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EVALUATION REPORT

20-UDF-AZE-09-317 - Creation of Women's Parliament in Azerbaijan

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Errors and omissions are the responsibility of the authors.

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I. Executive Summary

(i) Project Data

The project: “Creation of Women’s Parliament in Azerbaijan” was implemented by the Women’s Association for Rational Development (WARD) from 1 August 2010 to 31 July 2012. It was fully funded by UNDEF with the budget of U$ 200,000.The overall purpose was to address gender inequality and improve women’s rights situation in Azerbaijan. The establishment of the first Women’s Parliament (WP) – a symbolic model of alternative parliament with the focus on gender equality– served as a vehicle for achieving this goal. The WP was expected to facilitate a delivery of specific project outcomes as (i) opening a discussion space for raising gender-specific issues, (ii) empowering gender equality advocacy, (iii) strengthening civil society by facilitating women’s participation and (iv) attracting attention of national and international stakeholders to women’s issues. The project had two groups of beneficiaries: (i) members of WP and (ii) whole female population of Azerbaijan.

(ii) Evaluation Findings

The idea to establish the first Women’s Parliament was **relevant**. Although there was not a separate needs assessment it has been justified by a broad array of already existing indicators concerned with gender inequality and a lack women’s participation in the public life in Azerbaijan. In not a negligible number of cases NGOs in Azerbaijan are reportedly proxies of the government. In this context *raison d'être* for an independent body focused on gender mainstreaming was strong. However, there were some shortcomings in the projects design. Firstly, the lessons learned from the so-called Women Fora (WF), which could be to a certain extend understood as the WP predecessors, suggested there is a need for a coordinated outreach towards media. This finding was not systematically incorporated into the WP’s design via risk assessment strategy. Secondly, the project did not make strong attempts to align with the existing governmental concepts and approaches on gender (which is apparently not a controversial topic for the government). This is justified in cases when these are not compatible with the WP mission. In cases of a common agenda this weakened project relevance *vis-à-vis* governmental priorities (and consequently its acceptance by the state institutions). The project was highly relevant in relation to the policies of the international donor community. All key donors in the country support gender mainstreaming which created a very productive operative and conceptual environment.

The internal organisation and management of the WP was at a high professional level. The WP successfully implemented all planned activities, delivered planned outputs and was **effective** by establishing itself as an internationally and nationally recognized platform to raise gender issues. The project increased capacity of WP members (the first group of beneficiaries) and associates via extensive amount of activities as thematic and plenary sessions and various working groups. The selection of these activities reflected well the main gender issues in the country. The WP members are now represented in various coalitions and settings and involved as recognized experts on women’s rights and gender equality. Each of the WP members utilized her networks and areas of influence for a further promotion of gender equality principles. These activities had a positive effect on strengthening segments of civil society for many WPs were linked to the NGO sector. However, there was no systemic approach in this regard and the WP was not fully effective in gaining recognition of the whole female population (the second group of beneficiaries). This is explained by many interlocutors as a consequence of an absence of a robust communication and media strategy.

The WP's flagship initiative, the Shadow Report to Committee on the Elimination of Discrimination against Women (CEDAW), has been successfully finalized. Report's recommendations were passed to the State Committee for Family, Woman and Children (SCFWCA) and the National Parliament (NP). This was in line with the expected outcome of calling for action national/international stakeholders. However, neither the SCFWCA nor the NP entered in any substantial discussion with the WP on the report's recommendations. This decreased their effectiveness. According to the interviews this has been partly caused by their low interest to get substantially involved with the WP. Another reason was an absence of WP's lobbying/advocacy strategy and a more proactive approach in building alliances with other similar projects in Azerbaijan (in order to increase leverage). In this situation the WP focused mainly on engaging with CEDAW which is the principal recipient of the report. However, CEDAW system can be lengthy and there is no guarantee that the Shadow Report will be accepted. This is another challenge to the effectiveness. In the broader context of its activities the WP was highly effective in engaging experts from 14 international organizations and involving them in the WP sessions. This constitutes a great achievement in terms of informing international stakeholders on women's problem in Azerbaijan which was one of the expected project outcomes.

The project **efficiency** was average. The budget was stratified by the expenditures linked to the achievement of each of the six expected outputs as outlined in the initial workplan. The evaluation revealed that these expenditures almost perfectly met the thresholds planned at the outset of the project. Within these expenditures the budget line dedicated to human resources accounted to 29% of the overall costs. This is an efficient use of resources given the extensive amount of "human resources-heavy" activities carried out. A major bulk of the budget, 41%; was dedicated to the outreach and advocacy. It was mainly utilized on the production of hard-copies of two reports drafted by the WP. Given the limited advocacy results visible beyond the expert communities, the adequacy of this expenditure is debatable. The projects' managerial efficiency was high as confirmed by the vast majority of stakeholders.

The project equipped one group of beneficiaries– the WP members - with a capacity to achieve long-term **impact** in favour of gender equality in Azerbaijan. This could be done by, e.g., influencing legislative frameworks and their enforcements via elections of WP members to the NP in 2015 or the CEDAW Shadow Report. However, there is no clear confirmation yet whether some WP members will run for the elections. The project appeared less successful in empowering the whole female population in the country which was the second group of beneficiaries. In this case the impact was rather fragmented and mostly tangible only in certain segments of civil society. This was mainly due to a lack of a comprehensive outreach strategy. Moreover, some pundits stressed that dividing gender issues by sectors (e.g. domestic violence or early marriage) and pursuing each of them in-depth, would enhance the comprehensiveness of the project objectives and society-wide impact. Apparently, the WP's thematic coverage was too broad.

The overall project design and the successful implementation constituted a viable framework for WP's **sustainability**. The strong project ownership of the WP members and associates created a conductive environment for the project continuation. There have been a Phase 2 (2012- 2014) and a Phase 3 (2014-2017) of the project. Neither of these phases was/is financed by UNDEF but WARD managed to mobilize new financial resources.

(iii) Conclusions

- The project was relevant. However, it should ***build more strongly on lessons learned from the past*** especially in terms of a need for media communication strategy. A ***robust risk assessment should be carried out*** at the project's start.

- The WP proved as an ***effective vehicle for establishing a discussion space on gender.*** Some ***segments of civil society have been strengthened*** via WP members' networks. However, this has been achieved rather by an ***ad-hoc approach as there was not developed communication and media strategy.*** This made it challenging to fully reach out towards the wider female population of Azerbaijan.

- There is an embedded risk of ***over-relying on the CEDAW system which can be lengthy*** *and there is* ***no guarantee that WP's recommendations will be taken on board.*** For instance, in the national context the state authorities did not reflect on them. This appears as a result of an ***absence of a strong lobbying strategy towards the state*** combined with state's unwillingness to get genuinely engaged with the civil society. Moreover, CEDAW receives more Shadow Reports from Azerbaijan which can diminish the effectiveness of the WP' product.

