



FRAMEWORK CONTRACT COM 2015 Europe Aid/ 137211/ DH/ SER/ Multi
Lot 1: EVALUATION

**Evaluation of the European Union's Cooperation with Azerbaijan
Specific Contract N° 2016/378635 – FWC COM 2015 – Lot 1**

FINAL REPORT

VOLUME 2 - ANNEXES

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Unless otherwise noted, all the information provided in this document refers to the situation prevailing in mid-2017.

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Main Acronyms and Abbreviations

AAP	Annual Action Programme
ACG	Azeri, Chirag and deep-water Gunashli
ADB	Asian Development Bank
AP	Action Plan
ADA	Azerbaijan Diplomatic Academy
AZN	Azerbaijani New Manat
AZPROMO	Azerbaijan Export and Investment Promotion Foundation
BS	Budget Support
CfP	Call for Proposal
CSC	Civil Service Committee
CSO	Civil Society Organisation
CSP	Country Strategy Paper
DCI	Development Cooperation Instrument
DG NEAR	Directorate General European Neighbourhood Policy and Enlargement Negotiation
DFR	Draft Final Report
EaP	Eastern Partnership
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EEAS	European External Action Service
EFTA	European Free Trade Association
EIDHR	European Instrument for Democracy and Human Rights
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood Policy
ENPI	European Neighbourhood and Partnership Instrument
EQ	Evaluation Questions
EU	European Union
EUD	EU Delegation
FA	Financing Agreement
FAO	Food and Agriculture Organization of the United Nations
FDI	Foreign Direct Investments
FR	Final Report
FWC	Framework Contract
GDP	Gross Domestic Product
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOA	Government of Azerbaijan
HACCP	Hazard Analysis and Critical Control Point
HDI	Human Development Index
HR	High Representative of the Union for Foreign Affairs and Security Policy
IBRD	International Bank for Reconstruction and Development
ICMPD	International Centre for Migration and Policy Development
IDA	International Development Association
IDB	Islamic Development Bank
IFC	International Finance Cooperation
IFI	International Finance Institutions
IOM	International Organization for Migration
ISG	Inter Service Group
ISO	International Organization for Standardization
JC	Judgement criteria
KfW	German Development Bank
MLSPP	Ministry of Labour and Social Protection of the Population
MS	Member States
NGO	Non-Governmental Organisation
NIP	National Implementation Programme
NSA	Non-State Actors and Local Authorities in Development Programme
ODA	Official Development Aid
OHCHR	Office of the United Nations High Commissioner for Human Rights
OOF	Other Official Funds
OPEC	<i>Organization of the Petroleum Exporting Countries</i>
PAO	Programme Administration Office in the Ministry of Economy in Azerbaijan
PCA	Partnership and Cooperation Agreement
PEFA	Public Expenditure and Financial Accountability

PFM	Public Finance Management
ROM	Result Oriented Monitoring
RP	Riga Priority
RTA	Resident Twinning Adviser
SDC	Swiss Agency for Development and Cooperation
SECO	Swiss State Secretary of Economic Affairs
SIGMA	Support for Improvement in Governance and Management initiative
SOFAZ	State Oil Fund of Azerbaijan
SPS	Sanitary and Phyto-Sanitary
SSF	Single Support Framework
ST	Short Term
TA	Technical Assistance
TAIEX	Technical Assistance and Information Exchange Instrument
TBT	Technical Barriers to Trade
TCF	Technical Cooperation Facility
TOR	Terms of Reference
ToT	Training of Trainers
TW	Trinning Grants
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USD	United States Dollar
VET	Vocational Education and Training
WBWBG	World Bank/World Bank Group
WTO	World Trade Organisation

Symbols and Conventions

~ means approximate value

.. means not available

– means not applicable

< means less than

0 means zero or a quantity less than half than the unit shown

In all exhibits, totals may not add due to rounding

National Currency and Exchange Rates

National currency: New Azeri Manat (AZN)

Exchange Rates (annual averages, unless otherwise indicated)

	2010	2011	2012	2013	2014	2015	2016	2017 (end June)
EUR/ AZN	1.063	1.099	1.010	1.042	1.043	1.138	1.766	1.947
USD/AZN	0.803	0.790	0.786	0.785	0.784	1.026	1.596	1.702

Source: Central Bank of Azerbaijan

ANNEX A – PROFILES OF SELECTED PROJECTS¹

National Projects

Official Title (contract number):	Vocational Education and Training Reform Strategy and Pilot Implementation in a selected region in Azerbaijan (#146601)	
Short Title:	VET Reform and Pilot	
Beneficiary(ies):	Ministry of Education	
Typology:	Technical Assistance (service contract)	
Geographical Scope:	National	Budget (€): 2,497,480
Implementation Period:	Aug 2010 - Dec 2011	Status (as of 31 Dec 2016): Completed
Implementer(s):	British Council (United Kingdom)	
Description:	Project aimed at supporting the modernization of the VET system through the improvement of policy making capacity and the development of a model for the delivery of a competence-based VET (in association with the construction of a pilot school on Ismayilli financed by the government).	

Official Title (contract number):	Strengthening of Standardization, Metrology, Conformity Assessment and Accreditation in SCSMP – Standards Committee of Azerbaijan (#164180)	
Short Title:	Support to SCSMP (Standards Committee of Azerbaijan)	
Beneficiary(ies):	State Committee on Standardisation, Metrology and Patents (SCSMP)	
Typology:	Twinning Project (grant)	
Geographical Scope:	National	Budget (€): 1,351,852
Implementation Period:	Oct 2008 - Oct 2010	Status (as of 31 Dec 2016): Closed
Implementer(s):	Germany and Austria	
Description:	Project intended to support the approximation of Azerbaijani legislation on standards, technical regulations and conformity assessment to EU acquis and in line with WTO requirements, through the establishment of (i) a horizontal legislative framework for quality infrastructure and (ii) capacity building activities.	

Official Title (contract number):	Promoting Development of Sustainable Energy in Azerbaijan (#254973)	
Short Title:	Development of Sustainable Energy	
Beneficiary(ies):	State Agency for Alternative and Renewable Energy (SAARES)	
Typology:	Capacity Building (grant)	
Geographical Scope:	National	Budget (€): 500,000 (plus similar amount from Norway)
Implementation Period:	Jan 2011 - Sep 2014	Status (as of 31 Dec 2016): Closed
Implementer(s):	UNDP	
Description:	Project intended to promote the development of sustainable energy through a combination of advisory and capacity building activities (assessment of potential for renewable power, support to the building of a small hydropower plant, training and awareness raising activities)	

Official Title (contract number):	Strengthening the capacity of the Department of Tourism in the Ministry of Culture and Tourism of the Republic of Azerbaijan (#298502)	
Short Title:	Support to Department of Tourism	
Beneficiary(ies):	Department of Tourism (DOT) - Ministry of Culture and Tourism	
Typology:	Twinning Project (grant)	
Geographical Scope:	National	Budget (€): 888,296
Implementation Period:	Feb 2013 - Jun 2014	Status (as of 31 Dec 2016): Closed
Implementer(s):	Austria and Lithuania	
Description:	Project aimed at strengthening DOT's institutional and technical capabilities and improving the relevant legal framework in line with EU norms, standards and best practice (improvement of internal organization, drafting of secondary legislation, training and advisory services).	

¹ The information presented in this annex originates from project documents, plus some details provided by national authorities.

Official Title (contract number):	Consolidation of Migration and Border Management Capacities in Azerbaijan (CMBA) (#346765)	
Short Title:	Migration and Border Management	
Beneficiary(ies):	Various government entities	
Typology:	Capacity Building (grant)	
Geographical Scope:	National	Budget (€): 2,599,040
Implementation Period:	Sep 2014 – Dec 2017	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	International Organization for Migration (IOM)	
Description:	The project aims at enhancing the capacities of Azerbaijani authorities in the area of migration and border management in line with relevant EU-Azerbaijan Agreements, in particular the Visa Facilitation and Readmission Agreements that entered into force in 2014. The project envisages a combination of activities including training, advisory services, legal advisory, study visits and the provision of small equipment.	

Official Title (contract number):	Promoting access to Justice for Children in Azerbaijan through national Capacity Building for State and non-State Actors (#347335)	
Short Title:	Promoting Access to Justice for Children	
Beneficiary(ies):	Various government entities and CSO	
Typology:	Support to CSOs (grant)	
Geographical Scope:	National	Budget (€): 300,000
Implementation Period:	Nov 2014 – Jul 2018	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	United Nations Children's Fund (UNICEF)	
Description:	The project aims at strengthening human rights of children at risk through enhanced access to justice mechanisms. The project involves a combination of capacity building, legal advisory and communication activities targeted at relevant state bodies (Ombudsman), CSO, professionals and the general public.	

Official Title (contract number):	Support to the Ministry of Education of the Republic of Azerbaijan in strengthening VET sector management and reform of quality assurance system (#348738)	
Short Title:	Strengthening VET sector	
Beneficiary(ies):	Ministry of Education	
Typology:	Technical Assistance (service contract – FWC)	
Geographical Scope:	National	Budget (€): 271,171
Implementation Period:	Oct 2014 – Jul 2016	Status (as of 31 Dec 2016): Completed
Implementer(s):	Ibf (Belgium)	
Description:	Project aimed at enhancing the institutional capacity of the vocational and quality assurance units of the Ministry of Education and subordinated institutions to extend the on-going VET and higher education sectors reform (development of governance system, assistance in application of Bologna instruments, assistance in preparing for other forms of assistance)	

Official Title (contract number):	Development of social service provision in Azerbaijan (#359362)	
Short Title:	Development of social service provision	
Beneficiary(ies):	Ministry of Labour and Social Protection of Population	
Typology:	Twinning Project (grant)	
Geographical Scope:	National	Budget (€): 1,300,000
Implementation Period:	Jun 2015 – Jun 2017	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	Austria	
Description:	Project aimed at supporting the development of a modern national system for social services provision, in line with EU best practices (establishment of strategic framework, revision of legislation, enhancement of staff capabilities)	

Official Title (contract number):	Support to the Ministry of Education of the Republic of Azerbaijan for Further Adherence of the Higher Education System to the European Higher Education Area (#359671)	
Short Title:	Support to the Higher Education System	
Beneficiary(ies):	Ministry of Education	
Typology:	Twinning Project (grant)	
Geographical Scope:	National	Budget (€): 1,178,764
Implementation Period:	Sept 2015 – Sept 2017	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	Finland and Estonia	
Description:	Project aimed at strengthening institutional capabilities for the development of Bologna process-related reforms, including the improvement of the institutional and legislative framework and the provision of hands-on assistance in selected areas (national qualification framework, program evaluation and accreditation).	

Official Title (contract number):	Support to the State Statistical Committee in Harmonisation of the National Statistics System of the Republic of Azerbaijan in line with European standards (#366835)	
Short Title:	Support to the State Statistical Committee	
Beneficiary(ies):	State Statistical Committee	
Typology:	Twinning Project (grant)	
Geographical Scope:	National	Budget (€): 1,178,963.77
Implementation Period:	Oct 2015 - Nov 2017	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	Germany and Bulgaria	
Description:	Project intended to contribute to the improvement of quality, availability and compliance of official statistics in the areas of income & living conditions, disability & invalidity, and tourism, through the provision of training, technical assistance and the development of a web-based GIS application for information dissemination.	

Official Title (contract number):	Support to E-Agriculture in Azerbaijan: innovative and effective agricultural policy management for higher productivity and competitiveness (#367749)	
Short Title:	Support to E-Agriculture	
Beneficiary(ies):	Ministry of Agriculture	
Typology:	Technical Assistance (service contract)	
Geographical Scope:	National	Budget (€): 1,139,800
Implementation Period:	Nov 2015 - Dec 2017	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	Vialto Consulting (Hungary)	
Description:	Project intended to support the implementation of an information system for the management and control of agricultural subsidies, through the provision of IT services and capacity building & training in data collection and exchange.	

Official Title (contract number):	Support to the Strengthening of the Commissioner for Human rights (Ombudsman) of the Republic of Azerbaijan (#367882)	
Short Title:	Support to the Ombudsman	
Beneficiary(ies):	Ombudsman	
Typology:	Twinning Project (grant)	
Geographical Scope:	National	Budget (€): 1,360,000
Implementation Period:	Feb 2016 – Feb 2018	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	Germany and Poland	
Description:	Project intended to promote independent, national, non-judicial mechanisms for the protection of human rights, through the strengthening of capabilities of the Ombudsman and its regional centres in the areas of national preventive mechanism, rights of child, rights of persons with disabilities, human rights of older people and right to access to information.	

Official Title (contract number):	Support to Civil Service EU Trainings and Establishment of a Centre of Excellence in EU matters in Azerbaijan (#324686)	
Short Title:	Support to Civil Service – EU trainings	
Beneficiary(ies):	ADA University	
Typology:	Capacity Building (grant)	
Geographical Scope:	National	Budget (€): 994,370
Implementation Period:	Dec 2013 – Jul 2016	Status (as of 31 Dec 2016): Closed
Implementer(s):	ADA University and College of Europe	
Description:	Project aimed at increasing the knowledge of EU matters in Azerbaijan, through three main activities: (i) the establishment of a research centre on EU studies at ADA University; (ii) the training of civil servants (including training of future trainers) on EU integration subjects; (iii) the creation of university courses on EU studies at ADA University.	

Official Title (contract number):	Support for the development of a modern system of standardisation and technical regulations in Azerbaijan (#335262)	
Short Title:	Development of standardisation and technical regulations	
Beneficiary(ies):	State Committee for Standardization, Metrology and Patent (SCSMP)	
Typology:	Twinning Project (grant)	
Geographical Scope:	National	Budget (€): 1,175,372
Implementation Period:	Jan 2014 – Mar 2016	Status (as of 31 Dec 2016): Closed
Implementer(s):	UK, France, Slovenia	
Description:	Project intended to support the development of a standardization and regulatory system that complies with the European requirements and the WTO Technical Barriers to Trade Agreement, through the creation of a legal framework and capacity building activities.	

Official Title (contract number):	Take an action to eliminate domestic violence (#339790)	
Short Title:	Action to eliminate domestic violence	
Beneficiary(ies):	Solidarity Among Women and Constitution Research Foundation	
Typology:	Support to CSO	
Geographical Scope:	National	Budget (€): 108,445
Implementation Period:	Sept 2014 – Feb 2017	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	Solidarity Among Women and Constitution Research Foundation	
Description:	Project aimed at contributing to the elimination of gender-based violence, by raising the awareness level of women about their rights (through round tables, meetings in schools, information campaigns, etc.) and by training parties that can assist the fight against domestic violence, such as police, judges, etc.	

Official Title (contract number):	Support to Institution Building Activities in Azerbaijan (SIBA) (#342216)	
Short Title:	Support to Institution Building Activities (SIBA)	
Beneficiary(ies):	Ministry of Economy and Industry and Ministry of Foreign Affairs	
Typology:	Technical Assistance (service contract)	
Geographical Scope:	National	Budget (€): 1,499,990
Implementation Period:	May 2014 – Mar 2017	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	Ecorys International BV	
Description:	Project intended to increase the awareness, understanding and management capacity of Twinning, TAIEX, SIGMA and CIB support opportunities among the relevant offices of the Ministry of Foreign Affairs and the Ministry of Economy and Industry.	

Official Title (contract number):	Support to the Ministry of Taxes of the Republic of Azerbaijan in Human Resources Development (#346265)	
Short Title:	Support to the Ministry of Taxes	
Beneficiary(ies):	Ministry of Taxes	
Typology:	Twinning Project (grant)	
Geographical Scope:	National	Budget (€): 1,000,000
Implementation Period:	Sept 2014 – Dec 2016	Status (as of 31 Dec 2016): Closed
Implementer(s):	Spain	
Description:	Project intended to support the Ministry of Taxes in improving the treatment, management and training of its human resources through the development of long-term action strategies and plans, the establishment of management regulations and guidelines, and the organization of training (including trainings of trainers).	

Official Title (contract number):	Support to the Implementation of the PFM Action Plan 2015-2017 (#368778)	
Short Title:	Implementation of the PFM Action Plan	
Beneficiary(ies):	Ministry of Finance Budget Department	
Typology:	Technical Assistance (service contract)	
Geographical Scope:	National	Budget (€): 299,892
Implementation Period:	Feb 2016 – Apr 2018	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	Aecom International Development Europe SI	
Description:	Project aimed at assisting the Ministry of Finance to improve budget management, internal audit and financial controls, in line with the Action Plan on the development of State Financial Management 2015-2017.	

Official Title (contract number):	Strengthening the metrology system in Azerbaijan (#369343)	
Short Title:	Strengthening the metrology system	
Beneficiary(ies):	State Committee for Standardization, Metrology and Patent of the Republic of Azerbaijan (SCSMP)	
Typology:	Twinning Project (grant)	
Geographical Scope:	National	Budget (€): 1,200,000
Implementation Period:	Jan 2016 – Jan 2018	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	Czech Republic and Germany	
Description:	Project intended to strengthen the capacity of the SCSMP in order to achieve full international recognition in the field of metrology (as well as compliance with the requirements of the Agreement on Technical Barriers to Trade of the World Trade Organization), through the provision of training and other capacity building activities and support in the development of policy and legal documentation.	

Official Title (contract number):	Support to the development of Red Bridge Border Crossing Point between Azerbaijan and Georgia (#371464)	
Short Title:	Red Bridge Border Crossing	
Beneficiary(ies):	Azerbaijan States Customs Committee (SCC) and Georgian Revenue Service (RS)	
Typology:	Capacity Building (grant)	
Geographical Scope:	Bi-National (Azerbaijan and Georgia)	Budget (€): 2,128,000
Implementation Period:	Jan 2016 – Dec 2017	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	United Nations Development Programme	
Description:	The project aims at facilitating trade between Azerbaijan and Georgia with the development of a border crossing point. Activities include training on sanitary and phytosanitary (SPS) controls, as well as the development of the necessary infrastructure (secured customs area in Azerbaijan and SPS control facility).	

Official Title (contract number):	Enabling civil society to play a greater role in advancing gender equality and women's rights (#371930)	
Short Title:	Advancing gender equality and women's rights	
Beneficiary(ies):	Women's Association for Rational Development (WARD)	
Typology:	Support to CSOs (grant)	
Geographical Scope:	National	Budget (€): 399,600
Implementation Period:	Apr 2016 – Sept 2019	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	United Nations Development Programme	
Description:	The project aims at building capacities of CSOs to advance the gender equality agenda, supporting women activists in exercising their right to social participation and enabling vulnerable women – residing in rural and peri-urban areas – to participate in economic activities and exercise their economic rights.	

Official Title (contract number):	Enabling civil society to play a greater role in advancing socio-economic rights of vulnerable populations (#372056)	
Short Title:	Advancing socio-economic rights of vulnerable populations	
Beneficiary(ies):	10 CSOs engaged in the protection of vulnerable groups	
Typology:	Support to CSOs (grant)	
Geographical Scope:	National	Budget (€): 1,994,981
Implementation Period:	Mar 2016 – Aug 2019	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	United Nations Development Programme	
Description:	The project aims at financially supporting up to 10 CSOs (with grants of around €140,000 each) involved in the protection of vulnerable groups (e.g. women, disabled, etc.) through a wide range of activities including inter alia: trainings, awareness raising events, legal aid, monitoring of places of detention, etc.	

Official Title (contract number):	Technical Assistance Project for the Implementation of the Pilot Regional Development Programme (PRDP) in the Republic of Azerbaijan (#372720)	
Short Title:	Pilot Regional Development Programme (PRDP)	
Beneficiary(ies):	Ministry of Economy and Industry	
Typology:	Technical Assistance (service contract)	
Geographical Scope:	National	Budget (€): 1,379,800
Implementation Period:	Mar 2016 – Aug 2019	Status (as of 31 Dec 2016):
Implementer(s):	Corporate Solutions Consulting Limited	
Description:	Project aimed at supporting the development of the institutional infrastructure and operational tools required to implement an effective regional development policy, primarily through the provision of capacity building/training to relevant central and local authorities and the preparation of a model regional development plan in a pilot region.	

Regional Projects

Official Title (contract number):	Green for Growth Fund II (GGF II) (no contract number)	
Short Title:	Green for Growth Fund	
Beneficiary(ies):	Financial institutions	
Typology:	Credit Line	
Geographical Scope:	Regional (EaP)	Budget (€): 13,350,000
Implementation Period:	2013 - 2019	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	Finance in Motion (Germany)	
Description:	GGF II results from the extension to the EaP countries of the GGF, established in 2009 by the EIB and KfW. It provides financing and technical assistance for energy efficiency and renewable energy projects, primarily via local financial institutions. The EU assistance budget covers TA and the guarantee to senior investors in the fund. In Azerbaijan, an € 1,250,000 credit line with a local financial institution was signed in December 2013 (reportedly supported by a TA worth approximately € 360,000).	

