

1 October 2004

UNDP Country Programme for the Republic of Azerbaijan (2005-2009)

Contents

	<i>Paragraphes</i>	<i>Page</i>
Introduction	1	2
I. Situation analysis	2-5	2
II. Past Cooperation and Lessons Learned	6-14	2 -4
III. Proposed Programme	15-46	4 -6
IV. Programme Management, Monitoring and Evaluation.....	47-49	6
Annex I		
Results and resources framework for the Republic of Azerbaijan (2005-2009)		7-9
Annex II		
Acronyms		10

Introduction

The UNDP Country Programme 2005-2009 for the Republic of Azerbaijan emerged from two national consultation processes: preparation and adoption of the *State Programme for Poverty Reduction and Economic Development* (SPPRED) and preparation of the *United Nations Development Assistance Framework* (UNDAF). Both were participatory processes engaging the Government, Parliament, UN agencies, IFIs, bilateral donors, NGOs and businesses. During the First Joint Strategy Meeting of Azerbaijan's in March 2004, the Government reviewed and validated the Country Programme and its linkage to the UNDAF.

I. Situation analysis

A parallel reality of rapid economic growth and persistent poverty flavors all aspects of development in Azerbaijan. Sound macroeconomic policies have ensured economic stability, and energy-related foreign direct investment has generated high real GDP growth in recent years (9.9 and 10.6 per cent in 2001 and 2002, respectively). Yet the country's economic successes are not reflected in the lives of its people, 49 percent of whom live in poverty according to the SPPRED. Creating an environment conducive to social and economic opportunity will require a strengthened system of governance that promotes entrepreneurship, effective delivery of services, and protection of rights.

Azerbaijan's development challenges most relevant to the work and mandate of UNDP are thus interrelated:

- The need to translate oil-related revenues into investment and employment growth in the non-oil sectors of the economy (converting "black gold" into "human gold"); and
- The need for improved efficiency, transparency, and accountability in the public sector.

With support from UNDP and other development partners, the Government is pursuing several major policy strategies and frameworks to meet these challenges. The SPPRED defines a path toward poverty reduction and achievement of Millennium Development Goals (MDGs) within a context of overall economic development. The *State Oil Fund* (SOFAR) provides a mechanism for shielding the

country from the difficulties typically faced by oil-dependent economies. The *National Information and Communication Technologies Strategy* (NICTS) affirms the Government's commitment to improving the delivery of public services, facilitating private commerce, and expanding information use and dissemination among civil society and the public. The *State Programme on Socio-Economic Development of the Regions* aims to stimulate geographically balanced development throughout the country.

A *National Employment Strategy* and a *Public Investment Programme* are among the key policy initiatives expected in the near future.

II. Past cooperation and lessons learned

A. Results

The key results of UNDP's cooperation with the Government of Azerbaijan under the second Country Cooperation Framework (2000-2004) include the preparation and initiation of the SPPRED and the NICTS, the establishment of an Ombudsman's Office, national capacity building for mine action, and initiatives to protect the environment.

SPPRED. UNDP's support for the design and implementation of the SPPRED preparation process, which UNDP experts have recognized as genuinely participatory, consolidated UNDP's role as a trusted partner of the Government, civil society, and the international community. UNDP successfully advocated attention to gender concerns and the linkage between poverty reduction and employment growth in the non-oil sectors. UNDP continues to play a pivotal role in building the capacity of the *Poverty Monitoring Unit* (PMU) of the SPPRED secretariat and in mobilizing resources for SPPRED implementation.

NICTS. Under a project launched by Presidential Decree, UNDP supported the national dialogue leading to creation of the NICTS, which is now recognized as a best-practice model for replication in other countries. An independent evaluation of UNDP's ICT support for the State Customs Committee found that the project contributed to a 20-per cent annual increase in customs revenue. Within the NICTS framework, UNDP has also helped the Ministry of Foreign Affairs, the Ministry of Justice, the State Social Protection Fund, and the State Agency for Standardization, Metrology and Patents to introduce ICTs to facilitate their work. It helped the Government prepare for participation in the World Summit on the Information Society in December 2003. Finally, the project supported the establishment of a regional academy to train government officials as ICT network experts.

