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**PROJECT/PROGRAMME TITLE:**

National Urban Policy Programme, Phase Two:

Scaling up Climate Smart People-centred Smart Cities   
through

National Urban Policies

**Mini Project document for the Republic of Azerbaijan**

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# Overview

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| **Project Title** | **National Urban Policy Programme, Phase Two:**  ***Scaling Up People-centred Smart Cities through National Urban Policy*** |
| **Project Number** | *Umoja Grant Reference: M1-32FOD-000224* |
| **Overall Objective** | This programme aims at promoting a people-centred smart cities approach through National Urban Policies, mainly based on the collaboration with MOLIT (the Ministry of Land, Infrastructure and Transport) of the Republic Korea, and, in the Republic of Azerbaijan, in collaboration with the State Committee for Architecture and Urban Planning (SCUPA) and the Ministry of Digital Development and Transport as well as other key Ministries.  The project interventions will ensure the increased focus on mainstreaming innovation for sustainable urbanisation, building on challenges faced by the country to include aspects of climate resilience, urban recovery and digital transformation. Hereby, the project will utilize the normative work and leverage on UN-Habitat’s flagship programmes, namely FS2 on people-centred smart cities, FS on climate resilience for the urban poor as well as FS4 on urban recovery. The context specific prioritisation of re;ated aspects of sustainable urbanisation in the Republic of Azerbaijan will be integrated within the development process of a National Urban Policy for the Republic of Azerbaijan. |
| **Location** | Republic of Azerbaijan |
| **Key Ministry** | State Committee for Architecture and Urban Planning (SCUPA) |
| **Budget** | USD284,000  \*Subject to the exchange rate, further fund mobilization |
| **Duration** | 48 months (November 2022 – October 2026) for the global programme; the project component for Republic of Azerbaijan will be implemented from May 2023 – September 2026. |
| **Expected Start** | Republic of Azerbaijan: 01 May 2023 |

# Background

## Country background

The Republic of Azerbaijan is located in the southeastern part of the Caucasus region, extending westward from the Caspian Sea. It is uniquely positioned at the crossroads of Asia and Europe and is an important regional member of the Central Asia Regional Economic Cooperation.

Azerbaijan has 10 economic regions[[1]](#footnote-2), including the Nakhchivan Autonomous Republic, which is composed of 63 rayons (districts) and 11 saharis (large towns and cities). The country's economic policies are aimed at transitioning from a heavy reliance on oil and gas production to a sustainable, diversified economy with a vibrant non-oil sector and a balanced approach to national development.

According to the World Bank in 2021, the population of Azerbaijan was approximately 10.21 million people. In 2022, the State Statistical Committee of Azerbaijan states a population of 2.36 million people in the Metrolitan region of Baku, the capital city of Azerbaijan and the largest city in the country. It is also the political, cultural, and commercial center of the country. Only two other cities, Sumqayit and Ganja, have large populations exceeding 300,000, while others have 100,000 inhabitants or below.

In recent year, surbanization in Azerbaijan has been on a growing trend, with increasing numbers of people moving from rural areas to urban centers in search of better economic opportunities, improved living conditions, and access to a wider range of services and amenities. This trend has been driven by a combination of factors, including rapid economic growth in the country, improvements in transportation and communication infrastructure, and government policies aimed at promoting urbanization. Hence, urbanization has had a significant positive impact on the country, leading to the growth of modern, dynamic cities with well-developed infrastructure and a high standard of living. At the same time, it has also created challenges, including overcrowding, traffic congestion, and environmental degradation in some urban areas.

The government of Azerbaijan has taken a number of measures to address these challenges, including investing in new housing developments, improving public transportation systems, and promoting the use of green technologies in urban areas. The government has also sought to ensure that urbanization is carried out in a sustainable manner, so as to avoid negative impacts on the environment and local communities.



*Figure 1: Map of the Republic of Azerbaijan (*[*https://www.un.org/geospatial/content/azerbaijan*](https://www.un.org/geospatial/content/azerbaijan)*)*

Since the end of the 2020 Nagorno-Karabakh war, regional development plans for the newly liberated areas in Azerbaijan have been promoted. The war ended with a ceasefire agreement signed on November 10, 2020, which resulted in Azerbaijan regaining control of several regions that had been occupied by Armenia for nearly three decades.

Following the end of the war, Azerbaijan's government immediately began working on plans for the reconstruction and development of these newly liberated areas, which include the districts of Aghdam, Fuzuli, Jabrayil, Zangilan, Gubadli, Kalbajar, and Lachin. The government has announced a range of initiatives and programs aimed at promoting the economic and social development of these areas, including investments in infrastructure, healthcare, education, and agriculture.

The government has also established the Azerbaijan Mine Action Agency to address the problem of landmines and other explosive remnants of war in the newly liberated areas, which pose a serious threat to the safety and security of local communities.

## Urban Development Challenges in the Republic of Azerbaijan

### Housing

Azerbaijan's housing priorities are focused on ensuring that all citizens have access to safe, decent, and affordable housing for all citizens, while also improving the quality of existing housing stock and addressing the needs of vulnerable populations. The government has taken a number of steps to address the housing needs of the population, through measures such as the development of housing policies and programs.

One of the key priorities of the government is to increase the availability of affordable housing for low- and middle-income families. To this end, the government has implemented a number of programs to provide housing subsidies, loans, and other forms of support to eligible households.

Another priority is to improve the quality of existing housing stock. Many of Azerbaijan’s buildings are in need of repair or renovation, and the government has undertaken initiatives to address this issue. For example, the government has established a program to provide low-interest loans to homeowners for home improvements and renovations.

The government is also working to address the housing needs of vulnerable populations, such as refugees and internally displaced persons (IDPs). Azerbaijan has a large population of IDPs who were displaced as a result of the Nagorno-Karabakh conflict, and the government has implemented programs to provide housing assistance to these individuals and families.

### Regional and territorial development

Overall, Azerbaijan’s government has made the development of the newly liberated areas a top priority, recognizing the importance of rebuilding these regions and ensuring that their citizens have access to the resources and opportunities they need to rebuild their lives and communities.

The government of Azerbaijan has put forward regional urbanization policies for the newly liberated areas aiming to facilitate the sustainable development of these regions, while ensuring maximization of their economic, social, and cultural potential. The liberated territories are to be reconstructed in a phased manner, with a focus on infrastructure development, land use planning, environmental protection, and job creation. The plan includes the construction of new residential areas, hospitals, schools, and social facilities, as well as the restoration and renovation of existing infrastructure and cultural heritage sites.

Moroever, the government has announced plans to encourage the resettlement of the newly liberated areas by people who are willing to live and work in these regions. The government is offering various incentives to encourage people to move to these areas, such as tax breaks, subsidies for housing and business development, and other benefits. The resettlement process is expected to be gradual and voluntary, with the government initially focusing on providing infrastructure and basic services to attract people to these regions. The government has also announced plans to create jobs and promote economic development in these areas to make them more attractive to potential residents.

To attract investment and spur economic growth, the government is offering tax incentives and other benefits to businesses and investors who are interested in operating in the liberated territories. The aim is to promote the development of diversified economic sectors, including agriculture, industry, tourism, and trade.

In addition, the government is committed to ensuring that the urbanization policies for the newly liberated areas are inclusive and participatory. This involves engaging local communities in the planning and implementation of development projects and ensuring that the benefits of these projects are shared equitably among all residents of the liberated territories.

### Environment and climate adaptation

Azerbaijan has developed several climate adaptation policies related to urbanization, aimed at promoting sustainable urban development and addressing the impacts of climate change, while also reducing greenhouse gas emissions and promoting social and economic development.

* Green infrastructure development: Azerbaijan's government recognizes the importance of green infrastructure in adapting to climate change impacts. The country is investing in the development of green infrastructure such as parks, green roofs, and rain gardens, which can help to mitigate the urban heat island effect, reduce stormwater runoff, and enhance biodiversity.
* Sustainable transportation: Azerbaijan's government is promoting sustainable transportation options such as public transit, bike lanes, and pedestrian-friendly infrastructure. This can help to reduce greenhouse gas emissions and improve air quality, while also reducing the vulnerability of urban areas to the impacts of climate change.
* Climate-resilient building design: Azerbaijan's government is implementing regulations and standards to encourage the development of climate-resilient buildings, which can withstand extreme weather events such as floods, storms, and heat waves.
* Disaster risk reduction: Azerbaijan's government is implementing policies and programs to reduce the risks of natural disasters such as floods, landslides, and earthquakes. This includes investments in early warning systems, emergency response planning, and risk mapping and assessment.
* Water management: Azerbaijan's government is implementing policies to promote sustainable water management practices in urban areas. This includes investments in water conservation, water reuse, and stormwater management systems, which can help to reduce the vulnerability of urban areas to the impacts of climate change.

### Digital transformation

While leveraging on technology to improve the lives of citizens and create more efficient and sustainable cities provides a variety of opportunities, the Republic of Azerbaijan, like many other countries, faces a number of challenges in implementing people-centered smart cities. Here are some of the key challenges:

* Infrastructure: One of the main challenges in implementing smart cities is the lack of adequate infrastructure. In order to implement smart city solutions, cities need to have a robust and reliable digital infrastructure that can support various sensors and other devices. This can be a challenge for cities that do not have a strong IT infrastructure or reliable internet connectivity.
* Funding: Implementing smart city solutions can be expensive, and many cities may not have the financial resources to invest in these technologies. This can be a challenge in Azerbaijan, which is still developing its economy and may not have the resources to invest in expensive smart city infrastructure.
* Public Participation: Smart cities should be designed with the needs and preferences of citizens in mind. However, citizen participation and engagement can be challenging in Azerbaijan, where there may be cultural and linguistic barriers to participation, and where the government may not have a strong tradition of engaging with citizens on policy issues.
* Security: Smart city solutions can create new security risks, particularly in areas such as data privacy and cybersecurity. Ensuring the security of smart city infrastructure and data is critical, and this can be a challenge in Azerbaijan, where there may be limited expertise in cybersecurity and data protection.
* Governance: Implementing smart city solutions requires coordination among multiple stakeholders, including government agencies, private sector partners, and citizens. Ensuring effective governance and coordination among these stakeholders can be a challenge in Azerbaijan, where there may be limited institutional capacity and a lack of experience in managing complex public-private partnerships.

