



**Azerbaijan Republic**



**International Labour Organization**

**DECENT WORK COUNTRY PROGRAMME**

**IN CO-OPERATION WITH THE ILO**

**2006 – 2009**

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## I. Introduction

Decent work is viewed as a central goal of national economic and social policies in the Republic of Azerbaijan. The ILO concept of decent work means promoting opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity. Decent work for all have increasingly being made a key objective of national and international policies and national development frameworks, including poverty reduction strategies, as part of the efforts to achieve the Millennium Development Goals (MDGs).

Recognizing the importance of decent work in achieving sustainable development and implementing MDGs at the national level, the ILO and tripartite constituents in Azerbaijan have jointly developed the present Decent Work Country Programme (DWCP). The Programme is based on national priorities identified in the State Programme of Socio-Economic Development of the Regions for 2004-08, the Employment Strategy of the republic of Azerbaijan (2006-2015), the National MDGs and United Nations Development Assistance Framework (UNDAF). Being a result of joint work of the ILO tripartite constituents, it fully reflects their priorities, expressed in the process of technical consultations around the development of the DWCP. Alongside with country priorities, the Programme presents key outcomes, indicators to measure performance and brief description of strategies required to implement the established outcomes and achieve progress towards decent work.

## II. Country context from Decent Work perspective

Azerbaijan has achieved rapid economic progress over the past decade. Macroeconomic policies have secured economic stability, and oil-related foreign direct investments have generated rapid economic growth. Azerbaijan is a leader in economic growth, with a GDP growth rate of 24,3% in 2005. According to IMF's forecasts, Azerbaijan's GDP will increase by 26,2% in 2006. With oil now flowing through the Baku-Tbilisi-Ceyhan pipeline and Baku-Tbilisi-Arzurum gas pipeline exports expected to come on line in 2006, analysts estimate that the national economy will have tripled over the past decade and Azerbaijan will become a Middle Income Country.

At the same time the country still suffers from significant levels of poverty (estimated at 29% in 2005), employment challenges, deterioration of social services and inadequate infrastructure. Azerbaijan's oil revenues give enormous opportunity to overcome these potential challenges. The priority of the Government is to develop a non-oil sector and to ensure transparent and effective management of state oil revenues to benefit the country as a whole – to turn “black gold into human gold”. At present, a Draft State Programme on Poverty Reduction and Sustainable Development for 2006-2015 (SPPRSD) has

been prepared and submitted to the Cabinet of Ministers of the Republic of Azerbaijan.

The new State Programme on Poverty Reduction and Sustainable Development (SPPRSD) stipulates main goals towards achieving the MDGs and will focus on strategic priorities that are a logical continuation of the previous State Programme on Poverty Reduction and Economic Development for 2003-2005 (SPRED):

- improving public administration and governance;
- creating enabling conditions to improve income-generation opportunities, especially in the regions;
- ensuring economic development and maintaining macro-economic stability;
- improving the quality of and ensuring equal access to basic health and education services;
- improving infrastructure, including roads, utilities and communication;
- carrying out reforms of the existing social protection system to better protect vulnerable groups;
- improving the living conditions of refugees and Internally Displaced People.

The SPPRSD is also expected to address gender inequality, youth policy, municipal development and decentralization, and the environment as key cross-cutting issues. The SPPRSD also proposes to add Good governance as the MDG for Azerbaijan.

The main goal of the State Programme of Socio-Economic Development of the Regions (2004-2008) is to develop the non-oil sector and promote jobs growth in the regions. The aim is to create 600 000 new job places by 2008. In recent years, a total number of 475 000 new jobs have been created (including 50% permanent jobs), with 85% of workplaces in rural areas.

During the recent years, the Government is taking actions to develop new employment opportunities. Generation of employment, especially for young people, has been identified by the Azerbaijan constituents as a top national priority. The country was included by the ILO (sole country in sub-region) in the list of ten Lead Countries of the Youth Employment Network (YEN). As a long-term development strategy, the Employment Strategy of the Republic of Azerbaijan was prepared with the technical support of the ILO and UNDP in the framework of the ILO SRO Moscow TC projects. The Employment Strategy of the Republic of Azerbaijan for 2006-2015 was approved by the Presidential Decree # 1068 in October 26, 2005, and Draft State Programme on "Implementation of the Employment Strategy of the Republic of Azerbaijan" has been prepared. At present, draft State Programme has been submitted to the President Administration Office for review.