- The financial resources related to the project staff and the WP sessions were utilized efficiently and the project was well managed. Nevertheless, the ***financial efficiency was negatively affected by a too extensive allocation of financial resources into the "conservative" advocacy tools****,* as hard-copy reports, which consumed about 1/3 of the overall budget.

- ***The project positively changed some perceptions on women's rights and gender stereotypes and gave prospects for a long term impact*** (e.g. by influencing legislature). However, it appears that sometimes ***too broad thematic coverage*** made ***the objectives less comprehensive*** to the wider society.

- ***The sustainability was high.*** This was mainly owed to the robust project design and successful implementation. The latter resulted in the increased capacity and dedication of the WP members. The implementing organization brought this UNDEF-inspired project into the Phase 2 (2012-2014) and Phase 3 (2014-2017).

(iv) Recommendations

- To increase project relevance WARD should incorporate ***more systematically lessons learned from similar activities into the project design*** *(e.g. a need for communication strategy)* via robust ***risk assessment methods.*** It should ***consider where the points of intersection with the governmental policies are*** and reflect upon them in the project design in order to increase the governmental ownership.

- WARD should ***develop a well-elaborated media and communication strategy*** *(focused on civil society and wider public)* ***as well as lobbying and advocacy strategy towards the state institutions.*** Considerations should be given whether CEDAW is the most effective policy framework for pursuing the WP agenda. Efforts should be increased to convince concerned NGOs for ***submitting only one synthesized Shadow Report*** to CEDAW. Speaking in a common voice would increase leverage both towards CEDAW and the government.

- WARD should consider ***channelling the allocated resources to more diverse and innovative portfolio of advocacy tools*** than hard-copy reports. This includes grass-roots campaigning and utilization of social media.

- In order to enhance possible uptake of ***Shadow Report's recommendations*** they ***should be structured in a way that prevents a situation when only "unimportant" recommendations are taken on board.***

- WP should consider ***focusing in-depth on particular sectors of gender issues*** *(*e.g. domestic violence or early marriage) ***in order to better reach towards the affected population and strengthen impact.*** Too broad thematic coverage can make WP goals not comprehensive to the wider public.

II. Introduction and development context

(i) The project and evaluation objectives

This report contains the evaluation of the project entitled: “Creation of Women’s Parliament in Azerbaijan”. The project was implemented by WARD from 01 August 2010 to 31 July 2012. The project was fully funded by the UNDEF with the budget of U$ 200,000. The budget for monitoring and evaluation included within the overall budget was U$ 20,000.

The overall purpose of the project was to address gender inequality and improve women’s rights situation in Azerbaijan. The establishment of the first Women’s Parliament (WP) – a symbolic model of alternative parliament with focus on gender equality– served as a vehicle for achieving this goal. The WP was expected to facilitate a delivery of specific project outcomes as (i) opening a discussion space for raising gender-specific issues, (ii) empowering gender equality advocacy, (iii) strengthening civil society by facilitating women’s participation and (iv) attracting attention of national and international stakeholders to women’s issues.

The evaluation of this project is a part of the larger evaluation of the Rounds, 2, 3 and 4 of UNDEF-funded projects. Its purpose is to “contribute towards a better understanding of what constitutes a successful project which will in turn help UNDEF to develop future project strategies. Evaluations are also to assist stakeholders to determine whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved”.

(ii) Evaluation methodology

The methodology for this evaluation, agreed upon by Transtec and UNDEF, was detailed in a Launch Note 20-UDF-AZE-09-317, and consisted of a two-phase procedure, conducted by the team leader, Mr Libor Grospic, and the national expert based in Baku Dr. Fuad Bagirov. The first phase consisted of a desk review of the project documents and the overall policy and development frameworks. The second phase entailed the field visit of the team leader to Baku which took place between 3rd and 9th March 2014. During this phase the evaluation experts conducted face-to-face interviews and additional reviews of relevant documents (e.g. project’s conceptual documents and project audit reports and publications relevant to gender issues in Azerbaijan). After the return from the field work some follow-up skype interviews and discussions took place.
The portfolio of the interviewees covered all major categories of relevant stakeholders such as:

- The project staff (representatives of WARD);
- Members of WP;
- Representatives of the government (SCFWCA);
- Representatives of the office of Ombudsman;
- Various civil society organizations and international consultancies based in Baku;
- Representatives of academia;
- International donors (including the UN Office in Baku).

The complete list of people met is available in the Annex 3.

During the interviews the experts sought further clarifications on some issues which occurred during the desk phase research. These included information on project’s media communication strategy, the uptake of projects’ recommendations by the Azerbaijani state institutions and the character of civil society strengthening by facilitating women's democratic participation.

(iii) Development context

The legal framework and policies pursued by the Government of Azerbaijan create enabling environment for women to exercise their rights and advance their position in the society. Since independence, Azerbaijan has ratified almost all essential international documents on the protection of women's rights including the UN Convention on the Political Rights of Women (1992) and the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), 1995. The Constitution of the Republic of Azerbaijan enshrines a philosophy of equality between men and women. Azerbaijan also adopted the Law on Guarantees of Gender (Men and Women) Equality (2006) and the Law on the Prevention of Domestic Violence (2010). The National Employment Strategy also envisions measures to promote gender equality in the labour market including introduction of flexible forms of work for women. Protection of women rights is stipulated by means of various fundamental legal documents and laws on various subjects, for instance: the Criminal Code, the Code of Criminal Procedure, the Citizenship Code, the Code of Civil Procedure, the Labour Code, the Land Use Code and others.

However, in Azerbaijan, like in many other countries, there is a gap between legislative acts and enforcement. De jure, women enjoy full guarantees of human rights and freedom from discrimination. De facto there are some issues, which have political, legal, geographical, economical, religious and custom sources. Among them the early marriage issue, selective abortion and domestic violence. There are also fewer women than men at all levels of decision-making. Women constitute 12 per cent of all deputies in the Parliament and 20 per cent among managers in decision-making positions in the business sector. Not a single position of ambassadors and ministers (except of the head of the Committee for Family, Woman and Children Issues) is held by a woman. Women in the labour market are usually concentrated in the fields of health care, social welfare, education and culture. This is to a certain extend reflecting gender stereotypes in the society.

Some of these issues are difficult to immediately solve by tuning the legal framework. For example, one of the reasons for selective abortion is the expectation that the future son will support aged parents (men in regions have more income than women). Recently, the government made amendments to the Criminal Code and increased the marriage age for women from 16 to 18 but the issue still exists. In many cases, marriages are just affirmed by the religious authorities without the state registration.