## NUP status in the Republic of Azerbaijan

The government of Azerbaijan is committed to promoting sustainable urban development and improving the quality of life for its citizens in urban areas. While lacking an overall National Urbanization Policy, several building blocks towards this end have been outlined. Various priorities for urban policy aim at promoting sustainable urban development and improving the quality of life for urban residents. Some of these priorities include:

* **Improving infrastructure**: Azerbaijan's government is investing in upgrading and expanding urban infrastructure, including roads, public transport system, and utilities such as water and sanitation. This is aimed at improving mobility, reducing traffic congestion, and enhancing the overall quality of life in urban areas.
* **Promoting affordable housing**: The government is implementing policies to promote the availability of affordable housing for urban residents. This includes initiatives such as subsidized housing programs, tax incentives for developers, and regulations to encourage the construction of low-cost housing.
* **Developing green spaces**: Azerbaijan's government recognizes the importance of green spaces in promoting public health and well-being, as well as enhancing the aesthetic quality of urban environments. The government is investing in the development of parks, green belts, and other public spaces for recreation and leisure.
* **Enhancing economic competitiveness**: Azerbaijan's government is implementing policies aimed at promoting economic development and competitiveness in urban areas. This includes measures such as tax incentives for businesses, investment in innovation and technology, and the creation of business incubators and accelerators.
* **Promoting social inclusion**: The government is committed to promoting social inclusion and reducing inequalities in urban areas. This includes initiatives such as affordable access to healthcare, education, and social services, as well as measures to improve the safety and security of urban residents.

Azerbaijan's government has recognized these urbanisation challenges and has implemented a range of policies and initiatives aimed at promoting sustainable urban development.

* **Azerbaijan 2030: National Priorities for Socio-Economic Development.**
* In 2018, the Azerbaijani government adopted **a State Program for the Socio-Economic Development of Regions for the period of 2019 - 2023**[[2]](#footnote-3). The program includes a focus on urban development, including the implementation of urban planning projects in various cities throughout the country.
* **The State Program on Socio-Economic Development of Baku and Surrounding Areas for 2021 - 2025** aims to improve the city's infrastructure, transport systems, and environmental sustainability, as well as promoting social and economic development in surrounding areas.
* **The General Plan of Baku 2020 - 2040**[[3]](#footnote-4) is based on 4 Priority Targets. In order to achieve those targets, a coordinated set of planning measures is proposed. The Baku General Plan focuses on (1). sustainable urban development (polycentric development; multi-functional sub-centers; equal opportunities and inclusion; urban mobility; infrastructure development); (2) urban and environmental regeneration (system of public spaces; clean city solutions; comprehensive land use solutions); (3) care for architectural image and historical heritage of the city (neighbourhood planning; urban conservation; ensuring cultural life development); and (4) new content (creation of modern industries and new economic sectors; tourism development; creative industries; digitalisation of services; ensuring balanced development of the city and the country).
* Other cities in Azerbaijan, such as Ganja and Sumgait, have also undertaken urban planning initiatives in recent years. However, the specific details of these plans and their current status may vary.
* In addition to promoting urbanization, Azerbaijan's government has also placed a strong emphasis on regional development, particularly in rural areas. This has included investing in infrastructure, improving access to education and healthcare, and promoting local entrepreneurship and economic development. These initiatives are aimed at reducing the disparities between urban and rural areas and ensuring that all citizens have access to the opportunities and resources they need to thrive.
* The Azerbaijani government has been working to develop territorial development plans for these newly liberated areas. The primary objective of these plans is to promote sustainable and inclusive economic growth and development in the affected areas. This includes the development of infrastructure, including transportation, housing, and utilities, as well as the promotion of tourism and other economic sectors. The territorial development plans also aim to address the needs of local communities and to ensure that the process of reconstruction and development is inclusive and participatory. The plans are being developed with input from local stakeholders, including community leaders and representatives of the private sector. Overall, the territorial development plans for the newly liberated areas in Azerbaijan are an important part of the country's efforts to rebuild and develop these areas following the conflict. The plans aim to promote sustainable and inclusive economic growth and to ensure that the needs of local communities are considered in the reconstruction and development process.

The Republic of Azerbaijan has been actively attending high level meetings and global fora related to sustainable urbanization, including the High-Level Meeting on the Implementation of the New Urban Agenda (April 2022), the 11th Session of the World Urban Forum (June 2022) as well as COP 27 (November 2022). In order to identify urban challenges and pathways to addressing them, the Republic of Azerbaijan held its very first Azerbaijan Urban Forum (NUFA#1 ) during the month of “Urban” October in 2022. On 5 and 6 October 2022, the NUFA#1 was held in the cities of Ağdam and Baku under the theme, “Sustainable Development Goals and the New Urban Agenda as engines of post-conflict reconstruction and rehabilitation”. In 2023, a Second Edition of the National Urban Forum Forum is planned .

## UN-Habitat engagement in the Republic of Azerbaijan

In general, UN-Habitat extends its technical support to the United Nations Country Team (UNCT) lead buy the Resident Coordinator Office (RCO). So far, UN-Habitat has been a non-resident UN entity in the Republic of Azerbaijan, supporting the Common Country Analysis (CCA) and United Nations Sustainable Development Framework (UNSDCF) implementation in the Republic of Azerbaijan through the employment of the United Nations System-Wide Strategy on Sustainable Urban Development.

As the NUP project is being launched in the Republic of Azerbaijan, UN-Habitat is establing an overall strategic project office in the country. It is expected that during the 1st quarter of 2022, a senior staff member will be assigned to the Resident Coordinator Office in Baku, and will closely coordinate with the State Committee on Urban Planning and Architecture the collaboration with UN-Habitat, guided by the “ROADMAP I Strategy for UN-Habitat Engagement in the Republic of Azerbaijan” document. In addition, this person will oversee the implementation of the NUP project in Azerbaijan.

UN-Habitat’s expertise in international Norms and Standards will be applied to the cooperation with the Republic of Azerbaijan: (1) Urban targets of the 2030 Sustainable Development Agenda, particularly Sustainable Development Goal 11 – Make cities and human settlements inclusive, safe, resilient, and sustainable (“leaving no one and no place behind”); (2) New Urban Agenda; (3) Urban Dimensions of Paris Agreement and Sendai Framework; (4) UN Systemwide Guidelines on Safer Cities and Human Settlements; (5) International Guidelines on Urban and Territorial Planning (IG-UTP); (6) Right to Adequate Housing + Right to the City.

Moreover, UN-Habitat’s technical capacities are wide ranging and will support the work of the UNCT in the following areas: (1) urban policies, (2) multi-level governance, (3) urban and territorial planning and design, (4) effective, innovative and sustainable financing frameworks and instruments to finance sustainable urbanization, (5) urban data; (6) integrated policy support.

## Sustainable Development Cooperation Framework

During the current cycle of the Azerbaijan United Nations Sustainable Development Cooperation Framework (UNSDCF 2021 – 2025), UN-Habitat will support the implementation of all outcomes as part of its Strategic Plan 2020 - 2025 and respective sub-programmes: (1) reduced spatial inequality and poverty in communities across the urban-rural continuum; (2) enhanced shared prosperity of cities and regions; (3) strengthened climate action and improved urban environment; and (4) effective urban crisis prevention and response.

UN-Habitat will extend its technical assistance to the Republic of Azerbaijan (guided by the United Nations System-wide Strategy on Sustainable Development) through: ((1) technical advisory services to national counterparts, the UN Resident Coordinator Office (RCO)and UN Country Team (UNCT); (2) piloting of initiatives through extension of UN-Habitat global and regional programming activities; (3) coordination of urban development partners in close coordination with the State Committee on Urban Planning and Architecture; and (4) joint programming with respective UN sister agencies to address policy gaps, capacity development issues and technical advisory services as well as piloting of initiatives.

UN-Habitat’s support to the Azerbaijan RCO/ UNCT in the implementation of the UNSDCF 2021 - 2025 will be conducted through direct interaction with substantive colleagues based at HQ (based in Nairobi) as well as the link with operational activities led by the Inter-Regional Advisor responsible for Eastern Europe and Central Asia.

In close coordination with the RCO, UN-Habitat will engage in resource mobilization activities to ensure the establishment of a permanent advisory function in the country as well as engage in normative and operational activities to deliver on the UNSDCF commitments in the Republic of Azerbaijan. These are outlined below and are to be further discussed in terms of joint programming with the UNCT:

* *Priority Area 1: Inclusive Growth that Reduces Vulnerability and Builds Resilience*

UN-Habitat will collaborate within UN joint programming and pilot initiatives at neighbourhood level, including housing rehabilitation, urban regeneration, people-centered smart cities and climate action at local level while outlining employment opportunities and vocational training in the respective sectors. Equal access to livelihood opportunities along the rural urban continuum can be generated by enhanced urban planning and design as well-balanced territorial development, linking an integrated urban development process with housing policy formulation as well as sector policies in order to elevate local economic growth to national prosperity while mainstreaming the environmental dimension of urbanization and climate adaptation into development processes. This will contribute to reduced internal/ rural-urban migration.

* *Priority Area 2: Stronger Institutions for Better Public and Social Services Delivery*

UN-Habitat, as part of the joint UN and development partners’ efforts in the Republic of Azerbaijan, will support the strategizing and implementation of SDG financing framework, by technically advising IFIs in strategic investments in urban areas and vital infrastructure upgrading as well as empowering local governments through alternative revenue mechanisms and participatory budgeting to localize inclusive national policies. This includes UN joint programming on land reform and privatization in the country. In addition, UN-Habitat will support local economic development initiatives from a territorial dimension to address rural-urban migration and sustain neighbourhood upgrading schemes. Moreover, UN-Habitat will support institutional capacity development for generation of an evidence-base for inclusive policy formulation (spatial, qualitative and quantitative measures), the monitoring of the implementation of urban targets of Sustainable Development Goals as well as the New Urban Agenda (and potentially promote and support the establishment of national and local urban observatories that use unified monitoring frameworks and standardized products that offer comparability of results). Training of National Statistical Offices and partners on the use of specialized monitoring tools for spatial analysis and disaggregation of information, and best practices. Moreover, UN-Habitat will support the UNCT in providing relevant contributions to Voluntary National (and Local) Reviews.

* *Priority Area 3: Protecting the Environment and Addressing Climate Change*

UN-Habitat will support Azerbaijan’s efforts of climate change mitigation and adaptation through linking the county with UN-Habitat’s Cities and Climate Change Initiative (CCCI), address local needs, mobilize resources, and directly protect people from climate change. In addition to that, UN-Habitat will link the Republic of Azerbaijan to the global City Resilience Initiative as well as promote the mainstreaming of climate adaptation into national urban policy discussions. Local climate action will be promoted and implemented as part of UN joint programmes, in the field of extending energy efficiency in housing/ building rehabilitation, neighbourhood upgrading (including embedding urban heritage in larger territorial settings) and upgrading of basic urban services while promoting nature-based solutions. Resource and environmental protection, i.e. in the field of air and water pollution will be a joint UN effort, and UN-Habitat shows strong interest in supporting the addressing of these challenges, especially when rooted in urban systems. This will be done in close coordination with IFIs active in these sectors.