The ILO has continued to provide technical expertise in formulating relevant proposals for the National Employment Programme, related to vocational education and training, employment of vulnerable groups, youth employment. One of the main priorities of the State Programme on

**“Implementation of the Employment Strategy of the Republic of Azerbaijan” is to develop the Draft Decent Work Country Programme in co-operation with ILO. Draft NEP also stipulates that a National Action Plan on Youth Employment (NAPYE) will be developed on the basis of NEP as an integral part of the overall employment strategy of the country, thus ensuring that NAPYE won't be tackled as an isolated issue but would be implemented as an integral part of NEP.**

**The School-to-Work Transition Survey recently carried out by the tripartite constituents in Azerbaijan with technical support of the ILO Moscow and EMP/STRAT, has created a solid basis for preparing the NAPYE, being a valuable source of information on the existing situation with the youth segment of the labour market and on employment aspirations and concerns of the young people.**

**The ILO constituents have paid special attention to the increase of employability of unemployed and underemployed, especially young men and women, through skills development, improvement of entrepreneurial education and training and creating more enabling environment for small and medium-size businesses. A number of the ILO technical cooperation projects implemented in the sub-region in 2004-06, have contributed to this end, providing assistance in introducing, adapting and testing of several ILO's flagship methodologies and tools, ranging from Modular Employable Skills (MES) methodology and entrepreneurial training programmes “Know About Business” (KAB) and “Start and Improve Your Business” (SIYB), to Employment-Intensive Infrastructure Approach (EIIP) piloted for creating jobs for refugees and IDPs to contribute to regional economic development (has been implemented in Ismailly region).**

**These assistances rendered by the ILO have significant impact on SMEs, particularly on those managed by young entrepreneurs, including young women. The growth of women's micro and small businesses is an emerging tendency on the labour market in Azerbaijan that is contributing to the creation of new jobs, economic and social empowerment of women. Still the problem of reconciling work (or own business) with family responsibilities remains to be one of the crucial factors that hamper full development of women's economic potential and at the same time limit more active participation of men in family issues. At present, the ILO constituents have started a preparatory work for ratifying the Convention 156 on Workers with Family Responsibilities and requested the ILO support.**

**All this has created a solid base for implementing an integrated approach to employment creation in Azerbaijan as a major way of working out of poverty and to provide decent jobs. Adoption of the “Employment Strategy of the Republic of Azerbaijan” and in order to increase the efficiency of the ILO interventions on the employment situation at the country level, Azerbaijan has been identified as a focus country in the sub-region for the activities of ILO's Employment Sector.**

The ILO constituents consider it necessary to improve social protection by creating safe working places. To that end Azerbaijan has started to modernize its national Occupational Safety and Health (OSH) system aiming at a National OSH Programme in accordance with the new ILO Convention 187 on OSH framework.

Prevention of child labour and child trafficking is another area, in which the government and social partners are willing to concert their actions. Azerbaijan has ratified ILO Convention N182 and the ILO constituents have identified preventive activities against child labour based on the feed-back of the child labour survey conducted recently by the ILO, as a priority area for their joint work. Likewise, combating trafficking of women and men for the purpose of Labour or sexual exploitation is an area for joint actions of the ILO constituents based on an integrated approach of promoting the ILO Declaration on Fundamental Principles and Rights at work and its follow-up.