Ombudsman. UNDP supported the creation of an Ombudsman's Office with regional sub-offices to promote human rights in Azerbaijan. Working closely with the Parliament, the Ombudsman enables citizens to seek redress for human rights violations safely and lawfully. UNDP provides capacity building support to the Office for managing its caseload, promoting public awareness of human rights, and producing its annual report.

Mine action. UNDP and the Azerbaijan National Agency for Mine action (ANAMA) are working together to develop national capacity for mine action. The programme has enabled the clearance of landmines and unexploded ordnance (UXO) in accessible war-affected areas. A recent Landmine Impact Survey allows ANAMA to prioritize its activities for maximum impact on poverty reduction and socio-economic development. The programme coordinated funding from multiple donors, including the Government of Azerbaijan, Canada, the European Commission, Italy, Japan, Norway, the United Kingdom and the U. S.

Environment. Through a number of avenues, UNDP has successfully promoted environmental protection and awareness in Azerbaijan. Within the regional Caspian Environment Programme, which addresses the problems of habitat destruction and pollution in the Caspian Sea, Azerbaijan and the other four Caspian Littoral States have

conducted a *Trans-boundary Diagnostic Analysis* of environmental concerns, signed a *Framework Convention on the Caspian Sea*, and approved a *Regional Strategic Action Plan*. The Government has met the requirements of the Montreal Protocol on Substances That Deplete the Ozone Layer and, in follow-up to the Rio de Janeiro Convention on Biological Diversity, has nearly finalized a *National Biodiversity Strategy*. The Government also produced a National Assessment Report for the World Summit on Sustainable Development.

B. Lessons learned

UNDP's less successful experiences in Azerbaijan were those where the Country Office expected actions from its partners that were not realized. In particular, the lack of early financial commitments from development partners for the NGO Resource and Training Center left this otherwise successful initiative unsustainable. Similarly, a microfinance scheme was initiated with confidence that the Government would promote microfinance legislation, which then failed to materialize, leaving the project without a legal basis for its independent operation. Finally, UNDP covered the initial administrative expenses for establishing a Social Fund for Development of Internally Displaced Persons with the unrealized expectation that UNDP would have a lead role in managing the Fund and ensuring its effectiveness. Each of these experiences demonstrates the importance of contingency planning at the programme design stage whenever success will depend heavily on the actions of partners.

UNDP will apply this lesson by ensuring that exit strategies are carefully considered in all future programming. With very few exceptions, UNDP is now requiring matching (or greater) contributions from its partners, a practice that ensures their commitment and improves the prospects for sustainability.

Consistent with its demonstrated capacity, UNDP is focusing more selectively on programming in its areas of comparative advantage. UNDP has proved particularly effective in policy dialogue and conceptualization – as evidenced in the design of the SPPRED and NICTS, and projects to implement them. UNDP will apply this lesson in its policy support in areas such as employment policy, social protection, public investment, environmental management, and blood safety.

Another lesson learned is the importance of independent evaluations in validating the results and impact of UNDP projects. The design of all future projects will include a provide for independent evaluations.

III. Proposed programme

With its focus on policy dialogue, UNDP will continue serving as the lead UN agency for the coordination of assistance under National Priority 1 in the UNDAF: “*The system of governance ensures an enabling environment for development, poverty reduction, and respect for rights and freedoms*” (corresponding to the SPPRED, the NICTS, the Millennium Declaration, and MDGs 1, 3, 7, and 8). Accordingly, and in line with the two development challenges identified above, UNDP’s programming will concentrate on strengthening governance through socially responsible management of oil-related revenues, expansion of the private non-oil sectors, and institution building to enhance the efficiency, transparency, and accountability of the public sector.