Official Title (contract number):	EU4BUSINESS - Business support organisations - East Invest (#253271)	
Short Title:	East Invest 1	
Beneficiary(ies):	Business support organisations (BSO) and SMEs	
Typology:	Technical Assistance (service contract)	
Geographical Scope:	Regional (Eastern Neighborhood)	Budget (€): 7,000,000
Implementation Period:	Oct 2010 – Oct 2013	Status (as of 31 Dec 2016): Closed
Implementer(s):	Eurochambres	
Description:	Investment and trade facilitation program aimed at fostering business linkages between EU and Eastern enterprises and business associations, through the organization of events, trade missions, and business-to-business Followed up by East Invest 2, which is now encompassed in the EU4Business initiative	

Official Title (contract number):	EU-Eastern Partnership Culture and Creativity (#353745)	
Short Title:	Culture Programme II	
Beneficiary(ies):	Public authorities, cultural operators and civil society organizations	
Typology:	Technical Assistance (services contract)	
Geographical Scope:	Regional (EaP)	Budget (€): 4,296,000
Implementation Period:	Feb 2015 – Jan 2018	Status (as of 31 Dec 2016): Ongoing
Implementer(s):	British Council	
Description:	Building upon the experience of the previous Culture Programme (2011-2015), the programme aims at creating synergies between public and private cultural actors and at strengthening cultural and creative sector as vectors of cultural, social and economic development, through a variety of instruments such as fairs, study visits, online courses, etc.	

ANNEX B – INVENTORY OF PROJECTS

This annex includes the full list of initiatives fully or partly implemented over the 2011 – 2016 period. The list was established on the basis of the information provided by EUD and provided the basis for the identification of the projects to be analysed in detail presented in Annex A.

Contract #	Title	Amount	Type	Contract Year	Start Date	Closing Date
134105	Advancing Healthy Communities through responsive local Governance	741,669	Grant	2007	20/12/2007	03/09/2013
146601	Vocational Education and Training Reform Strategy and Pilot Implementation in a selected region in Azerbaijan	2,497,480	Services	2008	22/08/2008	05/06/2013
147594	Support to the Ministry of Economic Development	2,732,310	Services	2008	23/02/2009	23/08/2012
147607	Support for the improvement of Investments and Export Promotion Climate	2,653,239	Services	2008	29/01/2009	13/06/2013
149286	Community-based Active Protection Services (CAPS)	483,691	Grant	2008	19/11/2008	20/03/2014
149846	Empowering municipalities to better serve their constituents in relation to social and environmental rights	225,450	Grant	2008	05/01/2009	29/04/2013
158131	Strengthening civil society action - meeting the needs of disabled children and their families	284,247	Grant	2008	19/12/2008	13/06/2013
158494	Empowerment and Mobilization of Media in Azerbaijan : Respect for Human Rights	266,400	Grant	2008	01/03/2009	19/09/2012
158618	Legal aid to victims of trafficking in human beings	184,298	Grant	2008	01/01/2009	20/03/2014
164180	Strengthening of Standardisation, Metrology, Conformity Assessment & Accreditation in SASMP	1,351,852	Grant	2008	22/10/2008	23/08/2012
167462	Ethical Journalism Initiative - Azerbaijan	280,151	Grant	2009	01/02/2010	20/12/2016
200296	Strengthening 20 village municipalities capability to provide public services (safe water supply) in the rural area of Garabakh lowlands of Central Azerbaijan	336,269	Grant	2009	01/04/2010	16/03/2016
200330	The Adult Training Centers as an Opportunity for Poverty Reduction, Education and Social Inclusion COPE (Cooperation through Partnership for Education).	418,537	Grant	2009	01/12/2009	13/05/2014
200360	Developing a model for cooperation between LA and NSA in introducing foster care and family support services	476,487	Grant	2009	14/12/2009	13/05/2016
200497	Tourism sole means sustainable development and elimination of poverty in mountains village Khinalig (Azerbaijan)	84,990	Grant	2009	19/11/2009	13/06/2013
200518	Creating Livelihoods for Youth Program	472,833	Grant	2009	17/11/2009	13/12/2013
200520	Community approaches for a healthy environment and poverty reduction in rural Azerbaijan	112,792	Grant	2009	01/12/2009	13/06/2013
200521	Capacity Building and Training CSO Leaders in Azerbaijan	222,181	Grant	2009	08/12/2009	13/06/2013
200525	Early Intervention and Social Inclusion in society of children with special needs	107,126	Grant	2009	07/12/2009	13/06/2013
200530	Energy Support Reform Programme - Azerbaijan	11,750,000	Budget Support	2010	28/01/2010	03/09/2013
200624	Supply of Equipment for Support to NCU/PCA and Twinning Activities in Azerbaijan - Lot 1: Milli Mejlis	193,293	Supplies	2009	21/07/2009	03/04/2013
202895	Implementation of Twinning, TAIEX and SIGMA Operations in Azerbaijan	1,014,150	Services	2009	30/08/2009	11/03/2013
204728	Support for the Anti-Corruption Department with the Prosecutor General of the Republic of Azerbaijan	984,953	Grant	2009	24/07/2009	13/03/2013
204730	Support to the Milli Mejlis (Parliament) of the Republic of Azerbaijan'	855,000	Grant	2009	27/07/2009	31/05/2013
204795	Supply of Equipment for Support to NCU/PCA and Twinning Activities in Azerbaijan - Lot 2: Mass, Pressure and Temperature Equipment for Standards Committee	796,098	Supplies	2009	28/07/2009	07/10/2013
204799	Supply of Equipment for Support to NCU/PCA and Twinning Activities in Azerbaijan - Lot # 4 Laboratory Equipment for Food Quality and Safety Assurance	157,102	Supplies	2009	24/07/2009	16/07/2012
217825	Supply of Equipment for Support to NCU/PCA and Twinning Activities in Azerbaijan - Lot 2: Mass, Pressure and Temperature	85,000	Supplies	2009	16/09/2009	07/10/2013

219967	Support to the State Statistical Committee of the Republic of Azerbaijan (SSC) to reach European standards in national accounts, non-observed economy, business statistics and producer price index	810,000	Grant	2009	15/11/2009	13/03/2013
226129	Return and Resettlement - Children's participation in decision making	518,281	Grant	2010	13/10/2010	19/11/2014
229711	Local Integration of Refugees and Asylum Seekers in Azerbaijan - Strategies for Improving lives in displacement	711,287	Grant	2010	01/12/2010	19/11/2014
243521	Enhancing effectiveness and efficiency of social protection through improvement of the analytical and forecasting capacities of the Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan	676,762	Grant	2010	01/09/2010	11/03/2013
252972	Technical Assistance to the Energy Reform Support Programme in Azerbaijan	743,425	Services	2010	20/10/2010	13/05/2014
254973	Promoting Development of Sustainable Energy in Azerbaijan	500,000	Grant	2010	03/01/2011	11/02/2016
255824	Support to the State Migration Service of the Republic of Azerbaijan on developing the Twinning Fiche	66,519	Services	2010	17/01/2011	24/04/2013
255827	Support to the State Committee for Land and Mapping of the Republic of Azerbaijan in the Development of the Twinning Project Fiche related to the Improvement of the Land Registration System in Azerbaijan Especially in the Field of Land Evaluation	72,129	Services	2010	17/01/2011	28/08/2012
256457	Support the State Maritime Administration of the Republic of Azerbaijan for the development of a Twinning Fiche on strengthening the implementation of the EU and international legal requirements in maritime safety	68,436	Services	2010	17/01/2011	04/11/2011
256480	Support to the State Committee for Securities of the Republic of Azerbaijan for Development of the Twinning Fiche related to Legal Approximation and Institutional Development in the Securities Market of the Republic of Azerbaijan	76,902	Services	2010	17/01/2011	20/06/2012
256504	Support to the Ministry of Culture and Tourism of the Republic of Azerbaijan on developing the Twinning Fiche for strengthening the administrative capacity of the Department of Tourism	75,600	Services	2010	17/01/2011	05/06/2012
256550	Support to EIDHR / NSA information sessions	3,750	Services	2010	14/12/2010	06/06/2012
257133	Justice Reform Support Programme - Budget Support	11,165,000	Budget Support	2010	20/11/2009	12/04/2016
259808	Support to the development of Institutional Reform Plan 1, first phase	93,280	Services	2011	21/02/2011	27/09/2011
259814	Support to the development of Institutional Reform Plan 2, first phase	93,280	Services	2011	21/02/2011	03/11/2011
259817	Support to the development of Institutional Reform Plan 3	88,568	Services	2011	21/02/2011	05/10/2012
260493	Support the State Agency on Nuclear and Radiological Activity Regulations of the Republic of Azerbaijan for the development of a Twinning Fiche on Strengthening of Radiation Safety Infrastructure and Development of Supporting Services	79,664	Services	2011	01/04/2011	27/02/2013
260523	HIV/AIDS Prevention Among Young Women in the Rural Areas of Azerbaijan: Socio-Cultural Approach to Education, Awareness Raising and Empowerment	243,770	Grant	2011	19/12/2011	12/04/2016
260626	Support to the Ministry of Taxes of the Republic of Azerbaijan in the field of computer assisted audit system	881,335	Grant	2011	01/03/2011	19/11/2014
261043	Extension of: Vocational Education and Training Reform Strategy and Pilot Implementation in a selected region in Azerbaijan	79,048	Services	2011	22/02/2011	13/06/2013
261165	Support to the enhancement of the capacity of the Ombudsman Administration and to the development of awareness on Human Rights and Discrimination	219,831	Grant	2011	18/02/2011	15/03/2013
261224	Sustainable development of a village: Civil Society - Municipality Co-operation Model	197,306	Grant	2011	06/12/2011	05/12/2013
261267	Enhancing the livelihoods of IDP	207,357	Grant	2011	12/10/2011	12/12/2014
261293	ICD intra-community dialogue for inclusive community	178,454	Grant	2011	10/01/2012	11/12/2014
261307	Special Economic Action for the Blind	193,496	Grant	2011	15/02/2012	19/11/2014
261332	Empowering mental health service user in 5 regions of Azerbaijan	163,154	Grant	2011	01/12/2011	16/03/2016

261416	Energizing Environmental Agenda in Azerbaijan through Empowered Media and Civil Society Efforts	148,000	Grant	2011	05/01/2012	08/05/2014
261484	Youth School of Liberal Values	104,000	Grant	2011	15/11/2011	10/12/2014
261487	Capacity Building for Citizens Participation and Increasing Accountability of Elected Bodies	108,337	Grant	2011	01/01/2012	27/05/2014
261490	Enhancing access to justice for internally displaced persons and strengthening civil society efforts to improve the national response in Azerbaijan	144,000	Grant	2011	01/01/2012	13/05/2016
261495	New Media development and regional outreach	103,000	Grant	2011	01/11/2011	23/05/2014
261497	Public Awareness Campaign on domestic violence	107,717	Grant	2011	10/11/2011	11/12/2014
261500	Developing civil society capacity for preventing discriminatory torture and ill-treatment	148,849	Grant	2011	29/11/2011	27/05/2014
261504	Support for human rights defenders in Azerbaijan	121,870	Grant	2011	05/01/2012	19/05/2014
262532	Support the State Veterinary Service Prepare for a National System for the Identification of Animals and Registration of Holdings	968,689	Grant	2011	17/03/2011	18/12/2013
262709	Preparation of the EU-Funded Public Finance Policy Reform Support Programme	142,558	Services	2011	04/05/2011	22/05/2013
264708	Support to the State Labour Inspectorate Service (SLIS) in Occupational Health and Safety (OHS) enhancement in the Republic of Azerbaijan	906,809	Grant	2011	18/04/2011	05/09/2013
265470	Civil society human rights seminar "Working Environment For NGOs In Azerbaijan"	44,908	Services	2011	30/05/2011	13/06/2013
265821	Evaluation of proposals	1,000	Services	2011	25/05/2011	03/11/2011
266801	Evaluation of proposals	2,250	Services	2011	30/05/2011	05/06/2012
266861	Evaluation of proposals	1,900	Services	2011	30/05/2011	03/11/2011
267275	Strengthening the capacity of the State Committee for Family, Women and Children Affairs of the Republic of Azerbaijan to Promote and Protect the Rights of Vulnerable Families, Women and Children	810,000	Grant	2011	20/06/2011	19/11/2014
267911	Audit of 'Community-based Active Protection Services', ctr 149-286	19,886	Services	2011	19/02/2012	31/05/2013
267916	Audit of "Strengthening civil society action – meeting the needs of disabled children and their families", ctr 158-131	12,752	Services	2011	01/12/2011	29/05/2013
267918	Audit of "Free Airwaves" Azerbaijan TV and Radio broadcasting monitoring and democratic reform initiative", ctr 158-502	8,687	Services	2011	01/01/2012	31/05/2013
267920	Audit of "Tourism sole means sustainable development and elimination of poverty in mountain village Khinaliq", ctr. 200-497	9,069	Services	2011	01/01/2012	02/05/2014
267922	Audit of "Capacity Building and Training COS Leaders in Azerbaijan", ctr. 200-521	10,110	Services	2011	01/01/2012	02/05/2014
267929	Energy Reform Support Programme in Azerbaijan: External review missions	108,824	Services	2011	05/09/2011	03/04/2013
268003	Assisting the Public Financial Control Service (PFCS) in improving a system of public financial control in the Republic of Azerbaijan	721,134	Grant	2011	01/09/2011	03/12/2014
268901	Capacity Development for Enhancing Enforcement of Copy-right and Related Rights in the Republic of Azerbaijan	1,075,468	Grant	2011	22/08/2011	13/05/2016
269270	Strengthening the Initial Vocational Education in the Field of Agriculture in the Republic of Azerbaijan"	1,153,643	Grant	2011	15/08/2011	05/12/2014
272814	Direct support to provide legal and other basic support to detainees in Azerbaijan"	10,000	Grant	2011	23/09/2011	23/04/2014
274041	Support to the development of Institutional Reform Plan 2, 2nd phase	96,486	Services	2011	03/10/2011	28/08/2013
275205	Agricultural and Rural Development Budget Support Programme	6,250,000	Budget Support	2011	28/12/2010	12/04/2016
275839	Implementation of Twinning, TAIEX and SIGMA Operations (ITTSO) in Azerbaijan II	1,063,806	Services	2011	10/10/2011	04/02/2016
277387	Translation of annexes to Grant Contract from English to Azerbaijani	1,000	Services	2011	04/11/2011	03/10/2012
277548	Developing a Business Plan and Training Map - ABEMDA Training Centre (Gobustan in Azerbaijan)	51,951	Services	2011	09/01/2012	30/08/2013
277572	Youth Houses as a Platform to enhance Youth Participation in the Environment	147,891	Grant	2011	05/01/2012	15/03/2016
277677	Provision of services for the creation and updating of the ABEMDA website	9,900	Services	2011	09/12/2011	30/08/2013
280043	Support on information session under Neighbourhood Civil Society Facility 2011 Call on PFP	2,720	Services	2011	06/12/2011	23/08/2012

280328	Enhancing the effectiveness of government by strengthening the role of think tanks in decision-making arena	167,744	Grant	2011	16/12/2011	19/11/2014
280371	Organisation of a Wind Energy Workshop	9,900	Services	2011	13/12/2011	06/07/2012
280462	Translation of Frequently Asked Questions (FAQ)	172	Services	2011	15/12/2011	23/08/2012
280714	Social Rights Development – community-based strategies to include vulnerable and isolated children to pre-school education	247,040	Grant	2011	02/01/2012	16/03/2016
280746	Support to the designing and implementation of a Communication Strategy for the EU Delegation to Azerbaijan	149,408	Services	2011	01/01/2012	28/04/2015
281694	Publication of FAQ and re-printing of brochures on Grants Registration and Financial Reporting	2,376	Services	2011	19/12/2011	23/08/2012
283482	Support to the development of Institutional Reform Plan 1, 2nd phase	133,788	Services	2012	22/02/2012	03/04/2013
284445	Performance Monitoring Assistance to JRSP	121,413	Services	2012	05/03/2012	28/04/2015
289624	Your Money, Your Future: Improving public finance policy and management in Azerbaijan	216,948	Grant	2012	02/07/2012	07/04/2016
289628	The effective system of public finances control (ESPFC Project)	202,500	Grant	2012	18/07/2012	17/06/2014
291017	Support the State Anti-Monopoly Policy and Consumer Rights Protection Service at the Ministry of Economic Development of the Republic of Azerbaijan for the development of a Twinning Fiche on Improvement of the system of quality and safety control	81,170	Services	2012	14/05/2012	28/08/2013
291048	Support to the State Social Protection Fund of the Republic of Azerbaijan for the development of a Twinning Fiche on the introduction of funded element within the insurance-pension system	75,378	Services	2012	28/05/2012	03/09/2013
291410	Support to the Ministry of Transport in Implementation of Legislation Relating to the Digital Tachographs in Road Transport	154,645	Services	2012	04/06/2012	09/06/2014
291887	Organization of ENPARD Side event	1,992	Services	2012	18/04/2012	27/02/2013
293014	Support to the State Agency for Control over Safety in Construction to draft a Twinning Fiche in the field construction standards	72,815	Services	2012	17/09/2012	05/06/2014
294489	Support to the Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan for the development of a Twinning Fiche on development of the medical-social rehabilitation system for persons with disabilities based on best European practices	71,838	Services	2012	16/07/2012	03/09/2013
294626	Support to the State Statistical Committee of the Republic of Azerbaijan for the development of a Twinning fiche	79,960	Services	2012	16/07/2012	03/09/2013
294807	Support the State Committee for Standardisation, Metrology and Patents for the development of a Twinning Fiche on strengthening the capacity of State Committee for Standardization, Metrology and Patents in Standardization and Certification	75,755	Services	2012	30/07/2012	11/12/2014
297423	Improvement of Maritime Safety, Security and Marine Environment Protection in the Republic of Azerbaijan	822,990	Grant	2012	08/10/2012	20/05/2015
298360	Preparatory work for the implementation of the PRDP in Azerbaijan	148,936	Services	2012	17/09/2012	08/10/2013
298497	Support to the SCLC in the field of establishment of the modern registration system of the state land cadastre information through improvement of rules of land evaluation and economic assessment of land in accordance to the EU evaluation standards	833,433	Grant	2012	08/10/2012	19/11/2014
298502	Strengthening the capacity of the Department of Tourism in the Ministry for Culture and Tourism of the Republic of Azerbaijan	888,296	Grant	2013	14/02/2013	10/12/2014
298577	Verification Missions for JRSP in Azerbaijan	148,336	Services	2012	17/09/2012	29/04/2015
299032	Country Evaluation of Twinning instrument in Azerbaijan (2007-2012)	91,540	Services	2012	24/09/2012	19/11/2014
299086	Approximation of the legal and regulatory framework for the securities market of Azerbaijan according to the European Union acquis and capacity building for the State Committee for Securities	931,597	Grant	2012	01/10/2012	29/04/2015
300285	Support to the Implementation of the CIB Institutional Reform Plan 3 "Strengthening civil service training in Azerbaijan with a focus on EU affairs"	144,477	Services	2012	15/10/2012	02/05/2014
301184	Empowering Women Victims of Domestic Violence (DV) with Improved Socio-Economic Capacity and Gender Awareness in Azerbaijan	200,194	Grant	2012	24/10/2012	23/10/2014

302523	Preparation of Country Environmental Profile for Azerbaijan	67,665	Services	2012	12/11/2012	28/08/2013
304431	Financial audit of 'Support for the improvement of Investments and Export Promotion Climate'	13,558	Services	2012	03/12/2012	02/05/2014
304432	Financial audit of 'Improving standards of protection for internally displaced persons in Azerbaijan'	10,814	Services	2012	03/12/2012	02/05/2014
304433	Financial audit of 'Improving Legal Environment and Organizational Capacity of Civil Society Organizations in Azerbaijan'	11,320	Services	2012	03/12/2012	01/05/2014
304434	Financial audit of 'Local Integration of Refugees and Asylum Seekers in Azerbaijan - Strategies for Improving lives in displacement'	12,859	Services	2012	03/12/2012	13/05/2014
304435	Verification of 'Promoting Development of Sustainable Energy in Azerbaijan'	14,950	Services	2012	03/12/2012	02/05/2014
305832	Technical Assistance to Sector Policy Support Programme Coordination in Azerbaijan, including Support to the Justice Reform Support Programme	774,000	Services	2012	19/11/2012	09/12/2016
306084	Support to the Ministry of Taxes of the Republic of Azerbaijan to draft a Twinning project fiche in the field of Human Resource Development	56,580	Services	2012	15/01/2013	27/11/2014
308122	Strengthening of radiation safety infrastructure and development of supporting services of the republic of Azerbaijan	945,078	Grant	2012	09/01/2013	15/12/2016
308613	Implementation of large scale visibility activities for the EU Delegation to Azerbaijan	293,357	Services	2012	14/01/2013	09/12/2016
309974	Support to the professional development of the staff of the State Migration Service of the Republic of Azerbaijan	1,050,000	Grant	2012	17/01/2013	16/03/2015
311716	Rural Development Support Programme	19,500,000	Budget Support	2013	27/12/2012	26/12/2016
312165	Support to Azerbaijan in reforming the housing sector	216,679	Services	2013	28/10/2013	16/03/2016
312536	Verification of the Agriculture and Rural Development Support Programme (ARDSP, AAP 2009) Compliance in Azerbaijan	93,106	Services	2013	01/09/2013	15/03/2016
312545	Performance Monitoring Assistance to ARDSP (AAP 2009)	201,474	Services	2013	09/09/2013	06/04/2016
313277	Support on information session under 2012 EIDHR/CSF Call	1,214	Services	2013	12/02/2013	05/05/2014
315292	Support to the EU Delegation in Baku in Human Rights and election monitoring activities in Azerbaijan.	20,000	Services	2013	25/03/2013	05/06/2014
316839	Strengthening the legislative base and the institutional capacity of the Government of Azerbaijan on the food safety control and certification system for food products with a particular focus on hazelnuts	229,194	Services	2013	10/11/2013	16/03/2016
318958	Support to the State Agency for Public Service and Social Innovations under the auspices of the President of Azerbaijan relating to the improvement of corporate, ISO and HRM standards	289,573	Services	2013	23/09/2013	29/04/2015
319962	Support on information session under 2012 NSA/CSF Call	1,400	Services	2013	03/06/2013	05/05/2014
323964	Audit of 'sustainable development of a village: civil society - municipal co-operation model'	7,304	Services	2013	01/10/2013	02/05/2014
323966	Audit of 'Enhancing the livelihoods of IDP's in the Goranboy District through tangible agricultural advancement'	8,985	Services	2013	01/10/2013	27/05/2014
323969	Audit of 'Public awareness campaign on domestic violence'	6,719	Services	2013	01/10/2013	06/05/2014
323972	Audit of 'Strengthening 20 village municipalities' capacity to provide public services'	9,052	Services	2013	01/10/2013	13/05/2014
323974	Audit of 'technical assistance to energy reform support programme'	8,276	Services	2013	01/10/2013	06/05/2014
323976	Audit of 'twinning, strengthening the initial vocational education in the field of agriculture in the Republic of Azerbaijan'	8,472	Services	2013	01/10/2013	06/05/2014
324462	Support to civil service training capacities with a focus on EU affairs	800,000	Grant	2013	01/12/2013	31/03/2016
324686	Support to Civil Service EU trainings and Establishment of a Centre of Excellence in EU Matters in Azerbaijan	994,370	Grant	2013	01/12/2013	31/07/2016
325151	Support to e-agriculture in Azerbaijan	146,116	Services	2013	13/01/2014	12/04/2016
327883	Scoping mission for the Education Support Programme in Azerbaijan	209,895	Services	2013	12/11/2013	31/10/2014

