



**AZERBAIJAN PARTNERSHIP FOR TRANSPARENCY (APT) PROJECT
ENGAGING CIVIL SOCIETY IN THE ANTI-CORRUPTION WORK**

- I. MAPPING CIVIL SOCIETY RESEARCH**
- II. STRATEGY FOR NGO PLATFORM**

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About the project

Azerbaijan Partnership for Transparency (APT) Project a four-year activity of Transparency Azerbaijan designed to strengthen key civil society organizations' role in the fight against corruption, while supporting the Government of Azerbaijan (GOAJ) on a few strategic and high impact areas of its anti-corruption strategy and commitments to the Open Government Partnership (OGP). The overall objective of APT Project is to make civil society more effective at increasing transparency and reducing corruption.

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TABLE OF CONTENTS

	INTRODUCTION	3
I.	MAPPING CIVIL SOCIETY RESEARCH	6
<i>A.</i>	<i>GENERAL REMARKS</i>	6
<i>B.</i>	<i>METHODOLOGY</i>	7
<i>C.</i>	<i>STRUCTURE FOR KNOWLEDGE MANAGEMENT</i>	9
<i>D.</i>	<i>FINDINGS</i>	9
<i>E.</i>	<i>CONCLUSIONS</i>	24
<i>F.</i>	<i>RECOMMENDATIONS</i>	27
<i>G.</i>	<i>NGO TRAINING NEEDS</i>	29
APPENDIX 1.	SURVEY QUESTIONNAIRE	30
APPENDIX 2.	LIST OF INITIAL CONTACTS	34
APPENDIX 3.	DATA BASE OF RESPONDENTS	35
APPENDIX 4.	LIST OF NGOS - PARTICIPANTS OF PILOT TEST	46
APPENDIX 5.	BIBLIOGRAPHY	47
II.	STRATEGY FOR NGO PLATFORM	50
APPENDIX 1.	PLATFORM GUIDELINES	58
APPENDIX 2.	PLATFORM MEMORANDUM	60
APPENDIX 3.	LIST OF NGOS INVITED TO THE PLATFORM	62
APPENDIX 4.	BIBLIOGRAPHY	66

AZERBAIJAN PARTNERSHIP FOR TRANSPARENCY (APT) PROJECT

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INTRODUCTION

This research was performed under Azerbaijan Partnership for Transparency (APT) project at the beginning of a new strategic partnership program with the civil society initiated by Transparency Azerbaijan. It is clear, in fact, that a proper knowledge of the characteristics, dynamics and needs of the civil society organizations is a precondition for designing adequate networking strategies and involving important sectors of civil society working in the anti-corruption sphere in the dialogue initiatives with the state¹.

With Azerbaijan's high rate of corruption, many Azerbaijanis are getting increasingly frustrated with unfair distribution of oil revenues². It has become routine to stress the need to involve civil society in defining crucial policies and particularly in combating corruption. Though unfortunately large sections of the civil society are not involved in political decision-making, for example, only about 20% among officially registered NGOs are said to be active in challenging government decisions,³ and many believe that the civil society is weak and fragmented⁴, still quite a number of well-known civil society organizations regularly contribute their views and efforts on key issues⁵.

But what is the overall state of Azerbaijan civil society working in the field of combat against corruption? How diverse and influential is it? And how active is the Azerbaijan civil society in voicing their protests against this negative social phenomenon? The situation of NGOs in Azerbaijan today is ambiguous. From one side, recently there has been a rise in harassment of CSOs⁶ and deterioration of the civil society environment in the country⁷, on the other side, Azerbaijan civil society, is gaining new momentum since the National Anti-corruption Action Plan and Open Government Partnership Action Plans⁸ enforce public institutions to build cooperation with the civil society. Among

¹World Movement for Democracy Secretariat at the National Endowment for Democracy (NED) and International Center for Not-for-Profit Law (2009),

DefendingCivilSocietyToolkit.<http://www.defendingcivilsociety.org>

²The Impact of the Oil and Gas Revenues to Social Tensions, case of Azerbaijan

Baku – 2010, by Ingilab Ahmadov, Kanan Aslanli, Rasim Musabeyov, Public Finance Monitoring Center with the support form Friedrich Ebert Foundation, www.pfmc.az

³The EU's policy towards Azerbaijan: what role for civil society? SPES Policy paper, by Katrin Böttger/MariellaFalkenhain, June 2011, <http://www.iep-berlin.de/>

⁴Civil Society in the Caucasus: Myth and Reality By Jonathan Wheatley, Zurich, Abstract, Caucasus Analytical Digest No 12, 22 January 2010 www.res.ethz.ch

⁵In particular, members of the Information and Cooperation Network of Anti-corruption NGOs, www.anticorrupt.net

⁶CIVICUS: World Alliance for Citizen Participation condemns bullying tactics by the Azerbaijan government to silence civil society organizations (CSOs), Johannesburg. 28 February 2012,

<http://civicusalpha.org>

⁷We need international civil society to stand in solidarity, Interview of Dr Leila Alieva, President of the Center for National and International Studies (CNIS) in Baku, Azerbaijan, to CIVICUS, 28 February 2012,

<http://civicusalpha.org>

⁸Approved by Presidential decree dated 5 of September 2012, www.president.az

best examples are Public Councils at the Ministry of Labor and Social Protection, Ministry of Justice, State Agency for Citizens' Services and Social Innovations and ad hoc legislative working group under Anti-corruption Commission. Similar mechanisms are being established by other national agencies.⁹

Azerbaijan NGOs, the same as NGOs in many other post-Soviet countries, "do not have a unified position on the strategy for changes in the country".¹⁰ This research was undertaken as a first step to overcome this problem for one segment of the Azerbaijan civil society - the NGOs already doing or planning to do the anti-corruption work.

The final *objective* is to build a comprehensive involvement of Civil Society Organizations (CSOs) and, in a broader framework, non-state actors, into elaboration of anti-corruption development strategies and reforms to be implemented by the Government. The two sub-objectives of the analysis allow using results from two different angles.

Sub-objective 1 - *To map civil society in Azerbaijan working in the anti-corruption field*

- Purpose 1. To identify NGOs with current or planned anti-corruption agenda.
- Purpose 2. To identify strengths and weaknesses of the CSOs working or planning to work in the anti-corruption sphere.

The first sub-objective will be achieved through a research entitled Mapping Civil Society. In the result TA will:

- Identify eligible NGOs;
- Analyze their strengths and weaknesses.

Sub-objective 2 - *Engage more NGOs in the anti-corruption work*

- Purpose 1 - To design a Coalition Building Strategy to further involve interested and eligible NGOs in the anti-corruption work.
- Purpose 2 - To build a broad coalition of anti-corruption actors in the country, including those CSOs, representing interests of the regions of Azerbaijan, youth, women and other special groups, along the lines of the Strategy designed.
- Purpose 3 - To organize a civil dialogue with the Government; jointly design and present recommendations to implement anti-corruption reforms on behalf of a broad coalition of CSOs.

The second sub-objective will be achieved through a set of further Coalition's activities as set forth in the Coalition's Action Plan, an integral part of the Strategy and covered in the subsequent coalition activities reports. In the result:

⁹ TA has received an invitation to sit on similar Councils at the State Social Protection Fund and Ministry of Taxes planned to be established.

¹⁰Mapping civil society of Belarus. Briefing Paper by Andrei Yahorau, Andrei Shutau, Center for European Transformation, June, 2012 <http://cet.eurobelarus.info/by/>

- A broad coalition of anti-corruption actors in the country, including those CSOs representing interests of the regions of Azerbaijan, youth, women and other special groups will be built;
- Regular minimum bi-annual coalition events organized to solicit input from civil society and provide to the Government consensus driven policy recommendations, as well as the results of monitoring of implementation by the Government of its obligations under National Anti-corruption and Open Government Partnership Action Plans for 2012-2015. TA will then present findings to appropriate Government offices, on behalf of the participating NGOs.

Sub-objective 3 – *To render institutional assistance to NGOs*

- Purpose 1. To identify needs of the NGOs; design and implement a program of training for these NGOs.
- Purpose 2. To provide information to donors on the needs of the NGOs.

In the result:

- In order to reinforce the civil society, TA will share its acquired skills in internal management and financial procedures with the NGOs working in the anti-corruption arena and structure the training program basing on the survey results.¹¹
- Design recommendations for the international community on how to target assistance in the most effective way to best attend to the weaknesses of the civil society.

¹¹TA will first seek advice and guidance from the BLCD project's experts on how to strengthen the institutional strengthening and capacity building efforts for itself, its partners and trainees

III. MAPPING CIVIL SOCIETY RESEARCH

A. GENERAL REMARKS

Justification for the research

The need for such a profound research can be summarized as follows:

- Limited knowledge and use in Azerbaijan of the existing international policies and guidelines designed for the civil society;
- Existing limitations in efficient coordination and coherence among NGOs;
- A lack of adequate strategies and tools to support institutional development processes within the civil society in the long-term perspective;
- A lack of integrated strategies (cooperation between the civil society and the Government) in the country to support good governance.

Definition of the object of study

The *NGO sector* is situated in the contested space of civil society. Multiple definitions of both civil society and NGOs abound. Civil society is understood as constituting the large non-profit realm that lies in between the family and the state¹². In turn, the term “NGO” is understood by following the UN definition, as, “a not-for-profit, and voluntary citizens’ group, which is organized on a local, national or international level to address issues in support of the public good”.¹³ Therefore, though in fact definition of civil society extends beyond NGOs¹⁴, for the purpose of this research terms civil society and NGOs will be used intermittently.

Research approach

Mapping civil society is an identification work on the civil society in a given country (and in a concrete sector, as in our case) in order to better understand how they are involved in the development processes. With mapping, one aims at identifying the role and position of actors in a broader social, institutional and political framework of a given society, as well as its strengths and weaknesses, which allows for the analysis of their influences in this same arena.

To our best knowledge, there are three similar attempts to conduct a mapping of the civil society in Azerbaijan – two by local NGOs^{15,16} and another by an international

¹² Visualizing Civil Society through Mapping NGOs, by Mai-Lan Ha, Christy Helbing, Tomoko Inagaki, Rahul Lahoti, May 2007, <http://sipa.columbia.edu>

¹³ United Nations Department of Public Information, <http://www.un.org/dpi/ngosection/criteria.asp>

¹⁴ Mapping Political Context: A Toolkit for Civil Society Organizations, by Robert Nash, Alan Hudson and Cecilia Luttrell, July 2006 <http://www.odi.org.uk>

¹⁵ Civil society in Azerbaijan: Challenges and Opportunities in Transition, CIVICUS Civil Society Index Report for Azerbaijan An international action-research project coordinated by CIVICUS: World Alliance for Citizen Participation, by Rajab Sattarov, TairFaradov and Ilham Mamed-zade, International Center for Social Research (ICSR), December 2007, <https://civicus.org/>

¹⁶ On the Assessment of the Organizational and Management Capacity of NGOs in Azerbaijan, Emin Amrullayev, Democracy Learning Public Association February 2012, www.dlpu.az

expert for specific purposes of a funding agency¹⁷. The need to continue this work is also voiced by other international and local experts.¹⁸ Specifically, NGOs working or planning to work in the anti-corruption sphere were not an object of a focused study so far.

Methodology

Methodology used for this research is a survey conducted among 100 NGO, supported by an analytical desk review of existing literature. The analysis framework is structured after Civil Society Index designed by CIVICUS and adapted to the purposes of this research and needs of the APT project.

Civil Society Index

The Civil Society Index (CSI) was developed by CIVICUS, an alliance of civil society organizations with members in over 100 countries¹⁹. The goals of the CSI are to enhance the strength and sustainability of civil society and to strengthen civil society's contribution to positive social change. The Index uses a standard framework to assess the health and vitality of national civil societies. The framework is described below.

- **Space/environment:** political context; basic freedoms and rights; socioeconomic context; socio-cultural context.
- **Structure:** breadth and depth of citizen participation; diversity within civil society; level of organization; interrelations; resources.
- **Values:** democracy; transparency; tolerance; non-violence; gender equity; poverty eradication; environmental sustainability.
- **Impact:** influencing public policy; holding state and private corporations accountable; responding to social interests; empowering citizens.

B. METHODOLOGY

(1) *Reviewing existing reports and documents*

The team identified collected and analyzed articles and research reports that discuss global and Azerbaijan-specific civil society issues. (Please see Appendix 5. Bibliography).

(2) *Preliminary Interviews*

The project team put together a List of Initial Contacts (Please see Appendix 2) with details of NGOs - members of the NGO Anti-corruption Network and/or APT project partners, as well as other specialized NGOs representing broad spectrum of the civil society, and conducted a series of interviews with their NGO staff, as well as donors and government representatives, who have an expertise in working with the civil society. These interviews were conducted either by telephone, email, or through face-to-

¹⁷Mapping of Civil Society Organizations in Azerbaijan, Final report October 2010 by Christine Leiser, IBF International Consulting for European Union, Letter of Contract No 2010/239233/1 www.oneglobalexpert.com

¹⁸ The Azerbaijan Social Review Commission Fifth Report, by David Rice et al, August 2011, www.bp.com/liveassets

¹⁹Civil Society Index, Country Report for Azerbaijan, 2009, www.civicus.org;

face interviews. These initial interviews gave insights about other NGO and recommended further contacts.

(3) Identification and contacting of relevant organizations

Through consultations with various stakeholders and internet search, an invitation call placed at TA FaceBook and website pages and sent via e-mail to NGO yahoo group, and invitation extended to members of the Anti-corruption NGO Network, National Budget Group and TA partners under the APT project, the team identified a final list of potential interviewees. The team amended the created List of Initial Contacts to turn it into the prioritized Database of Respondents for field test. All potential interviewees in the List were contacted by phone to check the accuracy of contact data and, if inaccurate, amendments were made. In case the data could not be verified directly or through other contacts, the potential interviewees were struck off the List. On the other side, some NGOs that originally were not on the List, accepted the invitation to participate in the survey on their own initiative. (Please see Appendix 3.Database of Respondents).

(4) Stakeholder analysis

In order to clarify the needs of public agencies and their view of what they expect from the NGO coalition, as well as to inform them of how the future Coalition envisions cooperation with the Government, letters were sent to the Cabinet of Ministers and Anti-corruption Commission to seek their opinion and views.