CP Outcome 1.1 (UNDAF): Effective and transparent management of state oil and pipeline revenues contribute to development in the non-oil sectors.

The Government established SOFAR as a tool to protect Azerbaijan from the difficulties typically faced by economies that are dependent on the production and export of a single natural resource. By accumulating oil revenues in SOFAR, the Government aims to shelter the economy from the volatility of energy prices, encourage fiscal discipline, and prevent fluctuations in the real exchange rate that would reduce the competitiveness of non-oil economic activities. The fund is also expected to enable future generations to benefit from the wealth generated by the exhaustible resources.

If used wisely, the oil fund could make an important contribution to combating poverty. The Government has stipulated SOFAR’s use exclusively for projects of social and economic significance and is developing a strategy for long-term oil revenue management. To help the Government ensure that SOFAR’s allocation toward the best interests of society as a whole, UNDP is prepared to support the Government in exploring-

- Options for allocating SOFAR revenues toward social and economic development (*converting*

‘black gold’ into ‘human gold’). This could include the establishment of a national foundation to support human development activities; an example would be an expansion of the Government’s existing commitments to provide scholarships for young people.

- Options for designing a Public Investment Programme as a long-term planning instrument for public investment projects, using both oil and general state revenues.
- The design of projects to fulfill Government-endorsed recommendations from the forthcoming sub-regional Poverty Impact Assessment of the Baku-Tbilisi-Ceyhan oil pipeline (BTC) and the South Caucasus gas pipeline (SCP).

CP Outcome 1.2 (UNDAF): Employment in the non-oil sectors increases.

Oil sector growth is projected to jump by more than 50 per cent in 2005, when the BTC pipeline begins operating, but the oil sector employs less than 1 percent of the labor force. Policy efforts are needed to create a business environment that enables the non-oil sectors to share in the country’s growth through investment, new employment opportunities, and productivity gains.

To help the Government fulfill its commitment to create 600,000 new jobs, UNDP will support the implementation of the State Programme on Socio-Economic Development of the Regions and the National Employment Strategy, including the preparation of a Labor Force Survey – annually or more frequently – with data collection and processing methods that meet ILO standards. UNDP will also participate in the Government’s new National Entrepreneurs’ Council and support national efforts to eliminate harmful monopolistic practices.

CP Outcome 1.3 (UNDAF): Private investment in non-oil sectors increases.

Azerbaijan’s prospects for translating economic growth into poverty reduction and MDG achievement hinge on its ability to diversify the economy. UNDP will support the Government in establishing a favorable environment for private investment in non-oil sectors. This will include support for investment promotion activities and capacity building of the Azerbaijan Foundation for Investment Promotion and Advice.

Promotion of the ICT sector is an area where UNDP envisions playing a significant role. Azerbaijan's internationally acclaimed NICTS— combined its relatively low cost of its skilled labor – may give the country a regional comparative advantage in the field of ICT.

CP Outcome 2.1 (UNDAF): The social protection system is reformed.

In collaboration with the World Bank, UNDP will support the Ministry of Labor and Social Protection and the State Social Protection Fund in upgrading national social protection and pension policies and in automating the pension system.

CP Outcome 2.2 (UNDAF): ICT enhances efficiency, transparency, and accountability in the public sector.

Using best practices identified in previous ICT projects, UNDP will support the diffusion of e-governance among state institutions and the establishment of components of the unified state data transmission network.

CP Outcomes 2.6 & 2.7 (UNDAF): The MDGs and SPPRED are advocated, and monitoring systems are established, operational, and compatible with international norms.

Together with its partners in the Government and the United Nations system, UNDP will advocate and promote the national MDG and poverty reduction processes. In Azerbaijan these processes are linked: the SPPRED incorporates the MDGs regarding poverty, health, and education, and the SPPRED Secretariat is the Government's MDG focal point agency. UNDP will help the Secretariat's PMU to gain independent capacity to analyze household expenditure surveys, to produce reliable and timely poverty data and analysis, and to prepare annual reports, future poverty reduction strategies, and MDG strategies. Ultimately, UNDP will help to extend the national MDG/SPPRED monitoring capacity throughout the Government and civil society.