328629	Article 29. Property rights	157,952	Grant	2013	09/10/2013	08/03/2017
329274	Strengthening the Seed Sector in Azerbaijan	51,922	Services	2013	04/12/2013	31/10/2014
329379	Supporting Community - Focused Tourism Initiatives as Rural Development Strategies	271,005	Grant	2013	01/01/2014	15/12/2016
329520	Rural regeneration in central Azerbaijan - supporting small-scale farmers by developing the enabling environment for strawberry and vegetable value chains	543,324	Grant	2013	01/01/2014	09/12/2016
329523	DARE- Development of Agriculture and Rural Economics	203,817	Grant	2013	01/01/2014	03/10/2016
329537	Sheki-Zaqatala Development Model	146,708	Grant	2013	01/01/2014	06/10/2016
329701	Free Expression Observatory in Azerbaijan	170,135	Grant	2013	24/10/2013	23/03/2017
329708	Building female professionals and promoting women entrepreneurship development in rural regions of Azerbaijan	263,931	Grant	2013	01/01/2014	31/12/2016
329713	LIFE- Local Innovations for farmers' Empowerment in the districts of Gabala, Ismayilli, Oghuz and Sheki	681,830	Grant	2013	01/01/2014	31/12/2016
329847	Power to Women!" – Empowering Women in Social, Economic and Political Participation	248,526	Grant	2013	01/11/2013	07/10/2016
330503	Monitoring and advocacy of use of state resources in Azerbaijan to promote adherence to international best practice	224,915	Grant	2013	19/11/2013	18/04/2016
330519	Promoting justice sector reforms to guarantee access to justice and rule of law for children and to reduce cases of torture and ill-treatment of children in conflict with the law	250,000	Grant	2013	27/11/2013	26/05/2016
330522	Empowering civil society to challenge discrimination and promote equality in Azerbaijan	242,621	Grant	2013	19/11/2013	18/05/2017
331629	Independent Online News in Azerbaijan	250,000	Grant	2013	26/11/2013	31/03/2016
331752	Support to value chain development in Azerbaijan	206,101	Services	2013	13/01/2014	30/04/2015
332408	Support to Local Initiatives on Regional and Rural Development In Azerbaijan	798,939	Grant	2013	01/01/2014	29/02/2016
335106	Support to the Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan (MLSP) for the Development of a System for Medico-Social Rehabilitation of People with Disabilities	1,087,347	Grant	2013	26/01/2014	02/11/2016
335132	Support to civil service training in the Republic of Azerbaijan	1,000,000	Grant	2013	13/12/2013	12/06/2017
335262	Support for the development of a modern system of standardisation and technical regulations in Azerbaijan	1,175,372	Grant	2013	26/01/2014	20/12/2016
336474	2014 Azerbaijan Public Expenditure and Financial Accountability (PEFA) Assessment	69,800	Services	2014	03/03/2014	22/02/2016
337535	Information session under 2013 EIDHR/CSF Call	962	Services	2014		07/03/2014
338674	Support to the State Social Protection Fund on the introduction of funded element within the insurance-pension system, establishment of non-state pension funds and development of legal framework for regulating their activity	734,645	Grant	2014	08/05/2014	14/12/2016
339784	Empowered Online Media and Civil Society Efforts for Democratic Society.	229,500	Grant	2014	01/11/2014	31/10/2016
339790	Take an Action to Eliminate Domestic Violence	108,445	Grant	2014	01/09/2014	31/01/2017
339839	Civic participation for free and fair elections in Azerbaijan	237,326	Grant	2014	01/09/2016	30/04/2018
339841	Support to Electoral Rights Protection & Awareness in Azerbaijan	182,000	Grant	2014	01/09/2016	31/03/2018
339886	Improving legal and practical environment and capacity for freedom of association and assembly in Azerbaijan	262,000	Grant	2014	17/12/2014	16/12/2016
339931	Support to the State Agency on Control over Safety in Construction of Ministry of Emergency Situations of the Republic of Azerbaijan in the field of transition to the EU construction standards	900,000	Grant	2014	02/06/2014	31/12/2015
342216	Support to Institution Building Activities in Azerbaijan (SIBA)	1,499,990	Services	2014	21/05/2014	20/05/2016
342662	Verification of the results indicated in the final report of the project "Sustainable development of a village: Civil Society – Municipal Co-operation Model"	18,898	Services	2014	01/05/2014	19/11/2014
344824	Verification of the Rural Development Support Programme (RDSP, AAP 2011) compliance in Azerbaijan	124,220	Services	2014	01/11/2014	27/12/2016
344832	Support to the development of the agricultural sector strategy 2014-2020 for Azerbaijan	19,510	Services	2014	02/06/2014	29/01/2016
346265	Support to the Ministry of Taxes of the Republic of Azerbaijan in building capacity for a sustainable development of its Human Resources	1,000,000	Grant	2014	03/09/2014	02/12/2016

346765	Consolidation of Migration and Border Management Capacities in Azerbaijan (CMBA)	2,599,999	Grant	2014	12/07/2014	11/07/2017
346767	Support to the State Veterinary Service and the State Phytosanitary Control Service of the Republic of Azerbaijan in drafting Twinning project fiches	58,935	Services	2014	01/09/2014	15/03/2016
346836	Dummy Contract to extend contract 305-832 "TA to SPSP" by 12 months.	282,429	Services	2014	19/11/2014	09/12/2016
347151	dummy contract to extend contract 316-839	58,983	Services	2014	16/12/2014	07/04/2016
347270	Promoting participation of civil society organizations in the United Nations human rights mechanisms	250,000	Grant	2014	01/11/2014	31/10/2016
347335	Promoting Access to Justice for Children in Azerbaijan through national capacity building for State and non-State Actors	300,000	Grant	2014	01/11/2014	28/02/2017
347348	Building a Network of Equality Multipliers in Azerbaijan	998	Grant	2014	01/11/2014	16/12/2016
347367	Strengthening enabling social and legal environment for protection of PWD and CWD in Azerbaijan	4,921	Grant	2014	01/09/2014	19/12/2016
347368	Defence of Civil Society and Citizens Interests	257,400	Grant	2014	01/09/2014	31/03/2019
347370	Reinforcing the Protection of Rights and Improving the Living Conditions of the Disabled People in Azerbaijan through Civil Society – Media – Government - and Private Sector Collaboration	264,605	Grant	2014	01/09/2014	31/10/2017
348194	The life of girl. Sharing stories of mothers and baby girls to fight girl children discrimination.	398,245	Grant	2014	17/12/2014	16/06/2016
348687	Financial Audit of CTR 289628 "The effective system of public finances control (ESPFC Project)"	10,137	Services	2014	15/10/2014	24/03/2015
348719	Financial Audit of CTR 260523 "HIV/AIDS Prevention Among Young Women in the Rural Areas of Azerbaijan: Socio-Cultural Approach to Education, Awareness Raising and Empowerment"	10,137	Services	2014	15/10/2014	24/03/2015
348738	Support to the Ministry of Education of the Republic of Azerbaijan in strengthening VET sector management and reform of quality assurance system	271,171	Services	2014	20/10/2014	03/10/2016
348747	Financial Audit of CTR 167462 "Ethical Journalism Initiative - Azerbaijan"	10,905	Services	2014	15/10/2014	24/03/2015
349646	Economic empowerment of ethnic minority women in rural region of Azerbaijan based on National Law on Gender Equality	145,000	Grant	2014	01/05/2016	31/08/2017
350070	Specialised support to the development of the agricultural sector strategy 2014-2020 for Azerbaijan	11,700	Services	2014	30/09/2014	24/08/2016
350498	Financial Audit of CTR 167462 "Ethical Journalism Initiative - Azerbaijan"	7,739	Services	2014	01/11/2014	12/04/2016
350499	Financial Audit of CTR 289628 "The effective system of public finances control (ESPFC Project)"	10,137	Services	2014	01/11/2014	11/04/2016
350500	Financial Audit of CTR 268901 "Capacity Development for Enhancing Enforcement of Copy-right and Related Rights in the Republic of Azerbaijan"	10,112	Services	2014	01/11/2014	11/04/2016
350501	Financial Audit of CTR 200360 "Developing a model for cooperation between LA and NSA in introducing foster care and family support services"	8,729	Services	2014	01/11/2014	11/04/2016
350502	Financial Audit of CTR 261332 "Empowering mental health service user in 5 regions of Azerbaijan"	7,723	Services	2014	01/11/2014	15/03/2016
350503	Financial Audit of CTR 260523 "HIV/AIDS Prevention Among Young Women in the Rural Areas of Azerbaijan: Socio-Cultural Approach to Education, Awareness Raising and Empowerment"	10,137	Services	2014	01/11/2014	12/04/2016
350672	Assistance in Interpretation and Translation of Documents and Correspondence with the Government of Azerbaijan	17,994	Services	2014	29/09/2014	28/11/2016
352705	Evaluation of EU support to civil society in Azerbaijan in 2007-2013	163,024	Services	2014	05/01/2015	20/12/2016
353345	Azerbaijan: Formulation of Annual Action Plan 2015	117,407	Services	2014	05/01/2015	13/04/2016
353585	Pre-Feasibility Study for regionalized waste management in the Southern Region of Azerbaijan	608,125	Services	2014	16/02/2015	16/12/2016
353930	Support to the Ministry of Agriculture in preparing the technical basis of the e-agriculture system	12,000	Services	2014	08/12/2014	18/01/2016
355493	Service Package" for strengthening Azerbaijani NGOs (promotion of freedom of association, good governance, filing, accountability and development)	217,071	Grant	2014	27/12/2014	26/12/2016
358159	Support to the Chamber of Accounts of the Republic of Azerbaijan in preparation for a future Twinning project	95,741	Services	2015	11/05/2015	20/12/2016
358707	Support to the Government of Azerbaijan in development of industry sector and the industry department of the Ministry of Economy and Industry	203,868	Services	2015	01/07/2015	19/12/2016

359362	Development of social service provision in Azerbaijan	1,300,000	Grant	2015	01/06/2015	31/05/2017
359393	Identification of Entry Points for Reform in the Justice sector in Azerbaijan	174,260	Services	2015	01/06/2015	29/09/2016
359671	Support to the Ministry of Education of the Republic of Azerbaijan for Further Adherence of the Higher Education System to the European Higher Education Area	1,300,000	Grant	2015	01/09/2015	31/08/2017
360622	Support to the Ministry of Agriculture in preparing photointerpretation guidelines for the e-agriculture system	20,000	Services	2015	27/05/2015	24/08/2016
361004	Public relation support to the EU Delegation in Azerbaijan	249,994	Services	2015	01/07/2015	30/09/2016
361278	strengthening institutional capacity of the WTO department of the Ministry of Economy and Industry and State Committee for Standardization, Metrology and Patent	299,999	Services	2015	03/08/2015	28/02/2017
361407	Training sessions aimed at enabling staff of lower election commissions to fulfil their roles and responsibilities in line with the EU and international best practice.	130,337	Services	2015	21/07/2015	03/10/2016
362596	Analysis of peacebuilding competences and engagement of Azerbaijani civil society	15,000	Services	2015	24/06/2015	06/10/2016
362884	Support to the Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan in creation of the vacancies monitoring system and preparation for a future Twinning project	129,866	Services	2015	17/08/2015	16/08/2016
364539	Support to the Central Elections Commission in production of video clips on Candidate Registration and E-day procedures	18,100	Services	2015	03/08/2015	29/09/2016
365815	Assessment of proposals under the call for proposals EuropeAid/136-999/DD/ACT/AZ	1,000	Services	2015	02/09/2015	29/09/2016
366835	Support to the State Statistical Committee in Harmonisation of the National Statistics System of the Republic of Azerbaijan in line with European standards	1,178,764	Grant	2015	28/10/2015	27/10/2017
367098	Preparation of Terms of Reference for the SRRD Programme	76,710	Services	2015	11/01/2016	30/09/2016
367749	Support to E-Agriculture in Azerbaijan: innovative and effective agricultural policy management for higher productivity and competitiveness	1,139,800	Services	2015	04/11/2015	03/07/2017
367882	Support to the Strengthening of the Commissioner for Human rights (Ombudsman) of the Republic of Azerbaijan	1,360,000	Grant	2015	16/02/2016	15/02/2018
367970	Support to the SMA to improve liability in Maritime Transport in the Republic of Azerbaijan	1,163,933	Grant	2015	15/11/2015	14/11/2017
368573	Financial audit of 'Implementation of Large Scale Visibility Activities for the EU Delegation to Azerbaijan' ENPI/2012/ 308-613	10,658	Services	2015	11/01/2016	08/12/2016
368778	Support to the Implementation of the PFM Action Plan 2015-2017	299,892	Services	2016	11/02/2016	10/10/2017
369343	Strengthening the metrology system in Azerbaijan	1,200,000	Grant	2015	18/01/2016	17/01/2018
370422	Support to establishment of MA EU Studies Programme at ADA	384,821	Grant	2015	01/08/2016	30/09/2017
370456	"CEDAW in Action" Capacity Building and Cooperation Program for Civil Society and National Women's Machinery	320,000	Grant	2015	01/04/2016	30/09/2018
371208	Support to the Ministry of Culture and Tourism of the Republic of Azerbaijan for the modernization of its policy and management system in the culture sector	1,200,000	Grant	2015	08/02/2016	07/02/2018
371464	UNDP - Red Bridge Border Crossing	2,100,000	Grant	2016	01/01/2016	31/12/2017
371614	Civil Society Dialogue in Azerbaijan	300,000	Grant	2015	01/03/2016	28/02/2018
371805	Financial Audit of "Umid Sosial Inkisafa Destek Ictimai Birliyi" ENPI/2013/ 332-408	11,964	Services	2015	06/06/2016	06/06/2017
371806	Financial audit of "Local Governance Assistance Public Union (LGA)" ENPI/2013/ 329-379	10,115	Services	2015	06/06/2016	08/12/2016
371834	Financial audit of "Technical Assistance to Sector Policy Support Programme Coordination in Azerbaijan, including Support to the Justice Reform Support Programme" ENPI/2012/ 305-832	10,588	Services	2015	07/03/2016	08/12/2016
371930	Enabling civil society to play a greater role in advancing gender equality and women's rights	399,600	Grant	2015	01/04/2016	31/03/2018
372010	dummy contract: addendum 2 to service contract No 342216 (SIBA): Extension and budget increase, reallocation of man/days	200,000	Services	2015	22/12/2015	21/03/2017

372056	Enabling civil society to play a greater role in advancing socio-economic rights of vulnerable populations	1,994,981	Grant	2015	01/03/2016	28/02/2018
372720	Technical assistance project for the implementation of the Pilot Regional Development Programme in the Republic of Azerbaijan	1,379,800	Services	2016	04/03/2016	03/03/2018
374500	Support to the State Veterinary Control Service (SVCS) in strengthening of the epidemiological surveillance system in Azerbaijan	1,020,000	Grant	2016	20/05/2016	19/05/2018
374868	Further Support to Penitentiary System	500,000	Grant	2016	01/09/2016	30/04/2018
374936	Support to the Ministry of Taxes of the Republic of Azerbaijan in optimal use of resources and quality service to taxpayers	1,300,000	Grant	2016	15/06/2016	14/09/2018
375087	Public Relations Support to the EU Delegation in Azerbaijan (EUPR)	118,780	Services	2016	01/06/2016	31/05/2017
375539	Support to the Enhancement of operational capabilities of New Port of Baku and Free trade Zone at Alyat	261,466	Services	2016	10/10/2016	10/10/2017
376256	Supporting the development of the judicial system and improving the services provided by the agencies that implement criminal court orders in Azerbaijan	1,359,500	Services	2016	05/09/2016	04/09/2018
376906	Supporting the EU Delegation in identification of Annual Action Program 2017 in Regional and Agricultural/Rural Development and Local (self) Governance	98,386	Services	2016	03/10/2016	01/01/2017
377002	Support to the Ministry of Labour and Social Protection of Population in Reforming Pension System in Azerbaijan	1,200,000	Grant	2016	27/11/2016	26/11/2018
377114	Review: 10 Years of Sector Budget Support Programmes in Azerbaijan (2007-2016)	80,760	Services	2016	03/10/2016	01/04/2017
377264	Support to ASAN for strengthening data analysis	265,794	Services	2016	20/10/2016	20/10/2017
377269	Support to the Government of Azerbaijan in development of SMEs	274,204	Services	2016	25/10/2016	25/10/2017
377292	Support to the Centre for Analysis and Communication of Economic Reforms under the President of the Republic of Azerbaijan in legislative, institutional and economic reforms in the field of competition	116,068	Services	2016	20/10/2016	16/08/2017
377354	Financial Audit of the Project Public relation support to the EU Delegation in Azerbaijan"(ENI/2015/ 361-004)	10,938	Services	2016	31/01/2017	31/01/2018
377355	Verification Mission of an Action Managed by an International Organisation Entitled "Consolidation of Migration and Border Management Capacities in Azerbaijan (CMBA)" (ENPI/2014/346-765)	12,954	Services	2016	03/11/2016	03/11/2017
377801	Support to the Centre for Analysis and Communication of Economic Reforms under the President of the Republic of Azerbaijan in legislative, institutional and economic reforms in the fiscal sector	119,764	Services	2016	10/10/2016	06/08/2017
377895	Support to the Ministry of Education of the Republic of Azerbaijan in strengthening capacity of NQF Secretariat and Education Statistics Department	118,460	Services	2016	17/10/2016	14/06/2017
377909	Verification mission of a United Nations managed Action entitled "Support to civil service training in the Republic of Azerbaijan" (ENPI/2013/335-132)	12,954	Services	2016	11/10/2016	03/02/2018
378418	Support to Further Reforms of the Civil Service System in Azerbaijan	1,199,765	Grant	2016	17/11/2016	16/11/2018
378701	Financial Audit of the Project " Support to the professional development of the staff of the State Migration Service of the Republic of Azerbaijan" (ENPI/2012/309-974)	10,242	Services	2016	24/10/2016	20/09/2016
378731	Financial Audit of the Project "Support to civil service training capacities with a focus on EU affairs" (ENPI/2013/324-462)	10,904	Services	2016	10/10/2016	20/09/2016
379111	Assistance in interpretation/translation and visibility issues	19,933	Services	2016	30/11/2016	29/10/2019
379122	Upgrading the National Environmental Monitoring System (NEMS) of Azerbaijan on the base of EU best practices	1,400,000	Grant	2016	28/11/2016	27/02/2019
379134	Enhancement of National Capacities to Combat Human Trafficking in Azerbaijan (ENCT)	700,000	Grant	2016	01/11/2016	31/10/2018
379216	EU Bus Tour to Regions in Azerbaijan	130,980	Services	2016	01/12/2016	01/12/2017
382675	Support to Electoral Rights Protection & Awareness in Azerbaijan	182,000	Grant	2016	20/12/2016	19/07/2018

	Financial Audit of the Project "Support to the State Agency on Control over Safety in Construction of Ministry of Emergency Situations of the Republic of Azerbaijan in the field of transition to the EU construction standards" (ENPI/2014/339-931)	10,904	Services	2016	24/10/2016	20/09/2016
	Financial Audit of 'Support to Civil Service EU trainings and Establishment of a Centre of Excellence in EU Matters in Azerbaijan' 2013/324686	11,963	Services	2015	11/01/2016	10/01/2017

ANNEX C – ACTIVITY REPORT ON CONSULTATION PROCESS

This Annex provides an overview of the consultations held with various stakeholders during the implementation of the Assignment. Considering the scarcity of documentary sources on some topics covered by the Evaluation, consultations with stakeholders were often an essential source of information. In line with the consultation approach defined at inception, consultations were held with **five categories of stakeholders**, namely: (i) EC and EUD staff; (ii) GOA institutions; (iii) international financial institutions and multilateral/bilateral donors; (iv) CSOs and think tanks; and (v) other stakeholders (e.g. private sector organisations and individual experts involved in projects).