(5) Draft Questionnaire

A draft Questionnaire was compiled. The Questionnaire is based on the samples designed and used by other researchers, such as CIVICUS and Human European Consultancy²⁰. Out of considerations of cultural congruency and the research objectives, the project team used selected questions and/or adjusted some questions to the Azerbaijan context and the project needs, as well as added new questions.

(6) Pilot test

The draft Questionnaire was compiled with comments obtained during preliminary interviews and pilot tested with 8 NGOs telephone based interviews or sought their comments in writing. (Please see Appendix 4.List of NGOs - participants of pilot test).

(7) Survey

Final Questionnaire (Please see Appendix 1)was prepared with comments provided during the field test, final Questionnaire produced and Survey Monkey (online survey system) created. NGOs in as per the Database of Respondents were contacted by phone and invitation was extended by e-mail to participate in the Survey Monkey.

(8) Quality control

Internet resource was checked and those NGOs, who did not participate in the online Monkey Survey, were contacted and asked to do so or to provide responses via e-mail. In one third of cases (35 respondents out of total 100), TA staff input data from

²⁰Dealing with Anti-discrimination in the New Member States, Romania, Bulgaria and Turkey: Mapping capacity of civil society dealing with anti-discrimination, by Human European Consultancy in partnership with Migration Policy Group, September 2006, <http://www.migpolgroup.com>

questionnaires filled in and received through e-mail into the online resource. The Database of Respondents was adjusted to show the actual participation level of respondents (Please see Appendix 3), as well as those who explicitly refused to participate or failed to do so for a number of reasons, including lack of time or interest towards the research or subsequent networking.

(9) Processing the results

Results were processed electronically, analyzed by the TA team and the report with findings compiled.

Limitations

The project team will expand this initial work in the course of the APT project implementation. Although we have been able to collect and analyze a significant amount of information, we acknowledge a number of potential limitations to our work and assume that regional NGOs, especially in the regions where TA does not operate, might have been overlooked. Another limitation of our study is the choice of NGOs which we selected for interviews. All of them are registered NGOs which have e-mail account and thus were easily reachable for us from Baku and TA regional centers in Ganja and Quba.

Critical Assumptions

The first assumption for this research is that NGOs are interested in making information about them and their activities widely available. A second assumption is that NGOs would be interested in creating linkages and working together to achieve a better impact in the society.

C. STRUCTURE FOR KNOWLEDGE MANAGEMENT

The structure below builds upon four question blocks designed in accordance with the CIVICUS Civil Society Index approach: Environment, Structure, Value and Impact.

D. FINDINGS

1. ENVIRONMENT

How much freedom CSOs have to operate and fulfil their missions is dependent on the political environment of the country. It shall be mentioned that there is a sense globally that “currently, the atmosphere is not as conducive for NGO activity as in the past”²¹. A study by the International Institute for Non-Profit Law²², finds a global increase in laws and statutes limiting free NGO and civil society activity. The same tendency is true for Azerbaijan.

1.1. General political context

²¹ Quotation by Lisa Jordan, Ford Foundation from Visualizing Civil Society through Mapping NGOs, May 2007, by Mai-Lan Ha, Christy Helbing, Tomoko Inagaki, Rahul Lahoti, of the School of International and Public Affairs at Columbia University, for The Institute for a New Reflection on Governance <http://sipa.columbia.edu>

²² Global Trends in NGO law, on-line quarterly journal by Center for Non-profit Law, www.icnl.org, 2009-2013

Despite its massive hydrocarbon resources, [Azerbaijan](#) is plagued by endemic corruption. According to Corruption Perception Index 2012²³, Azerbaijan received a score of 27 (on a scale from min 0 to max 100), and was ranked 139th out of 176 countries surveyed in 2012, which is an insignificant progress from the previous years. On the other side, since 2011 anti-corruption activities in the Azerbaijan Republic gained momentum after the President publicly called for an elimination of monopolies and the creation of an environment for free competition in the market. He also supported taking measures against artificial price rises, stopping unnecessary audits and inspections of private entities by public agencies, preventing tax evasion and called for respective bodies to systematically combat corruption. Finally, he instructed the government to work towards building public trust²⁴. This target is attempted to be achieved through establishment of the three ASAN centers in Baku and Sumgait and the fourth coming in August 2013, which unite 9 public agencies rendering 25 services to the population under one roof²⁵ and provide efficient and swift services, as well as through adoption of new National Anti-corruption Action Plan and Action Plan under Open Government Partnership Initiative for 2012-2015²⁶. Nevertheless, corruption is deeply entrenched in the society, where more than a half of the population believes that corruption in the public sector is a serious problem²⁷.

Also a serious lack of fundamental freedoms and systematic human rights abuses in Azerbaijan has been a matter of concern for international governmental and non-governmental organizations. This is evidenced by decline of the overall democracy score awarded by Freedom House (2012 score was 6.57 on a scale of min 7 to max 1)²⁸.

In addition, judicial decisions and enforcement standards are not always based on considerations of public good²⁹. As a result, the judiciary remains largely under the control of the executive branch and the laws regulating it are not supported by effective implementation or enforcement mechanisms. Weak governance and low trust in the justice system, has been recognized by representatives of the justice system.³⁰ The execution of court decisions also remains a serious challenge³¹.

²³Transparency International Corruption Perception Index 2012, www.transparency.org

²⁴Speech of the President Ilham Aliyev at the extended meeting of the State Anti-Corruption Commission, convened on 27 January 2011 and President's speech at the 14 January 2011 Cabinet of Ministers meeting, www.525.az.

²⁵See more at www.asan.az

²⁶ Both Action Plans were approved by the presidential decree of 5 September 2012 and are available at www.president.az

²⁷Global Corruption Barometer 2013, by Transparency International, www.transparency.org

²⁸Nations in Transit: 2012 Country Report for Azerbaijan, by Freedom House, available at <http://www.freedomhouse.org>

²⁹ Data base on Advocacy and Legal Advice Centers in Baku, Ganja, Quba and Legal Resource Centers in Ganja, Sheki and Lenkoran run by Transparency Azerbaijan since March 2005, see more at www.transparency.az

³⁰ Interview of chairman of the Supreme Court Ramiz Rizayev, dated 11 November 2010; available at: www.news.day.az.

³¹ European Neighborhood Policy: Monitoring Azerbaijan's Anti-corruption Committeemen's 2010, by Transparency Azerbaijan, May 2011, www.transparency.az

Many Government officials show little interest in developing the civil society activities, and in many cases, governmental bodies avoid dealing with CSOs. The government attempts to rectify the situation by making compulsory provisions for national public agencies to work with NGOs³² and adoption of the Law on Social Order³³, which allows national agencies to award tenders to the NGOs to perform certain services, followed by the discussion of the draft law on Public Participation³⁴.

Yet another sign of growing social activity is internet-based information reporting and social networking that have increased significantly in recent years.

Optional and open-end assessments of the respondents of the general political landscape turned out to be polarized: some underlined the success of national and international politics which resulted in economic development and stability; while others emphasized deficiencies, such as the high rate of corruption, market monopolization, lack of political freedoms, including problems with registration of NGOs and absence of free media, artificial barriers to the civil society activities in the regions, violation of human rights, domination of executive authorities over other branches of power, tightened response of the authorities to increased civil activities before the elections in October 2013, weak opposition. One respondent even stated that "there is no stable political panorama in Azerbaijan and the situation is changing every day."

1.2. Social context

Azerbaijan social and cultural norms and attitudes are both detrimental and conducive to development of the civil society, as the population demonstrates low level of public spiritedness,³⁵ but high level of tolerance towards others³⁶.

If assessment of the political landscape evoked contradictory responses, the survey participants came to a unified overall social picture and its problems. Again, this question was optional and open-end. As seen by the respondents, the Azerbaijan society is polarized along two major axes: vertical stratification of the Azerbaijan society; and the growing social and economic split between the capital of Baku and the regions. Another related process is speedy urbanization of the country and concentration of the population in the capital city of Baku and its suburbs. As a counter balance, the government attempts to re-direct the flow to provincial towns by expanding them, instead of attending to the roots of the problems: unemployment, low level of educational and other social institutes, and poor infrastructure in rural areas. All these result in growth of physiological and social tension among the population of the regions, especially, the youth.

³²Article 27, National Anti-corruption Action Plan for 2012-2015, www.president.az

³³The Law on Social Order, www.president.az

³⁴The draft law has been designed by civil society experts to the order the National Council of Support to NGOs

³⁵Civil Society Index, Country Report for Azerbaijan, 2009, www.civicus.org

³⁶Психология толерантности в Азербайджане -3. Таир Фарадов, Южный Кавказ, Центральная Азия и СНГ в мировой печати, <http://www.atc.az>

According to the respondents, social, health and educational programs are not managed efficiently by public institutions, one of the reasons being corruption of public officials. Therefore, the role of civil society institutions in delivery and management of social services shall be expanded to create a competition with state institutions. One of the existing positive examples is award of grants by Ministry of Labor and Social Protection of the Population to NGOs to establish and run day care centers for disabled children.

A significant share of the population's income is generated in the shadow sector of the economy. Civil society shall be encouraged to do research of the shadow economy and design recommendations to minimize its turnover.

Violation of property rights is another widely spread problem and civil society shall be given support to assist people in defending their property rights.

1.3. State-civil society relations

Legal environment and taxation

In 2012-2013 Parliament has passed several laws that restrict activities of civil society organizations and media. Due to recent changes³⁷, NGO registration applicants are now subject to an excessive penalty (4,000 manats or more than 5,100 USD) for providing false information during the registration process. This provision is ambiguous because the law does not define the term "false information". Also, the law³⁸ states now that NGOs receiving donations in any form of a value greater than 200 AZN (approximately 255 USD or 190 EUR) without a formal agreement could face massive fines and confiscation of property (2,500-5,000 manat for physical persons and 8,000-15,000 manats for legal entities)³⁹. The recent amendments legalized the already existing practice of registration of grants with the Ministry of Justice⁴⁰. This puts unregistered NGOs into a vulnerable position, as under the law they are not explicitly prohibited from getting grants but cannot register those with the Ministry of Justice. In general, Azerbaijan legislation on NGOs does not meet international standards⁴¹, neither civil society organizations are able to hold the government to account or to influence policymaking⁴². According to several survey participants, "civil society has limited possibilities to influence the political agenda".

30% of respondents believe that legal and normative acts are not favorable for NGO operation, while 50% think that the legal framework is favorable to a certain extent, only 17% of those surveyed were satisfied with the legal environment. This shows that the legal framework regulating the civil society activities needs further development.

³⁷ Changes to the Code of Administrative Offences adopted in January 2012, www.president.az

³⁸ As per amendments to the Law on Grants and the Law on Non-Governmental Organizations of February 2013, www.president.az

³⁹ Amendments to the Code of Administrative Violations of February 2013, www.president.az

⁴⁰ As per amendments to the Law on Grants and the Law on Non-Governmental Organizations of February 2013, www.president.az

⁴¹ Statement by Institute for Reporters' Freedom and Safety, Azerbaijani Government Should Stop Reprisals on Civil Society, dated 11 April 2013, <http://www.irfs.org>

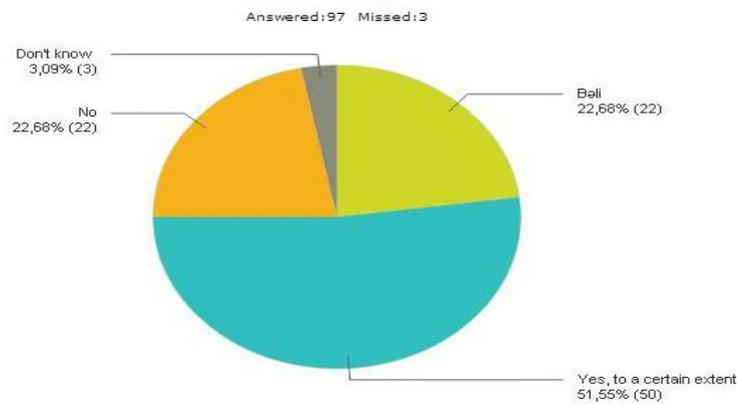
⁴² The Formal Political System in Azerbaijan, by Andreas Heinrich, Bremen, in Caucasus Analytical Digest, The Political System in Azerbaijan, No. 24, 11 February 2011, <http://www.isn.ethz.ch/>

As for the taxation system, 38% of the respondents do not find it favorable for the NGOs, with 46% who believe it is favorable to a certain extent; and only 11% of the respondents are fully satisfied with the taxation system. This allows us to draw a conclusion that taxes for NGOs shall be decreased.

Assessment of the Government oversight

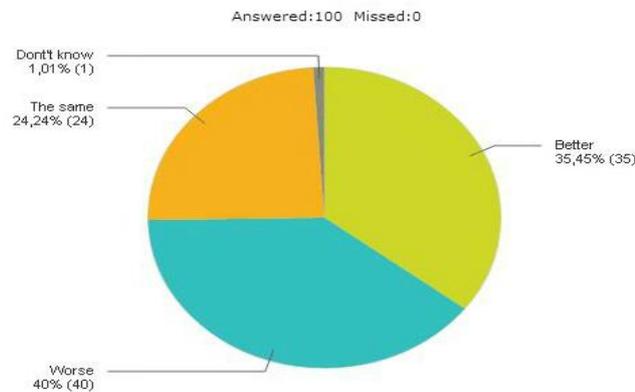
On the whole, 23% of respondents agreed that the government’s interference is very excessive and the same amount disagreed with this statement. More than a half of respondents (51%) believed that NGOs are free to operate without excessive government interference to a certain extent. This allows us to conclude that excessive government’s interference indeed exists in modern day Azerbaijan but is applied unevenly towards the civil society.

1.3.3. Are NGOs free to operate without excessive government interference?



40% of respondents believe that the situation with freedom of NGOs became worse, while 35% on the contrary, think that the situation has improved, with one quarter (24%) not seeing any changes. Again, opinions of the surveyed split. Indeed, the situation with independence of NGOs in Azerbaijan today is uneven, due to lack of a comprehensive policy of the government towards the civil society and different policy regimes in Baku and the regions.