The cooperation between Azerbaijan and the International Labour Organization has been increasingly developing during the recent years. Azerbaijan has ratified 52 ILO Conventions, including all 8 fundamental and four priority Conventions (C. 81 on Labour Inspection; C. 122 on Employment Policy; C. 129 on Labour Inspection (Agriculture); C. 144 on Tripartite Consultation (International Labour Standards), with most recent ratifications in 2004 (C. 182 on the Worst Forms of Child Labour) and in 2006 (C. 185 on Seafarers. The first Programme of Cooperation between the ILO and the Republic of Azerbaijan was signed for 2001-2002. Over the last four years, six ILO technical cooperation projects have been implemented in Azerbaijan, covering the most important priorities and needs of the government and social partners in the field of poverty reduction and employment creation, skills development, support to women entrepreneurs, social dialogue and capacity building for trade unions and employers' organizations, child labour, social security and some other issues. Special efforts were made to ensure a strong involvement of tripartite constituents in all the activities. The interrelation and interaction between ILO projects has also intensified, thus ensuring their effectiveness. The cooperation between Azerbaijan and the ILO has contributed to understanding and recognition of the ILO concept of Decent Work and laid the foundation for developing Decent Work Country Programme by the Government, Trade Unions Confederation and National Confederation of Entrepreneurs' (Employers') Organizations.

The present DWCP will create new possibilities for synergies among the agencies while implementing the UNDAF for Azerbaijan for 2006-2009, contributing to the following UNDAF's Country Programme Outcomes:

- Decent employment increases in the non-oil sectors, particularly for vulnerable people;
- Harmonized MDGs, SPPRS, and poverty/vulnerability monitoring systems are established and operational in compliance with international standards;
- Social protection and pension systems are reformed.

Besides, the DWCP will contribute to the UNDAF outcome related to strengthening policies and institutional capacities.

### **III. Country Programme priorities**

Decent employment is viewed by the national constituents as a central goal of economic and social policies in Azerbaijan. Proceeding from the country situation in the areas relevant to the ILO Mandate and the ILO comparative advantage, the following country priorities have been identified, with employment central to economic and social policies as an overarching theme for the DWCP in Azerbaijan:

- Implementation employment strategy and improving of policies towards increasing youth employment;
- Creating of decent jobs;
- Strengthening social dialogue;
- Improvement of application of the international labour standards.

These four areas are determined for the ILO to make the most effective contribution over the next medium-term period.

### **IV. Outcomes, key performance indicators and implementing strategies**

For the purposes of this Programme and its time-bound character (four years), the outcomes have been deliberately developed in a concise and practical way, taking into account the existing capacities of national institutions, currently available resources and technical expertise. However, the present outcomes can be further developed and broadened upon the successful completion of the present DWCP.

#### **Priority 1. Implementation employment strategy and improving of policies towards increasing youth employment**

**Outcome 1.1.** The ILO constituents have increased their effectiveness in design and implementation of national employment strategy and labour market policies addressing youth.

#### **Performance indicators.**

1.1.1. National Plan of Action on Youth Employment reflecting the directions set out in the 2005 ILC resolution concerning youth employment is drafted and submitted to the Government.

1.1.2. NAP is fully integrated into the National Employment Programme.

### Strategy.

The ILO will assist Azerbaijan, as a YEN leading country, in national employment policy-making specially addressing youth by applying an integrated approach to decent work. This approach will combine macroeconomic and targeted interventions and focus on labour demand and supply, addressing both the quantity and the quality of employment. The immediate beneficiaries are policy-makers, dealing with employment issues, including from the Ministry of Labour and Social Protection of Population, National Confederation of Entrepreneurs' (Employers') Organizations and Trade Unions Confederation, employment services and their structures. The target groups of population are young women and men with limited job opportunities; those employed in informal sector, other vulnerable groups. The ILO will provide support in developing and analyzing the statistical data on youth employment and developing recommendation for improving labour market policies. Capacity building targeting social partners' institutions will add a substantial value to the whole interventions in the field of employment, strengthening the process of in formulating and implementing national employment policies. Special efforts will be made to ensure coherence and coordination across national initiatives on youth employment and involve other strategically important partners in its implementation: National Assembly of Youth Organizations of the Republic of Azerbaijan, Youth Labour Exchange, women associations.

**Outcome 1.2.** The Government has improved the existing labour market information (LMI) system and the mechanism of monitoring and evaluating labour market policies, with special focus on the issues of employment, income security and equal access to decent work for men and women.