Consultations involved person-to-person interviews as well as interactions by telephone and email. Overall, **personal interviews** were held with 93 representatives of various entities. The full list of interviews is provided in Annex D. Interviews were carried at various stages during the implementation of the Assignment, with visits to Brussels and three fact finding missions to Azerbaijan in February, April and May 2017. A fourth mission to illustrate the findings of the Draft Final Report to GOA took place in February 2018. In-country interviews mostly took place in Baku and its immediate surroundings. However, field work also included a visit to the Quba district, in the north eastern part of the country (see below). **Interactions by phone/email** continued throughout the implementation of the Assignment, in order to collect additional materials and/or discuss specific aspects.

Consultations with EC, EEAS and EUD Staff. Consultations with EC, EEAS and EUD staff ('EU institutions staff') were of crucial importance for the Evaluation as they provided valuable information regarding: (i) the general context of EU relations with Azerbaijan; (ii) the characteristics of the EU assistance programme; and (iii) the nature and performance of specific EU-funded projects. Interactions with representatives of EU institutions were also important in operational terms, as they led to (iv) the selection of the initiatives to be analysed in detail (the 'Selected Projects', see Annex A), and (v) the identification of the other stakeholders to be consulted. Overall, interviews were held with 27 persons in UE institutions. Personal interviews with EC and EEAS staff were held in the early stages of the Assignment, namely in connection with the launch of the Evaluation in December 2016. These were followed by frequent, subsequent telephone/email interactions concerning both substantive and operational aspects (e.g. collection of materials and timing of activities). Throughout the Evaluation, close contacts were kept with EUD staff. A first round of consultations was held during the first mission carried out in February 2017, which involved interviews with all key counterparts, including the Head of Operations and the Programme Managers responsible for the various components of the EU assistance programme. Additional consultations were held during the two subsequent missions in April and May 2017, involving inter alia briefing and de-briefing sessions. Personal meetings were supplemented by extensive interactions by telephone/email concerning both operational and substantive aspects (including comments on various report drafts). The elements derived from consultations with EU institutions staff were used for all the aspects covered by the Evaluation, but in particular for the analysis of relevance, efficiency, and complementarity-coherence.

Consultations with GOA Institutions. The Evaluation extensively relied on consultations with Azerbaijani institutions, which were particularly important for validating the information retrieved from the analysis of documentary sources and/or obtained from EC/EUD staff. Initial contacts with GOA institutions were established in February 2017, when a meeting was held with PAO, a key counterpart for the EU assistance programme, but consultations mostly took place during the subsequent two missions in April and May 2017. In addition, a feedback on the findings of the Draft Final Report was provided during a meeting with PAO held in February 2018.

The EU assistance programme has provided support to a large number of Azerbaijani public institutions. However, the involvement of many of these institutions was only marginal and therefore consultations focused on the entities that had played a greater role and/or were involved in projects deemed of particular importance. An initial list of entities susceptible of being consulted was provided in the Inception Report. This initial list was subsequently discussed with the PAO and the EUD (in

parallel with the identification of the Selected Projects) resulting in the selection of 17 GOA institutions to be consulted. The list is provided in Box C.1 below. Consultations were held with all the selected institutions, with the only exception of the Ministry of Justice, which despite the repeated requests, was not available for a meeting.² Overall, interviews were held with 32 persons from 16 GOA institutions. Interviews were complemented with follow up contacts via email to collect additional information (especially, with PAO).

Box C.1 GOA Institutions Selected for Consultations

- Programme Administration Office - Ministry of Economy
- Ministry of Economy
- Ministry of Agriculture
- Ministry of Taxes
- Ministry of Labour and Social Protection of Population
- Ministry of Education
- Ministry of Justice
- Ministry of Finance
- Ministry of Culture and Tourism
- Ministry of Emergency Situations
- State Committee on Standardisation, Metrology and Patents
- State Statistical Committee
- State Migration Service
- State Customs Committee
- Ombudsman Office
- Centre for Economic Reforms and Communication
- Council of State Support to NGOs under the President

In order to be able to capture information on all the dimensions of EU support, from country level assistance to project-related results, consultations typically involved not only high ranking officials but also middle level staff who had been more directly involved in the implementation of EU-funded initiatives. In a similar vein, whenever possible interviews were also held with representatives of the entities in charge of implementation (e.g. Resident Twinning Advisors with the Ministry of Agriculture and the Ombudsman Office). Interviews were conducted on the basis of semi-structured checklists developed on the basis of information retrieved from the review of relevant documentation. Consultations with GOA institutions provided information for various aspects of the Evaluation, with special emphasis on themes linked to relevance (alignment with needs), effectiveness, impact and sustainability.

Consultations with International Financial Institutions and Multilateral/Bilateral Donors.

Owing to its upper middle income status, Azerbaijan is modest recipient of international aid whereas IFIs play a significant role (for instance, the World Bank Group has a portfolio worth some US\$ 2 billion, more than the combined total for Georgia and Armenia). Consultations were held with 10 organisations, including: (i) the three main IFI active in the country (WBG, EBRD, AsDB); (ii) three bilateral donors (USA, Switzerland and Germany, the latter being the only EU Member State with a sizeable cooperation programme in Azerbaijan); (iii) three United Nations' organisations (OHCHR, UNDP and UNICEF), which were also involved in the implementation of EU-funded initiatives; and (iv) the International Organization for Migration, an intergovernmental body (related to the UN system), also involved in the implementation of EU-funded activities. Overall, consultations with international partners involved interviews with 19 persons, all carried out in April and May 2017. These interviews allowed to collect information on various themes covered by the Evaluation, with special emphasis on relevance, complementarity and EU added value. In the case of entities involved in the implementation of EU projects, issues related to effectiveness and efficiency were also covered.

² However, it is worth noting that the Prosecutor General's Office provided comments on an earlier version of this Report on 9 March 2018, following the meeting with PAO held in Baku in February 2018.

Consultations with CSOs, Think Tanks and Other Stakeholders. Non-state organizations are among the main beneficiaries of EU assistance to Azerbaijan and consultations with these entities constituted an essential complement to those with the GOA. Consultations were held with ten organizations, some of which were responsible for implementing EU-funded actions. These included: (i) national and international NGO; (ii) academic and research institutions; and (iii) private sector organizations. Overall, consultations with non-state bodies involved interviews with 19 persons, all conducted in April and May 2017. In addition, there were informal meetings with NGO and private sector representatives held during the field trip to the Quba district in early May 2017. Interviews also covered experts who had been involved in earlier EU-funded initiatives, including an earlier study on CSOs. Instead, it was not possible to meet with the expert recruited by EUD to conduct the review of Budget Support operations.³ Consultations with CSOs, think tanks and other stakeholders focused on themes linked to relevance and impact as well as on collecting information on the legal framework for NGO operations. In the case of entities involved in the implementation of EU projects, issues related to effectiveness and efficiency were also covered.

³ The BS Review was carried out broadly in parallel with the Evaluation and an interaction with the consultant in charge of the study was indeed envisaged in the TOR. However, despite the efforts, this did not prove feasible and the Consultants received the draft report only in June 2017, when field work for this Evaluation had already been completed.

ANNEX D – LIST OF INTERVIEWEES⁴

EU Institutions

DG NEAR

- Odoardo Como, Team Leader - Evaluation and Monitoring (NEAR.A.3)
- Andrea Baggioli, Azerbaijan country evaluation - Task Manager, Evaluation Officer (NEAR.A.3)
- Maria Inmaculada Perez Rocha, Programme Officer (NEAR.A.3)
- Gabriel Blanc, Policy Officer - Trade and trade related matters (NEAR.A.3)
- Vassilis Maragos, Head of Unit – Armenia, Azerbaijan, Belarus & Eastern Partnership (NEAR.C.2)
- Angela Bularga, Programme Manager - External Relations (NEAR.C.2)
- Jari Haapala, International Aid / Cooperation Officer (NEAR.C.2)
- Stefaan Bil, Programme Manager - External Relations (NEAR.C.2)
- Mikael Erbs-Jorgensen, Policy Officer - Centre of Thematic Expertise for Civil Society Support (NEAR.C.2)
- Claus Lech, Team leader (NEAR.C.3)
- Lucia Santuccione, Programme Manager - External Relations (NEAR.C.3)

EEAS

- Jussi Narvi, Team Leader (EEAS.EURCA.EAST.2)
- Adriano Martins, Deputy Head of Division (EEAS.EURCA.EAST.2)

EU Delegation

- Anna Malena Mard, Head of Delegation
- Jeroen Willems, Head of Operations Section
- Denis Danilidis, Head of Political, Economics and Press & Information Section
- Milena Mitevova, Head of Finance Contracts & Audit Section
- Helen Gladding, Deputy Head of Finance Contracts & Audit Section
- Olaf Heidelbach, Programme Manager (also M&E focal point)
- Ofelia-Alexandra Nerisanu, Programme Manager
- Maryam Haji-Ismayilova, Programme Manager
- Rza Zulfuqarzade, Programme Manager
- Alessandro Budai, Programme Manager
- Ulviya Abdullayeva, Programme Manager
- Ramila Aslanova, Programme Manager
- Marion Mitschke, Programme Manager

Erasmus +

- Parviz Bagirov, Head of the National Erasmus+ Office in Azerbaijan

Government Institutions

Programme Administration Office - Ministry of Economy (Aid coordination and #342216 Support to Institution Building Activities in Azerbaijan - SIBA)

- Ruslan Rustamli, Director
- Aytakin Guluzade, Head of Division on Cooperation with the European Union

Ministry of Economy (#372720 Technical assistance project for the implementation of the Pilot Regional Development Programme in the Republic of Azerbaijan)

- Fariz Ahmadov, Head of the Division of the Department on Regional Development and State Programs

⁴ Whenever relevant, reference to the Selected Project discussed during interviews is provided in brackets

- Cavid Qadimov, Senior consultant

State Committee on Standardisation, Metrology and Patents (#164180 - Support to SASMP; #335262 - Development of standardisation and technical regulations; #369343 - Strengthening the metrology system)

- Namig Tagiyev, Head of the Department of Standardization and Technical Regulation
- Sabit Mammadov, Acting Head of the International Relations Department
- Sabig Abdullayev, Chief of the State Accreditation Committee
- Oktay Abbasov, Head of the State Metrology Service under the Committee

Ministry of Agriculture (#367749 - Support to e-Agriculture)

- Ilham Bayramov, Chief of Staff;
- Bagish Ahmadov, Head of the Department of state support for agriculture
- Logman Mammadov, Head of the Department on application of information technology and e-governance
- Leyli Agayeva, Head of the Information-Consulting Service and Technical Support to the Agrarian Sector Department of the State Service on Agricultural Projects and Credits

Ombudsman Office (#367882 – Support to the Ombudsman)

- Elmira Suleymanova, Commissioner for Human Rights
- Wulf Roewer, Resident Twinning Adviser

Ministry of Taxes (#346265 - Support to the Ministry of Taxes)

- Faiq Shahbazov, Director of the Department on Human Resources
- Ali Hasanov, Head of Training Centre
- Kamran Memishov, Deputy Director of the Department of Human Resources
- Narmin Mirzayeva, Department of Human Resources, Head of Training and Development Division
- Farid Hajiyev, Head of the International Relations Department of the International Cooperation Department

Ministry of Labour and Social Protection of Population (#359362 – Development of Social Service Provision)

- Fuad Huseynov, Head of The Department of Social Welfare Policy

Ministry of Education (#146601 - VET Reform and Pilot; #348738 - Strengthening VET Sector; #359671 - Support to the Higher Education System)

- Parviz Yusinov, Deputy Director - International Cooperation Department
- Reijo Aholainen, Resident Twinning Adviser

State Statistical Committee (#366835 - Support to the State Statistical Committee)

- Qasim Aliyev, Head of the Coordination and Strategic Planning Department
- Farhad Aliyev, Deputy Head of International Relations Department

State Migration Service (#346765 – Consolidation of Migration and Border Management; #371464 - Red Bridge Border Crossing)

- Kayan Hajiyev, Head of the International Cooperation Department
- Ulvi Aliyev, Head of the International Relations Department

State Customs Committee (#371464 - Red Bridge Border Crossing)

- Cavad Gasimov, Chief of the General Department on Customs Control Organization

Ministry of Finance (#368778 Support to the Implementation of the PFM Action Plan 2015-2017)

- Emin Z. Huseynov, Deputy Minister

Ministry of Culture and Tourism (#298502 - Support to Department of Tourism)

- Rauf Pashayev, Deputy Head of Tourism Department

Ministry of Emergency Situations

- Jeyhun Isgandarli, Staff

Centre for Economic Reforms and Communication

- Vusala Jafarova , Strategic analysis and planning manager

Council of State Support to NGOs under the President

- Togrul Mamadli

International Financial Institutions and Multilateral/Bilateral Donors

World Bank

- Saida Bagirli, Operations Officer - External Affairs Officer

EBRD

- Ivana Duarte, Country Head

Asian Development Bank

- Adnaan Tarin, Project Officer, Energy Division, Azerbaijan Resident Mission
- Sabina Jafarova, Project Officer, Azerbaijan Resident Mission

OHCHR

- Kamran Baghirov, Human Rights Officer

International Organization for Migration (#346765 – Consolidation of Migration and Border Management)

- Serhan Aktoprak, Chief of Mission
- Sarkhan, Project Official

UNDP (#371930 - Enabling civil society to play a greater role in advancing gender equality and women's rights; #372056 Enabling civil society to play a greater role in advancing socio-economic rights of vulnerable populations; #371464 Red Bridge Border Crossing)

- Alessandro Fracassetti, Resident Representative
- Jamila Ibrahimova, Assistant Resident Representative
- Chingiz Mammadov, Senior Programme Adviser/Programme Analyst
- Shamil Rzayev, Programme Advisor

UNICEF (#347335 - Promoting Access to Justice for Children in Azerbaijan through national capacity building for State and non-State Actors)

- Edward Carwardine, Representative
- Miin Yuan, Deputy Representative
- Vugar Salmanov, Chief of child protection

GIZ

- Sonia Fontaine, Country Director, Embassy of Switzerland in Azerbaijan
- Zahir Ahmadov, National Program Officer, Embassy of Switzerland in Azerbaijan

USAID

- Kanan Mustafayev, Deputy Director, Program Office
- Tamilla Mammadova, Monitoring & Evaluation and Project Design Specialist

Swiss Cooperation Office

- Simone Haeberli, Deputy Regional Director in the South Caucasus & Deputy Head of Mission

CSO, Think Tanks and Other Stakeholders

British Council (#146601 – VET Reform and Pilot; #353745 - EU-Eastern Partnership Culture and Creativity)

- Elizabeth White, Country Director
- Nigar Baimova, former VET Project Manager

Eurasia Partnership Foundation

- Naila Hashimova, President
- Gulnara Ismailova, Project Coordinator Specialist

ADA University (#324686 – Support to Civil Service - EU trainings)

- Fariz Ismayilzade, Director
- Nargiz Ismayilova, Director of Centre of Excellence in EU Studies

Law and Development Public Association

- Hafiz Hasanov, Chairman

Women Association for Rational Development

- Shahla Ismayil

Centre for Economic and Social Development

- Vugar Bayramov, Chairman of Board

German-Azerbaijani Chamber of Commerce - AHK Azerbaijan (#253271 – East Invest – EU Azerbaijan Business Forum)

- Nigar Huseynzade, Assistant of Executive Director

EY Azerbaijan

- Inara Akhundova, Brand, Marketing, Communications
- Fikrat Adigozalov, EY Advisory Manager

Ganja Agribusiness Association

- Vugar Babayev

Guba NGO Resource Center

- Eynulla Kheyrollayev, Head of NGO Resource Center

Association on Development of Mountainous Villages

- Miryagub Alakparov, Head of Association

Guba Farmers' House

ANNEX E – EVALUATION MATRIX

<i>Evaluation Question (EQ)</i>	<i>Judgement Criteria (JC)</i>	<i>Indicators</i>	<i>Sources of Information</i>
Relevance			
EQ# 1 To what extent the implementation of EU Assistance strategy was and is aligned to the Government of Azerbaijan's priorities and responded flexibly to changing need over the evaluation period?	<ul style="list-style-type: none"> JC#1.1 Past and present consistency between focal sectors of the EU assistance and current Azerbaijan's priorities JC#1.2 Correspondence between individual project's aims and counterparts' needs JC#1.3 Flexibility of the EU assistance to change upon Azerbaijan needs' changes 	<ul style="list-style-type: none"> Degree to which Focal Sectors of EU assistance are consistent with Azerbaijan's development priorities in an evolving perspective' Degree of correspondence between the priority interventions identified in Azerbaijan's institutions - counterparts of EU projects and EU funded interventions Number of relevant acts adopted by Azerbaijan's institutions Response rate in resource allocation of adaptation to countries' priorities. 	<ul style="list-style-type: none"> National strategic documents EU assistance strategic documents Reports on specific projects or programmes Interviews with implementers and stakeholders
EQ#2 To what extent is EU assistance still serving EU priorities.	<ul style="list-style-type: none"> JC#2.1 consistency between focal sectors of the EU assistance and present EU priorities 		<ul style="list-style-type: none"> EU assistance strategic documents
Effectiveness			
EQ#3 To what extent, and how, has the EU assistance to Azerbaijan contributed to country developments and in particular in the focal areas of EU Assistance and areas covered by global objectives?	<ul style="list-style-type: none"> JC#3.1 Extent to which the outcomes envisaged have been achieved JC#3.2 Extent to which the outputs developed have been utilized JC#3.3 Extent to which adopted acts have been followed up with by-laws, action plans, etc. 	<ul style="list-style-type: none"> Validity of Regional Development extended beyond initial terms Existence of endorsed plans for the implementation of adopted acts Improvement of living standards in regions Broadening of economy's diversification toward expansion of non-oil economy Improvements in the Human Development Index Results are visible 	<ul style="list-style-type: none"> Reports on specific projects or programmes Monitoring documents Interviews with implementers and stakeholders National legislation and policy documents
Efficiency			
EQ#4 To what extent interventions made good use of the (financial and human) resources?	<ul style="list-style-type: none"> JC#4.1 Extent to which the costs of the interventions are justified by the results achieved JC#4.2 Appropriate and timely use of resources allocated 	<ul style="list-style-type: none"> Data on projects' disbursement Data on costs incurred by Azerbaijan institutions 	<ul style="list-style-type: none"> Reports on specific projects or programmes Monitoring documents Interviews with implementers and stakeholders

Evaluation Question (EQ)	Judgement Criteria (JC)	Indicators	Sources of Information
Sustainability			
<p>EQ#5 To what extent are the outcomes of EU assistance likely to produce effects after the end of EU funding?</p> <p>EQ#6 To what extent the beneficiaries with strategic/policy and management responsibility have been and still are demonstrating ownership of the results?</p>	<ul style="list-style-type: none"> JC#5.1 “outputs” (infrastructures, organisations, plans, training/ educational programmes etc.) still operational JC#5.2 “outcomes” functioning at the envisaged level JC#6.1 National/local beneficiaries demonstrate clear ownership 	<ul style="list-style-type: none"> Financing in place and aligned to costs HR base for operations of “outcomes” in place Regulatory base/legislative framework functioning Level of capacity in supported entities. New entities established and existing strengthened 	<ul style="list-style-type: none"> Interviews with beneficiaries and supported authorities Reports on specific projects or programmes
Impact			
<p>EQ#7 To which extent political and operational outputs and immediate results are the consequence of EU interventions and policy dialogue?</p> <p>What has happened as a result of the EU Assistance?</p>	<ul style="list-style-type: none"> JC#7.1 Extent to which there is causal evidence between changes of governmental policies and intervention of the EU JC#7.2 Extent to which the EU assistance has led to unexpected positive or negative effects 	<ul style="list-style-type: none"> Concrete examples of positive and negative effects for counterparts Improvement in Human Development Index 	<ul style="list-style-type: none"> Interviews with beneficiaries and supported authorities Reports on specific projects or programmes National legislation and policy documents
<p>EQ#10 To what extent do supported projects contribute to improving information on what the EU is doing in Azerbaijan? To what extent do they ensure fulfilment of the visibility strategy set by the European Commission?</p>	<ul style="list-style-type: none"> JC #10.1 Extent to which the EU visibility strategy has been fulfilled? JC #10.2 7.4 Visibility and catchment of EU organized and EU-coordinated events?⁵ 	<ul style="list-style-type: none"> Publications, Visibility Public events Social media 	<ul style="list-style-type: none"> Reports on specific projects or programmes Interviews with implementers and stakeholders Surveys
EU Added Value			
<p>EQ#8 What is the added value of the EU level interventions compared to interventions by member states, and or other donors, including the private sector?</p>	<ul style="list-style-type: none"> JC#8.1: Extent to which similar results could have been achieved without EU action JC#8.2: Extent to which further interventions in the focal sectors can be better tackled by EU action 	<ul style="list-style-type: none"> Number and nature of interventions in which the EU Assistance did make the difference compared with national/MS/other donors’ measures 	<ul style="list-style-type: none"> Interviews with beneficiaries and supported authorities
Complementarity-Coherence			
<p>EQ#9 To what extent does the scope of the EU support to Azerbaijan is aligned</p>	<ul style="list-style-type: none"> JC#9.1 Extent to which donor coherence, complementarity and 	<ul style="list-style-type: none"> Number and type of interventions of the EU Assistance that have been agreed with other donors 	<ul style="list-style-type: none"> Documentation on other donors’ initiatives and programmes

⁵ This judgement criteria has been shifted from the criterion visibility (Q 10) and included in the discussion of impact.