1.3.4. As compared with the previous year is the situation with freedom of NGOs today:

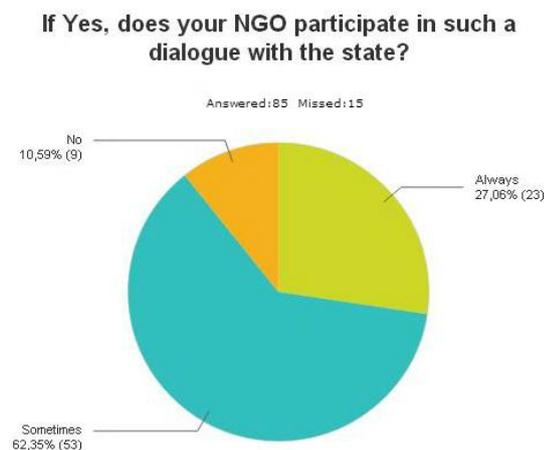


As for the freedom of the civil society to be engaged in advocacy, 60% of the respondents believe that they are relatively free to advocate and 22% think they a full freedom to do so; and only 14% deny they can freely advocate for the changes. Advocacy is one of the basic functions of the civil society and if $\frac{3}{4}$ of the surveyed do not believe they are fully free to advocate for the changes, this is a disturbing tendency and one of the responses of the civil society to this challenge might be mobilization through networking.

Government – civil society dialogue

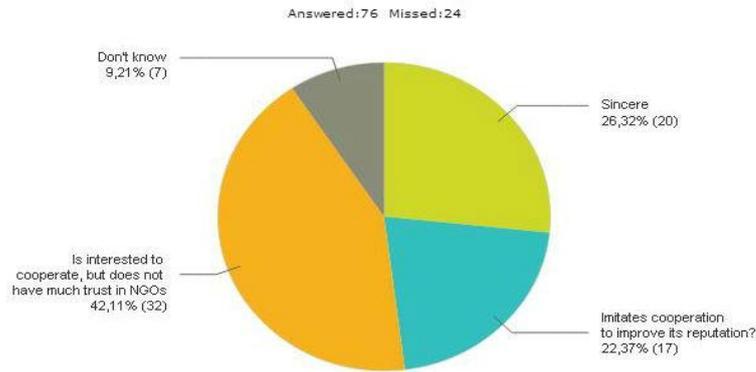
60% of respondents believe that the Government sometimes enters into a dialogue with the civil society; moreover, 25% think that the government does this on the regular basis and only 13% do not believe in the government- civil society dialogue.

This sub-question attempted to find out if the NGOs, represented by the respondents, have personal experiences of a dialogue with the state, and therefore was addressed only to 85 respondents out of total 100 who agreed that that the government enters into a dialogue with the civil society. Of these, 27% have regular and 62% sporadic experience.



This sub-question was addressed only to those NGOs that had experience of a dialogue with the state (76 out of 100) and was aimed to find out the reasons behind the Government's motivation in building a dialogue with NGOs. Of those respondents 42% believe that the government is interested to build a dialogue with the civil society but has low trust in it; 26% share an opinion that the government is sincere, while 22% believe that the government imitated cooperation. This makes us optimistic that organization of a further sustainable dialogue with the state is possible.

If Yes, is the Government :

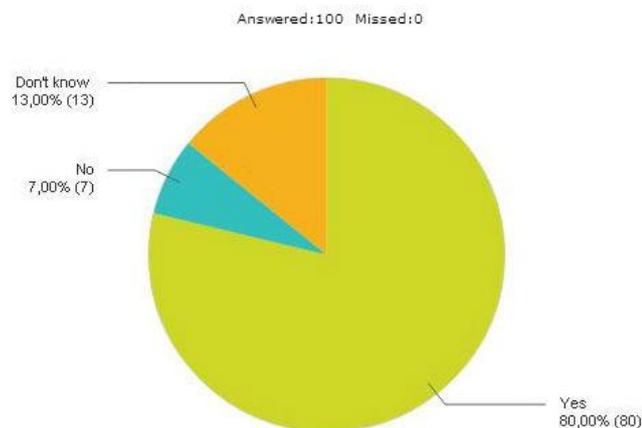


This sub-question was addressed only to those NGOs who do not believe that the government enters into a dialogue with the civil society (13 out of 100) and was aimed to find out the reasons of perceived government's unwillingness. Respondents rejected that the government does not have sufficient potential and resources.

Coalition building potential

In contrast to centralized and consolidated government, the overwhelming majority of respondents (74%) believe that the civil society is fragmented. This question turned out to be difficult for 10% of respondents who could not assess the coherence of the civil society. No wonder that 82% of the surveyed believed that it was easier for NGOs to advocate for anti-corruption reforms in a coalition. Again 10% of those surveyed abstained from the response. Understanding the strength of the unity, 78% of the NGOs surveyed are members of various coalitions. Nevertheless, 80% of those surveyed would like to join a broader coalition.

1.3.10. Would your NGO like to join a broader coalition?

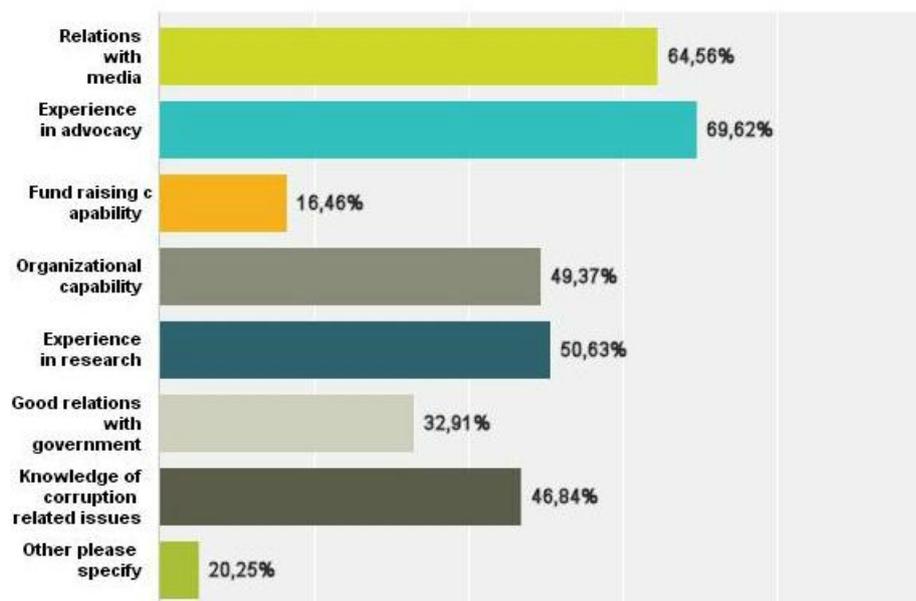


NGOs well understand that coalition building is a long term process and 88% (of those 80 respondents who spoke in favor of joining a broader coalition), were willing to take long term commitments.

Understanding the strengths, potential contributions and expectations of coalition members is one of the crucial factors of a successful coalition building process. According to the survey results, most NGOs have strong experience in advocacy (69%), enjoy good relations with media (64%), and have research skills (50%) and organizational capability (49%), knowledge of corruption related issues (48%), good relations with government (33%). Among other strengths are: strong relations with international organizations and local communities. This question was addressed only to 80 respondents. The survey showed that NGOs have multiple strengths required for a successful coalition building.

If your NGO would like to join a broad coalition, what are your strengths? Please tick as many as needed

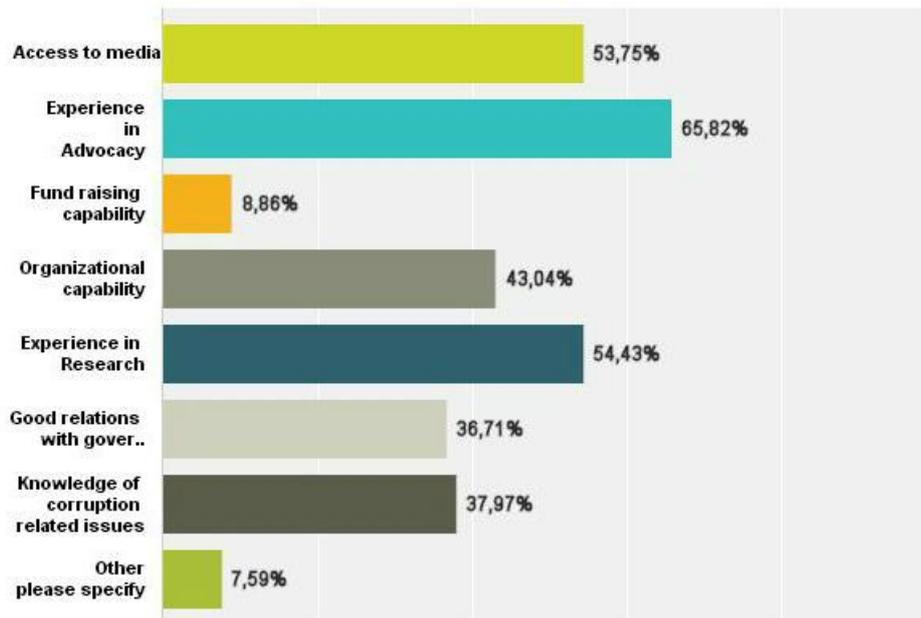
Answered:80 Missed:20



As for the potential contributions, the NGOs – survey participants emphasized the following: experience in advocacy (65%), research skills (55%), access to media (54%), organizational capability (43%), and knowledge of corruption related issues (38%), and good relations with the government (36%). This question was addressed to 80 respondents, who unanimously stated their willingness to contribute.

If your NGO would like to join a broad coalition, what can you contribute to the coalition? Please tick as many as

Answered:80 Missed:20



Expectations of the participants from the coalition can be broadly divided into two major groups: expected advantages for the organizations - coalition members (exchange of experience; improvement of organizational capabilities; new cooperation opportunities; enhanced efficiency and sustainability through pooling resources; fund raising opportunities) and forecast of the coalition achievements (improved anti-corruption efforts of the civil society; contribution to cohesion of the civil society; improved government-civil society dialogue; better influence on public opinion; impact on public policy formation and implementation). Some respondents also commented on the organization and structure of the future coalition, which were used in preparation of the Strategy - a document that will regulate the future coalition (independence and transparency of the coalition; decision making by consensus; equal representation). Again, this question was addressed to 80 respondents.

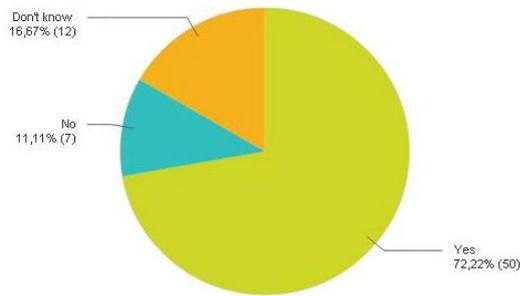
2. STRUCTURE OF THE NGOs WORKING IN ANTI-CORRUPTION

2.1. Kinds of NGOs working on anti-corruption

One third (31%) of the surveyed directly work on the anti-corruption issues; of those only for 23% (or 7 NGOs) anti-corruption is their main area of work and for 77% (or 24 NGOs) anti-corruption is one of the segments of their work. Still, out of 69 NGOs not working in the anti-corruption, 50 stated their interest to work in this sphere.

If No, would you like your NGO to be engaged in this area?

Answered:69 Missed:31

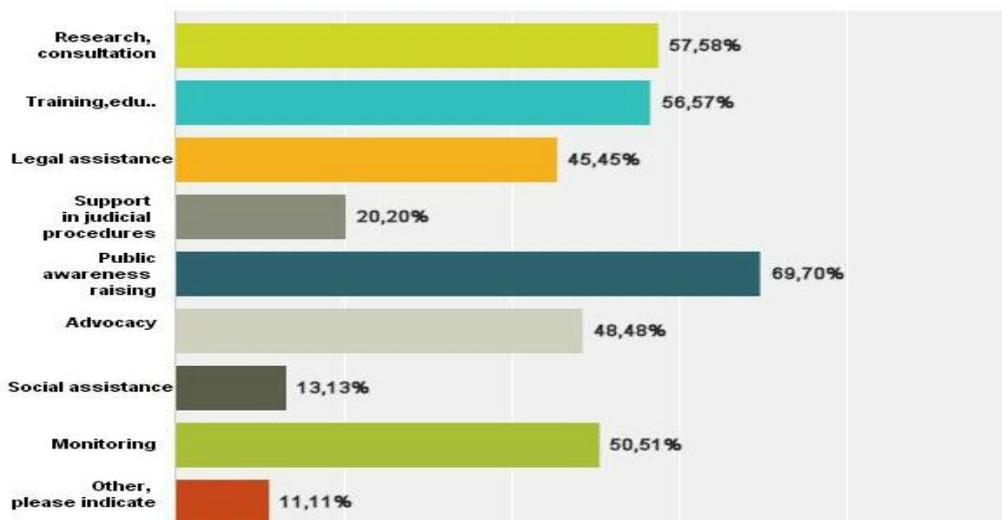


2/3 of NGOs surveyed work both in the capital city of Baku and the regions, plus another 15% works only in the regions. This ensures representation of the NGOs working in the regions in this survey. Only 17% of respondents limit their coverage to Baku. More than a half of NGOs surveyed are rather small and employ 5 and less people. Despite the small size, most NGOs are experienced and 78% of them operate for 5 and more years. NGOs have very different levels of funding.

Some NGOs, unlike others, work in several areas, most widely spread being public awareness raising; research and/or consultation; training and/or education; monitoring; advocacy and legal assistance; while assistance in social issues and support with judicial procedures are somewhat less popular. Additionally, some NGOs target women, municipalities, youth, farmers.

2.1.6. Which of the following types of activities does your NGO mostly perform? Please tick as many as needed.

Answered:100 Missed:0



2.2. Organization of the civil society

Funding issues

The majority of Azerbaijan NGOs have fund raising problems. Support of the private sector and citizens to the civil society being low, the revenues of the NGOs are raised

from two major sources: mostly foreign donors and about a half of NGOs have funding from the government of Azerbaijan. In contrast to the Western countries, where private sources ensure 40-50% of the civil society revenues; according to the survey, in Azerbaijan only 17% of NGOs enjoy support from this source. Only 6% of NGOs raise income from the citizens which shows insufficient level of support to the NGOs. Therefore, about a third of NGOs are self-funded.

2.2.1. Do you receive funding from the following sources? Please tick as many as appropriate

Answered:100 Missed:0

Options	Answers	
Government	53%	53
Foreign donors	78%	78
Private sources	17%	17
Self-finance	29%	29
Donations from citizens	6%	6
Don't know	2%	2
All: 100		

A half of the NGOs surveyed encounter with difficulties because of the donor imposed budget limitations (such as small grant amounts or types of disallowed budgetary expends), of which 16% provided an unambiguous affirmative response and 34% thought this to be a problem only to a certain extent; while 38% experienced no difficulties. This question turned out to be difficult for a tangible portion (12%) of respondents.