* *Priority Area 4: A Gender-Equitable Society that Empowers Women and Girls*

For the population of the Republic of Azerbaijan to enjoy a higher quality of life and healthier lifestyle, UN-Habitat will support cities and communities in improving health and wellbeing and ensuring social inclusion through investments in networks of public space and transform communities and change mindsets through innovative community-led approaches and catalytic pilots. The lens of women and girls will be used to interrogate the inclusivity of public spaces and create gender-sensitive places, embodying the principle of leaving no one behind. Good policies and practices will be accessed and shared through UN-Habitat’s global network of around 100 partner organizations. Moreover, UN-Habitat will support cities and human settlements in the Republic of Azerbaijan to become more sustainable by providing policy advice, capacity building, knowledge sharing and support for public space regeneration and improvement. Green and public spaces offer innovative solutions to improve the quality of the built environment, air quality, ground water quality, enhance local resilience and promote sustainable lifestyles, consequently improving the health and well-being. They provide opportunities for play, active mobility, and engagement in outdoor activities, and are also restorative and uplifting, thus reducing the likelihood of suffering from lifestyle-related diseases.

* *Urban recovery*

UN-Habitat will also extend technical assistance and on-the-job capacity development to the urban recovery efforts in the newly liberated areas. A specific project will be elaborated with the UNCT based on the March 2022 missions conducted by Worldbank – European Commission - United Nations, UNEP as well as UN-Habitat. It will outline based on UN-Habitat’s expertise in tis field the complementarities to supporting a humanitarian – development – peace nexus in the region.

# Project Scope

## Overall Objective

The main objective of this programme is to promote the mainstreaming of a people-centred smart cities approach to National Urban Policies, mainly based on the collaboration with MOLIT (the Ministry of Land, Infrastructure and Transport) of the Republic Korea and the Republic of Azerbaijan, the project will be implemented by the State Committee for Architecture and Urban Planning (SCUPA) and in close collaboration with the Ministry of Ecology and Natural Resources, the Ministry of Digital Development and Transport as well as other key Ministries. Other partners and donors will contribute to the overall project.

The project interventions will ensure the increased focus on mainstreaming adequate and affordable housing, climate neutral, resilient and sustainable urbanisation as well as inclusive digital transition in high level political forums on urban policy. It will utilize, leverage and enhance UN-Habitat’s people-centred smart cities flagship programme as well as climate resilience for the urban poor, to build next generation of housing, climate adaptation and smart cities strategies integrated within the Azerbaijan NUPs to reflect the addressing of challenges of this generation for future ones.

As UN-Habitat is establishing a project office in the Republic of Azerbaijan through earmarked funds provided by the Government, the NUP project will benefit from additional inputs to the NUP development in the country. These include housing, environment and climate adaptation as well as urban recovery dimensions.

The Korean funded NUP project will in addition, support the mainstreaming of UN-Habitat’s people-centred smart cities approach in the Republic of Azerbaijan, hereby ensuring that people's needs are met through the use of digital technology, commitment to human rights in online and offline environments, promoting digital inclusion in both consultations and in service delivery, and ensuring the use of digital technologies to improve people's quality of life. This framework presents a holistic approach to developing smart cities that leverages data, technology, and services to empower people. The framework rests on five pillars: Community, Digital Equity, Infrastructure, Security, and Capacity. Each pillar consists of core values, key activities, and recommended actions compiled from international best practices in government, the private sector and civil society. These activities are outlined in a series of playbooks which when collectively help local governments develop smart cities for people that are more inclusive, safe, and sustainable.

Moreover, this programme will contribute to the enhanced investment opportunities for carbon-neutral and smart cities and support the capacity of government at all levels to adopt people-centred smart city approaches aiming at the contribution to implementing the 2030 Sustainable Development Agenda, the New Urban Agenda; contributes as part of the five pillars of the NUA, where urban policy is one of the pillars, and the UN-Habitat Strategic Plan 2020 - 2025.

MoLIT of the Republic of Korea will support part of the programme and share their experience on implementing sustainable people-centred smart city approach in National Urban Policy. The Republic of Azerbaijan will be directly supported in its policy process, capacity building, knowledge exchange activities and policy implementation projects.

## Main Activities at the global level (NUP Umbrella Programme)

**Outcome 1**:   
National and local governments mainstream the people-centred smart cities approach into NUPs and/ or sub-national urban policies in selected countries and sub-national regions.

Indicators*:* # of draft national or sub-national urban policy documents developed

**Outcome 2**:   
Capacity of policy makers and stakeholders enhanced to facilitate the territorial dimension of urban innovation and steer digital transformation in NUPs / SUPs

Indicators: # of assessment tools developed within each country  
% of women and other vulnerable groups participating in tool development consultations  
# of guides developed within each country  
# of international urban innovation and smart city EGMs/ workshops organised  
# of in-country national, regional workshops  
# of international implementation guides developed  
# of International Conference on National Urban Policy organised

**Outcome 3**:   
Urban interventions apply innovative approaches and technologies while considering the people-centred dimension in National Urban Policy.

Indicators: # of guide on modalities, financing and investment of implementation developed  
# of drafting EGM / workshop organized for the guide for modalities, financing and investment of implementation  
# of interventions / demonstration projects implemented  
# of demonstration project reports developed

**Outcome 4**:   
Improved knowledge creation and sharing, and enhanced global awareness of experiences on the nexus of NUP and people-centred smart cities approaches and models.

Indicators*:* # of normative knowledge products available/ generated  
# of stakeholders utilize knowledge products generated  
Countries in the region are inspired by NUP process conducted in country

Some activities in outcomes 2 and 4 will be directly managed and delivered by the PLGS, with support and direct coordination of the country office for the delivery of the below-mentioned Outputs.

## Expected deliverables at the country level

The foreseen deliverables within this project are intended to be aligned with the development of a comprehensive National Urbanization Policy in the Republic of Azerbaijan, led by SCUPA and be realized with technical assistance of a Chief Technical Advisor (UN-Habitat, CTA) to be based on Baku as well as the UN-Habitat Inter-Regional Advisor for Eastern Europe and Central Asia. The CTA will be positioned in the Resident Coordinator Office, and oversee the emerging UN-Habitat country presence in the Republic of Azerbaijan, with funds still to be secured (under negotiation with the government of Azerbaijan as the donor).

While the development of a comprehensive NUP document is expected, the various stages of the development are being supported by pooled funds, including the feasibility and diagnosis. Moreover, a policy document and action plan for implementation, monitoring and evaluation will be established. UN-Habitat’s Urban Lab is supporting the territorial planning exercise in the newly liberated areas in the Republic of Azerbainan, hence, the UN-Habitat programme in Azerbaijan will include the various project initiatives - including Korean funded NUP process - for a comprehensive and evidence-based policy support to the government of Azerbaijan. This will ensure a NUP that is including the right to adequate housing, climate resilience as well as people-centred smart cities in a country undergoing a major urban recovery process.

**Under Outcome 1**

**Output 1:** One (1) National Urban Policy document integrating housing, climate resilience, urban recovery and people centered smart city approach

* **Activity 1.1:** Support the establishment of a NUP Steering Committee, to define the design and action plan for NUP elaboration
* **Activity 1.2:** Integrate housing analysis, climate resilience, urban recovery and people centered smart city approach in the three regional consultations (Baku city, secondary cities, newly liberated areas) to elaborate the NUP diagnostic, through ad hoc sessions. *only people centered smart cities elements covered by Korean funds)*
* **Activity 1.3:** Mainstream concepts, issues, recommendations and analysis on housing, climate resilience, urban recovery and people centered smart city approach throughout all the NUP document. This includes the NUP diagnostic, objectives, axes, strategic lines, indicators and action plan. (*only people centered smart cities elements covered by Korean funds)*
* **Activity 1.4:** Elaborate a data and people-centered smart city assessment as a NUP annex.

The document will be proposed as an integral part of the NUP, as an annex, and will allow pursuit of a data-oriented policy vision for the country. This includes:

* Bilateral inception meetings for stakeholder analysis and engagement
* Analysis of relevant housing and urban data already available, supported by the Statistical Committee and SCUPA
* Analysis of the existing interventions of housing and strategic planning in the country
* Elaboration of the assessment including the above-referenced and provision of basic guidance on how to progressively operationalize a NUP approach

*A smart cities specialist will be hired as part of the NUP technical team for this specific Output, who will work alongside the local team.*

Indicators of Output 1: # of inception meetings for NUP elaboration   
# of sessions at regional consultations with integrated smart cities approach  
# of draft NUP documents with people-centered smart cities mainstreamed   
# of supporting analysis and recommendations documents/attachments to the NUP on smart-cities and data

**Under Outcome 2:**

**Output 2**: Capacity building activities for Azerbaijan policy makers and stakeholders to facilatate the territorial dimesion of urban innovation and steer digital transformation in NUP process.

* **Activity 2.1**: Support data collection, provide relevant information to inform people-centered smart city dimension of the NUP
* **Activity 2.2**: Support Azerbaijan NUP stakeholders’ participation in Expert Group Meeting to be organized by HQ
* **Activity 2.3:** Discuss and share experiences of NUP preparation at Azerbaijan National Urban Forum
* **Activity 2.4**: Support International Conference on National Urban Policy

Indicators of Output 2: People-centered smart city strategy supported in Azerbaijan (yes/ no)  
# of EGM participated by Azerbaijan NUP stakeholders  
# of ICNUP supported by Republic of Azerbaijan

**Under Outcome 3:**

**Output 3:** One (1) acupuncture project/ pilot intervention implemented based on NUP action plan

* **Activity 3.1:** Prioritize the acupuncture project and its location with the Government of Azerbaijan, based on the analysis of the NUP action plan and of the documents/ reports produced through Output 1
* **Activity 3.2:** Conduct a stakeholders mapping and inception meetings with the national and local institutions and partners/ CSOs identified for project implementation
* **Activity 3.3:** Realize a needs assessment and roadmap for pilot project implementation, with the view of prioritizing the municipal needs in terms of innovation
* **Activity 3.4:** Implement a pilot project to support an urban area on digitalization of data for urban development, hereby promoting collaboration with CSOs

The tentative general objective of the project, subject to changes depending on NUP document outcomes and the prioritization of the Government of Azerbaijan, will be to:

* Build capacity of Statistical Committee and SCUPA as well as selected local government representatives on evidence/ data-based urban planning and monitoring
* Build a pilot/ model dataset that can be further scaled up in other regions/urban areas

This includes a results, impact and monitoring report. *The overall pilot intervention will include support to design and improve housing and urban data collection in the Republic of Azerbaijan, piloting in selected local governments/ regions, identified through Activity 3.3.*

Indicators of Output 3: # of pilot projects prioritized  
# of inception meetings conducted  
# of needs assessments drafted  
# of pilot projects implemented  
# of project reports (one report per each project required)

**Under Outcome 4:**

**Output 4:** Improved knowledge creation and sharing, and enhanced global awareness of experiences on the nexus of NUP and people-centered smart cities approaches and models

* **Activity 4.1:** Support organization, facilitation and implementation of Exchange Visit(s)
* **Activity 4.2:** Deliver four (4) annual reports on activities and financial updates
* **Activity 4.3:** Share Azerbaijan experience in Global Campaign on NUP and People-centered Smart City networks

Indicators of Output 4: # of Exchange Visit(s) Azerbaijan NUP stakeholders participated in  
# of annual reports and financial reports  
# of campaigns (online/physical) supported by country office

## Detailed programme implementation

The implementation methodology and plan are as follows:

**Methodology**: The project will apply both primary and secondary data sources in the implementation. The secondary data sources will include documented, reliable and evidence-based information about the subject areas. The primary data sources will include consultative workshops conducted in the country where the respective stakeholders will give their feedback on the various subject or project areas as well as priority areas. The consultative meetings will achieve two objectives; acquiring the stakeholder’s contribution on the various issues and secondly on giving way forward of proposals on what could be done to deal with the issues arising in the subject areas. The other activities in this project will include trainings, expert group meetings, and workshops for capacity development of the government officials and other relevant stakeholders.