The UN works closely with the SCFWCA in advancing social and economic development in Azerbaijan. In the new UN Development Assistance Framework (2011-2015), advancing gender equality is given special prominence as a cross-cutting objective that is integral to all areas of national development.

The CEDAW has an important role in this regard. In accordance with the article 18 of the Convention, the Government of Azerbaijan undertakes to submit to the CEDAW the initial report which is intended to be a detailed and comprehensive description of the position of women in the country at the time of submission. It is meant to provide benchmarks against which subsequent progress can be measured. This initial report was submitted in 1998. Second and subsequent national reports updated the report, detailing significant developments that have occurred over the last four years. They noted key trends and identified obstacles to the full achievement of the Convention. These reports have been reviewed by a pre-session working group of five Committee members. The working group draws up questions to guide the full Committee's examination of the report. These questions are submitted to the country's representative in advance. The representative then meets with the Committee to respond to these questions and any others that members may wish to ask.

In addition, there are Shadow Reports developed by the civil society and confidential report developed by UN resident office. These documents give CEDAW feedback for reacting on the country report and produce recommendations for the next reporting period. The civil society developed six shadow reports on different aspects of gender policy together with submitting second and third reports. The new governmental report is planned to be submitted in 2015, at least one shadow report in 2014[1] and the UN confidential report possibly during 2014.The The 60th CEDAW session at the UN is planned for February 2015.

The recent CEDAW review has called Azerbaijan to *"… to bring about change in the widely accepted attitudes leading to the subordination of women and the stereotypical roles applied to both sexes. Such measures should include awareness-raising and educational campaigns targeting, inter alia, community leaders, parents, teachers, officials and young girls and boys."*

Next to the UN (and the World Bank) there are also other international donors active in the country. Majority of them consider gender as cross-cutting issue and some of them fund particular programmes focused on gender. These include the EU, USAID, SIDA (Sweden), the UK (mainly via small grants) and Germany (through the GTI and the KfW), to name a few.

[1] This is the report prepared by Women's Parliament.

III. Project strategy

(i) Project approach and strategy

The project intended to address the gender inequalities in the country by the strategy of creating the first Women's Parliament (WP) in Azerbaijan - a body focusing on women's rights issues and aiming at empowering gender-equality-advocates and women's rights activists. Consequently, the WP has been established with an aim to become a platform for raising women's issues in the country. It consisted of 25 women leaders appointed out of 303 applicants as a result of a competitive selection process administered by WARD. The WP did not have any official mandate or status. It was established as a non-partisan and symbolic body. The slogan of the Women's Parliament was "Equality is Justice: Equality for Women!"

The composition of the parliament aimed at reflecting in a balanced way various segments of Azerbaijani society. The WP members came from the academic sector, international/donor institutions, business sector, NGO sector and the realm of media. In addition 58 consultants, experts and part-time contributors (e.g. lawyers, gender experts, translators, etc.) contributed to the work of the WP. The parliamentarians created 6 thematic committees in order to cover major areas critical for progress in enhancing women's rights:

- Committee on Legislative Policy
- Committee on Human Rights
- Committee on Economics and Land Reform
- Committee on Social Affairs
- Committee on Science and Culture
- Committee on International Relations

Each of the Thematic Committee has 4 members, one of which was elected (at the First Plenary Session) to be the chair of the Committee.

The project had two groups of beneficiaries:

- Members of Women's Parliament: active women from various sectors with clear understanding of women's issues in specific areas as well as good expertise on how to improve situation.
- Female population of Azerbaijan: according to the project strategy, the whole female population of Azerbaijan was meant to benefit from the WP, as the gender-based concerns (including those of venerable and marginalized groups) will be articulated.

To achieve the project objectives the WP has chosen the following implementation strategy:

It held, *inter alia*, 15 thematic sessions, 7 focus group expert meetings, information exchanges and discussions on 10 plenary sessions, dozens of forums, meetings, conferences, seminars and round tables on women's rights. It also administered meetings and consultations with local experts of the NP and conduced research on other shadow parliament models. The WP also produced a Shadow Report to CEDAW and a "Shared Experience" report (a snapshot of the project's lifetime).

The recommendations developed within the Shadow Report to CEDAW have been submitted to the NP and the SCFWCA. In the same time the project reached out to the international community. A respectable number of 14 international organizations (based in Azerbaijan and abroad) made contributions to the parliament's thematic sessions. Apart from the UNDEF these were, *inter alia*, UNDPI, UNICEF, Council of Europe, OSCE, EU Office in Baku, US Embassy and the Eurasia Foundation. These contributions and also cooperation with national experts have been utilized for the aforementioned Shadow Report to CEDAW. It should feed into the system of CEDAW reporting and has a potential to influence the gender equality situation in the country if its recommendations will be taken on board. In this regard the project recognized the opportunity presented by the CEDAW reporting system.

(ii) Logical framework

The project's Logical Framework has two main dimensions of the results chain. Firstly, the overall establishment of the WP as a necessary precondition to carry out the project activities and achieve the intended results. The second dimension covers the three broad areas of activities carried out in the framework of the established WP which were: (i) empowering gender equality advocates, (ii) strengthening civil society and (iii) attracting attention of relevant national/international stakeholders (see Table 1).

Project activities and outputs	**Intended outcomes**	**Mid-term impact**	**Long-term impact**
Opening discussion space and making joint actions for diminishing gender-based inequalities.			
• **Women's Parliament (WP) is established and fully functional**	• **Joint actions for diminishing gender-based inequalities are a common practice.**	• **Gender-based inequalities are diminished**	**Women take an equal part in public/political life of the country**
Empowering gender equality advocates with experience and knowledge			
• Capacity-building activities focused on WP members (and associates) implemented. • WP plenary and thematic sessions carried out. • A Shadow Report to CEDAW committee prepared. • Recommendations to the NP issued.	• Strengthened capacity of WP members (and associates). • Reliable information/reports on women's rights situation available to the public	• Gender equality/women's rights advocates are empowered • National/international stakeholders are informed on specific women's problems and take action • Public awareness and understanding of women's situation is improved	Women take an equal part in public/political life of the country
Strengthening civil society by facilitating women's democratic participation.			
• Coordination of WP activities with civil society and relevant capacity building took place. • Outreach activities towards the wider female population are carried out.	• Confidence of women to be more outspoken on gender issues increased. • Civil society strengthened and engaged on gender issues (under the WP's guidance)	• WP/civil society are a strong and equal actor in promoting gender equality and democratization in Azerbaijan • Increased Women's representation in decision making	Women take an equal part in public/political life of the country
Attracting attention of relevant national/international stakeholders to women's issues in the country.			
• Advocacy actions aiming at national/international stakeholders are conducted.	• National/international stakeholders take part in the WP's sessions and other WP activities • National/international stakeholders contribute to WP's reports and conceptual frameworks	• Ownership of national/international stakeholders of the gender agenda is assured and relevant measures to increase gender equality implemented.	Women take an equal part in public/political life of the country