<i>Evaluation Question (EQ)</i>	<i>Judgement Criteria (JC)</i>	<i>Indicators</i>	<i>Sources of Information</i>
with/ complement other interventions of other donors?	<p>coordination exist and have effects on the EU assistance?</p> <ul style="list-style-type: none"> JC#9.2 Extent to which EU assistance is in alignment with donors' support 	<ul style="list-style-type: none"> existence of working group / donor coordination meetings 	<ul style="list-style-type: none"> Documentation on other international organisations' activities Interviews with beneficiaries and supported authorities

ANNEX F – MATRIX OF FINDINGS

In this Annex we present the evidence underpinning the findings and conclusions presented in the Main Text. The evidence is structured by Evaluation Question and Judgment Criterion and comes from both documentary sources (programming documents, projects documents, previous evaluations, etc.) and interviews. Three points must be noted at the outset. First, regarding evidence originating from documentary sources, the Annex includes information derived from published sources or documents provided by the EC to the Consultants during implementation. This however excludes sources that were explicitly indicated by the EC as not for quotation. Second, information on individual projects mostly refers to the set of Selected Projects that were analysed in detail for the Evaluation. In these cases, the information derived from project documents is typically blended with elements resulting from interviews. Third, in certain cases, when the information refers to sensitive topics, explicit reference to specific institutions or projects has been omitted in order to safeguard confidentiality.

Relevance

EQ# 1 To what extent the implementation of EU Assistance strategy was and is aligned to the Government of Azerbaijan’s priorities and responded flexibly to changing need over the evaluation period?

JC#1.1 Past and present consistency between focal sectors of the EU assistance and current Azerbaijan’s priorities

National Priorities

National priorities were derived from two key strategic documents, namely the State Program on Poverty Reduction and Sustainable Development 2008-2015 (2008-15 Program) and the Azerbaijan - 2020: Outlook for The Future Development Concept (Vision 2020). The priorities are described as follows:

2008-15 Program

“The following 9 goals have been identified for the SPPRS 2008-2015:

- I. Ensuring sustainable economic development through maintaining macroeconomic stability and balanced development of the non-oil sector;*
- II. increasing income-generating opportunities and pulling substantial numbers of citizens out of poverty;*
- III. reducing social risks for older age groups, low-income families and vulnerable segments of the population by developing an effective social protection system;*
- IV. continuing the systematic implementation of activities aimed at improving the living conditions of refugees and IDPs;*
- V. improving the quality of, and ensuring equal access to, affordable basic health and education services;*
- VI. developing social infrastructure, improving the public utilities system;*
- VII. improving the environmental situation and ensuring sustainable environmental management;*
- VIII. promoting and protecting gender equality;*
- IX. continuing the process of institutional reform and improving good governance.*

(...)

In order to achieve the above strategic goals, measures to be implemented 2008-2015 are classified under four functional groups, as set forth in SPPRS Chapters 4-7:

- 1. Macroeconomic stability and economic growth (Chapter 4)*

2. *Employment policy and social protection of the population (Chapter 5)*
3. *Human development and social progress (Chapter 6)*
4. *Institutional policy and good governance (Chapter 7)”*

(2008-15 Program, page 3)

Vision 2020

The Vision 2020 lists eight priorities (page 1), namely

1. *Towards a highly competitive economy*
2. *The improvement of the transport, transit and logistic infrastructure. The balanced development of regions*
3. *The development of information and communication technologies and ensuring transition to an information society*
4. *The development of human capital and the establishment of an effective social security system*
5. *The improvement of legislation and strengthening of institutional potential*
6. *The development of civil society*
7. *The protection and effective management of cultural heritage*
8. *Environmental protection and ecological issues*

(Vision 2020, page 1)

However, the Vision 2020 priorities do not have the same importance, with (i) increasing the competitiveness of the economy, including preserving macro-economic stability and the development of the non-oil sector, (ii) the improvement of infrastructure & balanced regional development, and (iii) the development of human capital, clearly carrying a greater weight as shown by the textual analysis below (relevant parts underlined):

“The main strategic view of the concept is to take account of the current opportunities and resources and attain a stage characterized by sustainable economic growth and high social welfare, effective state management and supremacy of the law, the full ensuring of all human rights and freedoms and the active status of the civil society in the country’s public life.

In 2020, Azerbaijan will be an economically and politically developed and competitive country. Even in the most remote villages of Azerbaijan, all communications required in the daily lives of citizens (communications, Internet, banking services, public utilities, roads and so on), health and education services will be provided.

Azerbaijan will be a place where the population’s incomes are high, unemployment is minimum, human capital is highly developed, the environment is protected and health and every citizen has broad opportunities. As a result of the measures stipulated by the concept, by the end of the period, the volume of per capita GDP in the country will increase more than twice and reach 13,000 US dollars.

According to the World Bank classification of GDP, in 2020 Azerbaijan is expected to become a full member of the group of “countries with high average income” and eliminate its dependence on the export of hydrocarbons, which is the main reason for its belonging to this group at the moment, and to reach the highest positions in the group of “countries with high human development” according to the human development classification of the UN Development Programme.

From an economic point of view, the Azerbaijan Republic will turn from the region’s leading state into a highly competitive participant in the international system of economic relations. To this end, taking into account the favourable geographical position and broad potential, it is planned to turn the country into the region’s commercial centre and to bring the volume of per capita non-oil export to 1,000 US dollars.

In order to achieve the aforesaid goal, state regulation which ensures healthy competition in market economy conditions, transformation into an export-oriented economy that makes efficient use of energy and creates high added value and principles of a complex approach to the development of socio-economic spheres will be taken as a basis. Within the framework of the concept, it is planned to turn the country's economy into an economy based on efficiency as a result of a growth in general productivity and ensure transition to a stage characterized by the dominance of innovations.

Increasing the competitiveness of the economy encompasses such fields as the protection of macroeconomic stability, the strengthening of the coordination of the monetary and fiscal policy, the improvement of the business environment, support for private initiative, the development of the market of financial services and the improvement of the foreign trade and investment policy. During this period, it is planned to keep inflation at the acceptable level and ensure gradual transition to a more flexible currency rate.

At the same time, purposeful measures will be taken to improve the structure of the economy. The modernization of the oil and gas sector and the petrochemical industry, the diversification and development of the non-oil industry, the expansion of opportunities to use alternative and renewable energy sources, the development of the agrarian sector, the strengthening of food security, expansion and development of trade and types of services and the improvement of the foreign trade and investment structure will be priority spheres. It is planned that during the period covered by the concept, the average pace of annual real growth in GDP in the non-oil sector will be more than 7 per cent.

The main task in the current stage is to speed up the diversification of the economy, to maintain the high pace of the development of the non-oil sector in the future regardless of the level of oil revenues, to increase competitiveness and to develop export possibilities. In the Development Concept "Azerbaijan 2020: Look into the Future", an export-oriented economic model is taken as a basis, and it is planned that increasing the competitiveness of the economy and improvement of the structure will boost non-oil exports. Along with the speedy development of the non-oil industry, the promotion and expansion of innovative activity will create favourable grounds for the formation of an economy based on knowledge in the country.

In order to achieve these goals, it is important to make full use of all the country's possibilities, to make effective use of the existing economic, social and political resources and create conditions for strengthening the country's potential. From this point of view, it is planned to develop the energy, transport, transit and logistical infrastructure, to concentrate on the development of regions, to form regional development centres taking into account the competitive advantages of each region and to develop the infrastructure and social services in cities and villages.

The expansion of opportunities for using ICT and communication services, the creation of a reliable security system aimed at developing information and communication technologies, the formation of national standards, as well as the launch of totally digital broadcasting across the country and the halting of analog broadcasting, and the total use of e-government services will be in the centre of attention as one of the main priorities in the formation of Azerbaijan as a modern state.

The purpose of any economic growth is to increase social welfare. From this point of view, one of the main priorities of the concept is the development of social spheres and human capital. Within these priorities, the main spheres are to increase the quality of education and services, to strengthen social security, ensure gender equality and to develop the family, youth potential and sports.

The issue of poverty within the framework of the concept is assessed at the level of the concept of "multi-factor poverty" in line with modern approaches to the human development concept. Over the past 10 years, Azerbaijan has gained undeniable achievements in drastically reducing poverty. The settlement of the problem of "absolute poverty" in our country, i.e. the sharp decline in the number of families included in the category of the poor within the framework of accepted criteria is a result of the successful socio-economic policy. Within the framework of the current concept, the problem

of “absolute poverty” will constantly be in the centre of attention again, and along with that, the expansion of the middle class and the strengthening of the role of this class is one of the main purposes. The experience of various countries shows that countries with a stronger middle class are more sustainable from political, economic, social and other aspects and have higher development potential.

Quantitative and qualitative indicators linked with the population and its structure are the main elements of national power, and the protection of the gene pool of the Azerbaijani people, issues like migration and demography are of special importance in terms of national security. During the period covered by the concept, the country’s population will increase by 1.1 per cent a year on average and is expected to total about 10.2 million in 2020.

In order to realize the targets stipulated by the concept, measures will continue to constantly improve the legislative base and strengthen the appropriate institutional potential.

The preservation of cultural heritage, its effective management, the protection and enrichment of new creative results, environmental and ecological problems are accepted as the main priority within the framework of the concept, and it is planned to take the appropriate policy measures in these fields.” (Vision 2020, pages 9-11)

EU Assistance Priorities

The EU assistance priorities – and the indicative funding devoted to each of them – are presented in the National Indicative Programme (NIP) 2011-2013 of the European Neighbourhood and Partnership Instrument:

The programme focuses on three priority areas with the following allocation:

Priority Area 1: Democratic Structures and Good Governance	25-30%	€30.5-37 Mio
Priority Area 2: Socio-economic reform and sustainable development, trade and investment, regulatory approximation and reform	35-40%	€43-49.0 Mio
Priority Area 3: PCA and ENP AP implementation, including in the area of energy security, mobility and security	30-35%	€37-43 Mio
Total	100%	122.5

(NIP 2011-2013, page 21)

Alignment of National and EU Assistance Priorities

The degree of alignment can be determined by the juxtaposition of national and NIP/SSF priorities, as it is also demonstrated – in the case of the most recent period – in the description provided in the SSF:

Regarding priority 1, the SSF notes that: “Vision 2020 identifies the development of the regions as a cornerstone for achieving the country’s full potential.” (2014 Azerbaijan SSF 2014-2017, pages 10-11)

Regarding priority 2, the SSF highlights the linkage with the sector strategy, while acknowledging the absence of an explicit link with Vision 2020: **The justice sector is not mentioned per se as a priority in the Vision 2020 concept, although it is assumed that it will be a crosscutting issue in terms of modernisation of all sectors and specifically of state institutions.**” (emphasis added) (2014 Azerbaijan SSF 2014-2017, page 13)

Finally, regarding Priority 3 (page 15) the SSF notes that: *“Vision 2020 clearly identifies strengthening of the education system as one of the country's priorities and specifies that Azerbaijan's aspiration is to integrate the national education system into the European education space.”* (2014 Azerbaijan SSF 2014-2017, page 15)

Twinning Grants

The demand-driven nature of Twinning grants a priori facilitates a strong alignment with beneficiaries' needs. The Country evaluation of Twinning Instrument in Azerbaijan (2007-2012) (TW Evaluation) mentions few cases in which the appropriate preconditions were not in place (e.g. the absence of the relevant sector strategy) as well as a general tendency to overestimate absorption capabilities, with the frequent setting of unrealistic timetables. But, in general, Twinning were deemed to respond well to beneficiaries' needs, as outlined in the table below:

Table 1. Relevance of Twinning projects to the ENP Action Plan and NIP

	Explicitly	Indirectly	Broadly
Completed projects	7	1	0
Ongoing projects	0	2	5
Projects under contracting	1	2	3

(TW Evaluation, pages 46-47)

The TW Evaluation also noted a certain sectoral distribution of twinning grants, with a *“high concentration of Twinning projects in three sectors (employment and social affairs; finance, internal market and economic criteria; and justice and home affairs)”*, and an *“absence of projects in agriculture and environment, and only one project in energy and transport”*, as presented in the passage and table below:

“All Twinning projects contribute to achieving the EU-Azerbaijan policies, but not always directly/explicitly (...)” (TW Evaluation, pages 50)

Table 2. Sectoral division of Twinning projects in Azerbaijan

Sector	Twining project (short title)
Agriculture	
Employment and social affairs	<ul style="list-style-type: none"> - Analytical capacities of Ministry of Labour and Social Protection - Support to Labour Inspectorate - Strengthening the Committee for Family Women and Children - Strengthening initial vocational training in agriculture
Energy	<ul style="list-style-type: none"> - Legal approximation and structural reform in energy sector
Environment	
Finance, internal market and economic criteria	<ul style="list-style-type: none"> - Support to the Statistics Committee - Support to Ministry of Taxes on e-audit system - Assistance to the Public Financial Control Service - Approximation of legal/regulatory framework for securities market
Health and consumer protection	<ul style="list-style-type: none"> - Food quality and certification of fishery products - Support to the Veterinary Service – animal identification
Justice and home affairs	<ul style="list-style-type: none"> - Anti-Corruption Department with Prosecutor General - Support to the Milli Mejlis (Parliament) - Enhancement of the capacity of the Ombudsman - Support to the Committee for Land and Cartography - Support to the staff of the Migration Service
Telecommunications	
Trade and industry	<ul style="list-style-type: none"> - Standardisation, metrology, conformity assessment and accreditation - Capacity for enhancing enforcement of copyrights
Transport	<ul style="list-style-type: none"> - Improvement of maritime safety
Other	<ul style="list-style-type: none"> - Strengthening of nuclear radiation safety structure - Strengthening of the capacity of the Department of Tourism

(TW Evaluation, pages 47-48) Please note: the above table omits one further Twinning project, namely ‘Support to development of a National System on Animal Identification and Registration of farms under the State Veterinarian Control Service’ which was implemented in 2011-2013 (**GOA Comments, 2 March 2018**)

Budget Support

BS operations were not well designed, as they tended to overestimate commitment to reform. The BS Review notes that some of the reforms envisaged had not been genuinely endorsed by the GOA,⁶

⁶ This was the case, in particular, of the privatization of veterinary services and the introduction of probation. Regarding the privatization of veterinary services, the Government asked to add the following information. “Activities related to privatisation of veterinarian points for ensuring prophylactic, healing and observation measures were envisaged. The control over veterinarian points to be privatized, will be carried out by the State Veterinarian Control Service and its regional (city) veterinarian departments in accordance with the relevant legislation of the Republic of Azerbaijan.” (**GOA Comments, 2 March 2018**)

which clearly suggests a less than perfect match. More importantly, there appears to have been a fundamental misunderstanding about the very essence of BS, with the GOA holding “*the view that EU funds were to finance the reforms, rather than reward their implementation*” (BS Review, page 33). Nonetheless, the BS Review provides an overall positive assessment, as shown in the passage below (underlined):

“The relevance of the use of budget support at the time of the design and agreement of the AAP2007 to AAP2011 programmes has been questioned because of the apparent lack of need by Azerbaijan for additional fiscal space at the time. However, as discussed in 2006/7 when the decision was taken to reintroduce budget support after the FSP, it was important to the Government because it provided a timebound reform agenda under international agreement to support reforms in an environment where opposition to reform in some institutions and among some individuals existed and could have stood in its way. In addition to defining a reform agenda, budget support also provided an incentive to reform in that the use of EU funds as determined by the CoM procedure was represented as a reward for performance by the institutions involved.” (BS Review, pages iii-iv)

JC#1.2 Correspondence between individual project’s aims and counterparts’ needs

Twinning Grants. Indeed, out of the 12 Twinning grants analysed in detail, 10 are demonstrating good relevance and appropriate design. Problems were spotted only in the case of the Twinning Grant “Strengthening the capacity of the State Committee for Family, Women and Children Affairs of the Republic of Azerbaijan to Promote and Protect the Rights of Vulnerable Families, Women and Children”, and “Support to the State Agency on Control over Safety in Construction of Ministry of Emergency Situations of The Republic of Azerbaijan in the field of transition to the EU construction standards” again mostly because of over ambitious plan.

Grants to CSO. The assessment of initiatives financed through grants to CSO is also positive, but subject to some qualifications. Previous work on the subject found that the initiatives were well in line with the mission and mandate of recipient CSO. However, the operational problems experienced during implementation suggest that some initiatives were not equally well attuned with CSO’s capabilities. This is particularly the case of projects implemented by local CSO, while those led by International NGO benefitted from a more realistic design.

Rule of law and human rights. EU assistance on Rule of Law is extended through a twinning Grant for the Ombudsman and a grant on juvenile justice. The Twinning Grant “Support to the Strengthening of the Commissioner for Human rights (Ombudsman)” is highly relevant as it is ensuring that the Ombudsman could fulfil its mandate as the National Preventive Mechanism (NPM), in accordance with relevant UN conventions and developing other key strategies for rights of People with Disabilities and of Children. Addressing gaps and challenges in ensuring access to justice for children, the project (i) strengthen the capacity of CSOs to facilitate access to justice, and (ii) sustain the ombudsman in facilitating the independent monitoring of child rights violations.

Institutional Reform. Azerbaijan is maintaining a strong commitment to strengthening its institutional capacity by approximation to EU and international standards. Improvements in developing its policy making are sustained by the enhancement of the capacity of the State Statistical Committee in the management of the quality of the statistical production, harmonising them to EU standards in the key areas of income and living conditions, disability and tourism.

Enhancing the effectiveness of the Ministry of Taxes through complementary Twinning Grants in areas such as e-auditing and more recently in human resources management is instrumental to expand the financial space of the state budget. Improving the quality of social service provision, fostering the capacity at local level, and aligning it to the modalities used in the EU model is a clearly perceived need and at the same time goal of the MLSPP. Through a comprehensive Twinning grants, has been tackling these aspects to enhancing the efficiency and equity of the social services. The allocation of the EU assistance to sustain the reforms and the cooperation as such has been facilitated by the project “Support to Institution Building Activities in Azerbaijan (SIBA)”. Following up

previous analogous interventions, SIBA has been highly relevant as it supported PAO – its direct counterpart – line ministries and other public bodies in build their capacity to manage Twinning, TAIEX and SIGMA instruments independently, and sustaining PAO in identification and formulation of new interventions. An additional facilitating role has been played by the grant “Support to Civil Service EU trainings and Establishment of a Centre of Excellence in EU Matters in Azerbaijan” providing training/awareness on EU affairs.

Agriculture and Rural Development. Agriculture is very important in Azerbaijan as it employs some 36.3% of the employed population and generate 5.6% of the GDP. Its development is also crucial in terms of the contribution it can give to the expansion of the non-oil sector and in poverty reduction. Policy preparation in the sector is hindered by the lack of farm level information for use in policy making. Moreover, the distribution of subsidies is not managed efficiently. These aspects are clearly addressed in the project e-Agriculture, which aims at developing the methodologies and guidelines for the implementation of such system.

Regional Development. Azerbaijan’s renewed emphasis on regional development requires the putting in place of an appropriate institutional infrastructure and operational tools. These needs are effectively addressed by the ongoing Pilot Regional Development Programme (PRDP), through (i) the provision of capacity building/training to the Ministry of Economy, (ii) the development of a model regional development plan in a pilot region, and (iii) the provision of assistance to the entity in charge of supervising other IFI/donor funded regional development initiatives. While the project is well attuned with needs, its relevance is somewhat diminished by the selection of an excessively large and diversified pilot region (accounting alone for nearly one quarter of the country’s total surface), which may negatively influence performance.

Standards. An upgrading of existing standards, technical documentation, and metrology system is an essential condition for Azerbaijan to comply with the requirements of the Agreement on Technical Barriers to Trade of the World Trade Organization. EU assistance has extended support to the State Committee for Standardization, Metrology and Patent (SCSMP) through a succession of three Twinning Grants and six TAIEX interventions, tackling with different issues in an incremental manner (general capacity building and legal advisory on approximation, support in the metrology area, etc.). The SCSMP is one of the most intensive users of EU assistance, which is in itself an indication of the ability of EU programs to affectively address beneficiaries’ needs.

Trade Development. Trade development is also supported via the project “Red Bridge” that assists the State Customs Committee to ease transit of goods at the Azerbaijan-Georgian border by intervening on Sanitary and Phyto-Sanitary (SPS) control border crossing. In particular *“The main aim of the project ‘Support to development of border-cross point at Red Bridge (‘Siniq Korpu’) between Azerbaijan and Georgia’ was to support business and investment environment, including customs’ operation, adjustment of legislation and administrative experience, sustainable development, to develop cooperation between customs’ services of Azerbaijan and Georgia, simplify the trade, strengthen sanitary and phytosanitary inspection at the border, and to provide a better infrastructure and modern technology at Red Bridge border-cross point. The implementation of the project ‘Support to development of border-cross point at Red Bridge (‘Siniq Korpu’) between Azerbaijan and Georgia’ was successfully continued with close participation of the Azerbaijani Customs Service. This project is jointly implemented by UNDP and State Customs Committee of the Republic of Azerbaijan with EU funding. In March 2017 the Steering Committee of the project on border-cross point at Red Bridge at Azerbaijan-Georgia border held its meeting and in December it conducted a seminar in Baku entitled ‘E-system and information exchange at border-cross points’ within the said project. At the same time, for the period of more than a year, important steps have been taken under the project by UNDP, training were conducted with an aim to increase the knowledge of customs’ staff of Azerbaijan and Georgia in the field of phytosanitary control, study visit was organized to Poland in order to study the experience of EU in this field, and relevant equipment was purchased for the Central Expertise Department of the State Customs’ Committee of the Republic of Azerbaijan” (GOA Comments, 2 March 2018).*

Business Development. The Government of Azerbaijan has fully acknowledged the need to further diversify the economy, fostering the development of the non-oil sectors like tourism, fostering foreign investments and expanding the SME sector. The EU is seen as a key partner in addressing these needs. The Twinning in support of tourism has been responding to the need of strengthening the Ministry in its dual role of law maker and of implementer agreed measures for attracting new tourists. The project East Invest, facilitating the contacts between EU and Azerbaijan companies and contributing to close the data gap among EU business about Azerbaijan is a highly relevant response.