**Implementation Plan**: The implementation plan for the NUP development will include the following stages: (1) Feasibility; (2) Diagnosis; (3) Formulation; (4) implementation; and (5) monitoring and evaluation. It will build on knowledge generated and exchange of experiences, advocacy, alliance and network promotion, as well as providing support and guidance in the implementation of the New Urban Agenda. The implementation plan for the NUP includes the following key elements:

* *Goals and objectives:* The plan should clearly articulate the goals and objectives of the national urban policy, including the desired outcomes and impacts. This will help to ensure that all stakeholders are aligned and working towards the same objectives.
* *Prioritization of interventions:* The plan should identify and prioritize interventions that will be implemented to achieve the goals and objectives of the national urban policy. This will help to ensure that resources are allocated efficiently and effectively.
* *Implementation timeline:* The plan should establish a clear timeline for the implementation of each intervention, including key milestones and deadlines. This will help to ensure that progress is being made towards achieving the goals and objectives of the national urban policy.
* *Budget and financing plan:* The plan should include a budget and financing plan that identifies the resources required to implement each intervention, as well as potential funding sources. This will help to ensure that the necessary resources are available to support the implementation of the national urban policy.
* *Monitoring and evaluation plan:* The plan should establish a monitoring and evaluation plan that includes performance indicators, data collection methods, and reporting requirements. This will help to ensure that progress is being tracked and evaluated, and that adjustments can be made as necessary.
* *Stakeholder engagement and communication plan:* The plan should include a stakeholder engagement and communication plan that identifies the key stakeholders involved in the implementation of the national urban policy, as well as strategies for engaging and communicating with them. This will help to ensure that stakeholders are informed and engaged throughout the implementation process.
* *Capacity building plan:* The plan should include a capacity building plan that identifies the skills, knowledge, and resources required to effectively implement the national urban policy, as well as strategies for building and strengthening this capacity. This will help to ensure that the necessary skills and knowledge are available to support the implementation of the national urban policy.

The project will be implemented by the Policy, Legislation and Governance Section (PLGS) of UN-Habitat. UN-Habitat’s Inter-Regional Advisor for Eastern Europe and Central Asia and CTA at UN-Habitat Azerbaijan project office will be supporting the project for policy and programmatic integration, **together** with partners/ consultants. PLGS is collaborating on a smart city approach with other units at the Urban Practices Branch, External Relations, Strategy and Innovation Division and Programme Development Branch. This project also aims to strengthen the capacity of national and local government authorities as well as key players from civil society, academia and the private sector to carry out integrated territorial development and enhance urban-rural linkages based on a sound spatial assessment.

## Logical Framework

|  |  |
| --- | --- |
| **General objective:**  To promote people-centred smart cities through National Urban Policies based on the collaboration with Ministry of Land, Infrastructure and Transport (MOLIT)) of Korea, in five regions: Asia and Pacific, Arab States, Africa, Latin America and Caribbean, and Eastern Europe/ Central Asia | |
| **Outcome 1.**  National and local governments mainstream the people-centred smart cities approach into NUPs and/ or sub-national urban policies in selected countries and sub-national regions. | **Indicator**: # of draft national or sub-national urban policy documents developed  **Means of Verification:** UN-Habitat documents / country documents / Global State of National Urban Policy  **Interval**: Every 12 months  **Baseline**: 0  **Target**: 1 |
| **Output 1:** One (1) National Urban Policy document integrating housing, climate resilience, urban recovery and people centered smart city approach | **Indicator**: # of draft national urban policy documents integrated with digitalization and smart city priorities  **Means of Verification:**  Country project reports, UN-Habitat, government statistics, in-country policy status  **Interval**: Every 12 months  **Baseline**: No country with urban policy frameworks and action plans that incorporate people-centred smart cities approaches  **Target**: 1 |
| **Activities for Output 1** | **Indicators for Output 1** |
| **Activity 1.1:**  Support the establishment of a NUP Steering Committee, to define the design and action plan for NUP elaboration | **Indicator:** # of inception meetings for NUP elaboration  **Means of Verification:**   Articles and event media coverage; event list of presence.  **Interval**:  On a quarterly basis.  **Baseline**: 0  **Target**: 1 |
| **Activity 1.2:**  Integrate housing analysis, climate resilience, urban recovery and people centered smart city approach in the three regional consultations (Baku city, secondary cities, newly liberated areas) to elaborate the NUP diagnostic, through ad hoc sessions. *only people centered smart cities elements covered by Korean funds)* | **Indicator:** # of sessions at regional consultations with integrated smart cities approach  **Means of Verification:**   Articles and event media coverage; Regional consultations Terms of Reference and list of presence.  **Interval**: On a quarterly basis.  **Baseline**: 0  **Target**:  At least one (1) session on digitalization per each consultation event will be organized |
| **Activity 1.3:**  Mainstream concepts, issues, recommendations and analysis on housing, climate resilience, urban recovery and people centered smart city approach throughout all the NUP document. This includes the NUP diagnostic, objectives, axes, strategic lines, indicators and action plan. (*only people centered smart cities elements covered by Korean funds)* | **Indicator**:  # of draft NUP documents with people-centered smart cities mainstreamed  **Means of Verification:**  Inception reports, NUP report, background papers  **Interval**: When available, but at least on quarterly basis.  **Baseline**: 0  **Target**: 1 |
| **Activity 1.4:**  Elaborate a data and people-centered smart city assessment as a NUP annex. | **Indicator**:  # of supporting analysis and recommendations documents/attachments to the NUP on smart-cities and data  **Means of Verification:**  UN-Habitat notes and reports/ Urbanization Policy summary and table of contents  **Interval**: When available, but at least on quarterly basis.  **Baseline**: 0  **Target**: 1 |
| **Outcome 2:** Capacity of policy makers and stakeholders enhanced to facilitate the territorial dimension of urban innovation and steer digital transformation in NUPs / SUPs. | **Indicator**:  Extent of government officials’ ability to localize urban innovations incorporating digital transformations in NUP  **Means of Verification:** Consultative workshops, consultation report, interviews  **Interval**: Every 12 months  **Baseline**: Limited, inadequate or no capacity  **Target**: 50 government officials in each country able to localize/ facilitate territorial approaches in urban innovation in NUP in 36 months |
| **Output 2:** Capacity building activities for Azerbaijan policy makers and stakeholders to facilatate the territorial dimesion of urban innovation and steer digital transformation in NUP process | **Indicator**:  Extent of government officials’ ability to localize urban innovations incorporating digital transformations in NUP  **Means of Verification:**  Consultative workshops, consultation report, interviews  **Interval**: Every 12 months  **Baseline**: Limited, inadequate or no capacity  **Target**: 50 government officials in each country able to localize / facilitate territorial approaches in urban innovation in NUP in 48 months |
| **Activities for Output 2** | **Indicators for Output 2** |
| **Activity 2.1:**  Support data collection, provide relevant information to inform people-centered smart city dimension of the NUP | **Indicator**:  People-centered smart city strategy supported in Azerbaijan (yes/ no)  # of supporting analysis and recommendations documents/ attachments to the NUP on smart-cities and data  **Means of Verification:**  UN-Habitat notes and reports  **Interval**: When available, but at least on quarterly basis.  **Baseline**: 0  **Target**: 1 |
| **Activity 2.2:**  Support Azerbaijan NUP stakeholders’ participation in Expert Group Meeting to be organized by HQ | **Indicator:** # of EGM participated by Azerbaijan NUP stakeholders  **Means of Verification:**  UN-Habitat notes and reports  **Interval**: When available, but at least on quarterly basis.  **Baseline**: 0  **Target**: 2 |
| **Activity 2.3:**  Discuss and share experiences of NUP preparation at Azerbaijan National Urban Forum | **Indicator:** # of EGM participated by Azerbaijan NUP stakeholders  # of assessment tools developed within each country % of women and other vulnerable groups participating in tool development consultations # of guides developed within each country # of international urban innovation and smart city EGMs/ workshops organised # of in-country national, regional workshops # of international implementation guides developed  **Means of Verification:**  UN-Habitat notes and reports  **Interval**: When available, but at least on quarterly basis.  **Baseline**: 0  **Target**: 1 |
| **Activity 2.4:**  Support International Conference on National Urban Policy | **Indicator:**  # of International Conference on National Urban Policy organised  # of ICNUP supported by Republic of Azerbaijan  **Means of Verification:**  UN-Habitat notes and reports  **Interval**: On an annual basis  **Baseline**: 0  **Target**: 1 |
| **Outcome 3.**  Urban interventions apply innovative approaches and technologies while considering the people-centred dimension in National Urban Policy. | **Indicator**:  # of guide on modalities, financing and investment of implementation developed  # of drafting EGM/ workshop organized for the guide for modalities, financing and investment of implementation  # of interventions / demonstration projects implemented  # of demonstration project reports developed  **Means of Verification:**  Project reports, interviews, field visits  **Interval**: Every 12 months for first 2 years, every 6 months in year 3 and 4  **Baseline**: 0 interventions  **Target**: 1 intervention |
| **Output 3**  One (1) acupuncture project/ pilot intervention implemented based on NUP action plan | **Indicator**:  # of pilot projects prioritized  **Means of Verification:**  Reviews of the project report, interviews, field visits  **Interval**: Every 12 months  **Baseline**: 0  **Target**: 1 intervention |
| **Indicator**: # of demonstration project reports developed  **Means of Verification:**  Reviews of the project report, interviews, field visits  **Interval**: At the end of implementation  **Baseline**: 0  **Target**: 1 report |
| **Activities for Output 3** | **Indicators for Output 3** |
| **Activity 3.1:**  Prioritize the acupuncture project and its location with the Government of Azerbaijan, based on the analysis of the NUP action plan and of the documents/ reports produced through Output 1. | **Indicator**:  # of pilot projects implemented  **Means of Verification:**  Working documents, report  **Interval**: On a regular basis, at least every 3 months.  **Baseline**: 0  **Target**: 1 |
| **Activity 3.2:**  Conduct a stakeholders mapping and inception meetings with the national and local institutions and partners/ CSOs identified for project implementation. | **Indicator**:  # of inception meetings conducted  **Means of Verification:**  Working documents, report, meetings attendance list and minutes  **Interval**: On a regular basis, at least every 3 months.  **Baseline**: 0  **Target**: At least 3 meetings |
| **Activity 3.3:**  Realize a needs assessment and roadmap for pilot project implementation, with the view of prioritizing the municipal needs in terms of innovation. | **Indicator**:  # of needs assessments drafted  **Means of Verification:**  Meetings report, working documents  **Interval**: On a regular basis, at least every 3 months.  **Baseline**: 0  **Target**: 1 |
| **Activity 3.4:**  Implement a pilot project to support an urban area on digitalization of data for urban development, hereby promoting collaboration with CSOs. | **Indicator**:  # of project reports (one report per each project required)  **Means of Verification:**  UN-Habitat project final report, interviews to beneficiaries  **Interval**: On a regular basis, at least every 3 months.  **Baseline**: 0  **Target**: 1 |
| **Outcome 4**:  Improved knowledge creation and sharing, and enhanced global awareness of experiences on the nexus of NUP and people-centred smart cities approaches and models. | **Indicator**:  # of normative knowledge products available/ generated  # of stakeholders utilize knowledge products generated  Countries in the region are inspired by NUP process conducted in country  **Means of Verification:**  Project reports, interviews, field visits  **Interval**: Every 12 months for first 2 years, every 6 months in year 3 and 4  **Baseline**: 0 interventions  **Target**: 1 intervention |
| **Output 4:**  Improved knowledge creation and sharing, and enhanced global awareness of experiences on the nexus of NUP and people-centered smart cities approaches and models. | **Indicator**:  # of normative knowledge products available/ generated  # of stakeholders utilize knowledge products generated  Countries in the region are inspired by NUP process conducted in country  **Means of Verification:**  Project reports, interviews, field visits  **Interval**: Every 12 months for first 2 years, every 6 months in year 3 and 4  **Baseline**: 0 interventions  **Target**: 1 intervention |
| **Activities for Output 4** | **Indicators for Output 4** |
| **Activity 4.1:**  Support organization, facilitation and implementation of Exchange Visit(s) | **Indicator**:  # of Exchange Visit(s) Azerbaijan NUP stakeholders participated in  **Means of Verification:**  UN-Habitat notes and reports  **Interval**: On a quarterly basis.  **Baseline**: 0  **Target**: 1 exchange visit, |
| **Activity 4.2:**  Deliver four (4) annual reports on activities and financial updates | **Indicator**:  # of annual reports and financial reports  **Means of Verification:**  UN-Habitat notes and reports  **Interval**: Every 12 months  **Baseline**: 0  **Target**: 3 |
| **Activity 4.3:**  Share Azerbaijan experience in Global Campaign on NUP and People-centered Smart City networks | **Indicator:**  # of campaigns (online/physical) supported by country office  **Means of Verification:**  UN-Habitat notes and reports / country reports and Global State of National Urban Policy  **Interval**: Every 12 months  **Baseline**: 0  **Target**: 1 NUP global campaign |