The ILO will assist the Government in development of modern and detailed data base on labour market and measuring statistic indicators on decent work.

#### Performance indicators.

1.2.1. LMI system has provided with the public participation in development and improvement of the labour market.

1.2.2. LMI system is available to public to improve the functioning of labour markets and allow for making informed choices based on labour supply and demand side, thus contributing to mitigating structural mismatches and inconsistency between demand and supply on the labour market.

**Outcome 1.3.** Strengthen analysis and planning for youth in labour market through collection of information and using School-to Work Transition Surveys will be carried out.

ILO will support the Government in development of analyzing system of statistic data on youth employment and preparation of recommendations for improvement of the labour market policy.

#### Performance indicators.

1.3.1. Efficiency of labour market policy was increased through gathered information as well as pilot activities on youth employment were implemented.

**Outcome 1.4.** Capacity of the Government and social partners for improvement of information and monitoring and evaluation system on existing labour market will potentially be increased.

**Performance indicators.**

1.4.1. Social partners have increased potentials in monitoring of labour market information system towards investigation of existing labour market conditions and contributed its efforts in successful implementation of national employment policies.

**Strategy.**

The ILO will provide support to the Ministry of Labour and Social Protection of Population, the Employment Service and the State Statistical Committee in creating a modern and comprehensive labour market information (LMI) system and developing decent work indicators. Special attention will be given to indicators related to employment and income security, as well as equal access to decent and productive employment for women and men. Statistical data gained through School-to Work Transition Surveys undertaken by tripartite constituents will be used to improve labour market analysis and planning of youth employment policies. This work will be done in close cooperation with the National Confederation of Entrepreneurs' (Employers') Organizations and the Trade Unions Confederation by involving them in information exchange and job matching exercise at the labour market. All parties will carry out information exchange and take active part in exercises on matching of work to qualification. ILO will support the social partners in improving "Start and Improve Your Business" (SIYB) programmes as well as application of the Vocational Training Systems in new established Educational Centers.

**Outcome 1.5.** "Start and Improve Your Business" (SIYB) programmes will be taught for persons demobilized from army, job seekers, released ex-prisoners, young refugees and IDPs and other people needs social adaptation.

**Performance indicators.**

1.5.1. National potential for SIYB training created (via preparation of core cadre of national master trainers and trainers).

**Outcome 1.6.** Taking into account high unemployment and poverty rate amongst women in country, specific training programmes and pilot projects for their self-employment will be developed and through these programmes the women will be involved to entrepreneurship activities.

**Performance indicators.**

1.6.1. Gender balance +/-20% is ensured within trainees of SIYB/KAB and MES training.

**Output 1.7.** Special training programmes on provision of employment and decent works for disabled persons will be carried out.

**Performance indicators.**

1.7.1. Appropriate training programmes on integration of disables into society are carried out.

1.7.2. International experiences have been taking into account for carrying out these training programmes.

**Priority 2: Creating decent jobs**

**Outcome 2.1.** The ILO constituents have introduced practical tools and methodologies to boost decent employment and meet the current demands to enhance employability of youth and other vulnerable groups.

**Performance indicators.**

2.1.1. KAB programme is piloted in selected TVET institutions and strategy for further nation-wide coverage developed.

2.1.2. Initiatives has been taken for further development of national TVT system, including through introduction of modular training methodology and the creation of a national pool of MES modules' developers.

2.1.3. Gender balance +/-10% is ensured among SIYB/KAB trainers and master trainers.

**Strategy.**

The ILO will assist national constituents in better positioning of SIYB/KAB programmes to ensure effective application and use of these programmes by constituents, including through newly established vocational education and training centers. The ILO will assist national TVET institutions in upgrading vocational training curricula using the ILO MES methodology, in collaboration with CIS institutions familiar with this approach in curriculum design. The immediate beneficiaries are tripartite constituents, selected TVET institutions, BDS providers, WED support organizations, SIYB/KAB trainers and master trainers; MES trainers and methodologists. The activities will ultimately target young women and men with little or limited job opportunities or job security at school; in the midst of their school-to-work transition; unemployed; underemployed or employed with unsustainable jobs, including in informal sector. Skills development training and SIYB programme will specifically target young people that need social adaptation and integration in society, such as refugees and IDPs. Taking into account high unemployment and poverty rate amongst women, specific training programmes will be delivered to enhance self-employment opportunities for women and involve them in entrepreneurship activities. Capacity building on WED will be provided, depending on specific demands of beneficiary institutions, to overcome gender-based barriers and provide a wide range of innovative support strategies and services for women entrepreneurs.