IV. Evaluation findings

(i) Relevance

The overall project purpose was to address gender inequality and improve women's rights situation in Azerbaijan. The establishment of the first Women's Parliament (WP) – a symbolic model of alternative parliament with focus on gender equality– served as a viable and relevant vehicle for achieving this goal. Due to limited resources there was no separate needs assessment carried out at the outset of the project. However, the project relevance has been justified by a broad array of already existing indicators concerned with women's (non-) participation in the public life in Azerbaijan. These included low participation of women in decision-making (e.g. less than ¼ of the members of the NP are women and women are also underrepresented in the senior governmental or ambassadorial positions), low institutionalisation of gender equality principles in the state systems and structures (Gender Focal Points, created within every national state institution in Azerbaijan, appear only as formal measures), lack of capacities and resources of women rights organisations and occurring issues of discrimination against women in the family relations (e.g. early marriages or selective abortion).

"The idea to establish the WP was very relevant. In order to let women grow there is, at the first place, a need to create for them opportunities to grow. The WP is exactly such an opportunity"
An unnamed international donor

The lessons learned from the so-called Women Fora (WF) organised by WARD before the WP establishment have been used only in a very limited manner. This has been explained by the fact that WFs were discussion platforms focused only on NGOs. Relevance of this experience for a project covering also other segments of society, as the WP, was reportedly limited. Nevertheless, some interviewees admitted that already during the WF it appeared that for the promotion of gender equality there is a need for a coordinated outreach towards the media. This finding was not systematically incorporated into the WP's design through a risk assessment exercises. The risks factors anticipated at the outset of the project were rather "inwards looking" (e.g. different level of awareness and skills of WP members or risks associated with the method of selection/election of the WP members) than considering the broader issues of advocacy and external communication.

It appears that the government has not *a priori* negative approach towards gender mainstreaming and civil society engagement in this affair. Nevertheless, in not a negligible number of cases, NGOs are reportedly proxies of the government. There are claims, repetitively occurring during the interviews that this applies to about 2/3 of the registered NGOs in Azerbaijan. These organisations earned slightly derogatory abbreviations as "GONGOs" (i.e. GOvernmental NGOs). Moreover, the capacity of the majority of civil society organisations is reportedly weak.[2] In this context, the appropriateness of the idea to establish an independent body focused on gender mainstreaming, as WP, further strengthens the project relevance. This is underlined by the statements of numbers of interlocutors praising integrity and independence of WARD, as well as its suitability to carry out the project of WP.
Numbers of experts stressed that many of the state activities on gender have rather declaratory character but in the same time this should not be taken as dogma. In this context, the project did not make strong attempts to align with existing governmental concepts and

[2] One unnamed key international donor outlined that only about 15 NGOs in the country would fulfill their criteria in terms of capacity. WARD, the implementing organisation of the WP project ,was among them.

policies on gender. Although this can be justified in cases when these are not compatible with the WP's mission in some other cases this weakened the project relevance.

The project was highly relevant in relation to the agenda of the international donor community in the country. All key donors support gender mainstreaming which created a very productive operative and thematic environment. This was important especially in relation to one of the project objectives which was to reach out towards the international community. The extensive presence of the international community at the WP activities (and their concrete contributions, as the OSCE's into the Shadow Report) confirmed relevance of the project towards this group of stakeholders. This is amplified by the fact that some of them became funders of the project's follow-up phases.

(ii) Effectiveness

The project implemented all planned activities which led to a full achievement of all 6 main outputs foreseen in the initial project document. These were: (i) Establishment of Women's Parliament (WP), (ii) Preparation of WP Action Plan, (iii) Conducting of 15 Thematic Sessions, (iv) Preparation of Shadow Report to CEDAW, (v) issuing recommendations to the NP and (vi) Producing Shared Experience report. In addition, the project also carried out additional activities as conducting of, *inter alia*, 10 plenary sessions, 7 focus group expert meetings, 2 conferences and various research activities (as media screening and legislation analysis). The WP has been established out of 25 women leaders. 29 high-profile national/international speakers/experts (including ambassadors and representatives of international organisations) made contributions to the sessions. The sessions' topics well reflected the structure of the WP committees focusing on, *inter alia*, UN Human Rights System & Mechanisms, Empowerment of Women and Azerbaijan Governance & Women's Situation context. The organisation of the WP's work (including preparatory activities for each sessions and internal communication) was very professional as confirmed by a number of interviewees. Overall, the WP activities tend to focused mainly on the expert community (e.g. international/national stakeholders, gender experts, human rights experts, etc.) and less of the broader (civil) society in Azerbaijan. This influenced the level of achievements of the WP planned outcomes. The following paragraphs elaborate more in detail in this regard.

Thematic session – 30 May 2011

The overall accomplishment was that the created WP successfully established itself as an internationally and nationally recognised platform to raise gender issues. Through its activities it strengthened networks for raising women's right issues and addressing gender based inequalities. This was a valuable outcome of the project. Each of the WP members utilised her contacts and areas of influence for a further promotion of the WP and gender issues within her niche. This fostered segments of civil society as many WPs were

> "The dedication of WARD and the fellow WP members was remarkable. The exchange of knowledge was extremely enriching. I even took a leave from work to attend the WP sessions".
> **A WP member**

linked to the NGO sector. However, there was no systemic approach in this regard. The project did not appear to gain society-wide recognition of the whole female population as confirmed by numbers of interviewees. An explanation often presented was an absence of a robust communication and media strategy.

The project increased capacity of women rights advocates (WP members and WP associates) via the thematic and plenary sessions and various working groups. The production of the Shared Experience Report and, more importantly, CEDAW Shadow Report demonstrate, *inter alia*, this capacity. The WP members seemed empowered. Their ownership, commitment and confidence appeared tangible to the evaluation team. Decision-making powers of particular WP members also increased. As pointed out by WARD, the WP members are now represented in various coalitions and settings[3] and involved as recognized experts of women's rights and gender equality. The WP members also established a contact with the platform "100 Business Women to Azerbaijan" initiated by Ms Faith Morningstar, the wife of the U.S. Ambassador to Azerbaijan. A number of the WP members prepare for taking part in the 2015 general elections. They confirmed that the WP experience helped them to gain confidence to run for the public offices. This is in line with the expected outcome of women taking equal part in public/political life. One WP member is chairing so-called "Group 125"[4] which is an emerging political body offering an alternative to the current establishment. However, at the time of the evaluation there was no clear confirmation whether any of the WP members will actually run for the 2015 elections.