Problems and needs of NGOs

This question aimed to reveal the main factors that may affect efficiency of the civil society organizations' participation in public life. The main problem of Azerbaijan NGOs, as seen by the respondents are funding deficit (54%) and unfavorable political context (52%); lack of qualified human resources (41%); low level of public trust (37%); limited access to public information (33%); undeveloped internal managerial procedures (25%).

2.2.3. What are the main problems of NGOs working to combat corruption. Please tick as many as appropriate .

Answered:100 Missed:0

Options	Answers	
Funding	54%	54
Human resources	41%	41
Political context	51%	51
Limited access to public information	33%	33
Low level of trust of the population	35%	35
Undeveloped internal managerial procedures	24%	24
Don't know	9%	9
Other, please indicate	6%	6
All: 100		

The survey attempted to reveal training needs of the survey participants. 75% of the respondents stated that they need training. They mainly need training in monitoring and reporting government's activities; anti- corruption legislation; preparation of legislative proposals; fundraising techniques and project writing skills; formulation of policy proposals; NGO management and governance.

**If Yes, what training is needed by the NGOs
in order to perform their work the way they
would wish to?**

Answered:75 Missed:25

Options	Answers	
Anti corruption legislation	54,67%	41
Legislative proposals	49,33%	37
Fundraising techniques/ Project writing skills	42,67%	32
Relations with the media	25,33%	19
NGO management and governance	26,67%	20
Policy proposals	30,67%	23
Monitoring and reporting government's activities	60%	45
Other, please indicate	1,33%	1
All: 75		

2.3. Internal management

Managerial practices

The survey intended to reveal availability of administrative staff and attempted to assess the wholesomeness of internal management documents. The survey revealed that most of NGOs have a financial manager and office manager. About a half have public relations officer and 1/3 employs a fund raiser. Human resources and compliance managers are seldom employed by NGOs.

The most widely spread documents are: work plan or activities plan (76%); statement of mission and vision (71%); long term strategy (57%); financial and administrative procedures (54%). Less frequent are: code of ethics or conduct (38%); communication policies (26%); human resource polices (25%); monitoring and evaluation plan (24%). A few NGOs also have fund raising and gender polices.

2.3.2. Does your NGO have one of the following internal documentation? Please tick as many as needed

Answered:100 Missed:0

Options	Answers	
Statement of mission and vision	71%	71
Long term strategy	57%	57
Code of Ethics or Conduct	38%	38
Financial and Administrative procedures	54%	54
Personnel policies	26%	26
Communication policies	26%	26
Monitoring and Evaluation plan	24%	24
Action and working plan	76%	76
Don't know	5%	5
Other, please, indicate	7%	7
All: 100		

Transparency

Only 51% of respondents produce audited annual financial statement. This question surprisingly turned out to be difficult for 12% of respondents, which shows that in some NGOs senior management is not well aware of internal financial procedures. Most of those who undergo financial audit (72%) make their audit statements available for public through websites or in print out form. So, only about a third of NGOs surveyed make their audited financial information open to public. In contrast, the majority of respondents (82%) produce annual activities report and 78% of those publish and distribute annual activities report through websites or in print out form.

2.4. Representation of citizens in the NGOs

Youth, women and ethnic minorities are well represented by the civil society. Thus, 62% of the survey participants represent the youth, 57% represent women, 18% ethnic minorities and 6% religious minorities, whereas rural communities are under-represented. Only 30% of NGOs attend to the problems of rural communities which makes 47% of the total population⁴³. Thus, the civil society does not sufficiently attend to the problems of rural communities. One of third of respondents (33%) also represents interests of other social and economic groups: people with disabilities, children, low income families, victims of the war, and SMEs; as well as professional groups (such as journalists and academia). As seen, most segments of Azerbaijan society are well represented by NGOs.

3. VALUES OF NGOS WORKING IN THE ANTI-CORRUPTION SPHERE

3.1. Democratic practices within CSOs

⁴³Demographic Indicators of Azerbaijan, by State Statistical Committee of the Republic of Azerbaijan in 2012, (http://www.stat.gov.az/menu/6/statistical_yearbooks/source/Demografiya-2012.pdf):

86% of respondents state that they promote democracy at the organization's level. It is quite disturbing that a tangible chunk of those surveyed either deny democratic practices within their NGOs (7%) or are not aware of them (7%). Additionally, only 84% of those who apply democratic practices (or 72 respondents in total) elect their leaders by democratic way.

Practically all NGOs have formal democratic structures: 95% have a board of directors and/or a council of trustees. The next question intended to find out if these formal structures are viable. Most often board of directors or council of trustee's meetings are convened, if any, once a quarter (42%) or even monthly (22%); whereas annual(17%) and occasional meetings (13%) do not testify to efficient application of those democratic mechanisms. Thus, only 61 of respondents can be said to have this procedure fully in place. Also, 84% convene annual general meeting, whereas 7% admitted that the meeting is not convened and 9% did not know the answer, which can also be qualified as a negative response.

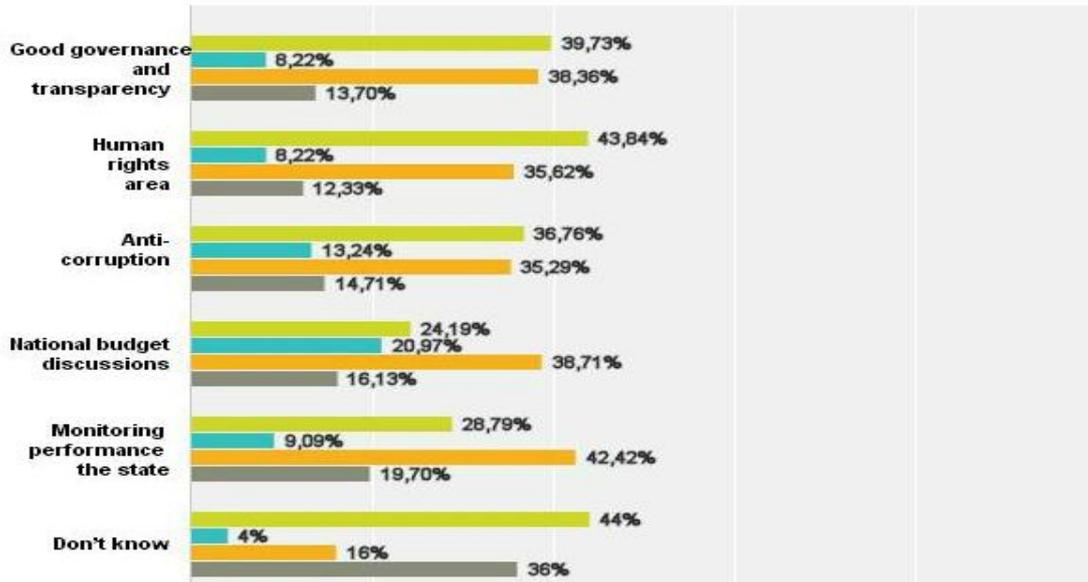
4. IMPACT

4.1. Influencing public policy

Civil society representatives believe that they have limited but still tangible impact on public policy. Thus, 43% of respondents think the civil society has an impact in the area of human rights and 35% believe that the impact is partial. Also, NGOs have some impact on good governance (39% and 38%) and combat against corruption (36% and 35%). It is interesting to note, that when it comes to the monitoring of the state performance, it is obvious that the NGOs are active in this area but less confident of the impact they make. Thus, as compared to the two previous areas, more NGOs believe that the impact is partial rather than evident. The least area of NGO success in terms of impact is national budget discussions.

4.1.1. Is civil society active and successful in influencing public policy and monitoring in? Please tick as many as appropriate and add Yes; Yes, to a certain extent; No.

Answered:100 Missed:0



4.2. Responding to societal needs

The civil society responds to various societal needs. The respondents unanimously agreed that the civil society is most successful in educating citizens on public issues (85% think so); the next area of success being building the capacity of people to organize themselves, mobilize resources and work together to solve common problems (39% share this view), while provision of social services is thought to be successful by one third (36 %) of those surveyed. Other areas where the civil society has accomplishments are: provision of legal service and enhancement of the legal framework.

4.2.1. Is civil society active and successful in the following areas? please tick as many as needed

Answered:100 Missed:0

Options:	Answers:
Educating citizens on public issues	85% 85
Building the capacity of people to organize themselves, mobilize resources and work together to solve common problems	39% 39
Delivering social services	36% 36
Other please specify	9% 9
All: 100	

E. CONCLUSIONS

The mapping exercise generated a wealth of information. This section of the report provides an overview of the Azerbaijan civil society, most of which working (about 1/3 of those surveyed) or having an interest (one half of the respondents) to work on the anti-corruption agenda.

Methodology

Internet based research tool - Monkey Survey - turned out to be difficult for 1/3 of the total of 100 NGOs surveyed, who preferred to respond to the survey questions by e-mail. TA subsequently input the data provided by respondents into the online resource to be able to derive electronically produced survey results.

Environment

The activities of CSOs are ultimately framed, and often constrained, by the political and social environment in which they operate. Azerbaijan NGOs operate in a difficult political environment: only 17% of those surveyed were fully satisfied with the legal environment and 11% with the taxation system.

If assessment of the political landscape in the country evoked contradictory responses, the survey participants came to a unified overall social picture and its problems and their role in attending to these problems, which is discussed in the Recommendations below.

The survey could not unanimously assess the degree of the Government's interference into the NGO affairs; nor decide whether NGOs enjoy more or less independence today than a couple of years ago. Indeed, the situation with independence of NGOs in Azerbaijan is uneven, due to lack of a comprehensive policy of the government towards the civil society and different policy regimes in Baku and the regions.

Advocacy is one of the basic functions of the civil society, and if ¾ of the surveyed do not believe they are fully free to advocate for the changes, this is a disturbing tendency and one of the responses of the civil society to this challenge might be mobilization through collaborative engagement.

Most of respondents believe that the Government sometimes enters into a dialogue with the civil society and 1/3 of the surveyed have regular personal experience of such a dialogue. More than a half believes that the government is interested to build a dialogue with NGOs, but many caution that it has low trust in the civil society. This makes us optimistic that organization of a further sustainable dialogue with the state is possible and NGOs shall work hard to build trust of the government.

In contrast to centralized and consolidated government, the overwhelming majority of respondents believe that the civil society is fragmented. No wonder that nearly all of those surveyed believe that it was easier for NGOs to advocate for anti-corruption reforms through joint efforts. Understanding the strength of the unity, about 80% of the

NGOs surveyed are members of various coalitions, but would like to join a broader coalition.

Among strengths of the NGOs are: strong experience in advocacy, good relations with media, research skills, organizational capability and knowledge of corruption related issues, while only about 1/3 can boast of good relations with government. Among other strengths are: strong relations with international organizations and local communities. The survey showed that NGOs have multiple strengths required for a successful coalition building, which they are willing to contribute to the common cause.

Expectations of the participants from the coalition can be broadly divided into two major groups: expected advantages for the organizations - coalition members (exchange of experience; improvement of organizational capabilities; new cooperation opportunities; enhanced efficiency and sustainability through pooling resources; fund raising opportunities) and forecast of the coalition achievements (improved anti-corruption efforts of the civil society; contribution to cohesion of the civil society; improved government-civil society dialogue; better influence on public opinion; impact on public policy formation and implementation).

There is little doubt that in order for governance to improve, and democratic structures to be promoted civil society must be willing to mobilize to effectuate social change. In contrast to the previous years, today Azerbaijan NGOs are now beginning to find a voice and to realize its potential for change, which is thought to be best achieved through joint efforts.

Structure of the NGOs

More than a half of NGOs surveyed are rather small (employ up to 5 people), have more than 5 years of experience, operate on the average annual budget of about 50,000 manats and cover both Baku and the regions. The majority of Azerbaijan NGOs have fund raising problems. Support of the private sector and citizens to the civil society being low, the revenues of the NGOs are raised from two major sources: mostly foreign donors and about a half of NGOs have funding from the government of Azerbaijan, with about a third of NGOs being self-funded. In addition, a half of the NGOs surveyed encounter with difficulties because of the donor imposed budget limitations, such as small grant amounts and limitations imposed on budget lines.

Some NGOs work on one issue and some have a more diverse scope of activities. NGOs mostly work on public awareness raising; research and/or consultation; training and/or education; monitoring; advocacy and legal assistance, with assistance in social issues and enhancement of legal procedures being somewhat less popular services. Some NGOs target women, municipalities, farmers, disabled and youth.

75% of NGOs –survey participants stated they need training. They mainly need training in monitoring and reporting government’s activities; anti- corruption legislation; preparation of legislative proposals; fundraising techniques and project writing skills; formulation of policy proposals; NGO management and governance. NGOs need more professional administrative staff, such as fund raiser, human resources and compliance managers; more sophisticated internal managerial documentation, such as codes of

ethics or conduct, communication policies, human resource policies, monitoring and evaluation plan.

What emerges from the report is that Azerbaijan civil society had expanded significantly, but it still suffers from institutional weaknesses.

Values of NGOs

Transparency of NGOs also needs to be improved (active dissemination of financial annual audit and activities reports). Findings of the survey allow us to conclude that most NGOs apply democratic procedures and the smaller but still substantial part needs to improve their internal governance systems, such as have active boards of directors and organize annual general meetings.

Interests of most segments of Azerbaijan society are well represented by NGOs, except for rural population.

Impact

Civil society representatives believe that they have limited but still tangible impact on public policy, mostly in the areas of human rights, good governance and combat against corruption. It is interesting to note, that when it comes to the monitoring of the state performance, it is obvious that the NGOs are active in this area but less confident of the impact they make. The least area of NGO success in terms of impact is national budget discussions.

The civil society responds to various societal needs, such as educating citizens on public issues, building the capacity of people to organize themselves, mobilize resources and work together to solve common problems, provision of legal service and enhancement of the legal framework, but their actual ability to have a political impact is limited.

The *main conclusion* of this report echoes finding of other similar assessments. Despite all difficulties, the NGO sector in Azerbaijan is active and fosters social change. Through engaging a broad scope of social groups, including vulnerable groups (women, children, elderly; economically disadvantaged, people affected by war, etc.) in programs of societal importance, Azerbaijan NGOs build democracy and contribute to social inclusion and improved good governance⁴⁴. Still, this sector remains under developed and is scored at 4.7 (with min 1 and max 7) by the 2011 USAID NGO Sustainability Index⁴⁵.