## Stakeholders at the Country level

**Internal Stakeholders**

* Lead organizational Unit : Policy, Legislation and Governance Section, HQ
* Implementing Unit: UN-Habitat project office in Azerbaijan, supported at interim by UN-Habitat Inter-Regional Advisor for Eastern Europe and Central Asia
* Collaborating Unit : Urban Practices Branch, Global Solutions Division, External Relations, Strategy and Innovation Division, Programme Development Branch, HQ, Regional Offices

**External Stakeholders**

* Key External Partners: MOLIT of the Republic of Korea
* *NUP Technical Advisory Committee in the Republic of Azerbaijan*: composed of State Committee for Urban Planning and Architecture (SCUPA) and Ministry of Digital Development and Transport (chair function), Ministry of Internal Affairs, Ministry of Economy, Ministry of Finance, Ministry of Emergency Situations, Ministry of Energy, Ministry of Eductation, Ministry of Healthcare, Ministry of Agriculture, Ministry of Ecoloigy and Natural Resources, Ministry of Culture, Ministry of Justice, Ministry of Labour and Social Protection, Ministry of Youth and Sports, State Statistics Committee and other relevant Ministries and State Committees, and selected representatives from local government (AXCOM) and Presidential Administration. In addition, representatives of local and international universities, academia, think tanks and others; national and international specialists and experts as well as civil society representatives will be invited based on thematic engagement.

# 

# Project Approach

## Detailed Project Annual Workplan

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| PActivity | | **2023** | | | | **2024** | | | | **2025** | | | | **2026** | | | |
| **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **1** | **Outcome 1.** National and local governments mainstream the people-centred smart cities approach into NUPs and/ or sub-national urban policies in selected countries and sub-national regions. | | | | | | | | | | | | | | | | |
| **1.1** | **Output 1:** One (1) National Urban Policy document integrating housing, climate resilience, urban recovery and people centered smart city approach | | | | | | | | | | | | | | | | |
| **1.1.1** | **Activity 1.1:** Support the establishment of a NUP Steering Committee, to define the design and action plan for NUP elaboration |  | X | X | X |  |  |  |  |  |  |  |  |  |  |  |  |
| **1.1.2** | **Activity 1.2:** Integrate housing analysis, climate resilience, urban recovery and people centered smart city approach in the three regional consultations (Baku city, secondary cities, newly liberated areas) to elaborate the NUP diagnostic, through ad hoc sessions |  |  | X | X | X | X | X | X | X | X | X | X | X | X |  |  |
| **1.1.3** | **Activity 1.3:** Mainstream concepts, issues, recommendations and analysis on housing, climate resilience, urban recovery and people centered smart city approach throughout all the NUP document. This includes the NUP diagnostic, objectives, axes, strategic lines, indicators and action plan. |  | X | X | X | X | X | X | X | X | X | X | X | X | X | X |  |
| **1.1.4** | **Activity 1.4:** Elaborate a data and people-centered smart city assessment as a NUP annex. |  |  |  |  |  |  | X | X | X | X |  |  |  |  |  |  |
| **2** | **Outcome 2:** Capacity of policy makers and stakeholders enhanced to facilitate the territorial dimension of urban innovation and steer digital transformation in NUPs / SUPs. | | | | | | | | | | | | | | | | |
| **2.1** | **Output 2:** Capacity building activities for Azerbaijan policy makers and stakeholders to facilatate the territorial dimesion of urban innovation and steer digital transformation in NUP process | | | | | | | | | | | | | | | | |
| **2.1.1** | **Activity 2.1:** Support data collection, provide relevant information to inform people-centered smart city dimension of the NUP |  |  |  | X | X | X | X | X | X | X | X | X |  |  |  |  |
| **2.1.2** | **Activity 2.2:** Support Azerbaijan NUP stakeholders’ participation in Expert Group Meeting to be organized by HQ |  |  | X | X | X | X | X | X | X | X | X | X | X | X |  |  |
| **2.1.3** | **Activity 2.3:** Discuss and share experiences of NUP preparation at Azerbaijan National Urban Forum |  |  | X | X |  |  | X | X |  |  | X | X |  |  | X | X |
| **2.1.4** | **Activity 2.4:** Support International Conference on National Urban Policy |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **3** | **Outcome 3:** Urban interventions apply innovative approaches and technologies while considering the people-centred dimension in National Urban Policy. | | | | | | | | | | | | | | | | |
| **3.1** | **Output 3:** One (1) acupuncture project/ pilot intervention implemented based on NUP action plan | | | | | | | | | | | | | | | | |
| **3.1.1** | **Activity 3.1:** Prioritize the acupuncture project and its location with the Government of Azerbaijan, based on the analysis of the NUP action plan and of the documents/ reports produced through Output 1. |  |  |  |  |  |  | X | X | X | X | X | X | X | X | X |  |
| **3.1.2** | **Activity 3.2:** Conduct a stakeholders mapping and inception meetings with the national and local institutions and partners/ CSOs identified for project implementation. |  | X | X | X | X | X | X | X |  |  |  |  |  |  |  |  |
| **3.1.3** | **Activity 3.3:** Realize a needs assessment and roadmap for pilot project implementation, with the view of prioritizing the municipal needs in terms of innovation. |  |  | X | X | X | X | X |  |  |  |  |  |  |  |  |  |
| **3.1.4** | **Activity 3.4:** Implement a pilot project to support an urban area on digitalization of data for urban development, hereby promoting collaboration with CSOs. |  |  |  |  |  |  | X | X | X | X | X | X | X | X |  |  |
| **4** | **Outcome 4**: Improved knowledge creation and sharing, and enhanced global awareness of experiences on the nexus of NUP and people-centred smart cities approaches and models. | | | | | | | | | | | | | | | | |
| **4.1** | **Output 4:** Improved knowledge creation and sharing, and enhanced global awareness of experiences on the nexus of NUP and people-centered smart cities approaches and models. | | | | | | | | | | | | | | | | |
| **4.1.1** | **Activity 4.1:** Support organization, facilitation and implementation of Exchange Visit(s) |  |  |  | X | X | X | X | X | X | X | X | X | X | X |  |  |
| **4.1.2** | **Activity 4.2:** Deliver three (3) annual reports on activities and financial updates |  |  |  | X |  |  |  | X |  |  |  | X |  |  |  | X |
| **4.1.3** | **Activity 4.3:** Share Azerbaijan experience in Global Campaign on NUP and People-centered Smart City networks |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

## Project team

*Nairobi, Kenya:*

* Programme Coordinator, NUP global programme, PLGS
* Programme Manager, *NUP programme Phase Two: Scaling up Climate Smart People-centred Smart Cities through National Urban Policies* and Coordination Team, PLGS
* Programme Management Officer and Administrative Support Officer, PLGS
* Senior Advisor, Urban Lab
* Inter-Regional Advisor for Eastern Europe and Central Asia, Programme Development Branch

*Baku, Azerbaijan:*

* Chief Technical Advisor
* International NUP Consultant Azerbaijan
* National NUP Consultant Azerbaijan

## Governance arrangements

Monthly progress discussion will be made between the country operations and the HQ of UN-Habitat. UN-Habitat will appoint a Programme Manager (PM) at the HQ level and the PM will monitor progress against the programme workplan. At the country level, UN-Habitat will appoint a focal point to this programme responsible for implementation of the activities and stakeholder coordination in the country.