Education and Vocational Training. In alignment with the importance the GOA attributes to developing the country's human capital and promote tourism, the EU has supported initiatives to foster the VET sector but also directly intervening in the elaboration of the VET Strategy.

Migration and Mobility. The EU-Azerbaijan **readmission and visa facilitation agreements** that entered into force on 1 September 2014 has required a consolidation of Azerbaijan's migration management capacity and strengthening of national capacity for integrated border management – two sectors that have been effectively answered by the relevant project implemented by IOM.

Energy. Even though the Strategy on the use of alternative and renewable energy sources for the 2012–2020 set ambitious targets - increase in the share of renewable energies in energy consumption by up to 20 percent and in energy efficiency by 20 percent by 2020 – the use of these sources has not been adequately promoted. The project “Promoting Development of Sustainable Energy” has been addressing the existing barriers to the use, intervening on the legislative framework and developing pilot renewable energy projects to test their economic feasibility

JC#1.3 Flexibility of the EU assistance to change upon Azerbaijan needs' changes

The adoption of restrictive regulations concerning the provision of grant funding to CSO forced the EUD to look for alternatives. A solution was found through the channelling of assistance to CSO via an UNDP-managed grant. This is clearly a second best solution, which could not prevent a decline in the volume of assistance to CSO, as highlighted in the 2015 External Assistance Management Report (EAMR):

“The adoption in December 2015 of rules requiring donors to obtain the right to provide grants by the authorities before contract signature led to the cancellation of EUR 6 million worth of calls for proposals for support to civil society under ENI, EIDHR and CSO-LA. Most of the EIDHR and the CSO-LA funds were reallocated to other countries before the deadline for contracting expired.”
(EAMR Azerbaijan, 2015, page 8)

EQ#2 To what extent is EU assistance still serving EU priorities

JC#2.1 consistency between focal sectors of the EU assistance and present EU priorities

EU Policy Objectives. EU policy objectives can be traced back to the ENP AP signed in 2006. While relatively old, the ENP AP is still in force and remains **the only policy document with an explicit list of objectives**. It could be argued that, being a bilateral agreement, the ENP AP does not reflect solely the views of the EU. However, the alternative to making reference to the ENP AP would be to attempt a ‘reconstruction’ of EU policy objectives towards the country, an exercise that – because of the political aspects involved – would be inevitably fraught with subjectivity.

The ENP AP lists ten ‘priorities’ covering a wide ranging of themes, from the peaceful solution of the Nagorno-Karabakh conflict to balanced and sustained economic development. For the purpose of the present analysis, the ENP AP priorities can be grouped into three ‘clusters’, dealing respectively with: (i) security & political cooperation objectives; (ii) democratization, rule of law and

human rights-related objectives; and (iii) economic development & cooperation objectives. The ENP AP priorities grouped into these three clusters are presented in Box 5.1 below.

Box 5.1 EU Policy Objectives

Security & Political Cooperation (Cluster #1)

- Contribute to a peaceful solution of the Nagorno-Karabakh conflict (Priority 1)
- Strengthening EU-Azerbaijan energy bilateral cooperation and energy and transport regional cooperation, in order to achieve the objectives of the November 2004 Baku Ministerial Conferences (Priority 8)
- Enhancement of cooperation in the field of Justice, Freedom and Security, including in the field of border management (Priority 9)
- Strengthen regional cooperation (Priority 10)

Democratization, Rule of Law and Human Rights (Cluster #2)

- Strengthen democracy in the country, including through fair and transparent electoral process, in line with international requirements (Priority 2)
- Strengthen the protection of human rights and of fundamental freedoms and the rule of law, in compliance with international commitments of Azerbaijan (PCA, CoE, OSCE, UN) (Priority 3)

Economic Development & Cooperation (Cluster #3)

- Improve the business and investment climate, particularly by strengthening the fight against corruption (Priority 4)
- Improve functioning of customs (Priority 5)
- Support 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 (Priority 6)
- Further convergence of economic legislation and administrative practices (Priority 7)

Effectiveness

EQ#3 To what extent, and how, has the EU assistance to Azerbaijan contributed to country developments and in particular in the focal areas of EU Assistance and areas covered by global objectives?

JC#3.1 Extent to which the outcomes envisaged have been achieved

Twinning Grants

Twinning grants were generally well implemented and able to deliver their outputs– albeit with some projects experiencing delays – as outlined in the TW Evaluation:

“The overall conclusion is that all Mandatory Results described in the Twinning Fiches of the sample projects have been achieved. Even though there have been delays leading to project extensions, all Mandatory Results have been achieved.” (TW Evaluation, page 62)

“The Evaluators noticed a number of major constraints that have more or less negatively affected the effectiveness of project implementation, as follows:

- *Resistance to change*
- *Limited absorption capacity demonstrated by the BAs (e.g. availability of the right staff, lack of preparation)*
- *Effective legislation in the beneficiary country” (TW Evaluation, pages 62-63)*

“The high quality of MS expertise generally contributed to high Effectiveness. This is recognised unanimously by the interviewed stakeholders and also when the BAs, especially their RTA Counterparts and BC PLs, were strongly committed, which was often the case in Azerbaijan. The vast majority of twinning activities were accurately directed at the achievement of mandatory results.” (TW Evaluation, pages 63-64)

Budget Support

BS operation experienced serious problems during implementation, with negative effects on disbursements. As indicated in the BS Review, agreed sectoral strategies were lacking when the operations were launched and this, together with the emergence of problems in the PFM area, delayed the disbursement of the initial tranches. In addition, significant problems were experienced in fulfilling the conditions for disbursement of subsequent tranches, with further negative effects on the disbursement profile.

“Despite the delays in implementation, and the lack of compliance with several disbursement conditions under the JRSP and ARDSP, overall the use of budget support can be considered to have been effective. The programmes laid out a reform agenda for each sector, and to a large extent successfully resulted in the reforms being implemented. Where reforms were not implemented (such as the privatisation of veterinary services, or the introduction of probation), they were either not an agreed policy or not to be introduced within the timeframe of the programme.⁷ (...) The effectiveness in terms of the timing of the reforms as originally envisaged in the financing agreements has obviously been poor. The reasons for this are touched upon above and include the formulation of the agreements and the understanding and management of the process by both Government and the EU. It is hard to see, however, what else the EU could have done but to agree to extension of the timetables (and revision and elucidation of the conditions) other than to cancel the programmes, which would have served both the reform process and the political dialogue with the Government a severe and unacceptable blow.” (BS Review 2017, page v)

In the field of rule of law and human rights (Riga Priority 1), previous evaluations suggest that unfavourable external developments severely affected the situation in Azerbaijan, despite EU's efforts to promote reforms:

“In most Neighbourhood countries, the difficult political and security context in the past years has not been favourable towards reform efforts in the field of democracy and good governance. (...) the East is stirred by several frozen or active territorial conflicts. Therefore, it is not surprising that measures in the field of good governance and rule of law have not shown significant improvement in recent years, despite EU's efforts to promote reforms. The European Integration Index for Eastern

⁷ Although this was not always entirely clear. Privatization of veterinary stations, for instance, had been incorporated in successive World Bank Agricultural Development and Credit Projects. ADCP I ran from 2002-2006, ADCP II from 2007-2012. The former involved the establishment of 25 private veterinary units, the latter 30. While these were not created through the privatization of state veterinary stations, the logic of their establishment was as a pilot to exemplify the prospects for successful transfer of veterinary services to the private sector, but since the key element of contracting Government disease control inoculation, fundamental to the success of the ventures, was never agreed, the private units remained primarily concerned with domestic pet care and one-off emergency treatments such that by the time of ARDSP implementation most had ceased to exist, and did not qualify as relevant for the ARDSP requirement of privatisation of state veterinary points. Restructuring of the State Veterinary Service had also been an objective of the Food Security Programme over several FAs.

Partnership Countries provides an assessment of these countries' progress in various fields, including rule of law and governance quality. Along with other indicators, these fields are aggregated to a score representing the country's performance in deep and sustainable democracy, as shown in the table below."

Table 10 Overview of the EaP Index Category "Deep and sustainable development" over time

Country	2012	2013	2014
Armenia	0.59	0.59	0.61
Azerbaijan	0.34	0.31	0.30
Belarus	0.25	0.27	0.27
Georgia	0.59	0.64	0.73
Moldova	0.75	0.75	0.77
Ukraine	0.61	0.60	0.61

(ENI Evaluation, page 79)

In the field of energy reform (Riga Priority 4) past evaluations highlighted a less than ideal progress, which was however partially offset by more recent projects:

"Achievements overall were mixed. (...) hardly any concrete steps had been taken towards achieving progress for energy reform in Azerbaijan." **(ECA ENPI Caucasus, page 7)**

"Hardly any concrete steps had been taken towards achieving the programme objectives. The sector strategy was not revised and a sector policy dialogue was not established. So far then, the offered EU sector budget support could scarcely create any incentive or leverage to speed up the intended reform process." **(ECA ENPI Caucasus, page 25-26)**

JC#3.2 Extent to which the outputs developed have been utilized

"By and large the Mandatory Results are also actually used by the beneficiary organizations in the seven sample projects. The knowledge at stake was transferred, which sometimes led to significant operational changes within the beneficiary institutions. This was particularly the case with the new approaches adopted on the basis of the Twinning activities for internal procedures and processes. For example, the Statistics project led to the application of a new approach to the business statistics data collection process, to a new methodology for assessing the non-observed economy, introducing double-deflation into the National Accounts System.

In some cases, however, this was not fully effective and/ or could only be achieved after the project end. The latter concerned especially the adaptation of primary legislation by Parliament, which is a long process in any country and also in Azerbaijan." **(TW Evaluation, page 62)**

*"The process of **strengthening the Ombudsman** is advancing. First outputs have been delivered. The Ombudsman Office reported that the 1st component has been successfully completed and the capacity of the Ombudsman Institution to act as National Preventive Mechanism (NPM) has been strengthened with the new strategy on NPM and with the database of monitoring visits reports and capacity building support. Staff (on central and regional level) has received on-the-job training on research, analytical tasks and legal issues in Ombudsman's work. The work on the Strategies for rights of children and of persons with disability has started. As a result of the latter, the Ombudsman has sent recommendations to the government related to disabled persons, i.e. to introduce sound and light alarms at traffic-lights in Baku, as well as to install ramps in buses and some public areas in Baku. In the past, the Government achieved approximately 60% of the 600 recommendations put forward by the Ombudsman up until 2015. The Ombudsman office believe that it is highly likely these recommendations will be adopted as well. **(Interview with Ombudsman Office and RTA, Analysis of Quarterly Reports)***

*“In the field of **juvenile justice** UNICEF reported achieving its targets of 4 NGOs trained and having functional legal aid support programmes services for children and of having supported about 900 children (target was 1500 children)”. (Interview with UNICEF, Analysis of Project Reports)*

*“In the intervention against **Domestic Violence** training materials and various training modules were delivered to approx. 200 school children, approx. 280 people (majority women) and notably also to police office and prosecutors (reaching about 90 of them)”. (Interview with CSO “SAW”)*

“SMS has received support from different projects: one Twinning Grant and C-346765 “Consolidation of Migration and Border Management Capacities in Azerbaijan (CMBA)” and TAIEX events. Outputs developed has been put into use. TAIEX assistance has been very useful and well received. A Seminar on Arranged Weddings was highly praised during the interview with SMS. The SMS indicated that they have been eagerly applying for more TAIEX and Twinning Grants but they got a TAIEX seminar about 12 months after applying and their application for a new Twinning Grants has not been successful. The SMS indicated that reportedly the delay has been caused by the demand from other EaP countries; the request for a new Twinning was not followed up as there are other projects, namely MOBILAZE that could be partially used. The SMS is also one the beneficiaries in the project “Support to the Implementation of the Mobility Partnership with Azerbaijan” (MOBILAZE), that is focused on strengthening the capacity of the GoA to develop and implement their national migration policy. The complementarity between projects contributes to the overall effectiveness.” (Interview with SMS and IOM, analysis of reports)

*“In the field of **Statistics** the assistance in its harmonization to EU requirements has already achieved most of the planned objectives. The support provided has helped to develop the capacity of the Committee to operate in line with EU approaches. The enhancement of quality and the efficiency of the entire statistical production process is now tackled. The current indications on project effectiveness provided by the Committee are positive, with some 80% of the objectives achieved MS partners have assisted the beneficiary in using a Geographic Information System (GIS) (for improved analysis and dissemination of statistical data), and in harmonising Azerbaijan official statistics with EU standards in the areas of income and living conditions, disability and invalidity, and tourism. The focus on tourism statistics responds to the need of the Twinning project on tourism mentioned earlier. The Committee now can produce quarterly reports instead of only annual ones. As for statistics on disability and invalidity, the project has helped to acknowledge the importance of collecting such data, and in the next survey for the 2019 Census, questions on these aspects will be included for the first time. The involvement of middle and top management staff is very good and embrace various units of the SSC. The outputs – the EU Statistics on Income and Living Conditions (SILC) Pilot Survey, study tours, trainings and general hands-on advise have been appreciated and the learned know-how has been put into use. On request of the SSC and in addition to the planned tasks, the Twinning has assisted the SSC in preparing for the Global Assessment conducted to determine the SSC alignment with the Eurostat Code of Practice.” (Interview with SSC and RTA, Analysis of Twinning Quarterly Reports, Global Assessment of the National System of Official Statistics of Azerbaijan, 2010)*

“Through Twinning assistance, the Ministry of Taxes has re-organised its Human Resources (HR): (1) a HR Development Strategy and an Action Plan for 2016-2018 have been developed; (2) HR Development Regulations and guidelines for the Ministry have been defined how to support the new strategy; and (3) a Training system for HR development is established and becoming functioning (e-learning system, staff certification and appraisal system). If prior to the Twinning Grant, the training delivered to staff of the Ministry of Taxes was pre-dominantly “functional”, i.e. technical, now more importance was attributed to other forms of training (soft-skills). The allocation of a special budget for periodic training of managers is also one of the changes introduced. Notably, the Ministry has made equally good use of the outputs delivered with a previous Twinning. The combination of TAIEX and two Twinning has enabled the Ministry to tackle various aspects, optimizing the effects of the assistance. Under the Twinning Grants “Support to the Ministry of Taxes in Human Resources Development”, sample by the Evaluation Team, a number of outputs have been produced. Among them the manual for training of trainers, the e-learning training programme, basic HR management

regulations, the HR Development Strategy and more. The engagement of the staff of the Ministry has also been high.” **(Interview with Ministry of Taxes, Analysis of Twinning Quarterly Reports and Final Report)**

“The EU assistance has helped the MLSPP to change the “philosophy of social service”. The new model of social work that is being introduced in Azerbaijan is leading to the creation of a new type of social workers, better qualified and with a higher status among society, like in the EU. The EU assistance has been instrumental to retrain the employed social workers and prepare future ones. A key output of the project is represented by seven MLSPP trainers that followed a Train of Trainers programme, which have been later training themselves additional 35 trainers. The Twinning has developed outputs like the Social Service Strategy and draft legislation on social services. It has also worked on the Human Resources Management practices, providing recommendations for the building up of - modern service provision practices. Training and Train of Trainers modules (in which some 35 trainers have been engaged; some 70% staff of the Ministry) have been developed so to strengthen the process of changing the model of social service delivery. The model has been tested in 4 pilot regions.” **(Interview with MLSPP, Analysis of Project Reports)**

“SIBA has well supported PAO, line ministries and other relevant entities. The outputs delivered (e.g. drafting of 15 Twinning fiches and 5 sector reviews; evaluation of 37 proposals commenting of 16 draft contracts, drafting of ToR for STE supporting institutions, many other outputs related to awareness raising, etc.) have been used.” **(Interview with PAO and TA, Review of Project Reports)**

“Within EU’s “Support to Institutional Building Activities in Azerbaijan (SIBA)” project and support of the EU Delegation to Azerbaijan, in 2016 “Sectoral analysis and evaluation report for drafting a project for State Customs Committee” was prepared and submitted.” Also “With an aim to study the EU experience in the field of Customs and increase the capacity of staff of State Customs Committee, a study visit on the topic ‘Free Zones’ was organized under TAIEX in 2016, a seminar on ‘Customs broker’ was held and expert mission on Competent Economic Operators was organized” (GOA Comments, 2 March 2018).

“The Project “Support to Civil Service EU trainings and Establishment of a Centre of Excellence in EU Matters in Azerbaijan” carried out by the Azerbaijan Diplomatic Academy (ADA) has trained on EU affairs more 900 than civil servants, and has raised awareness on EU-related themes activities for some 1500 students from primary and secondary schools (an activity not envisaged at project start). Another tangible result achieved has been the establishment of a Centre of Excellence on EU matters within ADA.” **(Interview with ADA, Analysis of Project Reports)**

“In the field of Agriculture, the support to the project “e-Agriculture” targets the implementation of the information system for the administration and control of subsidies and it is still ongoing, making difficult to comment firmly on its effectiveness. The implementation faced some difficulties as the procurement of the Software and the Technical Assistance of the project were not coordinated. As a result, the possibility of making full use of the platform that is under development is believed to be rather constrained.” **(Interview with Ministry of Agriculture, Project Reports and ROM Reports)**

In this respect, the Government noted the following “The main aim of the project realized with technical assistance from EU was to establish and promote e-agriculture information system in the field of agriculture of the Ministry of Agriculture. With support of the technical assistance of this project, relevant methodologies, guidelines, draft laws, training materials, strategy paper on subsidy system of ICT, adjustment of software platform, preparation of modules for registration of farmer, land registry, e-application were conducted and has been in use since then and it is envisaged that the subsidy schemes for cultivation will be implemented using this system in 2018 in full.” **(GOA Comments, 2 March 2018).**

“In the field of **Higher Education**, thanks to EU assistance a number of outputs have been developed: contributing to State Strategy implementation; 112 trainings/workshops for 560 local

participants; study visits for 12 experts; and notably also two internships to the Finnish Education Evaluation Centre and to the Estonian Higher Education Quality Agency.” **(Interview with Ministry of Education and RTA, analysis of reports)**

“In the **VET Sector** a project has trained 49 project stakeholders in institutional strategic planning. A very important outcome of the project has been developing and implementing a successful Pilot VET Programme focused on Tourism. This programme which has been run in the Ismaily VET school helped the school to become and still maintain the leadership as VET institution for tourism in the country.” **(Interview with British Council)**

“**ERASMUS** is effectively used in Azerbaijan. If in 2009 2-3 projects were funded, in 2016 13 project proposals have been funded. So far 46 projects have been funded, mainly in the Oil-Gas sector. An indicator of effectiveness can also be reported that out of the 51 Universities eligible in Azerbaijan, 29 participated (57%).” **(Interview with ERASMUS Azerbaijan National Office)**

“The EU assistance has made considerable progress towards the achievement of its objectives regarding its engagement with CSOs. The effectiveness of EU support on capacity building of local CSOs have been rated as positive. An assessment of the EU support to CSOs, concluded that the objectives of EU assistance related to the role of civil society in the promotion of sustainable development, regional (rural) development, environment, as well as social inclusion, youth policies and child rights have been achieved to a greater extent. Projects implemented by international-national CSOs partnerships have generally contributed to capacity development of the latter, introducing them to management and thematic good practices and innovations. The assessment also indicated that the transfer of knowledge and development of collaborative work mechanisms contribute to building stronger CSO community, which in itself is as an important result of EU support. However, the evaluation team subscribe the observation of the mentioned assessment, which has found that generally taken the effectiveness of individual projects has not been high. The sample of projects with CSOs included the umbrella project awarded to UNDP. Since the “contracting of CSOs” started only October/November 2016, there are no outputs and outcomes to be reported of yet. In terms of effectiveness, the importance of this grant is in its existence and the support it is capable of extending to CSOs, in particular compared to the counterfactual, i.e. the non-existence of EU support to CSOs. UNDP has also been awarded another grant – “Enabling civil society to play a greater role in advancing gender equality and women's rights”, which to date has already achieved some important results. A new Women Resource Centre has been established in Bilasuvar. This centre together with other two existing centres have involved more than 800 women in different capacity building activities, helped more than 50 female-led businesses, and reached over 450 children, women and men in awareness-raising campaigns on violence and gender issues. Another positive aspect to consider is that the project was used as a platform for maintaining the with the State Committee for Women, Family and Children on equal access by women to financial services and entrepreneurship.” **(Interview with UNDP, Review of Reports)**

JC#3.3 Extent to which adopted acts have been followed up with by-laws, action plans, etc.