UNDP will also promote the engagement of civil society and the public at large in the MDG/SPPRED processes. For example, the practice of convening town hall meetings on related topics, which has already begun, will continue and expand. A public awareness campaign will take place, including wide dissemination of the MDG/SPPRED annual

reports. Strengthened national monitoring and reporting capacity – combined with the participatory experience gained through the SPPRED process to date – will set the stage for an effective and socially inclusive MDG process in Azerbaijan.

CP Outcome 2.8 (UNDAF): National environmental protection and natural resource management improve.

UNDP will concentrate its environmental assistance to Azerbaijan in three main areas as follows:

- **Waste management.** UNDP proposes to support the design of a long-term national programme of waste cleanup, monitoring, and management including cleaning up the hazardous-waste legacy of the Soviet years, when industrial activity was intense and environmental protection was neglected.
- **Management of international waters.** Building on existing sub-regional initiatives for the Caspian Sea and the Kura-Araz river basin, UNDP will contribute to the Government's efforts to create a proper system of managing international waters.
- **Biodiversity and land management.** UNDP will support implementation of the Government's Biodiversity Strategy and Action Plan and the fulfillment of selected commitments to the Convention to Combat Desertification.

CP Outcome 2.9 (UNDAF): The Government effectively combats drug trafficking and consumption.

UNDP will provide support to the Government in combating drug trafficking and in ensuring drug demand reduction through the Southern Caucasus Anti-Drug (SCAD) programme.

CP Outcome 2.14 (UNDAF): The Government implements effective mine action.

With substantial third-party cost sharing, UNDP will further build the capacity of Azerbaijan National Agency for Mine Action (ANAMA) to clear landmines and UXOs, provide mine risk education and assist mine victims, prioritizing its activities in line with national development and poverty reduction goals.

CP Outcome 2.15 (UNDAF): Ombudsman’s Office effectively promotes rule of law and human rights.

UNDP will continue supporting the Ombudsman’s Office as it builds capacity for human rights monitoring and reporting, the resolution of human rights complaints, and human rights advocacy.

CP Outcome 3.3 (UNDAF): Strengthened policies, institutional capacity, and awareness regarding HIV/AIDS and STI prevention.

UNDP will continue building national capacity in Azerbaijan for the development and implementation of projects to prevent the spread of HIV/AIDS. In addition, UNDP will support implementation of a National Strategy on Blood Safety, including rehabilitation of the blood transfusion system, to ensure that the population has access to safe blood.

Cross-cutting objectives. In all its activities, UNDP will promote gender equality and the empowerment of women, civil society development, and respect for human rights. The programming process will ensure women’s participation in project formulation and implementation, will seek a favorable impact on women and girls’ development opportunities, and will ensure the collection and reporting of gender-disaggregated data. UNDP will also ensure the participation of civil society in all programming stages and will establish and strengthen relationships with NGOs as implementing partners when appropriate. UNDP will promote respect for human rights in Azerbaijan directly through its involvement with the Ombudsman’s Office and indirectly through a rights-based approach to all activities.

IV. Programme management, monitoring and evaluation

UNDP will engage in theme groups, surveys, field visits, outcome evaluations, and other monitoring and evaluation (M&E) mechanisms in collaboration with the UNDAF M&E Task Force. Its M&E processes will closely align with national M&E processes, including the Household Budget Surveys and Labor Force Surveys. Since the current SPPRED (2003-2005) covers only the first year of the Country Programme, UNDP will use M&E results to

ensure that its programming reflects and supports subsequent national poverty reduction and development plans. The joint UNDAF Midterm Review and Final Evaluation will assess impact and sustainability, relevance to the MDGs and national poverty reduction targets, effectiveness of partnerships, contribution to the intended Outcomes, and coordination. Through its support to the SPRED Secretariat’s Poverty Monitoring Unit (PMU), and for expanded ICT application among Government bodies, UNDP will help build national capacity to monitor progress towards poverty reduction and development.