In addition to the PM at the HQ level, the programme team will consist of programme support officers with adequate experience to support the PM on the supervision and follow-up of the works. The programme will also be supported by technical advisers during the different states.

**UN-Habitat**

In the Republic of Azerbaijan, UN-Habitat will align this project with the urban development processes ongoing, within the overall implementation of the United Nations Sustainable Development Coordination Framework (UNSDCF). Therefore, the same governance arrangements and bodies/ stakeholder groups are suggested, as following:

In Azerbaijan, UN-Habitat will be represented by a Chief Technical Advisor and closely coordinate with the International NUP Consultant (Focal Point and Project Coordinator) for the NUP initiative in the country. He/ she will be constantly in communication and coordination with the HQ team. Morevoer, the Azerbaijan team in coordination with the HQ, will be responsible for providing overall technical assistance and policy advice to the government during the NUP elaboration, and to provide implementation guidance for the implementation of the pilot projects. UN-Habitat will guarantee the quality of all the outputs and timely monitoring and reporting.

UN-Habitat will be responsible to provide technical assistance to the government during the NUP development and will be part of the NUP Technical Team. Through the Focal Point and Project Coordinator, UN-Habitat will manage the implementation timeline, setting project direction, reviewing the progresses and the written outputs. If the expected engagement of stakeholders is compromised and if the technical assistance to the Government does not reach the required quality, the team will put in place corrective/contingency measures. The Focal Point and Project Coordinator will guarantee the allocation of the planned funds and staff for each phase of the project, leading and monitoring the Technical team.

**SCUPA (State Committee for Urban Planning and Architecture)**

The elaboration of the NUP will have the institutional leadership of SCUPA, which will be the reference entity of the entire organizational structure for the NUP formulation. SCUPA will have the leadership of a Directive Council as the key governance body, and the supervision of a Technical-Scientific Committee and a Technical Team. SCUPA will be responsible for:

* Mobilizing all the stakeholders at the institutional level that will integrate the Directive Council and the Technical and Scientific Committee
* Elaborating and approving the policy elaboration roadmap and monitoring mechanisms.
* Managing all official communications.
* Facilitating all activities related to the NUP elaboration process, including the mobilization of resources, institutional, technical and logistical support staff, organization of regional/national meetings, consultations and forums, etc.
* Be responsible of coordinating final approval of any content, including specific chapter of NUP on smart cities component.

**Steering Committee**

The Steering Committee, as the body that directs and governs the process, oriented by SCUPA, is responsible for:

* Managing, monitoring and validating the NUP elaboration roadmap, taking the necessary decisions along the main steps, deliverables and outcomes.
* Creating and managing mechanisms for vertical and horizontal information sharing and communication.
* Providing feedback and validation on the material prepared by the Technical Team.
* Checking and validating all the documentation produced by the Technical Team (previously analyzed and complemented by the Technical and Scientific Committee) at each stage of the NUP formulation process.

**Technical Advisory Committee**

As the technical operational body under the supervision of the SCUPA, the Technical Advisory Committee is responsible for:

* Following and monitoring the quality of all documentation prepared by the Technical Team.
* Regularly contributing in all the products elaborated by the Technical Team in the form of comments, reviews, suggestions, technical inputs, contents, raw material, technical inputs.
* Supporting the collection of information in order to facilitate the work of the Technical Team (literature review, reports, legislative frameworks, existing policies and strategies, access to databases, maps, plans, etc.).

**Technical Team**

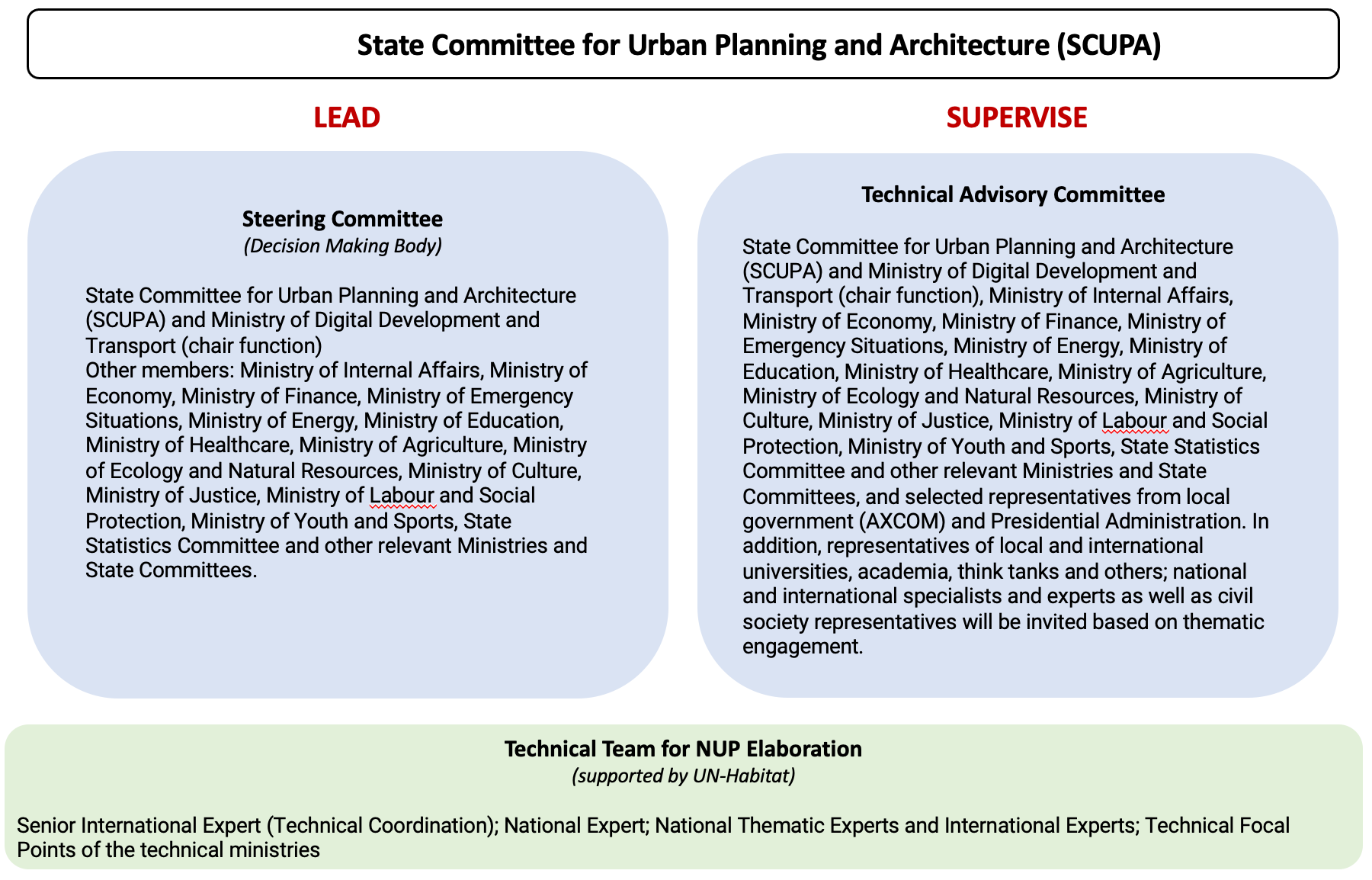
The Technical Team serves as Secretariat for the Steering Committee and as Facilitating Body for the Technical Advisory Committee. It is the body with responsibility for the work of drafting the policy documents. UN-Habitat will be part of the Technical Team, by providing its expertise and services within the context of this specific project and of elaboration of the NUP in general, as stated above. The Technical Team is responsible in particular for the following tasks:

* Literature review (existing literature, reports, programmes, legislative frameworks, existing policies and strategies, databases, maps, plans, etc.), individual interviews, thematic focus groups and working groups, etc.
* Collection and systematization of secondary or primary data.
* Facilitating discussions and debates, production of consultation reports, technical presentations, including communication and capacity building documents/material.
* Preparation of background papers, preliminary NUP draft, the Action Plan, Dissemination Strategy.

**Civil Society and supporting Partners**

The NUP elaboration will entail the constant participation of civil society, with the aim of developing a participatory policy-making process. The civil society, represented by CSOs, local and international NGOs, local activists and unions, observatories, and representatives of local/ traditional power and of people in vulnerability situations, will stress particular attention on women, children, non-binary people, people with disabilities, migrants and IDPs, and will:

* Provide with a local view on how the urbanization process impact or benefit specific groups.
* Advice on legal/ regulatory constraints, segregation dynamics and lack of services that people face in urban areas.
* Support the technical team with the collection of primary data.
* If needed, establish and/or facilitate contacts on the field for interviews.
* Facilitate and support the representativeness of all segments of the society for the moments of consultations.



*Figure 2: Governance of NUP process in the Republic of Azerbaijan*

## Resource Mobilization

The main funds for this initiative will be provided by MoLIT, Republic of Korea. This initial fund is adequate to inaugurate the implementation of this programme at the inaugural stage. To grow up this programme into a global thematic programme on NUP, PLGS and relevant NUP partners will increase engagement with interested partners. As UN-Habitat Resource Mobilization Strategy highlighted, this programme will be the longer term high impact programmes that can attract funding and other support from multiple donors to leverage their resource. The successful implementation of Korea NUPP Phase 1 will be another asset for additional fund mobilization.

The Azerbaijan component of the NUP Phase Two initiative will be complemented by programme funding provided by the Government of Azerbaijan. A total of USD 2.000.000 has been provided for establishing a UN-Habitat country programme, outlined in a *ROADMAP I Strategy for UN-Habitat Engagement in the Republic of Azerbaijan.* The NUP Phase Two will be closely coordinated with the overall UN-Habitat programme in the country, and complimentarity will be sought.

## Sustainability and Exit Strategy

This programme will contribute to the long-term sustainable urban development in the Republic of Azerbaijan, with normative guides developed in tailored context, increased capacity for climate resilient and people-centred smart cities through National Urban Policy and Smart City Strategies, improved global awareness through in-country, regional and international consultation, workshops, expert group meetings and forums.

The target group for the trainings and workshops will be government officials and non-government officials who are relevant in this sector. Capacity development of the government officials will strengthen the institutional capacities even for the long-term needs. Also, developing the NUP through a participatory process, using multi-stakeholders approach, will ensure ownership and sustainability of the process.