“The **SMS** managed to introduce several proposed amendments into the new Migration Code during its discussion within the Parliamentary Commissions”. **(Interview with SMS, Review of C-309974 ROM reports)**

“In the field of **Tourism**, the Ministry’s marketing strategy has been formulated, prioritizing the markets of Middle Eastern countries, expanding the number of visitors from this area and focusing efforts toward increasing visitors from Middle Eastern markets. The project legal advice has been used to developing the law on tourism, the full set of secondary legislation as well as enforcement mechanism for the Law on Tourism, but this has not yet resulted in corresponding changes to the legal framework. At the moment, the last draft passed the 1st reading.” **(Interview with Department of Tourism, Analysis of Reports)**

*“In **energy** through the grant “Development of Sustainable Energy in Azerbaijan”, implemented by UNDP the State Agency for Alternative and Renewable Energy Sources (SARES) has been supported. In 2013 the Draft Law on Use of Alternative and Renewable Energy, and the Summary Report on Legal and Regulatory Analysis of Sustainable Energy in Azerbaijan were drafted. To date, the law has not been approved yet.” (Interview with UNDP, Analysis of Project Documentation)*

*“On 30 September, the State Committee for **Family, Women and Children’s Affairs** (SCFWCA) and the Ministry for Labour and Social Protection of the Population signed a joint national action plan on prevention of child labour exploitation, supported by an EU twinning project.” (Implementation Report 2013, page 9)*

“There was tangible progress with regard to several bilateral agreements, such as the entry into force of the Visa Facilitation Agreement and the Readmission Agreement, preparation to implement the Mobility Partnership, and the signature of the Protocol on Azerbaijan’s participation in EU programmes and agencies, which can help further to develop EU-Azerbaijani relations.” (Implementation Report 2015, page 2)

*“On **competition policy**, a draft Competition Law was examined by parliament but has not yet been adopted. In December 2014, the World Bank, the Swiss State Secretariat for Economic Affairs (SECO) and the EU published a final report on the **public expenditure financial accountability (PEFA) assessment**. The final report was prepared on the basis of an assessment of public finances in 2011-13.” (Implementation Report 2015, page 11)*

“Regarding sanitary and phytosanitary issues, Azerbaijan worked towards WTO accession and gradual harmonisation with Codex Alimentarius and, to some extent, with EU rules. Using TAIEX assistance, it improved laboratories and trained staff.” (Implementation Report 2011, page 8)

“An EU-funded (now completed) technical assistance project the State Customs Committee contributed to the preparation the new Customs Code. The Code was adopted in September 2011 and entered into force on 1 January 2012. It incorporates several best practices and generally complies with the EU Modernised Customs Code.” (Implementation Report 2011, page 8)

“The legal framework for IPR enforcement was strengthened by new laws on Customs control and on administrative offences. Since October 2011, the EU is assisting the Copyright Agency with a Twinning project in order to strengthen the copyright and related rights protection system. Particular attention is paid to reducing the levels of piracy and building the administrative capacity of institutions involved in this field” (Implementation Report 2011, page 9)

*“The development of a draft national strategy and a draft law in the area of **vocational education and training** (VET) was launched, with expert support from the European Training Foundation (ETF). A VET twinning project in the agriculture sector, started in August 2011, aimed at developing qualifications and curricula in line with the European Qualification Framework, improving links with enterprises and supporting strategic developments.” (Implementation Report 2011, page 13)*

*“In the field of **labour and trade unions** a Tripartite National Occupational Health and Safety Council was established in January, with the support of an EU-funded twinning project. Since January, Azerbaijan has ratified ILO Conventions on maternity protection and workers with family responsibilities, in line with UN requirements. Under an EU twinning project, Azerbaijan formulated certification standards for working places in accordance with international standards.” (Implementation Report 2012, page 6)*

*“In **transport**: Through a twinning project the EU helped Azerbaijan to introduce the EU and international maritime safety and security standards, including the relevant IMO conventions, and to strengthen the capacity of the State Maritime Agency.” (Implementation Report 2012 page 12)*

Efficiency

EQ#4 To what extent interventions made good use of the (financial and human) resources?

JC#4.1 Extent to which the costs of the interventions are justified by the results achieved

While various evaluations considered the Twinning Instrument as satisfactorily efficient (see below), the Budget Support – whose use is in many instances largely motivated by its reduced transaction costs – was not considered to be efficient, with quite substantial transactions costs, probably not dissimilar from (and possibly higher than) those of a classical project.

“Assistance in Azerbaijan is channelled mainly through Budget Support (around 50%), Twinning and support to civil society. An evaluation of the Twinning instrument in 2012 has confirmed that the modality is well suited for helping Azerbaijan approximating to EU best practices and standards.”
(EAMR Azerbaijan, 2013, page 19)

“As implemented in Azerbaijan, the AAP2007-2011 SPSPs were not very efficient. The essence of the budget support mechanism is timely implementation, nowhere more so than for the concept of a variable tranche, introduced in the 2005/2006 FSPs for other former Soviet Union countries but missed by Azerbaijan. (...) Among the complications that resulted from this lack of understanding was the view that EU funds were to finance the reforms, rather than reward their implementation. (...) Poor formulation of the programmes also played a part in the low level of efficiency. Not only were the requirements for compliance unclear in several of the original financing agreements (notably the JRSP and ARDSP), conditions were included that clearly were not on the Government's agenda, at least not in the timeframe originally envisaged”
(BS Review 2017, pages iv-v)

JC#4.2 Appropriate and timely use of resources allocated

According to the TW Evaluation, twinning programmes generally make an appropriate and timely use of resources, with no or only limited delays in implementation, as shown in the passage and table below:

“As confirmed by the ROM monitoring reports and in the interviews conducted for this Evaluation, the first and foremost conclusion is that Twinning activities are generally implemented well and that the planned outputs are achieved. On the other hand, it was also confirmed that there are a number of common problems, as can be concluded from the assessment of following three indicators:

Project	Side letters (number)	Delays	Project extension
Completed projects			
- Food quality fishery	No info in Final Report	No info in Final Report	No
- Energy sector	No info in Final Report	Low	No
- Standardisation	25 (in 24 months)	High	No
- Anti-Corruption Dep.	No info in Final Report	High	No
- Parliament	No info in Final Report	Medium	3 months
- Statistics	18 (in 27 months)	No info in Final Report	3 months
- Social protection	8 (in 18 months)	Low	No
Ongoing projects			
- Labour Inspectorate	11 (in 18 months)	Unclear info in Int. Rep.	Likely 2-3 months
- Ministry of Taxes	17 (in 18 months)	High	Likely 3 months
- Vocational Education	5 (in 15 months)	Low	No (only mid-term)
- Veterinary Service	16 (in 18 months)	Medium	Likely 2-3 months
- Public Fin. Control	5 (in 13 months)	Medium	No (insufficient funds)
- Copyrights	7 (in 15 months)	High	Likely 3 months

Notes:

- Excludes the *Twinning Light* project with the Ombudsman

- Side letters: based on the Final Reports or latest Interim Reports of respective projects, supplemented by information obtained from stakeholders.

- Delays: based on the Final Report and latest Interim Reports of the respective projects. High = more than 50% of activities are delayed > one month; medium = 25-50% of the activities are delayed > one month; low = less than 25% of the activities are delayed > one month.

- Project extensions: regarding ongoing projects, formal Contract Addenda have not been signed yet and therefore the term "likely" is used for those cases where this has been agreed upon in principle. It should be noted that under the *Twinning Instrument* it is not allowed to increase the budget, implying that project extensions have to be financed by budget savings (using not all planned inputs).

Side letters are mainly needed to replace short-term experts because of non-availability. This appears to be a problem in almost half of the projects for which this information is available. Three of the nine projects needed even one side letter per month on average. The interviewed stakeholders explained the high rate of non-availability of short-term experts by (i) high-level experts have a heavy workload at their home organizations and Twinning activities often represent additional work; and (ii) detailed planning over a long-term horizon is difficult. (TW Evaluation, page 58)

Based on the calculation of remuneration for Twinning Grants and service contract selected from the project sample, the remuneration applied for a Resident Twinning Advisor (RTA) from a "new" MS is about 50% less than that of a RTA from an "old" MS. If we compare their remuneration with that of a Senior Expert engaged in a TA contract, that of an RTA from an old MS is approx. 60-65% less of the expert fee, whereas that of an RTA from an old MS is approx. 25-35% less of the expert's one. Comparing the remuneration of Twinning experts with ST experts for TA contracts, the differences are less significant. First of all, there are no differences in the remuneration for a Twinning Experts based on their belonging to an administration from a new MS or not. Secondly, the amount of the twinning budget reimbursed for each day of a Twinning expert's work is only 7-16% less than the daily fee of a short-term expert. The daily cost of a Senior Expert for a TA usually ranges between 900 and 1000 Euro/day (for example, the budget of C-372720 PRDP, and of C-34221 SIBA include senior expert at 990-1100 Euro); the daily fee include PD. The daily cost of a ST Twinning Expert is 250 Euro for remuneration plus 375 Euro (1.5 times remuneration) for project management costs, to which PDs have to be added. Fees for RTA from old MS – approximately 665 Euro/day calculating

that a RTA works for 22 days/for 12 months, i.e. 25-35% less respectively. Fees for RTA from new MS – approximately 365 Euro/day calculating that a RTA works for 22 days/for 12 months, i.e. 35% less. As for projects in the sample, which have been implemented by International Organisations – UNICEF, IOM; UNDP, the analysis of the budget shows that the management costs are moderate. The percentage for Administrative costs is around 7-10%; UNICEF has also contributed own resources for approx. 25% of the total budget.⁸ The percentage of HR costs on total budget varies significantly, but it is deemed commensurate to the activities envisaged. For UNDP the percentage is 22.5%, whereas for the projects run by IOM and UNICEF is about 33% and 46% respectively. The use of International experts is not excessive. Most positions are covered by national experts at a lower rate, resulting in more person days available at the given budget, than what would be the case for a service contract. **(Analysis of Project Budgets)**

Sustainability

EQ#5 To what extent are the outcomes of EU assistance likely to produce effects after the end of EU funding?

JC#5.1 “outputs” (infrastructures, organisations, plans, training/ educational programmes etc.) still operational

“In the table below, the results of the Evaluators’ assessment of the Sustainability criterion are summarized.

Project	Funding	Ownership	Political Comm.	BA Commitment	Networking
SSC	Yes	Yes	Yes	Yes	Yes
SASMP	Yes	Yes	Yes	Yes	Yes
MM	Yes	Yes	Yes	Yes	Yes
SLI	Yes	Yes	Yes	Yes	Yes
SVS	No	No	No	Yes	Yes
VET	Not yet	Yes	Yes	Yes	Yes
Taxes	Yes	Yes	Yes	Yes	Yes

Explanatory Note:

Funding: financial resources to continue the results after project completion

Ownership: results achieved are used within the beneficiary institution

Political Commitment: support from the supervising line Ministry

BA commitment: staff turnover, absorption capacity, continued training after project completion

Networking: BA still maintains intensive professional contacts with Twinning partner after project completion

This table clearly shows that sustainability does not represent a major issue in Azerbaijan as the vast majority of indicators are positive. At the moment, the only unknown is related to further government funding for the future two pilot VET in agriculture projects with the Ministry of Education.”
(TW Evaluation, page 69)

“The record of sustainability of the reforms under the SPSPs is also mixed. For the ERSP, the basic framework for RES and EE established under the programme has been maintained, even though the legal status and role of the agency formed has varied. For the JRSP, only limited directly related further reforms have been introduced: the Regional Justice Divisions, now Departments, have been maintained; the strengthened capacity of the Justice Academy continues to serve the need for qualified justice professions (although attempts to introduce greater international expertise has

⁸ See Budget of the projects

stumbled); aspects of improved penitentiary management have continued (though new penitentiaries remain uncommissioned). Outside the programme there have been various advances in the legislative framework, including improvements in juvenile justice. A new dynamic was introduced by a Presidential Decree in February 2017 which is designed to address many of the deficiencies of the justice system, including inter alia probation and non-custodial sanctions, but implementation remains some way off. For the RDSP it is perhaps too early to assess sustainability but institutional and credit improvements promoted under the programme seem likely to continue. Limited achievements under the ARDSP leave little to be sustained, but there have been subsequent improvements in the introduction of new initiatives, notably on food safety following a Presidential Decree in February 2017. Zonal veterinary laboratories that existed before the ARDSP continue, but none further have been added. The RVL underwent a major refurbishment towards the end and after the ARDSP, but as a separate development outside the programme, and the BSL3 facility exists but at the time of the study was still testing recently installed equipment (procured with US funding in 2012, and since stored) and had yet to be commissioned. There have been no moves on veterinary services privatisation, or further abattoirs, and the additional state owned silo (which was not taken as that required by the ARDSP) has also yet to be commissioned.” (BS Review, page vii)

JC#5.2 “outcomes” functioning at the envisaged level

Sustainability of Institutional, Policy and Legal Reforms//Framework Institutional and Legal Framework

Continued Existence of Institutions. All the public entities supported by the EU assistance program over the 2011 – 2016 period are still in existence and retain their original status and mandate. There were changes in the status of the State Committee for Standardisation but this was a positive upgrading from a State Agency to a Committee. Not only there were positive changes. If anything, EU assistance helped (and is helping) relatively recently established institutions to get more firmly established. This is the case of the State Migration Service. **(Own Analysis)** In addition, as noted by national authorities, “*The Ombudsman's Apparatus has been added to the Office of the Ombudsman for 10 years in the last 5 years (for the establishment of the Torture Prevention Department in 2012.) Currently, the ombudsman has 80 staff units, is governed by the Constitutional Act.*” (GOA Comments, 2 March 2018).

Persistence of Legislative and Policy Reforms. The adoption of new laws and subordinate legislation was often complicated affairs, often requiring much more time than initially envisaged. But once the laws were adopted, decrees and regulations developed with EU assistance have remained in force and no case of policy reversal was identified. In some cases, actually reforms were adopted after the end of EU projects, so that while projects may have formally missed their target they were nonetheless producing positive results. **(Own Analysis)**

Draft Laws Stalled. Example of Renewable Energy the Draft Law was completed in 2014 and is stalled since then. This is hampering the further development of RE/EE as a profitable business shown in the non-uptake of preferential loans aiming at fostering RE/EE. This is also the case, however to a much less serious extent, of the draft law on tourism, which is currently on its first reading. **(Own Analysis)**

Continued Utilization of Results. Available evidence suggests that ***in most cases the results of EU assistance continue to be effectively used after project completion.*** The TW Evaluation expressed a generally favourable opinion on the matter, noting that continued utilization of results was greatly facilitated by the widespread inclusion of train-the-trainer (TTT) components and by the development of manuals and other supporting documentation, intended to enhance ‘institutional memory’. Sustainability is also indirectly enhanced by the professional relationships maintained by Azeri institutions with MS public administrations after the completion of Twinning grants. Examples in this respect include the close relationship established by the Ministry of Taxes with the Dutch Ministry of Finance and the intense interactions between the State Statistics Committee and its

twinning partners in Bulgaria, Germany and the Netherlands. **(Own Analysis)** In addition, Government authorities noted that “*With support of international experts within Twinning project the State Veterinarian Control Service under the Ministry of Agriculture of the Republic of Azerbaijan developed strategies for such diseases as Rabies, Anthrax, Brucellosis, Nodular Dermatitis, Plague of small cattle, High pathogenic bird flu, Newcastle disease, and eradication plans, rules on certain diseases and Standard Operational Procedures and about 100 staff of SVCS were trained*”. **(GOA Comments, 2 March 2018)**

EQ#6 To what extent the beneficiaries with strategic/policy and management responsibility have been and still are demonstrating ownership of the results?

JC#6.1 National/local beneficiaries demonstrate clear ownership

“Rural Development: The strong reform commitment of the Ministry of Agriculture, its de-termination to reach out to the farmers by establishing a system of 52 regional offices and 8 regional advisory centres, the availability of funds for agricultural subsidies (about 180 million AZN in 2015) that could serve as the nucleus for the country's WTO compatible rural development programming and the Entrepreneurship Fund (more than 1 billion AZN project portfolio) are strong guarantors for the sustainability of the envisaged reforms. The human resources within the structures of the MoA have been significantly improved, with new skilled managers working in tandem with younger professionals with project management background.” **(EAMR Azerbaijan 2015, pages 4-6)**

As far as the three completed Twinning grants that were analysed in the TW Evaluation are concerned:

“The three beneficiaries have achieved ownership over their project results. For example, the outcomes of the Twinning project with Parliament have been integrated into the BA's daily work. The State Programme for improving Official Statistics 2008-2012 will be updated for the next five years after the Statistics project is completed. Moreover, the State Statistics Committee is also preparing for a second Twinning project as follow-up to the first project. The SASMP uses the methodologies transferred by the project and has also established three technical committees (quality infrastructure, standardisation and management), which include representatives of non-industrial organisations. A lot of communication work is now going on with civil society organisations. However, it must be noted that no clear, systematic follow-up system has been put in place by any of the three projects to ensure that the project achievements continue after project completion.” **(TW Evaluation, page 70)**

As regards the four ongoing sampled project of the TW Evaluation:

“The Level of ownership is high in the Ministry of Taxes (e-Auditing), Ministry of Education (VET in agriculture) and State Labour Inspectorate. For example, the Twinning project with the State Labour Inspectorate (SLI) where a “Tripartite Social Council” between unions, employers' associations and the SLI has been created in cooperation with the ILO and the World Bank. Sustainability is reflected in the “Social Dialogue” initiated within this framework to introduce a new basis into labour reform. This “Social Dialogue” is key to successful reform and positive for the role of trade unions in the country. The SVS's awareness of the issues at stake for food safety in Azerbaijan has also been increasing, which has strengthened ownership of results.” **(TW Evaluation, page 71)**

Impact and Visibility

EQ#7 To which extent political and operational outputs and immediate results are the consequence of EU interventions and policy dialogue? What has happened as a result of the EU Assistance?

JC#7.1 Extent to which there is causal evidence between changes of governmental policies and intervention of the EU

The TW Evaluation analysed the impact of three completed Twinning grants and 4 ongoing Twinning grants with the following beneficiaries:

- State Statistics Committee (SSC): *“The Twinning project with the State Statistics Committee focused mainly on EU legal approximation, statistical methods and EU best practices. It must be noted that the Beneficiary has paid careful attention to the achievement of results, which have regularly been reported to the Board of Statistics by the BC PL. After each case study proposed by the RTA, a report was presented and discussed. Specific decisions have been made on the basis of the reports and in most cases the Azerbaijan State Statistics Committee has adopted them as internal practices. The methodologies for better measuring the non-observed economy and for conducting producer price index surveys developed during project implementation are now used by the SSC. Finally, a TAIEX success story has also been reported within the SSC25. All this has contributed to improving the quality of statistics but as mentioned in the fiche of the second project, the quality still needs to be improved further in line with EU and international best practices.*
- State Agency for Standardization, Metrology and Patents (SASMP): *The single OVI used for measuring the Overall Objective of the Twinning Project with the SASMP is far too vague to be reliable and measurable. A quality infrastructure meeting the requirement of the ENP Action Plan on Conformity Assessment and Technical Regulations has not been put in place fully as a result of the Twinning Project, even if all mandatory results have been achieved. Therefore the Overall Objective has not been achieved. It should have been stated differently, i.e. in a less ambitious way. Of course, it can be rightly argued that this Twinning project achieved part of the Overall Objective, but certainly not to the extent stated in the Twinning Fiche. The main reason is that for the SASMP one Twinning project alone is simply insufficient as the SASMP’s task lying ahead, i.e. EU approximation in the fields of standardisation, metrology, certification, conformity, accreditation and normalisation is so enormous that it is impossible to fulfil the Overall Objective only with one single Twinning. In fact, one Twinning project is too short. Therefore, the SASMP’s request for a second Twinning project is fully justified.*
- National Parliament (Milli Mejlis – MM): *The Twinning project for the Milli Mejlis was implemented together with the Lithuanian Seimas (Parliament). This project focused essentially on establishing clear internal rules. As detailed in Chapter 5 (Effectiveness), the four Mandatory Results have been achieved. Of these:*
 - *The European Integration Unit is still operational but by and large it is considered as a relatively junior instance by the other key instances. However, the approximation to EU Acquis is still going on slowly.*
 - *The RIA methodology is applied but not as intended: it was agreed that not the draft laws themselves, but the potential solutions should be evaluated by the RIA methodology and draft legislation should be prepared only after this assessment is completed.*

As a result, the Evaluators are of the opinion that the Twinning project with the National Parliament of Azerbaijan has had limited impact within this institution, even if all the mandatory results described in the project fiches were achieved.
- State Labour Inspectorate (SLI): *The Overall Objective set for the State Labour Inspectorate seems to be ambitious. “To improve the daily life of citizens” is vague and is not objectively measurable. The OVIs are relatively well targeted and have a baseline and a timeline. Results achieved by the Twinning project with the State Labour Inspectorate have already helped reduce the number of accidents at the workplace quite dramatically over the past 12 months. For example, 168 accidents (casualties only) were registered for the first 8 months of 2011 against 136 over the same period in 2012. 68 deaths were registered during that period in 2011 vs. 49 over the same period in 2012.*

- State Veterinary Service (SVS): *The SVS Twinning Fiche’s Overall Objective is clearly formulated but the OVIs are not quantified and have neither a baseline nor a timeline. They are formulated like general results. Given the SVS’s low level of absorption capacity (understaffing, lack of English language skills, inadequate facilities, inadequate aging staff, etc.), the project is unlikely to have any impact on headquarters, notwithstanding the intensive training of veterinarians by the project experts in the regions.*
- Ministry of Education: *VET in Agriculture’s Overall Objective is concrete, albeit also ambitious. However, the proposed OVIs are rather vague and without definite baseline and timeline. The mandatory results are being achieved. However, only one Twinning project is regarded as too short for the reform task lying ahead in this field.*
- Ministry of Taxes: *The Overall Objective set for the Ministry of Taxes is assessed as the wrong target: e-auditing is not an aim in itself. This project’s Overall Objective is rather to increase tax compliance, reduce fraud, etc. As such, the OVI is also inadequate. Although it is still too early to assess whether it will have the desirable impact on tax compliance and fraud, the commitment of the Ministry is evident and therefore it is tentatively given high impact.*

Under all four projects, all mandatory results are being achieved and relevant staff are being trained. However, overall, although real impact is still difficult to measure more precisely, the Evaluators are of the opinion that impact has been considered as mixed, but definitely there.”