**Outcome 2.2.** The Employment Intensive Investment Programme (EIIP) is applied by constituents to demonstrate technical and operational feasibility and economic and social advantages of combining job creation with decent working conditions.

**Performance indicators.**

**2.2.1.** EIIP infrastructure and construction programmes in selected pilot region(s) of the Republic of Azerbaijan are adopted and implemented.

**Strategy.**

The ILO will assist tripartite constituents in further developing an EIIP approach in the country and continue to support an EIIP project in Ismailly region of Azerbaijan on rural road upgrade that will enable the local community to receive jobs and generate income while upgrading the local infrastructure. Capacities of decision-makers, as well as managers in line ministries at both central and regional level will be enhanced through policies, strategies and procedures, coupled with a knowledge base development that allow for greater use of employment-intensive approaches. The immediate beneficiaries are local community (local inhabitants represented by kand balladia – community council) and public employment services. The target group is local population that will work on the IF projects, as well as representatives of constituents that will be trained in EIIP approaches in order to be able to replicate the methodology and mainstream it into general employment frameworks. The EIIP programme will be implemented in cooperation with donor organizations that have expressed their interest to support this approach, such as USAID, Japanese Grass-Route Schemes. Employment Services will cover the costs of local labour through active labour market policies (ALMP) schemes (community works) and contribute towards materials. The approach may be further extended to other regions of the country.

**Output 2.3.** Increasing of capacity to provide with income generation, improvement of social welfare as well as productive and decent employment of population.

**Performance indicators.**

**2.3.1.** Geographic scope of the Project on “Increasing key role of the National Confederation of Employers’ Organizations in Improvement of Productivity and Competitiveness Work” will be extended by supports of the ILO

**Output 2.4.** The Project on “Increasing key role of the National Confederation of Employers’ Organizations in Improvement of Productivity and Competitiveness Work” will be applied in various economic and service sectors in order to provide with more secure job places and develop competitive enterprises.

**Performance indicators.**

- 2.4.1. Learning of existing international and national legal frameworks and juridical norms on Productivity and Competitiveness will cause proper appraisal of world-wide values by the entrepreneurs.

### **Priority 3. Strengthening social dialogue**

**Outcome 3.1.** Social dialogue is strengthened as a tool to address the issues of informal economy.

#### **Performance indicators.**

3.1.1. Tripartite constituents are actively involved in the development of measures addressing the problems of informal economy and unregistered work.

3.1.2. Public awareness of risks of unregistered work is increased.

#### **Strategy.**

The ILO will support the tripartite constituents in analyzing the problems of informal economy and unregistered work in Azerbaijan, by launching a study at the national level or/and in a pilot region selected by constituents, with recommendations for actions and measures aimed at reducing informal economy developed. National and local media will be associated with these activities in order to increase the awareness of the larger public on the risks of unregistered work. The ILO will also assist national constituents in developing a consultation mechanism for social dialogue by providing technical expertise and studying practices of other countries.

**Outcome 3.2.** Social dialogue is further strengthened to promote safe work for men and women, including combating HIV/AIDS in the world of work.

#### **Performance indicators.**

3.2.1. A National OSH Programme is approved as a part of a tri-partite modernization of the national OSH system.

3.2.2. An OSH management system (ILO-OSH 2001) based on social dialogue is taken into use at enterprises.

3.2.3. Plan for modernizing the Labour Inspection will be developed.

3.2.4. Inspectors and OSH specialists among social partners are trained, including on HIV/AIDS.

3.2.5. Awareness-raising organized and national action plan for combating HIV/AIDS in the world of work is developed and adopted by constituents.