## Project Replication and Scaling up

Replication and up-scaling are fundamental objectives of the National Urban Policy Programmes as it provides the opportunity to build on best practices and lessons learned and expand the reach and impact within fast urbanizing countries and regions. The voluntary and multi-sectoral expertise in global National Urban Policy Programme comprising of governments entities (MOLIT), intergovernmental economic organisations (OECD), and other global partnerships fighting urban poverty and supporting cities (e.g. Cities Alliance etc.), UN agencies (e.g., UNDP), Academia (e.g. KRIHS) play a fundamental role in contributing to upscale and replicate the best practices identified in the NUP portfolio. These partnerships provide multiple opportunities for the stakeholders to support the replication and up scaling of the most successful projects and practices through their networks and contacts.

Over the years, UN-Habitat has contributed to up-scaling of NUP good practices through its linkages with and contribution to the development of specific guides and tools for all the phases of the formulation, implementation, monitoring and evaluation and lately implementation through demonstration projects which includes specific elements of smart cities strategies. This last aspect helps to promote the replication and up-scaling of good practices at the local level through projects that become demonstration sites of innovative methodologies or technologies and where other communities, government officials and even private sector companies go to learn from the experience of these communities.

## Risk Management

The implementation of the global NUP Phase 2 project, including its action planning, monitoring and evaluation, depends on the internal capacity of each country to implement the selected urban interventions/ smart city initiatives. The project, through its implanting structure/team will cooperate as much as possible with local partners who are familiar with local conditions and based on the respective local community networks.

The main risks are:

* Delays in the approval and other administrative bottlenecks in transfer of funds.
* Covid-19 pandemic getting worse and complete lockdown installed in some of the regions slowing down the pace of physical projects.
* Lack of support, interest or confidence of the national and local government and local communities.
* Changes in the political environment.

Challenges of uncertainty of international political landscape and unprecedented crisis (In case of crisis context, programme activities in the countries might be redirected.)

**Risks Analysis Table**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk Type** | **Risk Description** | **Likelihood of Risk** | **Consequences if Risk occurs** | **Risk Mitigation Strategy** |
| **Partners** | Financial and budget risk year 4 activities | Medium | Medium | Budget will be pre-defined and followed |
| **Partners** | Inadequate cooperation of different levels of government | Medium | Medium | Coordination with all levels of government will take place in all the activities of this project; physical implementation, trainings and capacity development workshops |
| **Partners** | Partners not promoting tools and frameworks for people-centred smart city projects | Medium | Medium | Partners will be selected based on a competitive and rigorous process |
| **Economic** | Corruption in partner organizations | Low | High | Partners will be screened prior to project start. The project has been initiated with trusted partners within the government who have worked with UN-Habitat before in NUP process |
| **Political** | Political will – a lack of politicalwould make the implementation of the project challenging as it relies on the support of both national and municipal governments | Low | Medium | The project has been the demand of the government for implementation of NUP |
| Change in the political environment/situation could hamper the completion of projects within the timelines | Low | Low | The project will collaborate with UN country teams to develop innovative solutions to ensure the project continues within the timeline. |
| **Security** | Serious security risks would prevent the engagement of staff in the areas affected and hinder the implementation of the project during trainings and workshops | Medium | Medium | The project implementation will be focused on Baku and in areas where security risks are low. UNDSS provisions for inland travel in the country for consultations will be respected. |

**Constraints**

There are several potential constraints that could impact the implementation of the project in the Republic of Azerbaijan. Here are a few possibilities to consider:

* Political and regulatory environment: Azerbaijan's political climate can sometimes be unpredictable and subject to changes in leadership, which can impact the regulatory environment for development projects. The country's legal system may also present challenges for foreign investors and project implementers.
* Limited local capacity: Depending on the nature of the project, there may be a limited pool of skilled workers, contractors, or suppliers available in Azerbaijan. This could result in increased costs or delays in implementing the project.
* Security risks: Azerbaijan is located in a volatile region, and there may be security risks associated with implementing a development project in certain parts of the country. This could impact the safety of project staff and the ability to access project sites.
* Cultural and language barriers: Azerbaijan has a unique culture and language that may present challenges for foreign project implementers. It is important to be aware of cultural norms and customs when working in Azerbaijan, and to have access to translators or other resources to facilitate communication.

## Lessons learnt

The project will build on the operational experience and lessons learnt from previous projects implemented in the pilot project as well as also draw from recent targeted guidance developed by UN-Habitat on National of Sub-national Urban Policies, legislation and governance.

UN-Habitat has supported National Urban Policy development processes, and continues to explore the subject of using National Urban Policies to manage urbanization for socio-economic development. As a result, the development of a National Urban Policy is seen by UN-Habitat to be the key step for reasserting urban space and territoriality and for providing the needed direction and course of action to support urban development. This project will draw from key lessons learned from past projects, such as:

* The importance of the involvement of sub-national governments at the beginning of the NUP process in order to ensure the implementability of the policy (the demonstration projects in countries will address this issue).
* The need to establish a firm foundation of evidence upon which to build the policy, such as the population dynamics of the countries in question.
* Development of an implementation action plan, including legal and financial plans, in conjunction with the NUP.

And the outcomes of the evaluation provide the basis for the recommendations for the National Urban Policy Programme (UN-Habitat NUPP Evaluation Report, to be published):

* Build and develop a stronger evidence based and policy library to inform urban policy formulation and to support the advocacy for implementation of urban policy.
* Focus on the knowledge sharing and transfer opportunities provided through the programme to support communities of shared needs and experience.
* Consider extending the online education and training for NUPs, to distribute the knowledge and understanding of urban development contained with the NUPP to a wider audience, and thus develop institutional and human capacities.
* Increase the emphasis on implementation throughout the NUP development process, to address the challenges identified in this evaluation.
* Enhance the current suites of tools and guides available to include information on pandemics, resilience and establishing indicators for NUPs.
* Consider transferring NUPP from being an UN-Habitat programme to being part of this core activities, to reduce funding uncertainty and ensure the ongoing promotion of NUPs as a response to global urbanization issues.

The results and recommendations from independent project evaluation of Korea NUPP Phase 1 will be also reflected in the programme design and implementation of Phase 2.

The project will draw from recent targeted guidance developed by UN-Habitat on National and Sub-national Urban Policies, legislation and governance:

**National Urban Policy:**

* Habitat III, Policy Unit 3, Policy Paper on National Urban Policy
* National Urban Policy: Guiding Framework
* National Urban Policy Feasibility Guide
* National Urban Policy Framework for a Rapid Diagnostic
* How to formulate National Urban Policy: A Practical Guide
* Monitoring and Evaluating National Urban Policy: A Guide
* Mainstreaming Urban-Rural Linkages in National Urban Policies
* Evolution of National Urban Policies
* Global State of National Urban Policy 2018, 2021
* National Urban Policy Regional Reports
* Supporting National and City-Wide Slum Upgrading and Prevention Through National Urban Policy
* Addressing Climate change in National Urban Policy
* A quick Thematic Guide for Mainstreaming Safe, Inclusive and Accessible Public Spaces into National Urban Policies
* Quick Guide for integrating Smart City Strategies in National Urban Policy
* Sub-National Urban Policy: A Guide
* Strengthening Policy for Young Women in the changing world of work
* Governance Assessment Framework for Metropolitan Territorial and Regional Management (GAF-MTR)

**People-centered Smart Cities:**

* PLAYBOOKs on Centering People in Smart Cities, Assessing the Digital Divide, Addressing the Digital Divide, Shaping Co-creation and Collaboration, Building and Securing Digital Public Infrastructure, and Building Capacity for People-Centred Smart Cities

## Monitoring Plan and Reporting Strategy

This Project will follow the agency wide Communication and Outreach policy. As appropriate, policy briefs, brochures and related communication materials will be published following UN-Habitat guidelines. These materials will be available on the UN-Habitat website and through the urban policy platform of the Policy, Legislation and Governance Section. Some publications will be printed and disseminated/published following UN-habitat guidelines. A plan for communication with stakeholders within the project will be detailed in the implementation strategy for the project.

Plan for knowledge management strategy will be included in the implementation plan for the project. If possible, an emphasis will be made to capturing the experiences and engagement of local governments. Events and knowledge products related to the project will be shared on the UN- Habitat and partner websites. Social media will be used to reach a wider audience. Overall, lessons learned will be captured in project reports and will then be posted online via the UN-Habitat website.

Ongoing monitoring will take place throughout the project. An implementation report will be completed and submitted at the end of the project duration and will inform the evaluation report, which will also be completed and submitted on the agreed end date of the project. UN-Habitat will provide financial reports of the project implementation per the Agency's rules and procedures. For the Project closure, UN-Habitat will deliver a final financial report that reflects the expenses and commitments assumed, and balances, if they exist, according to the rules and procedures of the Agency and modalities to be agreed upon. In addition, a post-project evaluation will be conducted. Internally, M&E will be the responsibility of the project manager, and externally, an independent evaluator will be mobilized to capture the impacts of the programme.

## Visibility and Communication Management

UN-Habitat will keep the Government of Korea informed of project progress throughout the project management cycle. A communications and visibility plan will be developed during the initiation stage of the project and shared with the Government of Korea. UN-Habitat will work closely with the Government of Korea and the partners on the ground to organize any activities in relation to the project such as the opening and/or handing over to the beneficiary Governments. Likewise in organizing press briefings and/or issuing press releases to highlight the Government of Korea’s contribution. Finally, the visibility activities and products will be clearly marked with the Korean flag or the MOLIT logo, as well as the Mozambique government flag, UEM University and ANAMM logos, for the country project.