> "The idea to establish the WP was 'very excellent' move for empowering women leaders in Azerbaijan".
> **An interviewed gender expert**

The project approach in terms of appealing to relevant stakeholders (as well as to decision-makers resistant to subscribe to the principles of gender equality) was by a production of focused analysis and recommendations within the project activities. In this context the project also strongly involved male experts (11 males out of 29 experts contributing to thematic sessions). This enhanced effectiveness as the underlying principle was to demonstrate that gender mainstreaming has a positive impact on the whole society. This objective has been achieved by the WP flagship initiative of drafting the Shadow Report to CEDAW[5] (with a contribution from an OSCE expert, a male, who reviewed the final recommendations). This was in line with the expected outcome of making reliable reports on women's rights situation available to the public and also calling relevant stakeholders (including males) to action. There are reportedly six different Shadow Reports of Azerbaijani NGOs to CEDAW. According to WARD, the attempts to "unite" NGOs to send only one synthesised shadow report were not successful.

The WP Shadow Report recommendations have been passed to the NP, as planned, and also to the SCFWCA. However, this initiative has not been accompanied by a strong lobbying and advocacy efforts aimed at these state institutions. Neither the SCFWCA nor the NP entered in any substantial discussion with the WP on the report's recommendations. Reportedly, the Committee at least acknowledged the receipt of the document while the NP ignored it fully. Therefore, the project was not successful in engaging with the state

> "The government is not against gender equality by a definition. However, it often pays only a lip service to the issue. More proactive and persistent engagement with the state apparatus is a must in order to enhance women rights in the country"
> **An unnamed international donor**

[3] E.g. Women's Participation Program of Counterpart, National Council of Democratic Forces, Donor Coordination Initiative, etc.
[4] The number 125 refers to the amount of MPs in the National Parliament. It has been chosen as a part of the groups' name to demonstrate that there can be an alternative set of politicians than these in the National Parliament.
[5] For a description of the CEDAW system refer to section III – Development Context.

authorities. Some interlocutors stressed that this was also due to the low interest of the state institutions to get substantially involved with the WP. In this situation the WP focused mainly on engaging with CEDAW which is the main recipient of the report.

In order to pool resources and enhance effectiveness the WP attempted to find synergies with other projects. The project representatives confirmed that they approached the UNDPI and the UN Resident Coordinator in Baku in this regard. Apparently, no related projects have been pointed out[6]. However, during the project implementation period there has been a parallel twinning project financed by the European Commission (EC) focused on strengthening capacity of the SCFWCA. One of the main outputs of this project was the National Plan of Actions on Women's Issues drafted on the behalf of the Committee. Although the WP has been approached by the project at its beginning to provide some information there has been no further interaction between these two projects. Apparently neither of the sides took any significant initiative in this regard. In this context numbers of interlocutors expressed an opinion that WP could attempt to more actively engage with the EC twinning project. This could result in accessing another possible platform (next to CEDAW) to influence gender situation in the country in line with WP objectives.

The desk and field phase suggests that via its activities the WP managed very successfully to reach out to a rather impressive number of 14 international organizations (apart from UN agencies these included Council of Europe, OSCE or the EU Delegation in Baku). This constitutes a positive achievement in terms of informing international stakeholders on women's problem in Azerbaijan, one of the expected project outcomes. Some pundits pointed out that this balances apparently less satisfactory results in engaging counterparts from state organisations.

(iii) Efficiency

- ***Financial Efficiency***

The overall UNDEF-approved project budget was US$ 200,000 while the effective project budget was US$ 180,000 (as US$ 20,000 was earmarked for M&E). The budget design was clear and easy to follow. It was stratified by expenditures linked to the achievement of each of the 6 expected outputs as outlined in the initial workplan. The evaluation revealed that the real expenditures' almost perfectly matched the thresholds defined at the start of the project. The deviations were negligible (as depicted in the Figure 1).

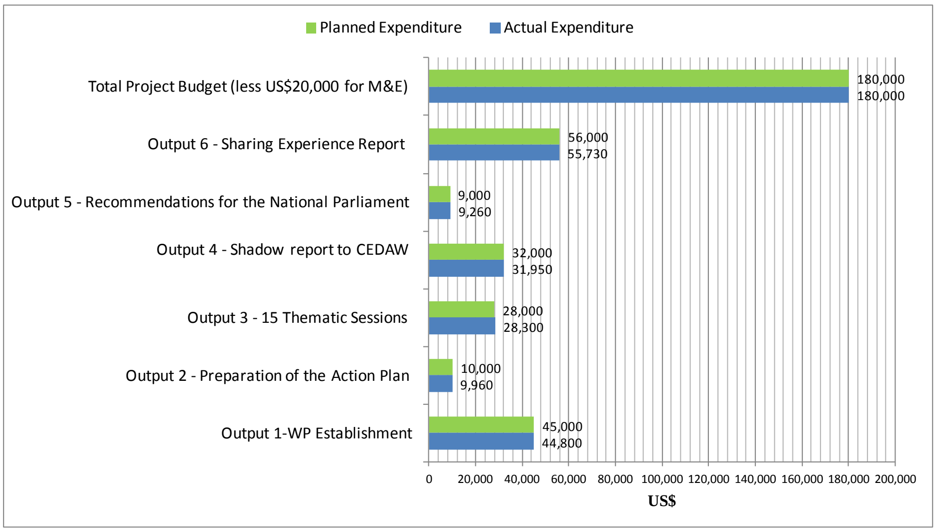

Figure 1 - Planned and real project expenditure per outputs

[6] The evaluation team discovered three UNDP projects in Azerbaijan focused on gender issues but, apparently, they started only after the end of the WP project.

During the implementation the project also tracked the types of expenses within the defined expenditure thresholds across all project activities/outputs. The corresponding shares are outlined in the Figure 2.