⁴⁴Non-Governmental Organizations in Azerbaijan: Change in a Post-Soviet Society, by Roger A. Ritvo, Auburn University, Montgomery, in American Journal of Business Research (AJBR), Volume 1, Number 1, 2008, ISSN 1934-6484, published by American Institute of Higher Education, Editor: Dr. AlirezaLari, Fayetteville State www.eurasianet.org

⁴⁵2011 CSO Sustainability Index for Central and Eastern Europe and Eurasia, 15-th edition, publication by United States Agency for International Development, Bureau for Europe and Eurasia Office of Democracy, Governance and Social Transition, <http://cesd.az/>

F. RECOMMENDATIONS

In order to foster sustainable and viable civil society in Azerbaijan, efforts have to be undertaken by all major parties involved.

First of all, the *environment* in which the civil society operates shall be improved by the government and the donor community.

The government shall be advised to:

1. Further develop the legal framework regulating the civil society activities, with their needs taken into account:
 - lift recent legal restrictions on NGO activities;
 - to decrease taxes for NGOs, especially to eliminate or significantly reduce the 22% employer's social tax on salaries; and
 - to adopt legal acts enabling non-for-profit organizations to get exemption from profit tax on the revenues generated from sales of services.
2. Encourage public agencies to develop cooperation with the civil society through:
 - design of a comprehensive government policy towards the civil society and eliminating different policy regimes in the capital of Baku and the regions, namely, removing artificial barriers to the civil society activities in the regions;
 - organization of joint programs and activities;
 - adoption of the law on Public Participation and supporting legislation for its implementation;
 - inviting NGOs to deliver more social, health and educational programs through tender based process and grants;
 - institution of feedback mechanisms from the population on crucial reforms and big state run projects, especially to collect and analyze feedback from the affected communities and groups and make respective adjustments to the governmental programs; and
 - organization of a further sustainable dialogue with the civil society.
3. Ensure fundamental freedoms and prevent systematic human rights abuses through outsourcing on tender basis free legal aid clinics to the civil society groups to render legal assistance to citizens and SMEs.
4. Establish more ASAN centres to cover all administrative and economic zones of the country and to expand powers of ASAN and the range of their services in consultation with the civil society.

Whereas, the donor community is recommended:

1. At the design of funding priorities to support civil society projects aimed to:

- encourage internet-based information reporting by citizens in response to growing online social activity;
 - attend to the growth of physiological and social tension among the population of the regions, especially, the youth through organization of vocational training programs;
 - research into the shadow economy and design recommendations to minimize its turnover;
 - assist people in defending their property rights, as violation of property rights is a widely spread problem and a fundamental issue for development of market based economy; and
 - assist civil society to establish constructive dialogue with the government through funding mechanisms and technical assistance.
2. To make amendments to the operational technicalities of civil society funding through grant programs:
- to review some donor imposed budgetary restrictions on grants;
 - to allow NGOs to include more of professional administrative staff to the grant proposals, such as fund raiser, human resources manager, etc.; and
 - to establish a certain fund within any grant budget to pay for professional administrative services (such as Fundraiser; Human Resources Manager, etc.) and governance procedures (e.g., cost of Annual Financial Audit; Annual Activities Report; board meetings).
3. To increase programs to enhance NGO capacity through training and organization of online resource pools with the best global samples of NGO management.

Azerbaijan civil society shall also take serious efforts to enhance capacity to perform its functions.

1. NGOs shall enhance their *structural qualities* through:
- provision of consultations by specialized NGOs to other NGOs, willing to work directly or indirectly on the anti-corruption issues;
 - increasing the scope of the NGO services with a focus on assistance in social issues and support with judicial procedures;
 - diversifying sources of funding by designing strategies to raise funds from the private sector and general public;
 - attending to the lack of qualified human resources;
 - increasing the level of public trust by raising visibility and improving representation of all socio-economic sectors, especially rural communities; and
 - improving transparency of NGOs through preparation and publication of annual financial audit and activities reports.
2. *Values* of NGOs shall be enhanced through:

- increasing transparency by organization of regular meetings of governing bodies, such as board of directors and/or council of trustees and annual general meetings; and
- strengthening democratic governance principles by electing leaders through voting procedures.

3. *Impact* of the civil society on public policy shall be enhanced through:

- intensification of work in the following areas: human rights; good governance and combat against corruption; monitoring of the state performance and finally the areas where NGOs have least success - national budget discussions;
- civil society's response to various societal needs, such as provision of social services and support in judicial procedures, shall be improved; and
- advocating for enhanced access to public information.

G. NGO TRAINING NEEDS

Changes in the political and social life force NGOs to upgrade their professionalism on the on-going basis and stipulate the importance of regular participation of NGOs in training programs. Therefore, the survey attempted to reveal training needs of the survey participants. 75% of the respondents stated that they need training. They mainly need training in:

- monitoring and reporting government's activities; anti-corruption legislation; preparation of legislative proposals; fundraising techniques and project writing skills; formulation of policy proposals;
- NGO management and governance issues, i.e. assistance in designing internal managerial documents, such as codes of ethics or conduct; communication policies; human resource policies; monitoring and evaluation plan; fund raising; and gender policies; and to a lesser degree, long term strategy and financial and administrative procedures and terms of references for governing bodies.

Appendix 1. Survey Questionnaire

Name of the NGO filling in the questionnaire _____

Date of filling in the questionnaire _____

Contact name _____

Phone _____ E-mail _____

2. ENVIRONMENT

2.1. General political context - please write a few lines about general political context in Azerbaijan, if you wish (optional)

2.2. Social context - please write a few lines about general social context in Azerbaijan, if you wish (optional)

2.3. State-civil society relations

2.3.1. Does regulation (laws and supporting legal acts) create favorable legal climate for the civil society?							
Yes		Yes, to a certain extent		No		Don't know	
2.3.2. Is taxation favorable for NGOs?							
Yes		Yes, to a certain extent		No		Don't know	
2.3.3. Are NGOs free to operate without excessive government interference?							
Yes		Yes, to a certain extent		No		Don't know	
2.3.4. As compared with the previous year is the situation with freedom of NGOs today:							
Better		Worse		The same		Don't know	
2.3.5. Are NGOs free to engage in advocacy?							
Yes, fully		Yes, to a certain extent		No		Don't know	
2.3.6. Does the Government enter into a dialogue with the civil society?							
Regularly		Sometimes 85			No 13		Don't know 2 Go to the next question
If Yes, does your NGO participate in such a dialogue with the state?					Go to the next question		
Always		Sometimes	No 9				
If Yes, is the Government 76					If No, what are the reasons: is it because the state:		
Sincere	Imitates cooperation to improve its reputation?	Is interested to cooperate, but does not have much trust in NGOs	Don't know				Does not want to enter into a dialogue
2.3.7. How do you assess the structure of the civil society?							

United		Fragmented		Don't know	
2.3.8. Is it easier for NGOs to advocate for anti-corruption reforms:					
Individually		In a coalition		Don't know	
2.3.9. Is your NGO member of any coalition?					
Yes		No		Don't know	
2.3.10. Would your NGO like to join a broader coalition?					
Yes		No		Don't know	
If your NGO would like to join a broad coalition, are you ready for a long term commitment?		<i>Go to the next question</i>		<i>Go to the next question</i>	
Yes		No		Don't know	
If your NGO would like to join a broad coalition, what are your strengths? <i>Please tick as many as needed</i>					
Relations with media	Experience in advocacy	Fund raising capability	Organizational capability		
Experience in research	Good relations with government	Knowledge of corruption related issues	Other <i>please specify</i>		
If your NGO would like to join a broad coalition, what can you contribute to the coalition? <i>Please tick as many as</i>					
Access to media	Experience in Advocacy	Fund raising capability	Organizational capability		
Experience in Research	Good relations with government	Knowledge of corruption related issues	Other <i>please specify</i>		
If your NGO would like to join a broad coalition, what are your expectations from this coalition?					
<i>Please specify (maximum 3 lines)</i>					

3. STRUCTURE OF THE NGOs WORKING IN ANTI-CORRUPTION

4.2. Kinds of NGOs working on anti-corruption

4.2.1. Do you directly work in the anti-corruption sphere?					
Yes			No		
If Yes, is anti-corruption your:			If No, would you like your NGO to be engaged in this area?		
Main area of work	Only a small part of work	Don't know	Yes	No	Don't know
4.2.2. Are you mainly working in the:					
Capital of Baku		Regions	Capital and regions		Don't know
4.2.3. How many paid staff members do you have?					
1-3	3-5	5-10	10-20	Over 20	Don't know
4.2.4. How many years does your NGO operate?					
0-3 years	3-5 years		5-10 years	More than 10 years	Don't know
4.2.5. What is your average annual budget in manats?					
0-10,000	10,000-50,000		50,000-100,000	Over 100,000	Don't know
4.2.6. Which of the following types of activities does your NGO mostly perform? <i>Please tick as many as needed</i>					
Research, consultation		Training, education	Legal assistance	Support in judicial procedures	Public awareness raising

Advocacy	Social assistance	Monitoring	Other, <i>please indicate</i>
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4.3. Organization of the civil society

4.3.1. Do you receive funding from the following sources? <i>Please tick as many as appropriate</i>							
Government	Foreign donors	Private sources	Self-finance	Donations from citizens	Don't know <i>Go to next question</i>		
4.3.2. If you are funded by any of the following donors (government or international foundations, private sector), do you encounter with any difficulties because of the donor imposed budget limitations (such as small grant amounts or types of disallowed budgetary expends?)							
Yes	Yes, to a certain extent	No	Don't know				
4.3.3. What are the main problems of NGOs working to combat corruption/ <i>Please tick as many as appropriate</i>							
Funding	Human resources	Political context	Limited access to public information	Low level of trust of the population	Undeveloped internal managerial procedures	Other, <i>please indicate</i>	Don't know
4.3.4. Do you need training to build and/or fully develop your organization's capacity?							
Yes					No <i>Go to next question</i>	Don't know <i>Go to next question</i>	
If Yes, what training is needed by the NGOs in order to perform their work the way they would wish to?							
Anti corruption legislation	Legislative proposals	Fundraising techniques/ Project writing skills		Relations with the media			
NGO management and governance	Policy proposals	Monitoring and reporting government's activities		Other, <i>please indicate</i>			

4.4. Internal management

3.3.1. Does your NGO have financial and administrative personnel? <i>Please tick as many as needed</i>							
Office manager	Financial manager	Human resources manager	Fundraiser	Public relations manager	Compliance manager	Other, <i>please specify</i>	
3.3.2. Does your NGO have one of the following internal documentation? <i>Please tick as many as needed</i>							
Statement of mission and vision	Long term strategy	Code of Ethics or Conduct	Financial and Administrative procedures	Personnel policies			
Communication policies	Monitoring and Evaluation plan			Other, <i>please, indicate</i>	Don't know		
3.3.3. Do you produce audited annual financial statement?							
Yes					No <i>Go to next</i>	Don't know <i>Go to next</i>	

	<i>question</i>	<i>question</i>
If Yes, is it available for public on your website or in print out form?		
Yes	No	Don't know
3.3.4. Do you produce annual activities report?		
Yes	No	Don't know
If Yes, is it available for public on your website or in print out - form?		
Yes	No	Don't know
	<i>Go to next question</i>	<i>Go to next question</i>

4.5. Representation of citizens in the NGOs

4.5.1. Do you represent interests of the following groups? Please tick as many as needed							
Women	Rural community members	Youth	Ethnic minorities	Religious minorities	Other, please indicate	<i>please</i>	Don't know

5. VALUES OF NGOs WORKING IN THE ANTI-CORRUPTION SPHERE

5.1. Democratic practices within CSOs

5.1.1. Does your NGO actively promote democracy at the organization's level?							
Yes						No	Don't know
If Yes, are leaders:						<i>Go to next question</i>	<i>Go to next question</i>
Selected through democratic elections		Appointed	Self-appointed	Don't know			
5.1.2. Do have a board of directors or a council of trustees?							
Yes						No	Don't know
If Yes, does the board meet?						<i>Go to next question</i>	<i>Go to next question</i>
Once a month	Once a quarter	Once a year	Occasionally	Never	Don't know		
5.1.3. Do you convene annual general meeting?							
Yes			No	Don't know			

6. IMPACT

6.1. Influencing public policy

6.1.1. Is civil society active and successful in influencing public policy and monitoring in? Please tick as many as appropriate and add Yes; Yes, to a certain extent; No.						
Good governance and transparency	Human rights area	Anti-corruption	National budget discussions	Monitoring performance the state	Other please specify	Don't know

4.2. Responding to societal needs

4.2.1. Is civil society active and successful in the following areas? please tick as many as needed			
Educating citizens on public issues	Building the capacity of people to organize themselves, mobilize resources and work together to solve common problems	Delivering social services	Other please specify

Appendix 2. List of initial contacts

No	Name contact of organization	Name of representative	Date	Method⁴⁶
1	USAID Azerbaijan	Aynur Yusifova Project Management Specialist	8 May 2013	Tel
2	OSCE office in Baku	Laman Yusifova	15 May 2012	Tel
3	National NGO Forum	Rauf Zeyni President of Forum	7 May 2013	E-mail Tel
4	EU Delegation to Azerbaijan	Maryam Haji-Ismaylova Programme Management EU Delegation to Azerbaijan	8 May 2013	Face-to-face interview
5	TA regional centre Ganja	Sevinj Sersan Centre director/senior lawyer	19 Feb 2013	E-mail
6	TA regional centre Guba	Eldar Kerimov Centre director/senior lawyer	19 Feb 2013	E-mail
7	Fund of Constitution Research / Anti-Corruption NGO Network	Alimammed Nuriyev President/Coordinator	19 Feb 2013	E-mail
8	Economic Research Center / National Budget Group	Qubad İbadoglu Head/ Coordinator	19 Feb 2013	E-mail
9	Azerbaijan Lawyers Confederation	Ramil Iskendirli Executive Secretary	7 May 2013	E-mail
10	Center of Innovations in Education	Ulviyya Mikayilova Executive Director	19 Feb 2013	E-mail
11	Anti-Corruption Commission	Vusal Huseynov, Secretary of the Commission	20 May 2013	E-mail
12	The Ministry of Labor and Social Protection of Population	Elnur Sultanov, Head of Social Security Policy Department	20 May 2013	E-mail

⁴⁶ Əlaqə üsulu qeyd edin: telefon, e-mail və ya üz-üzə müsahibə olsa

Appendix 3. Database of Respondents

Method of survey

- Monkey Survey (M)
- E-mail (E)

No	Name of the NGO	Name of the NGO representative	E-mail Telephone	Date	Method of survey ⁴⁷
Survey respondents					
1	IAYTE	Nargiz Eyvazova	nargizeyvazova@yahoo.com (050) 669 89 19	13.05.2013	E
2	Economic Research Center	Gubad Ibadoglu	gubadibadoglu@gmail.com (050) 212 27 10	13.05.2013	E
3	Oil Workers Rights Protection Union	Mirvari Gakhramanly	mirvari.gahramanli@gmail.com (050) 220 27 52	14.05.2013	E
4	Education for Human Rights Public Union	Irada Javadova	irada_javadova@yahoo.com 564 18 92 555 15 58 (050) 328 96 38	14.05.2013	E
5	Constitution Research Foundation	Zaur İbrakhimov	Zaur@mail.ru (070) 609 93 02	14.05.2013	E
6	Internews	Ilham Seferov	ilham@internews.az (050) 210 72 59	16.05.2013	E
7	Union of Traders and Producers	Sevgim Rakhmanov	tib@azdata.net 5980061 (050) 614 43 48	21.05.2013	M

⁴⁷Please indicated method of contact: though telephone, e-mail or face-to-face interview; if an NGO refused to participate or failed to be contacted, please indicate so with a letter R or F.