Given the Government’s management capacity and the substantial government cost-sharing envisioned during the Country Programme period, national execution is the most suitable modality for most projects. Government agencies will implement projects to the greatest extent possible. Relationships with current donors will continue, though resource mobilization will focus increasingly on the Government and the private sector.

Use of the UNDP Atlas programme finance management system will eliminate the divide between the Country Office’s administration and programming functions. With this system, UNDP will improve its own cost-effectiveness by adopting e-governance practices in line with those it promotes.

**Annex 1: Results and Resources Framework
UNDP-Azerbaijan Country Programme 2005-2009**

National Priority 1: The system of governance ensures an enabling environment for development, poverty reduction, and respect for rights and freedoms					
UNDAF Outcome 1: The effective and transparent management of oil resources leads to increased decent employment in the non-oil sectors (black gold is converted into human gold)					
MYFF Goal	CP Outcomes, Indicators, and Baselines (Targets to be determined)	Country Programme Outputs	Output Indicators, Baselines and Targets	Role of Partners	Indicative Resources
1.2	1.1 Effective and transparent management of state oil and pipeline revenues contribute to development in the non-oil sectors Indicators: Non-oil sector growth rate (baseline 3.8%, 2002); % of population in poverty (baseline 49%, 2002)	1.1.1 Components of national strategy implemented for sustainable investment of oil and pipeline revenues in non-oil sectors 1.1.2 Selected recommendations of BTC/SCP Poverty Impact Assessment implemented	1.1.1 Components; baseline 0; target 3 1.1.2 Recommendations; baseline 0; target 3	SOFAR, MED, BP, BTC	Regular: \$3,000,000 Other: \$9,000,000
1.2, 1.5	1.2 Employment in non-oil sectors increases Indicator: Unemployment rate (baseline 10.7% total, 9.6% for men, 12.2% for women, 2003)	1.2.1 Components of state employment and regional development programmes implemented 1.2.2 Labor Force Surveys conducted annually	1.2.1 Components; baseline 0; target 2 1.2.2 Surveys; baseline 1 (2003); target annually	MED, MLSPP, ME, MYST, MF, NCE, WB, ILO, private sector	Regular: \$3,000,000 Other: \$9,000,000
1.2, 1.5	1.3 Private investment in non-oil sectors increases Indicators: Non-oil FDI (baseline \$2.2 billion, 2002); non-oil domestic investment (baseline unavailable)	1.3.1 Investment promotion and capacity building support provided to Azerbaijan Foundation for Investment Promotion and Advice	1.3.1 Types of support; baseline 0; target 3	MED, AFIPA, NCE, private sector	Regular: \$750,000 Other: \$750,000
UNDAF Outcome 2: The state improves its delivery of services and its protection of rights—with the involvement of civil society and in compliance with its international commitments					
2.7	2.1 The social protection system is reformed Indicator: % of pensioners with electronic cards and personal accounts (baseline 0)	2.1.1 Social protection and pension policies revised 2.1.2 Pension system automated	2.1.1 Policies revised; baseline 0; target 2 2.1.2 Regions automated; baseline 6; target national	WB, MLSPP, SSPF	Regular: \$1,000,000 Other: \$7,000,000
2.5	2.2 ICT enhances efficiency, transparency, and accountability in the public sector Indicator: ITU digital access index (baseline 0.24, 2002); Internet users per 100 population (baseline unavailable)	2.2.1 State ICT agency operational 2.2.2 E-governance for public service delivery further developed 2.2.3 Components of the unified state data transmission network established	2.2.1 State ICT agency; baseline new Ministry; target fully operational 2.2.2 E-governance introduced into state entities; baseline 6; target 10 2.2.3 Components; baseline 2; target national	OoP, SSAC, SCC, SSPF, SASMP, MJ, CoA, WB, OSI/Soros, AoS, MFA, MLSPP, Japan	Regular: \$1,250,000 Other: \$5,000,000