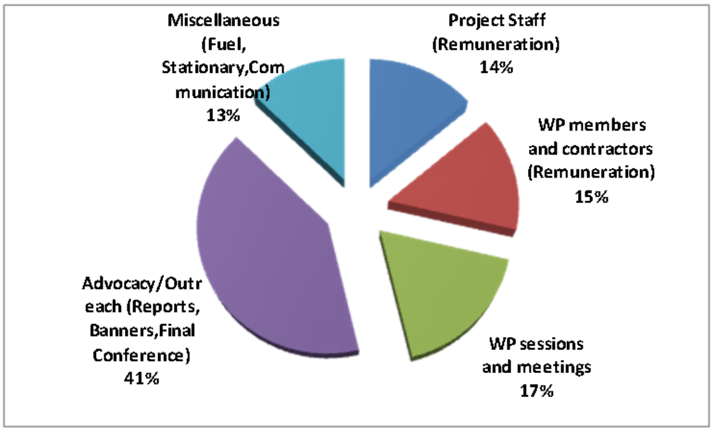

Figure 2 - The types of project expenses

The budget line dedicated to human resources accounted to 29% of the overall project expenditures. This included project staff, national experts and consultants (most of them volunteered; less than 30% were paid), translators/editors and technical staff. The members of the WP have been also compensated by a sum US$400/year each, which appears rather symbolical. The salary of the project coordinator was US$350/month and the accountant $200/month. Those expenses are reasonable and efficient use of resources given the extensive number of activities – majority of them "human resources-heavy" - carried out across all the expected activities/outputs (and subsequent achievement of all planned outputs and majority the outcomes).

One of the key WP activities – meetings and WP sessions – amounted to 17% of the overall budget. This also appears as highly efficient given the extensive amount of high-profile participants (majority of them attending voluntarily) and expenses related to the organisation and hosting the sessions. The total amount for miscellaneous expenses (e.g. fuel, stationery and communication) is 13%. Taking into account the project duration and comparison of this amount to other budget lines it appears as reasonable. However, while breaking down this part of the budget it reveals costs of US$3600 for stationary supplies and US$4800 for fuel appearing somehow disproportional in comparison to rather modest costs for audit services of US$3000 (3 audit reports over 2 years, US$1000 each) and communication costs US$2400.

A major bulk of the budget, 41%; was dedicated to the outreach and advocacy activities. Within this budget line the costs for printing the "Sharing Experience Report" was US$ 45,000 (3000 high quality copies in two languages) and US$ 16,000 for the "CEDAW Shadow" Report (2000 high quality copies in two languages). This consisted 82% of all expenses dedicated to the advocacy/outreach. According to the project almost all reports have been distributed. The recipients were, *inter alia*, media outlets, diplomatic corps, international organisations and national decision-makers. Given the limited advocacy results apparent beyond the international and national expert community (and even here the effective outreach towards the state institutions was limited) the adequacy of the selected advocacy tools is debatable. Some stakeholders expressed their view that more effective outreach could be done via grassroots campaigning and networking, elaborated communication and lobbying campaigns and electronic (social) networks and media. It is worth to mention that the project did not have a webpage or a Facebook profile and also the web page of WARD, http://www.ward.az/ , is still under construction[7].

Three external audits have been carried out during the project lifetime by an accredited audit company based in Baku. The related reports repetitively stated that the submitted financial

[7] http://www.ward.az/, as per 8/4/2014 the web page

statements gave a fair and true view in all aspect regarding the funds received and expenditures. Furthermore, the audits outlined that the statements and accounting records complied with the agreements with the donor.

- ***Management Efficiency***

Interviews with the stakeholders cooperating with WARD, inside but also outside the WP project, confirmed that the organisation's capacity is at a good level. Numbers of WP members pointed out that the project management was excellent. All relevant materials were always prepared and distributed by the project coordinator in advance and summaries of the WP's sessions sent to the participants in a timely manner. A sufficient level of organisational capacity of WARD has been also confirmed by the fact that the organisation acquired good scores during the capacity assessment carried out on behalf of USAID. This concerned particular areas as commitment to organisational development, its mission-driven character and commitment to growth and project performance management.

Focus group meeting with the military group – 29 November 2011

Some shortcomings in efficiency appeared towards the end of the project. The UNDEF apparently did not receive the final progress report so it did not release the last instalment on time. This was reportedly caused by problems with e-mail communication when e-mails from WARD did not reach UNDEF. WARD claims that this was due to the governmental surveillance of their communication but this cannot be objectively verified by the evaluation team. This issue caused about 5 months of delay in releasing the last instalment but this apparently did not bring any damage to the project achievements and targeted results. Another challenge to the project management efficiency has been the initial difference in the level of knowledge and perception on gender issues among the WP members. There was a risk that this can negatively influence the functionality of the WP. The project implementers identified this issue already in the project design and addressed it by a number of thematic sessions focused on capacity building in particular areas (e.g. human rights, strategic and communicational empowerment, CEDAW report writing, etc.).

The WP submitted synthesised assessment reports to UNDEF, namely the mid-term progress report and the final narrative report. These reports systematically described the progress and achievements towards the intended outputs and outcomes by using the indicators outlined in the project document.

(iv) Impact

The WP members (first group of beneficiaries)

The project equipped the WP members with a capacity to make impact in favour of gender equality in Azerbaijan. The WP members, and WARD, appeared very dedicated to the gender equality cause. They are continuing their advocacy (with more elaborated media strategy this time) also after the project closure. If some of the WP members will succeed in the 2015 general elections this might give them chances for making an impact through coshaping gender-sensitive legislature (and to promote its enforcement). Some WP members are actively preparing for the elections (e.g. by establishing political platforms) but at the time of the evaluation there was no clear confirmation whether they will actually run.

There are chances for WP to make wider impact by influencing legislature via Shadow Report to CEDAW.[8] However, in an ideal situation the CEDAW concluding comments will be available in mid- 2015. Only then it can be judged whether the report had an impact potential. The project triggered more interest in gender issues in Azerbaijan by international and national organisations. The following phases of the project , where WARD managed to attract involvement and/or funding of respected international players as well as the SCFWCA, further confirms this finding. Many of the stakeholders stressed that it increases the possibility to strengthen the project's impact.

The whole female population of Azerbaijan (second group of beneficiaries)

The project appeared less successful in empowering the whole female population in the country. Many interlocutors stressed that in this case the impact was rather fragmented and mostly tangible only in the expert circles (e.g. certain segments of the civil society were strengthened) mainly due to a lack of comprehensive communication strategy. Some experts also suggested that the WP thematic coverage was perhaps too broad which made in any case challenging to make a targeted impact on the society. According to these stakeholders dividing gender issues by sectors and pursuing them in-depth would enhance the comprehensiveness of the project objectives and chances for more tangible society-wide long-term changes.

"One of the major lessons learned was that there is a need for a focused training and an active engagement of gender-sensitive journalists in order to enhance visibility".
Project staff

(v) Sustainability

The overall project design and the successful implementation constituted a viable framework for WP's sustainability. One of the key preconditions in this regard was the initial well-conducted selection of the WP members. The project ownership of the WP members and associates - buttressed by WARD's enormous dedication of to women's empowerment - was strong. Another important element was WP members' empowerment by series of capacity building and training activities (carried out within the WP thematic sessions). Moreover, the interest and engagement of high-profile international stakeholders strengthened WP members' motivation to maintain their involvement and to utilise lessons learned. This created a conductive environment for the project continuation even when the UNDEF-funding expired.