8	Media and Civil Society Public Union	Khanoglan Akhmadov	mmc-ib@mail.ru 4087490 (050) 323 51 05	21.05.2013	M
9	Social Strategic and Analytical Research	Ilgar Khuseynly	ssraipu@gmail.com 562 46 33 (050) 55669 23 (070) 2231807	21.05.2013	M
10	UAFA Ganja Community Main Rehabilitation Centre	Razalla Abbasova	uafaganca@yandex.ru (055) 214 33 36	21.05.2013	M
11	Legal Thinking Tank	Samir Isayev	advokat.isayev@gmail.com (055) 232 04 31	22.05.2013	M
12	Ecolex	Sevil Isayeva	sevil.isayeva@gmail.com 418 53 89 (050) 396 05 06	22.05.2013	E
13	GanjaAgroBusiness Association	Vugar Babayev	v.babayev@gaba.az (022) 56 94 00 (055) 271 71 02	22.05.2013	M
14	Legal Aid Public Union (Lenkoran)	Ilgar Gasimov	Huquq2003@rambler.ru (025) 255 02 73 (050) 314 60 42	23.05.2013	M
15	Property is Sacred Public Control Committee	Aytekin Imranova	imranova.aytekin@gmail.com 5610412 (050) 215 60 70	23.05.2013	M
16	Tereqqi Social Development PU	Telman Dadashov	tereqqi@rambler.ru 480 05 47 (050) 332 04 77	23.05.2013	M
17	"Western Resource" PU on Civil Society Development and Support	Ramil Goyushov	west-rm@box.az garb_rm@yahoo.com (050) 320 2076	23.05.2013	M

18	Public Finance Monitoring Centre (PFMC)	Kenan Aslanli	kenan.@psmc.az (050) 581 36 30	24.05.2013	M
19	Centre for Economic and Social Development (CESD)	Vugar Bayramov	vugarbayramov@yahoo.com vugarbayramov@cesd.az 597 0691 (050) 220 13 26	24.05.2013	M
20	Centre for Support of Economic Initiatives (CSEİ)	Azer Mekhtiyev	amehtiyev@gmail.com (050) 341 16 98	24.05.2013	E
21	"Young Leaders" Education and Training Development Association	Rafiq Muradov Sabina Elekperova	rafiqmuradov@gmail.com (050) 644 86 04	24.05.2013	M
22	European Law Student Association	Khanlar Agalarov	agalarov91@gmail.com 492 65 38 (050) 3344555	24.05.2013	M
23	"Learning Democracy" Public Union	Mirali Khuseynov	mirelikhuseynov@gmail.com 4493741 (050) 349 06 14	24.05.2013	M
24	Committee for Protection of Women's Rights	Novella Jafarova	novellajafarova@gmail.com 4929166 (050) 320 01 13	24.05.2103	M
25	Independent Consumer's Union	Eyyub Khuseynov	eyub@consumer.baku.az 441 28 33 (050) 341 62 25	24.05.2013	M
26	International Centre for Social Research PU	Rejeb Satterov	rsattarov@hotmail.com 498 25 21 (055) 786 25 21	24.05.2013	M
27	"Intelligence and Citizens' Alignment Centre	Khasan Khuseynly	hhuseynli@kamilv.az (050) 215 6342	24.05.2013	M

28	Ganja Regional Women's Centre	Maleyka Alizadeh	alizademaley@gmail.com (051) 874 2100 (050) 346 2268 (022) 257 48 26	24.05.2013	M
29	Young Leaders Education , Training and Development PU	Sabina Alekperova	ayla_aze@yahoo.com 257 87 88 (050) 222 4520	24.05.2013	M
30	Mulk Public Association	Dilara Valiyeva	dveliyeva@hotmail.com (050) 322 89 92	24.05.2013	E
31	Freedom of Activities PU	Takhmasib Novruzov	qhtaeb@gmail.com ahb@box.az (050) 340 69 01	24.05.2013	M
32	Caucasus Research and Resource Centre	Gursel Aliyev Saadat Mammadova	gursel@crrccenters.org saadat@crrccenters.org 596 87 35 596 8736	24.05.2013	M
33	Eco World Public Association	Sevil Yuzbasheva	eco.alem@gmail.com (050) 621 30 25	24.05.2013	E
34	<i>New</i> Generation Journalists Union	Arif Aliyev	arif@yeninesil.az (050) 223 63 43	24. 05. 2013	E
35	MEMARS	Sayali Seferova	memarss@mail.ru 5949032	24.05.2013	M
36	Azerbaijan Legal Reforms Center	Anar Bagirov	info@lawreform.az 492 28 83492 03 57	24.05.2013	M
37	Human Rights Resource Centre (Masallı)	Alesker Khuseynov Ildirim Nazarov	inezerli@rambler.ru (050) 362 89 88 (055) 732 64 75	25.05.2013	M
38	Democracy Monitoring	Fuad Khasanov	dhrmm.az@gmail.com (055) 210 3883	25.05.2013	M

39	Azerbaijan Social Association	Rufat Guliyev	azsocas@azdata.net (050) 324 92 46	25.05.2013	M
40	Western Regional Representative of Azerbaijan National Committee of Helsinki Citizens Assembly	Aslan Veliyev	ecoprava@gmail.com 2535620 (055) 678 0013	25.05.2013	E
41	Development Society and Civil Relation	Akhmed Abbasbeyli	aabbasbeyli@yahoo.com 492 57 26 (050) 233 05 88	26.05.2013	M
42	"Support to Social Development" PU	Namig Khasanov	sia.ictimaibirliyi@gmail.com 496 98 00 (050) 211 00 94	26.05.2013	M
43	Climate Change and Development NGO Alliance	Aytakin Asgarova	Climatechangedevalliance@gmail.com aytakin_asgarova@yahoo.com (050) 546 10 77	26.05.2013	M
44	Centre for Innovations in Education	Elmina Kazımzadeh	ekazimzade@cie.az (050) 536 40 49	27.05.2013	E
45	UAFA	Saleh Nasirov Zuleykha Nejefova	saleh.nasirov@uafa.az uafa@azeurotel.com 496 70 35 (050) (055) 316 84 48	27.05.2013	M
46	Centre of Effective Initiatives	Khanlar Mammadov	xanlarmamedov@azerbaycanli.org vugar@azerbaycanli.org vugar-orhan@mail.ru vugar-orhan@azerbaycanli.org 497 74 31/32 (050) 340 33 64	27.05.2013	M
47	Ganja Regional Economical Advisory Centre	Arif Jakhangirov	office@grmm.az 256 59 01 (050) 361 0370	27.05.2013	M

48	Resource Centre Development and NGO (Nakhcivan)	Malakhat Nasibova	Malahat.nasib@gmail.com ilqarnesib@gmail.com (036) 545 67 19 (050) 388 51 93	27.05.2013	E
49	Fund of Struggle Against Corruption	Namik Akhundov Vasif Movsumov	office@aznocorruption.az vasifmovsumov@mail.ru 493 02 76 (055) 662 07 62	27.05.2013	M
50	Human Rights Club	Rasul Jafarov	humanrightsclub@gmail.com rasul.j@gmail.com (050) 586 35 37 (055) 754 35 16	27.05.2013	M
51	Media Rights Institute	Rashid Khajily Khalid Agaliyev	rashid@mediarights.az mediarightsaz@hotmail.com 440 47 92 (050) 372 71 16 (050) 220 89 20	27.05.2013	M
52	Election Monitoring and Democracy Studies Centre	Anar Mammadli	aspyo@yahoo.com 596 22 94 (050) 333 46 74	27.05.2013	M
53	"Legal World" Social Union for Legal Advocacy	Nazir Guliyev	nazirguliyev@yahoo.com 480 22 31 (050) 549 42 94	27.05.2013	M
54	"Hearth" Humanitarian Association	Shakhin Ramazanov	sramazanov@rambler.ru (050) 3447499	27.05.2013	M
55	Society for International Cooperation of the disabled	Davud Rakhimov	davudrehimli@gmail.com 434 48 36 (050) 371 03 02	27.05.2013	M
56	Reliable Future Youth	Nabil Seyidov Kamala Seyidova	nzseyidov@yahoo.com kseidova@yahoo.com 493 21 42	27.05.2013	M

			(050) 349 29 48		
57	"Umid" SSD	Israyil Isgandarov	iskenderov@umid-hsdm.com 434 53 15/434 96 98	27.05.2013	E
58	Human Rights and Democracy Resource Center	Asabali Mustafayev	mustafayev@list.ru (050) 352 02 48	27. 05. 2013	E
59	Association Study of Social Problems	Maharram Zulfugarly	mzulfugarli@mail.ru 4405070 (050) 3241925	27. 05. 2013	E
60	Entrepreneurship Development Foundation	Sabit Bagirov	bagirov.sabit@gmail.com 490 05 66 (055) 214 07 32	27.05.2013	M
61	Azerbaijan Lawyers Confederation	Ramil Iskandarly	ramil.iskandarli@gmail.com 537 12 23 (050) 392 13 31	28.05.2013	M
62	Eurasian Lawyers' Association	Kamala Azizova	kamaliya993@gmail.com (050) 677 93 52	28.05.2013	M
63	Association of Young Lawyers (AYLU)	Orkhan Nagiyev	orxan.nagi@gmail.com 537 12 25 (055) 655 01 32	28.05.2013	M
64	Public Union for Monitoring and Education on Human Rights	Ali Farzaliyev	afarzaliyev@gmail.com 537 12 25 (050) 240 54 05	28.05.2013	M
65	Independent Teachers' Union	Melahet Mursudlu	Malahat.murshudlu@gmail.com (050) 322 30 42	28.05.2013	E
66	Legal Analysis and Research Centre	Elmari Mamishov	Elmari.mamishov@gmail.com (055) 512 21 53	28.05.2013	M

67	Centre for Development of Small and Medium Enterprises	Ilkin Garayev	I.garayev@gmail.com (050) 214 24 10	28.05.2013	M
68	National Council of Youth Organizations	Vusale Khuseynova	huseynovavusala@gmail.com (050) 234 41 13	28.05.2013	M
69	ATGA	Fakhrinur Khuseynli	fhuseynli@ipdinstitute.at hfaxrinuratga@yahoo.com (050) 689 14 22	28.05.2013	M
70	Association of Social and Economic Research	Azad Aliyev	azad_aliev@hotmail.ru azad_aliev@mail.az 510 03 45 (050) 325 31 45	28.05.2013	E
71	Bureau of Human Rights and Lawyer Rescept	Saida Gojamanly	saidagojamanli@yahoo.com (050) 314 95 04	29.05.2013	M
72	Committee for Democracy and Human Rights	Chingiz Ganizadeh	chingiz57@mail.ru 492 62 81 (050) 212 74 11	29.05.2013	M
73	Legal Aid Centre for Migrants	Alovset Aliyev	aaliyev@migration-az.org (050) 610 39 79	29.05.2013	M
74	Human Rights in the Extractive Industry" Public Union	Mubariz Tagiyev	mirxan@rambler.ru (050)3984439	29.05.2013	E
75	Center of Political Culture of Azerbaijan Women	MehribanVezir	mehribanvezir@gmail.com (055) 209 04 24	29. 05. 2013	E
76	Society for Humanitarian Research	Avaz Khasanov	avazhasanov@hotmail.com (050) 320 35 34	29. 05. 2013	E
77	AYAFE	Asif Ismayilov	asif_ismayilov@yahoo.com 4940403 (050) 338 80 72	30. 05. 2013	M

78	International Eurasia Press Fund	Umid Mirzayev	office@iepf-ngo.org umud@iepf-ngo.org 439 76 97 562 49 39 (050) 222 72 26	30. 05. 2013	M
79	Center for Legal Initiatives	Ziya Guliyev	Ziya.guliyev@gmail.com law.initiatives@gmail.com 5624633 (055) 564 41 57	30. 05. 2013	M
80	Society of the 20-th January	Soltan Azimzadeh	20yanvar.cemiyyeti@mail.ru (050) 403 55 33	30. 05. 2013	M
81	National Productivity and Sustainable Competition Center	Sadagat Gambarova	sadagat@mrmm.az (050) 713 96 85	30. 05. 2013	M
82	Quba Resource Center	Eynulla Xeyrullayev	exeyrullayev@yahoo.com ; (023)3355958 (050) 351 04 48	30.05.2013	E
83	Center of Women's Problems Research (CWPR)	Sevil Allahverdiyeva	Sevilallahverdiyeva@gmail.com 432 49 33 (050) 611 84 50	30.05.2013	E
84	Azerbaijan Committee Against Torture	Elchin Behbudov	elchinbehdudov@gmail.com 050 375 52 67	31.05.2013	E
85	"ÜMMAN" Caring for childrenwithdisabilities	Shukufa Mammadova	umman2007@mail.az 442 35 01 (050) 731 03 21	31.05.2013	M
86	"IndependentLife" Development and Support Center	Aydın Khelilov	independent_live@mail.ru (055) 771 73 88	31.05.2013	E
87	Union of Veterans and Martyrs' Families of theKarabakhWar	Mehdi Mehdiyev	Mehdi_m@inbox.ru 562 47 51 (050) 362 19 91	03.06.2013	E