#### **Strategy.**

Specific capacity-building activities targeting social partners' institutions will be provided by the ILO to assist in developing their own policies and practices to address the existing challenges in the field of social protection, in particular, occupational safety and health and HIV/AIDS in the world of work. The ILO systematic approach to an improved national OSH system (national OSH policy, profile and programme) will be applied aiming at ratification of Conventions 155 and 187. HIV/AIDS and other issues related to social protection, will comprise awareness-raising activities and the development of a

national plan of action. The ILO will also provide support in creating new jobs in compliance with modern standards of working conditions and labour protection, including the introduction of a safety management system at enterprises. National constituents will also be assisted in developing a consultation mechanism for social dialogue and learning the experience of other countries in establishing a national tripartite consultative council

**Outcome 3.3.** Women's participation and representation in the National Confederation of Entrepreneurs' (Employers') Organizations and Trade Unions Confederation have increased, particularly at decision-making level.

**Performance indicators.**

- 3.3.1. Women's participation and representation in trade unions has increased by 10%.
- 3.3.2. Leadership in trade unions is aware of the benefits of increased women's participation in TU activities.
- 3.3.3. Good practices of employers to raise the level of women representation in their structures are identified and broadly disseminated.

**Strategy.**

The ILO will provide assistance in creating a group of women empowered to mobilize women at the regional level to take more active part in the trade unions' activities and decision-making bodies. Awareness-raising activities will be implemented at all levels targeting the leadership of the Trade Unions.

The Entrepreneurs' (Employers') Organizations will be supported in developing good practices to increase women membership and promote women at the decision-making level in their national and regional organizations

**Priority 4. Improvement of application of the international labour standards**

**Outcome 4.1.** Implementation of mechanism for further improving the application of ratified ILO Conventions.

**Performance indicators.**

- 4.1.1. Effective tripartite procedures are in place to further improve the application of ratified Conventions.
- 4.1.2. Good practices for protecting workers' rights in multinational enterprises are identified for future replication.
- 4.1.3. Improvement in the application of the ratified Conventions was noted by the ILO supervisory bodies.

**Strategy.**

The ILO will support the establishment of efficient procedures of social dialogue in line with the provisions of ratified Convention 144. In the framework of such procedures, the ILO will assist social partners in formulating national policy on international labour standards, as well as in reviewing national labour law. The ILO will provide technical advice and organize necessary training to

further improve reporting mechanism, including the timely preparation and transmission of reports to the ILO supervisory bodies. Tripartite constituents will also be assisted in making a review of practical implementation of ratified Conventions 81 and 129, with a special attention to multinational enterprises.

**Outcome 4.2.** The constituents undertake targeted actions against child labour by applying Conventions 138 and 182, giving priority to the urgent elimination of the worst forms of child labour.

**Performance indicators.**

4.2.1. A National Action Plan associated with a time-bound programme approach is developed by tripartite constituents and relevant national institutions, with at least two interventions carried out.

**Strategy.**

The ILO will support constituents in combating child labour by providing capacity- building to the national constituents to apply Convention#138 and Convention#182 and implement interventions against child labour with a view to the worst forms of child labour. Interventions will be focused at the prevention of child labour, withdrawal, rehabilitation and reintegration of children found in the child labour conditions. Particular emphasis will be given to the policy development and to the integration of child labour concerns into the national development efforts. Special attention will be paid to social mobilization and cooperation of partners and coordination of actions. The results of the Initial Child Labour Assessments and a national child labour survey conducted by the State Statistics Committee statistics in 2006, will be taken into account

**Outcome 4.3.** Constituents develop measures for reconciling work and family responsibilities, creating family-friendly work places, working time and gender-sensitive working practices.

**Performance indicators.**

4.3.1 Recommendations to improve national policies and practices to reduce work-family conflict are developed and submitted to the National Parliament and the National Tripartite Commission.