WARD secured further funding (namely, USAID/Counterpart International, Kvinna till Kvinna Foundation/Norwegian MFA, and Association for Women's Rights Protection after D.Aliyeva) and, eventually, drew closer also the governmental SCFWCA. Although in a limited way, the Committee took part in the Phase 2 of the project. This further increased sustainability prospects. During the Phase 2, WARD with the help of the WP elaborated the project "CEDAW in Action" Public and Media Campaign, which aimed on improving women's status and promoting gender equality in Azerbaijan. Five of 25 members of WP were directly involved in the realization of "CEDAW in Action" project.

The cooperation with Kvinna till Kvinna Foundation led to the Phase 3 of the project (Strengthening Women Human Rights Defenders, 2014-2017). Besides, Human Rights

[8] For a description of the CEDAW system refer to section III – Development Context.

House Foundation is in process of elaboration the international advocacy action plan for WP for the years 2014-2015 as well as funding the participation of 1 member of WP in Geneva in CEDAW session in 2015. This is a part of the advocacy work to lobby for the CEDAW Shadow Report at the first place elaborated by the WP and later-on updated in the following phase of the project.

V. Conclusions

(i) By the WP creation ***the project brought an appropriate response to the need of the beneficiaries in promoting gender equality and women's rights in Azerbaijan.*** Despite the absence of a baseline study the project built on general indicators on gender situation in the country pointing out shortcomings in gender equality. The risk assessment carried out at the outset of the project did not capture this issue. ***This conclusion derives from findings on relevance.***

(ii) The project implemented all planned activities. In this context, the WP proved as a very effective vehicle in establishing a discussion space for improving gender-based inequalities. Through its numerous thematic and plenary sessions, expert networking, as well as writing of focused reports it empowered the gender equality advocates and built their capacities. Some networks and CSOs have been strengthened, joined by WP members. ***This enabling environment increases chances that women will have an equal part in public and political life of the country.*** Some of the WP members might indeed run for the 2015 general elections. ***However, this has been achieved rather by an ad-hoc approach as there was not well-elaborated communication and media strategy***. This made it challenging to fully reach out towards the second group of beneficiaries (next to the WP members) which was the "whole female population of Azerbaijan". ***This conclusion derives from finding on effectiveness.***

(iii) With a low buy-in from the state institutions it was challenging to become effective in influencing gender situation in the country. In certain cases it almost appeared that the WP was not interested to interact with the government beyond the necessary. Although in the environment where reportedly 2/3 of registered NGOs are proxies of the government this could be a well justified strategy, ***it should not prevent a "smart advocacy" towards the state.***

In this framework it appears that ***more effort could be also put into joining forces with other projects in order to increase leverage.*** Additionally, WP is not the only organization in Azerbaijan summiting the Shadow Report. ***This is a challenge for the effectiveness as WP's efforts can be (unintentionally) diluted by others***. The production of CEDAW Shadow Report gained a prominent position within the project in comparison to the original project design (where it was one among many outputs). Whether this has been the most effective way to pursue the WP agenda can be judged only in 2015 (when the CEDAW conclusions should be released). ***Nevertheless, there is an embedded risk of over-relying on the CEDAW system.*** In the national context the NP and State Committee did not react on them. This appears as ***a result of an absence of WP's strong lobbying strategy towards the state*** combined with the state's unwillingness to get genuinely engaged with the civil society. ***This conclusion is drawn from findings on effectiveness.***

(iv) The project financial efficiency brought mixed results. On the one hand the project efficiently utilized resources dedicated to human resources and sessions of the WP. On the other hand it appears that the funds spent on advocacy could be utilized in more innovative way than mainly printing reports. Taken into the account, the project limited results in reaching out towards the wide society and the government a more diverse (and innovative) portfolio of advocacy tools could be selected.

The project management efficiency was high. This should be emphasized in relation to the fact that the operational environment for independent NGOs in Azerbaijan – and WARD is considered as one of them - can be challenging due to certain governmental constrains on civil society sector.[9] In general, all planned activities have been carried out in a timely manner and all planned outputs have been delivered as well. ***These conclusions are drawn from findings on efficiency.***

(v) The project contributed to change some perceptions on women's rights and gender stereotypes and gave prospects for long-term changes. The project focused on creating a wider and long-lasting impact by producing the CEDAW Shadow Report which can possibly ***influence the legislature in the country.*** Although WARD currently focuses on a strong advocacy related to the report it remains uncertain to which extend the report will be taken on board (e.g. it could happen that only "uncontroversial" recommendations are taken into account). A more information in this regard should be available in 2015 when CEDAW concluding comments should be issued and when some WP members might decide to run for the elections.

However, the impact on the female population of Azerbaijan was limited. Only some segments of (ivil society have been strengthened. This was mainly due to a lack of comprehensive communication and advocacy strategy. It also appears that sometimes too broad project focus (i.e. women's rights in general) made the targets less comprehensive beyond the realm of gender experts. ***These conclusions derive from findings on impact.***

(vi)* The project design was viable and implementation successful.** The latter resulted in the increased capacity and dedication of the WP members. This further transformed into their enthusiasm to continue their engagement with the WP. Such a positive result would not be possible without WARD's enormous dedication to the cause and ability to secure further resources for the project follow-ups. WARD brought the project into the Phase 2 (2012-2014) and Phase 3 (2014-2017). WARD also managed to engage the governmental SCFWCA. This was an important step to enhance sustainability but it appears that more work needs to be done in this regard (the interaction between the project and government seemed rather formal).The fact that UNDEF-funded project managed to trigger so massive follow-up and spin off activities can be judged as a great success. These conclusions are drawn from findings on sustainability and undef value-added.***

[9] Until recently there was a provision that the authorities could apply the law such that NGOs would have to re-submit statutory and membership documents to confirm registration every 90 days. The NGO legislative amendments would also permit the Azerbaijan courts to close down an NGO in the event that it has been served notices for infringing any legislative requirements more than twice in a year. (http://www.eap-csf.eu)

VI. Recommendations

(i) To increase relevance WARD should incorporate more systematically lessons learned from similar activities into the project design via robust risk assessment methods. This applies in particular for the media communication strategy. WARD should assess where the points of intersection with the governmental policies are and reflect upon them while designing the project. This could increase the governmental ownership and subsequently the project relevance and sustainability. ***This recommendation follows conclusion (i).***