## Budget

**Estimated budget for the Republic of Azerbaijan**

UN-Habitat will technically support the Government of the Republic of Azerbaijan through a programmatic approach to achieving inclusive, climate resilient, safe and sustainable urbanistion. A complementary budget of $284,000 USD has been made available. Components of this will be aligned with the NUP project, particularly with regard to the evidence-based climate resilient, housing and urban recovery dimension. The budget for Outcome 2 and 4 will be allocated to the Republic of Azerbaijan by UN-Habitat HQ.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Detailed Descriptions/ Activities | | **Year 1 (2023)** | **Year 1 (2024)** | **Year 1 (2025)** | **Year 1 (2026)** | **Total** |
| Azerbaijan Contribution | | 44,000 USD | 24,000 USD | 108,000 USD | 88,000 USD | **264,000 USD** |
|  | **Outcome 1.** National and local governments mainstream the people-centred smart cities approach into NUPs and/ or sub-national urban policies in selected countries and sub-national regions. | | | | | |
| **1.1** | **Output 1:** One (1) National Urban Policy document integrating housing, climate resilience, urban recovery and people centered smart city approach | | | | | |
| **1.1.1** | **Activity 1.1:** Support the establishment of a NUP Steering Committee, to define the design and action plan for NUP elaboration | 750 USD | 750 USD | 750 USD | 750 USD | **3,000 USD** |
| **1.1.2** | **Activity 1.2:** Integrate housing analysis, climate resilience, urban recovery and people centered smart city approach in the three regional consultations (Baku city, secondary cities, newly liberated areas) to elaborate the NUP diagnostic, through ad hoc sessions | 5,000 USD | 5,000 USD | 5,000 USD | 0 USD | **15,000 USD** |
| **1.1.3** | **Activity 1.3:** Mainstream concepts, issues, recommendations and analysis on housing, climate resilience, urban recovery and people centered smart city approach throughout all the NUP document. This includes the NUP diagnostic, objectives, axes, strategic lines, indicators and action plan. | 5,000 USD | 10,000 USD | 5,000 USD | 1,500 USD | **21,500 USD** |
| **1.1.4** | **Activity 1.4:** Elaborate a data and people-centered smart city assessment as a NUP annex. | 0 USD | 0 USD | 10,000 USD | 0 USD | **10,000 USD** |
| **Sub-Total Outcome 1** | | **10,750 USD** | **15,750 USD** | **20,750 USD** | **2,250 USD** | **49,500 USD** |
| **2** | **Outcome 2:** Capacity of policy makers and stakeholders enhanced to facilitate the territorial dimension of urban innovation and steer digital transformation in NUPs / SUPs. | | | | |  |
| **2.1** | **Output 2:** Capacity building activities for Azerbaijan policy makers and stakeholders to facilatate the territorial dimesion of urban innovation and steer digital transformation in NUP process | | | | |  |
| **2.1.1** | **Activity 2.1:** Support data collection, provide relevant information to inform people-centered smart city dimension of the NUP | 10,000 USD | 0 USD | 5,000 USD | 0 USD | **15,000 USD** |
| **2.1.2** | **Activity 2.2:** Support Azerbaijan NUP stakeholders’ participation in Expert Group Meeting to be organized by HQ | 0 USD | 0 USD | 7,500 USD | 0 USD | **7,500 USD** |
| **2.1.3** | **Activity 2.3:** Discuss and share experiences of NUP preparation at Azerbaijan National Urban Forum | 2,500 USD | 2,500 USD | 2,500 USD | 2,500 USD | **10,000 USD** |
| **2.1.4** | **Activity 2.4:** Support International Conference on National Urban Policy | 0 USD | 0 USD | 7,500 USD | 40,000 USD | **47,500 USD** |
| **Sub-Total Outcome 2** | | **12,500 USD** | **2,500 USD** | **22,500 USD** | **42,500 USD** | **80,000 USD** |
| **3** | **Outcome 3:** Urban interventions apply innovative approaches and technologies while considering the people-centred dimension in National Urban Policy. | | | | |  |
| **3.1** | **Output 3:** One (1) acupuncture project/ pilot intervention implemented based on NUP action plan | | | | |  |
| **3.1.1** | **Activity 3.1:** Prioritize the acupuncture project and its location with the Government of Azerbaijan, based on the analysis of the NUP action plan and of the documents/ reports produced through Output 1. | 0 USD | 0 USD | 5,000 USD | 0 USD | **5,000 USD** |
| **3.1.2** | **Activity 3.2:** Conduct a stakeholders mapping and inception meetings with the national and local institutions and partners/ CSOs identified for project implementation. | 0 USD | 0 USD | 10,000 USD | 0 USD | **10,000 USD** |
| **3.1.3** | **Activity 3.3:** Realize a needs assessment and roadmap for pilot project implementation, with the view of prioritizing the municipal needs in terms of innovation. | 0 USD | 0 USD | 15,000 USD | 0 USD | **15,000 USD** |
| **3.1.4** | **Activity 3.4:** Implement a pilot project to support an urban area on digitalization of data for urban development, hereby promoting collaboration with CSOs. | 0 USD | 0 USD | 30,000 USD | 40,000 USD | **90,000 USD** |
| **Sub-Total Outcome 3** | | **0 USD** | **0 USD** | **60,000 USD** | **40,000 USD** | **120,000 USD** |
| **4** | **Outcome 4**: Improved knowledge creation and sharing, and enhanced global awareness of experiences on the nexus of NUP and people-centred smart cities approaches and models. | | | | |  |
| **4.1** | **Output 4:** Improved knowledge creation and sharing, and enhanced global awareness of experiences on the nexus of NUP and people-centered smart cities approaches and models. | | | | |  |
| **4.1.1** | **Activity 4.1:** Support organization, facilitation and implementation of Exchange Visit(s) | 0 USD | 5,000 USD | 4,000 USD | 0 USD | **9,000 USD** |
| **4.1.2** | **Activity 4.2:** Deliver three (3) annual reports on activities and financial updates | 750 USD | 750 USD | 750 USD | 750 USD | **3,000 USD** |
| **4.1.3** | **Activity 4.3:** Share Azerbaijan experience in Global Campaign on NUP and People-centered Smart City networks | 0 USD | 0 USD | 0 USD | 2,500 USD | **2,500 USD** |
| **Sub-Total Outcome 4** | | **750 USD** | **5,750 USD** | **4,750 USD** | **3,250 USD** | **14,500 USD** |

# Evaluation

## Evaluation Plan

The evaluation of this program will be in accordance with UN-Habitat evaluation policy and will be conducted following norms and standards of evaluation in United Nations. It will conduct final evaluation of the project, conducted by external evaluator that has not been informed in designing or implementing the project. The resource for evaluation is provided by the project in accordance with UN-Habitat revised evaluation framework 2016.

The conventional evaluation methodology will be utilized to contribute to the adaptation of the intervention to institutional dynamics during the discussions with national, local authorities and relevant stakeholders. The program manager, with the assistance of the program team, will analyze data and information collected periodically. The analyses and data collected will facilitate discussion on the project implementation, decision making, as well as further develop strategies, update and readjust the approach taken if needed, in order to ensure the implementation of activities in a timely manner.

Further, the conventional monitoring of activities and outputs will be conducted to assess progress toward desired outcomes and outputs, particularly against indicators. In doing so, different instruments will support the monitoring: record of activities (reports and attendance lists), surveys, assessments and focus group meetings with beneficiaries, and case studies.

**Disaggregation of field data**

The collection of disaggregated data will be conducted in a cultural- and gender-sensitive manner and beneficiaries will be requested to provide their information on a voluntary and self-identification basis (e.g., ethnic or religious identity, disability/ies, gender identity).

**Indicators**

In this project Performance indicators mentioned in the Logframe will be used for the monitoring and evaluation. Most of indicators used are quantitative, such as number of national and local authorities with people-centred smart cities approach into NUPs or sub-national urban policies.

**Mid-term and Final Evaluation**

As part of monitoring and evaluation requirement, the mid-term review will be conducted in the middle of the project to analyse and evaluate the progress and achievements of the program activities. The results of the mid-term evaluation will feed into the decision-making of the program implementation, thus it will help the Program Team readjust the course of actions for the second half of the year, if needed.

Further, the scope for final evaluation will also be refined at this stage. For the closing of the program, a final evaluation will be conducted to collect lessons learned and stress the achievement of the program implementation. Due to the timeframe and budget envelope of the program, a final evaluation is envisaged to be an internal evaluation.

**Reporting to Donor**

The reporting will be ensured by following donor’s requirements: it will be conducted on a quarterly basis and as needed. A final report will be submitted after 90 days of the end of the program or as required by the donor. Quarterly and final reports will incorporate the findings of Monitoring and Evaluation that will be adopted in the first and second phases of the program respectively.

## Knowledge Management and lessons learned

Good Practice and lessons learned from this program will be shared widely through UN-Habitat’s social media and publications. The program will also refer to UN-Habitat’s knowledge management products and knowledge management materials developed during the Phase 1. The Knowledge sharing webinar Report (to be published) and the Knowledge Exchange 2022 Report (to be published) will be referenced. The result of independent evaluation of Phase 1 will also be reflected in Phase 2. The Project can also provide feedbacks and findings to be implemented into the upcoming knowledge management products of UN-Habitat. Also lessons arising from evaluation will be well-organized by participants in the evaluation process.

## Innovation

In the National Urban Policy programme, harnessing and accelerating the opportunities that knowledge, science and technology and human capital provide across all dimensions of the urban sphere is now more important than ever. Both SDG 11 and the NUA cannot be achieved without deep, transformative societal commitments and resources necessary to deliver the 2030 Sustainable Development Agenda.

The focus on people-centred smart cities as aligned with the sub-programme 2 Outcome 3 of the strategic plan on the expanded deployment of frontier technologies and innovations, is a key entry point for implementation of National Urban Policy and Smart city strategies. The project shall engage all stakeholders and encourage them to think and engage with innovative ideas to achieve sustainable urbanization through innovation in all the interventions.

The project shall also apply both digital and non-digital mechanisms including digital technologies and new technical approaches as well as dynamic partnerships, while adopting innovative design, implementation efficiency, inclusiveness in order to maximize the impact in their respective project contexts.

This project will consider innovations in new ideas, partnerships and financing mechanisms to promote the people centred approach within this smart city framework which is fundamental to UN-Habitat. The programme activities will reference on the playbook series on how to implement people centred smart cities.

## Capacity Building (link with UN-Habitat’s Capacity Building Strategy)

The UN-Habitat Capacity Building Strategy (2020) aims at improving the delivery of capacity building services to Member States and local governments and other key urban stakeholders for greater impact and resource efficiency.

Within the NUPP, international experience and practices on the development of NUP shall be shared, followed by country-specific findings on key areas of improvement. Furthermore, there shall be policy dialogue and consultative workshops that shall analyse existing sectorial policies with suggestions on how they could form into synergistic combination.

In the programme, several capacity building activities have been planned that shall include an exchange visit, workshops, and trainings for the government officials and key stakeholders in areas of formulation and implementation of people-centred smart city approaches in National Urban Polices.

1. The 10 economic regions of Azerbaijan, including the Nakhchivan Autonomous Republic, are: Absheron, Ganja-Gazakh, Shaki-Zagatala, Lankaran, Quba-Khachmaz, Aran, Yukhari Garabagh, Kalbajar-Lachin, Mountainous Shirvan, and Baku. [↑](#footnote-ref-2)
2. https://minenergy.gov.az/en/dovlet-proqramlari/azerbaycan-respublikasi-regionlarinin-2019-2023-cu-illerde-sosial-iqtisadi-inkisafi-dovlet-proqrami [↑](#footnote-ref-3)
3. Reference: https://arxkom.gov.az/en/bakinin-bas-plani [↑](#footnote-ref-4)