
<td>Social Protection Development Project</td>
</tr>
<tr>
<td>SPC</td>
<td>Social Protection Centre</td>
</tr>
<tr>
<td>SSSF</td>
<td>Single Strategic Framework</td>
</tr>
<tr>
<td>STE</td>
<td>Short term expert</td>
</tr>
<tr>
<td>TAIEX</td>
<td>Technical Assistance and Information Exchange Instrument</td>
</tr>
<tr>
<td>ToR</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>TSA</td>
<td>Targeted Social Assistance</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>WB</td>
<td>The World Bank</td>
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