4.3.2 The Convention 156 on Workers with Family Responsibilities is ratified.

**Strategy.**

In the process of preparatory work for ratifying Convention 156 on Workers with Family Responsibilities (opportunities for ratification of Convention 183 on Maternity Protection will also be considered), the constituents will be assisted in developing recommendations to introduce positive changes to national policies and practices aimed at better reconciling work and family responsibilities. The ILO will support the constituents in studying policies and practices of the countries that have ratified Convention 156 and 183 and in disseminating these good practices at the country level. The preparatory work will be conducted in close collaboration between tripartite

constituents and other partner institutions such as the State Committee on Family, Child and Women Issues, women associations, etc.

## V. Implementation and management

The Government, the National Confederation of Entrepreneurs' (Employers') Organizations and the National Confederation of Trade Union of the Republic of Azerbaijan have played a key role in developing the present DWCP. The country priorities, major outputs, indicators of achievement and strategies of this DWCP have been identified during the multi-phase consultation process with constituents, which have created the necessary base for its further implementation. The Government and social partners are committed to taking the follow-up steps to achieve the expected results, ensuring sound ownership and sustainability at the country level. They will facilitate their respective expert staff and premises and provide logistic support, as appropriate. The implementation of this DWCP will be in line with the indicative work plan of activities elaborated by tripartite constituents.

From the part of the ILO, the implementation of the DWCP will be ensured through a network among the ILO Sub-regional office in Moscow, the ILO National Correspondent in Azerbaijan, the Regional office for Europe and technical units at headquarters in Geneva. The recent introduction of SMM as a key planning tool has made it possible to involve the ILO technical units in the DWCP planning process by attaching the necessary technical expertise and financial resources to the relevant countries' priorities and outcomes.

While implementing the programme, the ILO will continue its cooperation with other stakeholders in the country such as the UNDP, the World Bank, EC Delegation, USAID, ADB, Japanese Embassy and other international organizations and donors. The ILO will establishing close collaboration with the relevant theme groups and task forces within the UN agencies, to seek mutually beneficial cooperation in implementing the UNDAF's country outcomes, on one hand, and the present DWCP, on the other hand. The ILO participation in these theme groups will be ensured by the ILO National Correspondent in Azerbaijan.

The objectives of the DWCP will be pursued through technical cooperation projects, advisory missions, and seminars for information dissemination and capacity building. The ILO's regular budget resources will be used to finance the implementation of this DWCP. The ILO will continue to seek further funding for the follow-up to the results achieved, bearing in mind the priorities identified by the constituents.

The Action Plan defines responsibilities and functions of the Government's bodies and NGOs and implementation of this Action Plan is subject to availability of resources.

## VI. Performance monitoring and evaluation arrangements

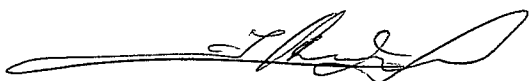
The work-plan to implement the DWCP will be developed and agreed by end March 2007 jointly by the national constituents and technical specialists of the ILO SRO Moscow to identify short and medium-term outcomes and relevant needs. The implementation of this plan will be reviewed by the ILO and national constituents on regularly basis. The missions of the ILO experts and their internal reports will be used as part of the monitoring process.

The monitoring procedures according to the international standards will be developed by the ILO SRO Moscow for the purposes of a periodic but at least annual revision and self-evaluation based on planned versus actual delivery of outputs. Appropriate adjustments will be made to adapt to the changes, if necessary, in order to improve the implementation strategy, and eventually redefine some of the country programme activities.

Signed on 15 November 2006 in Geneva.

For the Republic of Azerbaijan:

For the International Labour  
Organization:



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**Fizuli Alekberov**  
Minister of Labour and Social  
Protection of Population



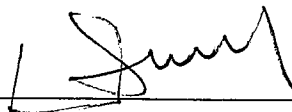
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**Friedrich Buttler**  
Director of the ILO Regional  
Office for Europe and Central  
Asia



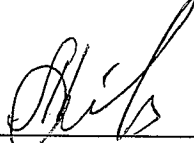
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**Sattar Mekhbaliyev**  
Chairman of Trade Unions  
Confederation



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**Werner Blenk**  
Director of the ILO Sub-regional  
Office in Moscow



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**Alekper Mammadov**  
President of the National  
Confederation of Entrepreneurs'  
(Employers') Organizations