1.1, 1.2	2.6-2.7 The MDGs and SPPRED are advocated, and monitoring systems are established, operational, and compatible with international norms Indicators: % of population in poverty (baseline 49%, 2002); MDG indicators in first MDG Report (baseline not yet available)	2.6-7.1 Components of MDG/SPPRED Strategy implemented 2.6-7.2 PMU of SPPRED Secretariat fully operational 2.6-7.3 MDG/SPPRED awareness raised among public/decision makers; public participation in the process ensured	2.6-7.1 Components; baseline 0; target 3 2.6-7.2 PMU; baseline est. 2002; target fully operational 2.6-7.3 Activities; baseline 10; target 20	SPPRED Secretariat, MFA, SSC, USAID, EC, IPC, CMAR, UN system, BWIs, RFIs	Regular: \$500,000 Other: \$1,500,000
3.1, 3.2, 3.5	2.8 National environmental protection and natural resource management improve Indicators: Ha. of protected areas (baseline 565,000, 2002); % of forest cover (baseline 11, 2002); ha. of land decontaminated (baseline unavailable); Caspian/Kura-Araz water degradation (baseline unavailable)	2.8.1 Selected commitments to Conventions on Biological Diversity and to Combat Desertification met; sustainable management of key habitats/species established 2.8.2 Waste cleanup programme initiated 2.8.3 Mechanisms in place for management of international waters	2.8.1 Commitments; baseline 0; target 3 2.8.2 Programme; baseline 0; target operational 2.8.3 Mechanisms; baseline 1; target 2	MENR, AoS, MFA, GEF, national environmental NGOs, BP, BTC	Regular: \$1,000,000 Other: \$5,000,000
2.7	2.9 The Government effectively combats drug trafficking and consumption Indicators: Drug related crimes (baseline 708, 2002); drug addicts (baseline 16,137, 2002)	2.9.1. Mechanisms for reducing drug trafficking/consumption expanded and regional interaction continued	2.9.1 Mechanisms; baseline 3; target 6	EC, SCDC, law enforcement agencies	Regular: \$450,000 Other: \$3,000,000
4.4	2.14 The Government implements effective mine action Indicators: Sq. m. cleared (baseline 7,090,000, 2003); casualties per year (baseline 28, 2003)	2.14.1 Support provided for landmine/UXO clearance, mine risk education, and mine victim assistance	2.14.1 Sq. m. cleared; baseline 7.09 million, 2003; casualties per year; baseline 28, 2003 (targets not yet available)	ANAMA, NNGOs, EC, Italy, Japan, U.K., U.S.	Regular: \$700,000 Other: \$7,000,000
2.4	2.15 Ombudsman's Office effectively promotes rule of law and human rights Indicators: Number of cases and % resolved (baselines not yet available)	2.15.1 Capacity building support provided to the Ombudsman's Office for human rights advocacy	2.15.1 Types of support; baseline 3; target 6	Ombudsman's Office, OHCHR, Parliament, RWI/SIDA	Regular: \$250,000 Other: \$250,000

National Priority 2: Basic needs for health, education, and social protection are met for all people

UNDAF outcome 3: The level of health and nutrition improves, particularly among women, children, and vulnerable groups

MYFF goal	CP outcomes, indicators, and baselines (targets to be determined)	Country programme outputs	Output indicators, baselines and targets	Partners	Indicative resources
1.7	<p>3.3 Strengthened policies, institutional capacity, and awareness regarding HIV/AIDS and STI prevention</p> <p>[No credible indicator for HIV/AIDS cases available]</p> <p>Indicators: Blood units collected (baseline 16,000, 2001); % of donors who are voluntary and non-remunerated (baseline not available)</p>	<p>3.3.2 Civil society develops/implements HIV prevention activities</p> <p>3.3.3 Blood transfusion system rehabilitated and related policy framework revised</p>	<p>3.3.2 Activities; baseline 3; target 6</p> <p>3.3.3 System rehabilitated; baseline ongoing; target complete</p>	WHO, MH, NNGOs, media, Parliament, UNOPS, Norway, IFRC	<p>Regular: \$100,000</p> <p>Other: \$500,000</p>