88	Guba R-GRTM	Pasha Gaflamov	ngoqubaregion@yahoo.com (055)2780985	03.06.2013	M
89	Uluchay	Ilyas Safarli	Ilyas@uluchay.org (024) 24 454 47	03.06.2013	E
90	"Praksis" Public Union for Support to Social Development	Elnur Nasibov	elnur@praxis.com elnur.nasibov79@gmail.com (050) 225 75 65	03.06.2013	E
91	Integration of persons with disabilities	Ramile Mahmudova	ramila_m@box.az 442 17 98 (050) 671 66 62	04.06.2013	M
92	Law and Development Public Union	Hafiz Hasanov	himerkez@yahoo.com 4493742 (050) 611 74 43	04.06.2013	M
93	National NGO Forum of Azerbaijan	Rauf Zeyni	zeynirauf@gmail.com 510 76 01 (050) 201 41 59	04.06.2013	E
94	Public Association for Assistance to Free Economy (PAAFE)	Zohrab Ismayil	Free.economy@gmail.com 4314612 (050) 204 55 89	04.06.2013	E
95	The Institute for Reporters' Freedom and Safety (IRFS)	Emin Huseynov	Emin.huseynov@gmail.com Emin.guseynov@gmail.com info@irfs.or 494 24 71 598 45 19 (050) 398 48 38	04.06.2013	M
96	Center for International Relations and Strategic Studies of the Caucasus (QAFSAM)	Araz Aslanli	aslanly@yahoo.com (050) 441 33 25	05.06.2013	E
97	Association of Hemophilic Patients	Gulnara Huseynova	h_gulnara@hotmail.com 513 15 39	05.06.2013	E

			(050) 346 72 79		
98	Partnership for Economic and Social Initiatives (PESI)	Ferid Melikli	meliklifsh@yahoo.com (050) 369 14 94	06.06.2013	M
99	Center for National and International Studies	Leila Aliyeva	leilalibek@yahoo.com (050) 372 31 38	08.06.2013	E
100	Democratic Institutionand Human Right Social Union	Elchin Abdullayev	logmanoglu@gmail.com 596 04 60 (055) 2090434	09.06.2013	E

Appendix 4. List of NGOs - participants of pilot test

No	Name of the contact organization	Name of the representative	Date	Method ⁴⁸
1	Constitution Research Foundation/ Anti-corruption NGO Network	Alimamed Nuriyev President/ Coordinator	15 May 2013	Comments in writing
2	Economic Research Center/ National Budget Group	Qubad İbadoglu Head/ Coordinator	15 May 2013	Comments in writing
3	Integration of Azerbaijani Youth to Europe	Nargiz Eyvazova, Deputy Chairwoman	14 May 2013	Telephone
4	Internews	Ilham Safarov, director	14 May 2013	Telephone
5	Center of Innovations in Education	Ulviyya Mikayilova Executive Director	17 May 2012	Comments in writing
6	Oil Worker's Rights Union	Mirvari Gahramanli Head	7 May 2013 13 May 2013	Comments in writing
7	Center for Legal Education , Chairperson	Irada Javadova	12 May 2013	Comments in writing
8	Economic Development Foundation	Sabit Bagirov, President	12 May 2013	Telephone

⁴⁸Please indicate method of contact: though telephone, e-mail or face-to-face interview

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2. The Impact of the Oil and Gas Revenues to Social Tensions, case of Azerbaijan, Baku - 2010, by Ingilab Ahmadov, Kanan Aslanli, Rasim Musabeyov, Public Finance Monitoring Center with the support form Friedrich Ebert Foundation, www.pfmc.az
3. The EU's Policy Towards Azerbaijan: what role for civil society? SPES Policy paper, by Katrin Böttger/Mariella Falkenhain, June 2011, <http://www.iep-berlin.de/>
4. Civil Society in the Caucasus: Myth and Reality By Jonathan Wheatley, Zurich, Abstract, Caucasus Analytical Digest No 12, 22 January 2010 www.res.ethz.ch
5. CIVICUS: World Alliance for Citizen Participation condemns bullying tactics by the Azerbaijan government to silence civil society organizations (CSOs), Johannesburg. 28 February 2012, <http://civicusalpha.org>
6. We need international civil society to stand in solidarity, Interview of Dr. Leila Alieva, President of the Center for National and International Studies (CNIS) in Baku, Azerbaijan, to CIVICUS, 28 February 2012, <http://civicusalpha.org>
7. Approved by Presidential decree dated 5 of September 2012, www.president.az
8. Mapping civil society of Belarus. Briefing Paper by Andrei Yahorau, Andrei Shutau, Center for European Transformation, June, 2012 <http://cet.eurobelarus.info/by/>
9. Visualizing Civil Society through Mapping NGOs, by Mai-Lan Ha, Christy Helbing, Tomoko Inagaki, Rahul Lahoti, May 2007, <http://sipa.columbia.edu>
10. United Nations Department of Public Information, <http://www.un.org/dpi/ngosection/criteria.asp>
11. Mapping Political Context: A Toolkit for Civil Society Organizations, by Robert Nash, Alan Hudson and Cecilia Luttrell, July 2006 <http://www.odi.org.uk>
12. Civil society in Azerbaijan: Challenges and Opportunities in Transition, CIVICUS Civil Society Index Report for Azerbaijan An international action-research project coordinated by CIVICUS: World Alliance for Citizen Participation, by Rajab Sattarov, Tair Faradov and Ilham Mamed-zade, International Center for Social Research (ICSR), December 2007, <https://civicus.org/>
13. On the Assessment of the Organizational and Management Capacity of NGOs in Azerbaijan, Emin Amrullayev, Democracy Learning Public Association February 2012, www.dlpu.az
14. Mapping of Civil Society Organizations in Azerbaijan, Final report October 2010 by Christine Leiser, IBF International Consulting for European Union, Letter of Contract No 2010/239233/1 www.oneglobalexpert.com
15. The Azerbaijan Social Review Commission Fifth Report, by David Rice et al, August 2011, www.bp.com/liveassets
16. Civil Society Index, Country Report for Azerbaijan, 2009, www.civicus.org;
17. Dealing with Anti-discrimination in the New Member States, Romania, Bulgaria and Turkey: Mapping capacity of civil society dealing with anti-discrimination, by Human European Consultancy in partnership with Migration Policy Group, September 2006, <http://www.migpolgroup.com>
18. Quotation by Lisa Jordan, Ford Foundation from Visualizing Civil Society through Mapping NGOs, May 2007, by Mai-Lan Ha, Christy Helbing, Tomoko Inagaki,

- Rahul Lahoti, of the School of International and Public Affairs at Columbia University, for The Institute for a New Reflection on Governance <http://sipa.columbia.edu>
19. Global Trends in NGO law, on-line quarterly journal by Center for Non-profit Law, www.icnl.org, 2009-2013
 20. Transparency International Corruption Perception Index 2012, www.transparency.org
 21. Speech of the President Ilham Aliyev at the extended meeting of the State Anti-Corruption Commission, convened on 27 January 2011 and President's speech at the 14 January 2011 Cabinet of Ministers meeting, www.525.az.
 22. See more at www.asan.az
 23. Both Action Plans were approved by the presidential decree of 5 September 2012 and are available at www.president.az
 24. Global Corruption Barometer 2013, by Transparency International, www.transparency.org
 25. Nations in Transit: 2012 Country Report for Azerbaijan, by Freedom House, available at <http://www.freedomhouse.org>
 26. Data base on Advocacy and Legal Advice Centers in Baku, Ganja, Quba and Legal Resource Centers in Ganja, Sheki and Lenkoran run by Transparency Azerbaijan since March 2005, see more at www.transparency.az
 27. Interview of chairman of the Supreme Court Ramiz Rizayev, dated 11 November 2010; available at: www.news.day.az.
 28. European Neighborhood Policy: Monitoring Azerbaijan's Anti-corruption Committeemen's 2010, by Transparency Azerbaijan, May 2011, www.transparency.az
 29. Article 27, National Anti-corruption Action Plan for 2012-2015, www.president.az
 30. The draft Law on Public Participation, www.president.az
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 32. Психология толерантности в Азербайджане -3. ТаирФарадов, Южный Кавказ, Центральная Азия и СНГ в мировой печати, <http://www.atc.az>
 33. Changes to the Code of Administrative Offences adopted in January 2012, www.president.az
 34. As per amendments to the Law on Grants and the Law on Non-Governmental Organizations of February 2013, www.president.az
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4. Funding for Civil Society Responses to HIV/AIDS in Tanzania: Status, Problems, Possibilities, by Kevin Kelly & Karen Birdsall, Centre for AIDS Development, Research and Evaluation Johannesburg, South Africa, Developed with support from The Ford Foundation, East Africa Office May 2008, www.cadre.org.za

II. STRATEGY FOR NGO PLATFORM

Terminology

Civil society uses several formats for collaborative engagement. One of the most spread formats is “coalition”. Other formats used are “network”, “alliance”, “partnership”, “forum” and “platform”. Sometimes coalitions and networks are confused, while other terms are often used interchangeably.

Networks are understood as rather informal NGO groups aimed to exchange information and expertise and sharing a common objective, rather than pursuing concrete shared result oriented goals⁴⁹. It is generally recognized that the word “coalition” means a organization of entities, comprising organizations and individuals that have come together to achieve concrete common goals and work together on behalf of the coalition⁵⁰.

For the purposes of this Strategy we will use the term “platform”, quite widely applied by the civil society⁵¹. “Platform” will be understood as an organization of NGOs that share a vision, pursue common result oriented goals, came to work together on an agreed upon agenda for a certain period of time. Platform does not have a status of a legal entity; its members undertake commitments by signing a Memorandum and are guided by Guidelines, approved by all members.

Current situation

In modern day Azerbaijan with its strong and centralized power, Azerbaijan civil society, though weak and fragmented is finding its voice. Therefore, efforts are to be made to amass enough power to advocate for the profound anti-corruption reforms and measures that could not be accomplished by any individual NGO alone, however strong. Experience from around the world has shown that collaborative engagement is one of the most effective ways of achieving common objectives⁵². Working together can have many advantages for advocates, as it allows partners to have a larger impact with fewer resources. It is also a method by which diverse partners can provide a united, clear message to policymakers about what is best for efficient combat against corruption in Azerbaijan⁵³ and thus to create a long term social change. Experience has shown that collaborative engagement can add new ideas and energy to projects implemented by a group⁵⁴, as well as enhances legitimacy of the joint actions.

⁴⁹Hans Holmén and Magnus Jirström, *Optimizing Efforts, A Practical Guide to NGO Networking*, Office to Combat Desertification and Drought (UNSO), May 2000, www.impactalliance.org

⁵⁰Coalition Building Fact Sheet, by Champions for Inclusive Communities, Utah State University, Center for persons With Disabilities, available at www.championsinc.org

⁵¹International Forum of National NGO Platforms, www.ong-ngo.org

⁵²Coalition Building, by Communication for Good Governance and Accountability Program by World Bank Com GAP, *Towards a New Agora, Innovative Solutions for Management*, www.siteresources.worldbank.org

⁵³ *Moving the Infant – Toddler Policy Agenda Forward Together: Strategies to Build Successful Coalitions, Zero to Three Policy Center*, Author: Elizabeth DiLauro, Field Coordinator, ZERO TO THREE Policy Center, with contributions from the 2005-2007 Better Baby Care Grantees, www.zerotothree.org/policy

⁵⁴[Community How To Guide On Coalition Building, Underage Drinking Prevention, www.nhtsa.gov](http://www.nhtsa.gov)

Developing a viable strategy is essential for any collaborative effort⁵⁵. Although, it is recognized by many reputable authors, that there are no set rules in building collaborative engagement^{56,57}. However, analysis of the respective literature on the issue (see Appendix 4) and findings of the Mapping Civil Society research⁵⁸, conducted by TA in May 2013 gave some good clues and tips as to how best proceed in our efforts to bring Azerbaijan NGOs to work together, as described below.

Conditions for successful NGO Platform Building		
Common problem	There has to be an issue that requires addressing or interest in an issue that different organizations find they have in common.	In modern day Azerbaijan context such a common problem is a high rate of corruption, as agreed by participants of the TA survey.
Common goal	It has been proven that because of shared values and goals, NGO partnerships may be stronger and more enduring than more informal networks ⁵⁹ .	All NGOs invited to join the Platform have a common goal – to create a long term social change through promotion of anti-corruption reforms.
Belief in the need for joint efforts	There must be an understanding that the action taken has to be jointly performed ⁶⁰ .	As demonstrated by the survey, NGOs believe in the need for a concerted national action to address problems of corruption to achieve a greater impact by combined forces and resources.
Long term commitment	It is understood that some of partnerships short lived. Experience has shown that if constructed with care and commitment, these partnerships have the potential to serve as strong, effective change agents over time ⁶¹ .	NGOs, invited to the Platform, are ready for long term commitment, as demonstrated by the survey.
Lead Agency	One or more actors shall take the lead to bring NGOs work	Lead agency is Transparency Azerbaijan, a national chapter of

⁵⁵Cenap Çakmak, Coalition Building in World Politics: Definitions, Conceptions, and Examples, 2007, <http://sam.gov.tr>

⁵⁶Dynamics of Organizing, In a series on Organizing and Neighborhood Preservation published by National Training and Information Center, by Shel Trapp, 1976, <http://tenant.net/Organize/orgdyn.html>

⁵⁷Guide to Building A Broad-Based Coalition Supporting the Development and Sustainability of a System of Pathways, by ConnectEd, the California Center for College and Career, www.connectedcalifornia.org

⁵⁸Mapping Civil Society, publication by Transparency Azerbaijan, July 2013, www.transparency.az

⁵⁹ Coalition Building and Networking, by Scholars at Risk Network, New-York University, <http://scholarsatrisk.nyu.edu/>

⁶⁰ Coalition Building, Reference for Business, Encyclopedia of Business, 2nd edition, <http://www.referenceforbusiness.com/encyclopedia/>

⁶¹Building Coalition Among Communities of Color: A multi-cultural Approach, Prepared for State Partnership Initiative Office of Minority Health Office of Public Health and Science, Department of Health and Human Services, Rockville, Maryland 20852, Prepared by Summit Health Institute for Research and Education, Inc., Washington, DC 20001, In collaboration with Out of Many One/Campaign for the Elimination of Racial, and Ethnic Disparities, Cooperative Agreement #US2MP98011-05, July 2004, <http://minorityhealth.hhs.gov>

	together.	Transparency International, a global leader of anti-corruption movement and its four partners under the Azerbaijan Partnership for Transparency (APT) project).
Broad representation	Any efficient NGO collaborative efforts shall ensure that interests of various social groups of citizens are represented.	TA made sure that invitations participate in the survey were extended to NGOs with expertise in various areas and representing all social groups, including NGOs working in the regions, specializing in youth and women issues, etc.