Summary Table:

Project Beneficiary	(Expected) Impact Level (Low – Medium – High)
State Statistics Committee	Medium
State Committee for Standardisation	Medium
National Parliament (Milli Mejlis)	Medium
State Labour Inspectorate	High
State Veterinary Service	Low
Ministry of Education (VET in Agriculture)	Medium
Ministry of Taxes (e-Audit)	High

(TW Evaluation, pages 65-68)

“Despite difficulties over timing, the SPSPs have each had a significant (with the possible exception of the ARDSP) impact. The ERSP did result in achievement of legislative and institutional changes necessary for the promotion of renewable energy resources and increased energy efficiency. The JRSP supported improved access to justice in the regions (albeit with some misgivings as to approach), a strengthening of the justice academy, improvements in the penitentiary system (although with some notable exceptions to original plans), including in the provision of healthcare. The RDSP has promoted greater regional outreach of entrepreneurial development. For ARDSP, improvements in food safety were not particularly achieved under the programme though major steps are now being taken, also as a result of EU support. The impact on veterinary services was negligible, as was that on food security. The limited objectives with respect to food marketing were to an extent achieved, although it is not clear whether this was an impact of the programme per se.”

(BS Review, pages vi-vii)

Regarding justice sector reform, some changes occurred after the period considered by this Evaluation can be nonetheless linked to EU-financed actions. This is particularly the case of alternative measures and changes in the Criminal Code, which were enacted during 2017. In particular:

- Regarding **alternative measures** “The Decree # 2668 of the President of the Republic of Azerbaijan of 10 February 2017 ‘On improving activity in penitentiary field, humanization of punishment policy and enlarging measures on application of alternative punishment and

procedural enforcement that is not connected with isolation from the society' is of great importance for effective organization of the activity on ensuring rights and freedoms of human being and citizen during criminal persecution by law-enforcement bodies. Item 8 of the Decree requires that the bodies of preliminary investigation and court shall strictly obey to the provisions of the criminal-procedure legislation concerning the grounds for application of arrest when choosing a preventive measure, and increase the application of alternative punishment and procedural enforcement in order to achieve the goal of punishment and preventive measure without isolation of a person from the society. At the same time, item 10 of the Decree gave instructions to the Ministry of Justice to draft and to recommend the Supreme Court and Prosecutor's Office of the Republic of Azerbaijan the legislative changes within two months for decriminalization of crime particularly in economic area; replacement of criminal sanctions of deprivation of freedom with alternative punishment and improve the grounds for application of existent alternative sanctions; identification of grounds for application of alternative punishment instead of deprivation of freedom in cases when there is a material damage of the crime which is completely paid off; broader use of replacement of unserved part of the penalty in penitentiary institution with less serious punishment or application of conditional detention and premature release; simplification of rules on replacing arrest with alternative preventive measures; further limitation of the grounds for choosing preventive measure of arrest for crimes that do not cause great public danger and are less grave." (GOA Comments, 9 March 2018)

- Regarding the **changes in the Criminal Code** "The joint working group composed of the Minister of Justice of the Republic of Azerbaijan, Chairman of the Supreme Court and the Prosecutor General made relevant proposals and the Law 'On making changes to the Criminal Code of the Republic of Azerbaijan' was adopted on 20 October 2017. With this law, about 300 changes were made to the Criminal Code of the Republic of Azerbaijan, 15 crimes were excluded from the Criminal Code and decriminalized, the threshold for a criminal responsibility for 3 offences was increased to 5 times; release from the responsibility was made possible for 22 crimes on the condition of reconciliation with the victim of the crime and paying off the damage, for 26 crimes on the condition of paying off the damage and paying damage to state budget in the amount equal or double of the amount of the damage, for 2 crimes on the condition of enforcement of a court decision or signing of an employment contract; in 1 crime release from the responsibility of a drug-addict if s/he heals after compulsory medical treatment; a new penalty of 'restriction of freedom' was added to the Code; sanction of 158 crimes was replaced with alternative punishment; for 36 crimes a punishment of imprisonment was softened and 18 of them were moved to the category of crimes that do not pose great public danger instead of less grave crimes category; 4 criminal offences were moved from grave crime category to less grave crime category; 1 criminal offence was moved from particularly grave crime category to a grave crime category; and for 13 crimes the period of imprisonment was reduced but it did not lead to change of their category. At the same time, with the Law of the Republic of Azerbaijan of 18 December 2017, there have been a number of important changes in the area of increasing human rights protection and humanization of a punishment policy in the Criminal Procedure Code and the Code on Enforcement of Punishments." (GOA Comments, 9 March 2018)

EQ#10 To what extent do supported projects contribute to improving information on what the EU is doing in Azerbaijan? To what extent do they ensure fulfilment of the visibility strategy set by the European Commission?

JC#10.1 Extent to which the EU visibility strategy has been fulfilled

There are a few projects featuring a high visibility, in terms of persons reached and/or media coverage, and others have the potential of doing so in the future. However, in the majority of cases, visibility was limited to the immediate beneficiaries and the professional circles more directly concerned, with little trickle-down effect on the general public. Overall, the contribution of the portfolio of projects implemented over the 2011-2016 period to the visibility of the EU assistance and the EU in general appears to be limited. The EU cooperation faces a difficult dilemma because some of the

interventions that were able to achieve positive results thanks to their high specificity (improvement in standards, new model of service delivery, etc.), do not necessarily constitute the best-selling points for a wide ranging communication strategy. The areas where some positive results were achieved by EU assistance, business development and education, correspond to the priority themes retained by the current EUD communication strategy, but they account for only a fraction of the total portfolio 2011-2016. **(Own Analysis)**

JC# 10.2 Visibility and catchment of EU organized and EU-coordinated events⁹

The OPEN survey carried out in 2016 provided a globally negative view of EU visibility in Azerbaijan.

“A large part of the population in Azerbaijan said they knew nothing about the EU – almost four out of 10 citizens (37%) have not heard about the European Union at all.¹⁰ In addition, one in four inhabitants is neutral, with neither a positive nor a negative attitude towards the EU (16%), or has no established opinion (9%). The most “unaware” region of the country is the West, where more than 85% of the population stated that they have never heard about the EU.

Of those who do have an image of the European Union, the positive perception (27%) outweighs the negative (11%) by 16 percentage points.

*Positive attitudes towards the EU are mostly down to the developed economy of EU countries (cited by 30% of those who have a positive image of the EU), its democracy and freedom (16%), and the protection of human rights (8%). Negative attitudes on the other hand are mostly associated with the EU’s lack of support in the Karabakh region conflict (23% of those who had a negative image). Many Azerbaijanis that dislike the EU perceive it as practicing double standards (14%), giving false promises (12%), operating only in its own interests (12%) and in general as a formal institution, whose activities do not have any effect (9%).” **(OPEN Survey 2016, page 6)***

Significantly different results emerged from the survey carried out in 2017.

*“Almost every second Azerbaijani citizen (47%) has a very or fairly positive image of the EU, compared to 9% of the population who are negatively disposed towards the Union. Every fourth person (25%) is neutral in this regard and one in ten (11%) have never heard of the EU. ... The European Union seems to be the most trusted foreign institution in Azerbaijan: half of the population tend to trust the EU (51%), while just over one third tend to trust the UN (35%) and NATO (32%) and only a quarter trust the Eurasian Economic Union (26%).” **(OPEN Survey 2017, page 5)***

Such a major change in attitude compared with 2016 was reportedly due to methodological issues that affected the OPEN Survey 2017. *“In 2016, almost 37% of Azerbaijanis stated they had never heard of the EU. This finding showed a level of unawareness of the EU in Azerbaijan much higher than in the other EaP countries. Besides the quality check procedures implemented on data gathered in 2016, before starting the new data collection in 2017, a cognitive test was designed and carried out to test the questionnaire in Azerbaijan. The in-depth cognitive interviews aimed at capturing people’s thought processes and understanding in responding to questions (especially those about the EU image) and were addressed to individuals with different levels of education, of both genders and of different ages. As a result of this in-depth analysis, it became clear that there is no singular term for the EU in the local language. Consequently, the questionnaire was refined to include the most common translations of the EU. The goal was to capture all people who are knowledgeable of the EU whichever name they use. This change could explain, at least partially, the decrease in the population who stated that they had never heard of the EU in 2016.” **(OPEN Survey 2017, page 10)***

⁹ This judgement criteria has been shifted from the criterion visibility (EQ 10) and included in the discussion of impact.

¹⁰ Such a low awareness of the EU in Azerbaijan is quite peculiar and previous data about the EU awareness in the country were not available for comparison. Therefore all respondents, who claimed that they have not heard about the EU, were re-interviewed and data was double-checked for consistency.

No major changes were recorded in 2017 regarding the visibility of EU assistance. “*Similar to the results of last year’s survey, a third of the citizens of Azerbaijan know that the EU provides financial support to their country. Every fourth person thinks the EU does not provide any financial support and 4 in 10 people do not have an answer to this question. The share of people who believe that the financial support provided by the EU is effective has decreased from 76% to 65% in 2017, at the expense of a notable increase in the number of individuals who consider that this support is not very effective (5% in 2016 vs. 24% in 2017).*” (OPEN Survey 2017, page 5)

EU Added value

EQ#8 What is the added value of the EU level interventions compared to interventions by member states, and or other donors, including the private sector?

JC#8.1: Extent to which similar results could have been achieved without EU action & JC#8.2: Extent to which further interventions in the focal sectors can be better tackled by EU action

The second dimension of the assessment of EU added value refers to the comparative advantage of the EU in the implementation of cooperation interventions, particularly vis-à-vis EU MS. ***The EU added value is particularly high in terms of ability to mobilize the most appropriate instrument and expertise.*** As discussed in the previous sections, EU assistance to Azerbaijan made extensive use of the tools typical of EU Neighbourhood policy, and in particular of TW and TAIEX, which are characterised by their ability to match the demand of the beneficiary country with the most appropriate expertise EU 28-wide. Notably, more often than not, TW and TAIEX events involved the participation of experts from several MS at the same time, which further confirms the comparative advantage of an EU-level approach.¹¹ (Own Analysis)

Examples, in which interventions in focal sectors can be better tackled by EU action are mentioned in a secondary source: “*A twinning supported the MoT in running the new Computer Assisted Audit system. Azerbaijan was negotiating agreements for avoidance of double taxation with Slovakia, Portugal and Malta.*” (Implementation Report 2012, page 10)

Complementarity-Coherence

EQ#9 To what extent does the scope of the EU support to Azerbaijan is aligned with/ complement other interventions of other donors?

JC#9.1 Extent to which donor coherence, complementarity and coordination exist and have effects on the EU assistance?

“*Due to careful scrutinizing during the project preparation phase and due to proper attention paid by the PAO and EU Delegation, no overlap has been observed between Twinning projects in Azerbaijan and other EU instruments/ other donor-funded projects.*” (TW Evaluation, page 51)

“*Two of the 21 Twinning projects are strongly complementary to other donor-funded projects (Labour Inspectorate and Securities Market, both financed by the World Bank), in the sense that they reinforce each other.*” (TW Evaluation, page 52)

“*With respect to other donor policies and interventions, the EU budget support was not only complementary to these, but often provided the policy framework for them. A condition for budget support, coordination with other donors was assisted by budget support by putting EU central to particular reform areas, a direct consequence of which was more systemic donor coordination, with*

¹¹ For instance, as much as half of the Twinning projects launched in Azerbaijan involved experts from two or more MS.

EU sharing the lead (notably in agriculture, but also as a key player in justice and energy).” (BS Review, page 36)

“In some countries and/or sectors the EU has taken a pro-active role and has established it-self as a major player in leading donor coordination. This role is indicated by all respondents of the ENI-specific survey as contributing to ENI added-value. It was confirmed in the five case studies (and the four field visits; see country notes in annex 2).

Good examples include e.g.: financial governance and agriculture in Azerbaijan “The EUD has taken the lead in donor coordination in this area and coordinates all actions with the WB [...] In agriculture, the EU led the donor coordination group until the second semester of 2015, when the Ministry of Agriculture organized the first donor coordination meeting on their initiative, this being the only government-led donor coordination group.” (EAMR Azerbaijan 2015, pages 25-26)

“The EUD has taken the lead in donor coordination in this area and coordinates all actions with the WB. The follow up to the PFM Action Plan 2015-2017 has been divided between the WB and the EU. The EU continues to be active in sectoral donor coordination meetings. The government’s role in the different groups varies from sector to sector. (...) However, with the notable exception of agriculture in which the Ministry of Agriculture has taken over the chairmanship of the sectoral donor coordination meetings, donor coordination on substance remains largely characterized by absence of the government, including an absence of clearly defined sector strategies to guide harmonized future donor interventions.” (EAMR Azerbaijan, 2015, pages 25-26)

JC#9.2 Extent to which EU assistance is in alignment with donors’ support

“In the field of rural and regional development, the most active donors are: the EU which is funding a dedicated sector budget support programme in agriculture and one on regional development; USAID with the ACT (Agriculture Competitiveness and Trade) Project and the Socio-Economic Development Activity (SEDA) project; the World Bank with the Agriculture Development and Credit Programme (ADCP) and the Azerbaijan Rural Investment Project (AzRIP); The German cooperation, through GIZ is also involved in regional development mainly in the area of local-self-governance reform, capacity building of local authorities and participatory land-use planning as well as in private sector development in the non-oil sector covering the agro-food processing industry and related services. The European Bank for Reconstruction and Development (EBRD) is working on a new agricultural finance facility. Switzerland’s development cooperation focuses on enhancing economic development through strengthening the framework conditions for entrepreneurs, supporting the creation of sustain-able business partnerships in selected agricultural value chains, promoting rural finance instruments and developing opportunities for enhanced vocational skills for farmers.” (2014 Azerbaijan SSF 2014-2017, page 10)¹²

“The most active donors in the justice sector, besides the EU are the World Bank, the German cooperation through GIZ, OSCE, and the Council of Europe, with each focusing on a different subsector. Specifically, the OSCE and the Council of Europe focus on trial and penitentiary monitoring, offering various practical training activities for specific target groups, such as judges, bailiffs or penitentiary staff. GIZ’s activities have focussed on development of the administrative court system in Azerbaijan. World Bank activities have focussed on loans for construction of modern court facilities in the regions and limited capacity building for judges and further work is planned for 2014 onwards. Policy dialogue by all donors is limited, although recent progress in the framework of the EU funded Justice Reform Support Programme Sector Policy Support Programme (SPSP) and development of IRP2 under the CIB provides positive starting points, which are expected to be expanded further.” (2014 Azerbaijan SSF 2014-2017, pages 12-13)

“The main donors involved in the Education sectors are the World Bank, UNICEF, German cooperation, and the Council of Europe. In particular, since 2009 the World Bank has been

¹² Quotation corrected based on inputs provided by national authorities on 2 March 2018.

supporting the "Education Sector Development Project" with the aim of improving the quality and learning results, mainly in secondary education. The project aimed to re-train of teachers, develop curricula and improve schools governance and infrastructure. UNICEF is providing policy advice for the set-up of a modern pre-school system. The German cooperation implemented by GIZ focusses on vocational qualification as well as on the development of the VET system through leadership training and policy advice." **(2014 Azerbaijan SSF 2014-2017, page 15)**

ANNEX G – INTERVENTION LOGIC

This Annex provides a compact illustration of the logic underpinning the EU assistance to Azerbaijan over the 2011 – 2016 period. This is done by means of an intervention logic (IL) diagram similar to the ones used in other country level and/or thematic evaluations.¹³

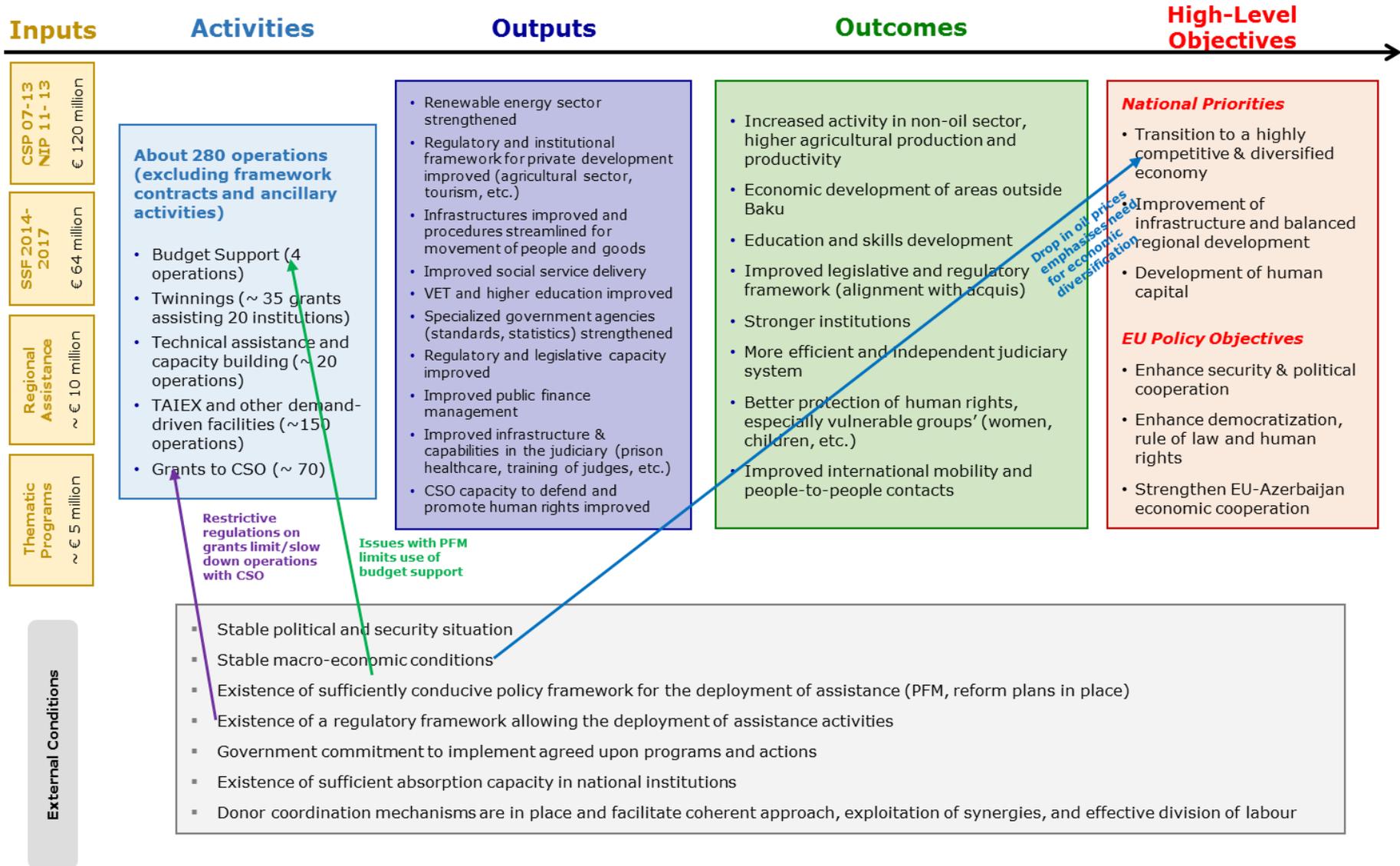
The IL diagram consists of the following elements:

- A the high level objectives pursued by the assistance programme, which correspond to both the objectives subsumed under national priorities and EU own policy objectives;
- The set of outcomes expected to be reached in order to attain the high level objective and the operational results (the ‘outputs’) to be achieved in order to attain the intended objectives;
- The resources allocated to EU assistance in the country (the ‘inputs’) and of the ways in which these resources have been deployed (the ‘activities’);
- The contextual elements (the ‘external conditions’) that may influence the assistance programme at various stages of the causation chain.

Three points are worth noting. **First**, as it is normally the case with complex assistance operations, a comprehensive presentation of the EU programme’s logic is not spelled out in any policy or programming document. Therefore, the IL presented here is the result of a ‘reconstruction carried out by the Consultants, based on the analysis of the various sources available (‘reconstructed IL’). **Second**, as illustrated in the Main Text (in particular, Section 3), the EU assistance reviewed in this Evaluation spans over two programming periods, the NIP 2011- 2013 and the SSF 2014 – 2017. While these two programming periods have much in common, there are nonetheless some differences in terms of relative emphasis on various focal areas. The high level objectives also show some variation over time, namely regarding the growing emphasis placed by GOA on economic diversification. The IL presented here refers to the whole 2011 – 2016 period and, therefore, can be considered as an ‘average’ for the whole period. **Third**, over the period considered, the EU assistance was significantly affected by unfavorable developments in the external conditions, such as the introduction of restrictive regulations on NGO, which affected CSO-implemented operations. These developments are reflected in the diagram.

¹³ See for instance, Particip and others, External Evaluation of the European Neighbourhood Instrument (ENI) (2014 – mid 2017), June 2017, see in particular the Annex to Volume 1.

Intervention Logic of EU Assistance to Azerbaijan – 2011 - 2016



ANNEX H – SELECTED BIBLIOGRAPHY

In this Annex we present the list of the documents analysed, with the exclusion of specific projects' documentation.

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