ANNEX 2: Acronyms

ADB	Asian Development Bank	MFE	Ministry of Fuel and Energy
AFIPA	Azerbaijan Foundation for Investment Promotion and advice	MFA	Ministry of Foreign Affairs
AMU	Azerbaijan Medical University	MH	Ministry of Health
ANAMA	Azerbaijan National Agency for Mine Action	MIS	Management information systems
AoS	Academy of Sciences	MIA	Ministry of International Affairs
ASU	Azerbaijan State University	MLSPP	Ministry of Labor and Social Protection of the Population
AYU	Azerbaijan Youth Union	MJ	Ministry of Justice
BTC	Baku-Tbilisi-Ceyhan Oil Pipeline	MYST	Ministry of Youth, Sport and Tourism
BWI	Bretton Woods institution	NCE	National Confederation of Entrepreneurs
CCA	Common country assessment	NCU-Tacis	National Coordinating Unit for EU Technological Assistance in Azerbaijan
CoA	Chamber of Accounts	NICTS	National ICT strategy
CoE	Council of Europe	NGO	National non-governmental organization
CMAR	Cabinet of Ministers of Azerbaijan Republic	OHCHR	Office of the High Commissioner for Human Rights
CSO	Civil society organization	OoP	Office of President
EC	European Commission	OSCE	Organization for Security and Cooperation in Europe
GEF	Global Environment Facility	OSI/Soros	Open Society Institute and Soros Foundation Network
GTZ	German Agency for Technical Cooperation	PMU	Poverty monitoring unit
HHS	Household Survey	RFI	Regional financial institution
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome	RWI/SIDA	Raoul Wallenberg Institute/Swedish International Development Agency
ICC	Interagency Coordination Committee	SASMP	State Agency for Standardization, Metrology and Patents
ICT	Information and communications technology	SCC	State Customs Committee
ICU	Independent Consumers Union	SCDC	State Commission for Drug Control
IDA	Iron Deficiency Anemia	SCP	South Caucasus Pipeline
IDD	Iodine Deficiency Anemia	SCRIDP	State Committee for Refugees and Internally Displaced Persons
IDP	Internally Displaced Person	SCWA	State Committee on Women's Affairs
IEPF	International Eurasia Press Foundation	SCWRA	State Committee for Work with Religious Associations
IFC	International Finance Cooperation	SOFAR	State Oil Fund of Azerbaijan Republic
IFRC	International Federation of Red Cross and Red Crescent Societies	SPPRED	State Programme for Poverty Reduction and Economic Development
ILO	International Labour Organization	SSAC	State Students Admission Commission
IMF	International Monetary Fund	SSC	State Statistics Committee
IOM	International Organization for Migration	SSPF	State Social Protection Fund
IPC	Baku International Press Club	STI	Sexually transmitted infection
ITU	International Telecommunication Union	TIKA	Turkish International Cooperation Agency
LFS	Labor Force Survey	UMCOR	United Methodist Committee on Relief
MDG	Millennium Development Goal	UN	United Nations
ME	Ministry of Education	UNCT	United Nations Country Team
MED	Ministry of Economic Development		
MENR	Ministry of Ecology and Natural Resources		
MF	Ministry of Finance		

UNDAF	United Nations Development Assistance Framework	UNCEF	United Nations Children's Fund
UNDP	United Nations Development Programme	UNOPS	United Nations Office for Project Services
UNDPI	United Nations Department of Public Information	UXO	Unexploded ordinance
USAID	United States Agency for International Development	WB	World Bank
UNHCR	United Nations High Commissioner for Refugees	WFP	World Food Programme
		WHO	World Health Organization
		WV	World Vision