(ii) WARD should develop an approach on how to more effectively reach out towards (civil) society via advocacy on gender issues. At the heart of these endeavours should be a well-elaborated media and communication strategy. Similarly, WARD should develop a ***functional advocacy and lobbying strategy*** towards the state institutions (including informal outreach), tailor-made to the political situation in the country. ***Considerations should be given whether CEDAW is the only suitable policy framework for pursuing the WP agenda***. Stronger engagement with parallel frameworks (e.g. EC ENPI, UNPD, the World Bank) could function as a multiplier and enhance WP effectiveness. WARD should put also a strong emphasis on convincing concerned NGOs for submitting only one synthesized Shadow Report to CEDAW. ***Speaking in a common voice would increase leverage both towards*** CEDAW and the government. WP should actively seek synergies with other gender-related projects in the country. Pooling resources and capacities on the issues of common interest has a potential to strengthen results delivery. ***This recommendation derives from conclusions (ii), (iii) and (iv).***

(iii) In terms of advocacy, WARD should consider channelling the allocated resources into a more diverse and innovative portfolio of advocacy tools than a production of extensive amounts of hard-copies of reports. This includes intensive hands-on campaigning and utilization of internet and social media. ***This recommendation follow conclusion (v).***

(iv) WP should consider an in-depth focus on particular sectors of gender issues in order to better reach towards the affected population. Sometimes too holistic approach can make the goals not comprehensive to the wider public. In order to enhance the possible uptake of the Shadow Report's recommendations they should be structured in a way that prevents a situation when only "uncontroversial" recommendations are taken on board. This could be ensured, for instance, by grouping recommendations around particular topics (i.e. it is more difficult to ignore the whole topic than one self-standing recommendation). ***This recommendation emerged from conclusion (vi).***

VII. ANNEXES

Annex 1: Evaluation questions:

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context? ▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why? ▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	▪ To what extent have the project's objectives been reached? ▪ To what extent was the project implemented as envisaged by the project document? If not, why not? ▪ Were the project activities adequate to make progress towards the project objectives? ▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	▪ Was there a reasonable relationship between project inputs and project outputs? ▪ Did institutional arrangements promote cost-effectiveness and accountability? ▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	▪ To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address? ▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative? ▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization? ▪ Is the project likely to have a catalytic effect? How? Why? Examples?
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	▪ To what extent has the project established processes and systems that are likely to support continued impact? ▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?
UNDEF value added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	▪ What was UNDEF able to accomplish, through the project that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc). ▪ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?

Annex 2: Documents Reviewed:

Project documentation
The Project Document
The Project Mid-term Progress Report
The Project Final Narrative Report

Azerbaijani Code of Administrative Offences
Azerbaijani Law on Voluntary Activity
Azerbaijani Law on Registration of Entities
Azerbaijani Law on Non-Government Organisations
WP Shadow Report to CEDAW (2012)
WP "Sharing Experience Report" (2012)
Initial Report of Azerbaijan to CEDAW (1996)
Combined second and third periodic reports of Azerbaijan to CEDAW (2005)
Letter of the Permanent Mission of Azerbaijan to the UN on composition of delegation of Azerbaijan for participation in 37th CEDAW conference
Fourth periodic report of Azerbaijan to CEDAW (2008)
Responses to the list of issues and questions with regard to the consideration of the fourth periodic report to CEDAW (2009)
Addendum to the forth periodic report (2009)
Articles in Mass Media related to Women Parliament (totally 57 articles)
Articles of the Caucasus Research Resource Centers program related to gender issues.
Recommendations of the State Committee for Family, Women and Children issues and related EU funded Twinning project to improve legal framework.
Internal document of WARD related to development of WP (phases 2 and 3)
CEDAW reporting guidelines
CEDAW rules of procedure
CEDAW note on NGO participation

Annex 3: Persons Interviewed

3 March 2014	
Shahla Ismayil + staff at WARD	WARD Chairwoman and Member of WP
Gunel Ahmedova	Gender focal point at British Embassy
Kanan Mustafayev	Gender focal point at USAID
4 March 2014	
Shahla Ismayil + staff at WARD	WARD Chairwoman and Member of WP
Lala Rzayeva	UNDPI report expert of WP (now freelance)
Mehriban Vazir	Member of WP, Expert of German Marshall Fund
Sevinj Hiseynova	Member of WP, Associate professor of Physiology Institute
Ilhamiyya Rza	Member of WP, Freelance Journalist
Azada Novruzova	Member of WP, Senior Bibliographer, National Library
Fatimat Agamirzayeva	Member of WP, President of "World of Carpet" association
Mehriban Zeynlova	Member of WP, Chairwoman of "Clean Word" Public Union
Tarana Mahmudova	Member of WP, Associate professor of Faculty of Journalism
Shargiya Dadfashova	Member of WP, Chairwoman of Regional Gender Centre
Ilaha Rasulova	Member of WP, UNDP project manager
Esmira Orujova	Chair of Military Hostages' Union
5 March 2014	
Mehriban Rahimli	Member of WP, German Marshall fund advisor
Irada Ahmadova	UN resident office
Bahija Aliyeva	UNFPA gender analyst[10]
Taliya Ibrahimova	State Committee for Family, Women and Children issues, Head of Legal Department
Nurlana Aliyeva	Lawyer of LB consulting (subcontracting company)
6 March 2014	
Faith Morningstar	Founder of "Azerbaijan women in Development" foundation, US Ambassador's wife
Morana Smodlaka	Chief of party of Chemonics International, WARD donor
Sabina Gahramanova	Gender focal point at Commissioner for Human Rights (Ombudsman)
Marko Soldic	First secretary of Norwegian Embassy
Farida Babayeva	Gender focal point at OSCE
Yuliya Aliyeva	Gender Expert/Caucasus Research Resource Center (Country Director)
7 March 2014	
Maryam Haji-Ismayilova	Programme manager of EU delegation
Ilgar Agasaliyev	Director of Counterpart International, WARD donor
Ilaha Rasulova,	WP member/UNDP project (program manager)
Shahla Ismayil + WARD staff	WARD Chairwoman and Member of WP

[10] Not available during the field mission, met separately in the following week by the local expert.

Annex 4 : Acronyms

CEDAW	Committee on the Elimination of Discrimination against Women
DAC	Development Assistance Committee
EC	European Commission
EQ	Evaluation question
EU	European Union
GIZ	German Organization for International Cooperation
KfW	German Development Bank
MFA	Ministry of Foreign Affairs
MoU	Memorandum of Understanding
NGO	Non-governmental organization
NP	National Parliament
OECD	Organization for Economic Development and Cooperation
OSCE	The Organization for Security and Co-operation in Europe
SCFWCA	State Committee for Family, Woman and Children
SIDA	Swedish International Development Agency
UK	United Kingdom
UN	United Nations
UNDEF	United Nations Democracy Fund
UNDPI	United Nations Department of Public Information
UNICEF	The United Nations Children's Fund
USAID	United States Agency for International Development
WARD	Women's Association for Rational Development
WF	Women For a
WP	Women's Parliament