Both government and citizen-initiated collaborative efforts are difficult to cultivate, they are not without flaws and limitations⁶². TA understands that its efforts to build cooperation among NGOs need further refining and developing.

Purpose and structure of the Strategy

This Strategy aims to develop a sustainable collaboration of Azerbaijan NGOs; entitled Azerbaijan Partnership for Transparency NGO Platform, based on a joint Strategy, including agreed upon Action Plan, to promote the anti-corruption agenda in Azerbaijan. The Platform shall be managed along the principles set forth in the Platform Guidelines (see Appendix 1) approved by its members. Members of the Platform (see Appendix 3) shall sign a Memorandum to commit to participation in the Platform, as well as to make contributions to the Platform work (see Appendix 2). Sources used in preparation of this Strategy are given in Appendix 4.

Vision and Mission Statement of the NGO Platform

Our vision is corruption free society in Azerbaijan.

Our mission is to ensure broad public participation in the Open Government Partnership Initiative and combat against corruption as per the National Anti-corruption Action Plan through organization of the state-civil society dialogue and provision of recommendations to the Government.

Objective

The objective is to ensure a viable and efficient cooperation of NGOs advocating for increasing transparency and expediting anti-corruption reforms of the Government of Azerbaijan.

⁶²Civil Society Strategy on Urban Waterways: Stewardship, Contention, and Coalition Building, by Lindsay Kathleen Campbell, A.B., Woodrow Wilson School of Public Policy and International Affairs (2002), Princeton University, Submitted to the Department of Urban Studies and Planning, in Partial Fulfillment of the Requirements for the Degree of Master in City Planning at the Massachusetts Institute of Technology, June 2006, <http://www.nrs.fs.fed.us>

Roles

- Members of Azerbaijan Partnership for Transparency NGO Platform shall give comments and proposals to monitoring reports on implementation by the government of its obligations under National Anti-corruption Action Plan and Action Plan under Open Government Initiative, prepared respectively by Constitution Research Foundation and Economic Research Center.
- Monitoring reports will be presented to the government on behalf of the NGO Platform with contributions from the members taken into account.
- Organization of the Platform activities, media coverage and financial support will be undertaken by TA and its partners.
- TA and its partners will arrange training to enhance institutional capacity of the members of the Platform.

Expected results

The main result expected is: increased levels of the civil society participation in advancing anti-corruption initiatives. Sub-results are:

- More active participation of NGOs in broader anti-corruption policy building; NGO mobilization and advocacy networking to address corruption strengthened;
- Enhanced government-civil society dialogue.
- Increased public awareness of transparency and counter-corruption measures, initiatives, laws & regulations;
- National NGO capability to monitor the government's anti-corruption activities through online technologies, social networks and new media strengthened.

Principles of Platform building

Understanding that the strength of the Platform is in its unity⁶³ and willingness of its members to make viable contributions to the common course⁶⁴, the Platform will be built around several principles described below.

Sharing information and expertise	Information and expertise are essential components of collaborative engagement building strategies. Data and expertise can show that some solutions are more feasible than previously thought ⁶⁵ .
Ensuring consistency	Platform members will be asked to assign one person responsible on behalf of the organization and send the same representative to each Platform meeting.

⁶³Coalition Building by GSA Network, www.gsanetwork.org/

⁶⁴ Guidelines for Building Business Coalitions against HIV/AIDS, 2004, The International Bank for Reconstruction and Development/The World Bank, <http://data.unaids.org>

⁶⁵Metropolitan Coalition -building Strategies, by Margaret Weir, University of California, Berkeley, mweir@socrates.berkeley.edu, Paper prepared for the Urban Seminar Series on Children's Health and Safety, Harvard, University, December 6-7, 2001, <http://www.hks.harvard.edu>

Understand and respect each members' interests	TA will do its best to observe a balance between interests of the Platform and of its individual organizations.
Be inclusive and participatory	TA will do its best to involve everyone in the Platform in generating the Platform's program documents, such as its Guidelines and Memorandum, and major decisions. The more people feel ownership of the Platform itself, the harder they will work to achieve its goals ⁶⁶ .
Meeting expectations	TA will do its best to learn and meet expectations of the Platform members.
Periodic review of Action Plan	The Platform will annually measure and review the Action Plan and refine, if need be.
Open reporting on Platform members and activities	Information on Platform members and its activities will be open to public and placed on TA website.
Keeping records of the Platform activities	All efforts of Platform will be reported in the Platform activities reports.
Funding	TA has funding from the APT project for basic activities.
Gender and youth representation	The Platform will strive to have equal representation of youth and women among its members.
Increasing diversity	A concerted effort will be made to increase the group's diversity ⁶⁷ and recruit new members.

Challenges of the Platform and proposed counter balance measures

The Platform may encounter challenges and disadvantages, as mentioned by some authors⁶⁸, some of which TA is aware of and is ready to counter balance. Other challenges emerging will be attended to in the process of work.

Members of the Platform can get overloaded by the Platform activities and thus distracted from their other work.	The bulk of the Platform work will be done though e-mail and meetings will be convened minimum twice and maximum four times a year.
Member organizations will have different levels of resources. The lead organization that provides a lot of resources and leadership may get frustrated with other members' shortcomings.	<ul style="list-style-type: none"> - TA is committed to lead the Platform on efforts assisted by other APT project partners. - Most of the recommendations will be designed by the APT project partners (TA, ERC and CRF) and Platform members will be solicited for input and comments.
Individual organizations may not get	All public outreach materials will give credit

⁶⁶Guidelines for Successful Coalition Building, Pennsylvania State Education Association, <http://www.psea.org>

⁶⁷Strength in Numbers: A Guide to Building Community Coalitions August 2003, by Community Catalyst, www.communitycatalyst.org

⁶⁸Coalition Building, by Brad Spangler, June 2003, at Beyond Intractability website, <http://communitygrown.org>

credit for their contributions to a Platform.	to all Platform members, who had provided input to the two above annual reports.
Disagreement with the Platform position.	A Platform member may disagree with information or assessment provided in either of the two reports. This type of problem can be minimized, if participants, who question the reports being considered by the Platform, justify their position with concrete data. In addition, data provided in both reports will be verified by an external expert.

Legal Status of the Platform

The Platform will not be registered as a legal entity and its activities will be funded under APT project operated by Transparency Azerbaijan.

Monitoring the Platform's Activities

Monitoring is the routine and continuous assessment of ongoing activities and progress. Benchmarks and targets to measure results are set in the APT project Monitoring and Evaluation Plan.

Reporting

Results and lessons learned from the M&E process will be shared both internally and externally to enhance organizational learning and assist with the transfer of best practices between Platform members. This reporting and dissemination process includes:

- Producing a monitoring report: a short summary report that highlights achievements, failures, problems faced and how they were overcome, and proposed future steps.
- Circulating results to relevant stakeholders.

Communication Strategy

The Platform will clearly formulate and communicate a message for the government stating that it is a non-state actor envisaged to facilitate the dialogue with the state. All platforms' activities will be reported on at the TA website and Facebook page and, whenever appropriate, press releases disseminated to media to reach out to as many stakeholders as possible.

Platform Action Plan

1	Establish Platform Secretariat	The Secretariat is set up and acts as a Selection Committee	May 2013
2	Regulation of the Secretariat	The work of the Secretariat is regulated by this Strategy, including Action Plan,	June 2013

		approved by the Secretariat at its first meeting	
3	Recruit members	Secretariat selects NGOs that pass minimum eligibility criteria described above and send them formal invitations to join in	June 2013
4	Make a list of members	Secretariat receives feedback from the invitees and make the final list of the Platform members	June 2013
5	Identify strengths and contributions of members	Strengths and contributions of each member is identified by the Secretariat through analysis of questionnaires filled in during the survey and endorsed by the Platform meeting	June 2013
6	Memorandum on Platform	Secretariat prepares draft Memorandum on Establishment of the Platform to be approved by the Platform meeting	June 2013
7	Platform Guidelines	Secretariat prepares draft Platform Guidelines to be approved by the Platform meeting	June 2013
8	Launch a Platform building event	A formal Platform building event is organized	June 2013
9	Feedback from the Platform members	Input from the Platform members to draft Memorandum and Guidelines is collected and processed by the Secretariat and final drafts distributed to Platform members	July 2013
10	Formalize Cooperation Platform	After discussions, each member will sign the Memorandum on Establishment of the Platform and endorse Platform Guidelines	July 2013
11	Clear message for the government	Clearly communicate a message for the government stating that the Platform is a civil society actor envisaged to facilitate the dialogue with the state	July 2013
12	Dividing functions	Based on strengths analysis, contributions and functions of the Platform members will be clarified and divided between members	July 2013
13	Prepare draft reports with results of monitoring of implementation of the National Anti-corruption Action and OGP Action Plans	The respective draft reports will be prepared by the two APT partners: Constitution Research Foundation and Economic Research Center	May-June 2013 May-June 2014 May-June 2015 May-June 2016

14	Distribute draft reports to Platform members	The draft reports will be circulated to the Platform members by e-mail	Aug 2013 Aug 2014 Aug 2015 Aug 2016
15	Collect inputs from Platform members	Inputs will be collected and included into the final recommendations for the government	Aug 2013 Aug 2014 Aug 2015 Aug 2016
16	Presentation of the monitoring reports	Final monitoring reports with recommendations for the government will be presented on behalf of the broad Platform of NGOs	Sept 2013 Sept 2014 Sept 2014 Sept 2016
17	Publicity	Publicity events will be organized to disseminate findings of the report	Sept 2013 Sept 2014 Sept 2014 Sept 2016
18	Collecting materials for subsequent monitoring	Mid-year consultations will be arranged with the Platform members to collect inputs for subsequent reports	April 2014 April 2015 April 2016

Appendix 1. AZERBAIJAN PARTNERSHIP FOR TRANSPARENCY NGO PLATFORM GUIDELINES

I. GENERAL PROVISIONS

1.1. The NGO Azerbaijan Partnership for Transparency Platform is established under Azerbaijan Partnership for Transparency (APT) project.

1.2. The following criteria of eligibility for the NGOs - Platform members are agreed upon by the APT project partners:

- Interest to join the Platform;
- Institutional set-up (for example, availability of board of directors and/or convene annual general meeting);
- At least 3 to 5 years of operation as an NGO;
- Financial sustainability (annual budget minimum 10,000 to 50,000 manats).

1.3. The NGOs meeting the criteria for membership in the Platform and invited to the Platform by the APT project partners are the Platform founders and sign the respective Memorandum to confirm their agreement.

1.4. The Platform is based on the principles of transparency, impartiality, professionalism, and openness to cooperation.

II. ACCEPTION OF NEW MEMBERS AND EXPULSION

2.1. New members are accepted by the Secretariat.

2.2. The new applicants will be asked by the Secretariat to fill in the same questionnaire that was used by the respondents of the survey.

2.2.1. The Secretariat will make a decision if the applicant qualifies the eligibility criteria basing on the analysis of the questionnaire, and send in writing an invitation to the successful applicant to join the Platform.

2.1.2. In case of rejection, a written statement explaining the reasons will be provided to applicants.

2.2. Members can be expelled from the Platform in the following cases:

- At their own will upon a written notification to the Secretariat or verbal statement at the Platform meeting (recorded in the Platform meeting protocol);
- Members can be expelled from the Platform for a failure to attend two consecutive Platform's events without prior notification and justification.

III. PLATFORM MANAGEMENT

3.1. The Platform is managed by the Secretariat comprised the five partners under the APT project (Transparency Azerbaijan, Economic Research Center, Constitution Research Foundation, IAYTE and Internews).

3.2. Members of the Secretariat shall elect from their ranks one chairman for the Platform through open vote.

3.2.1. The Secretariat:

- Accepts new members;
- Makes a decision on expulsion of members;
- Organizes meetings of the Secretariat on need basis, but minimum once a quarter;

3.2.1. Chairman of the Secretariat:

- Coordinates activities of the Secretariat;
- Chairs meetings of the Secretariat;
- Chairs meetings of the Platform.

3.3. Members of the Platform shall:

- Participate in the Platform meetings that shall be convened minimum two and maximum four meetings per annum for 4 project years;
- Members of the Platform shall provide input to and commentaries to the two draft reports summarizing results of monitoring of the National Anti-corruption Action Plan and Open Government Partnership Action Plan.

IV. FINAL PROVISIONS

4.1. In case of disagreement on particular information or scoring in the report, final decision shall be made by a simple majority of open vote of Platform members present.

4.2. In case of split of votes, the decision shall be made by the simple majority of open vote Platform Secretariat.

4.3. Their strengths, as well as potential contributions are described in appendix 2. Memorandum

Appendix 2. Memorandum on Establishment of Azerbaijan Partnership for Transparency NGO Platform

Baku

5 August 2013

We, the undersigned non-governmental organizations operating in the Republic of Azerbaijan,

- Taking into account that corruption violates the principles of the rule of law, human rights equality and social justice;
- Commending the efforts of the government in the combat against corruption;
- Understanding that anti-corruption reform is long term and difficult process;
- Underlining that one of the main pre-conditions of success in this area is support of the anti-corruption work by the civil society;
- Emphasizing the importance of coordination of efforts and activities of the civil society organizations in the combat against corruption;

Hereby we sign this memorandum to establish Azerbaijan Partnership for Transparency NGO Platform.

The mission of the Azerbaijan Partnership for Transparency NGO Platform is to ensure broad public participation in the combat against corruption through organization of the state-civil society dialogue and provision of recommendations to the government of Azerbaijan.

The Platform work will be guided by the Strategy, including Action Plan, and Platform Guidelines. Members of the Platform undertake commitments to make contributions to the common work, depending on their strengths. The Platform will be administered by the Secretariat, comprised by representatives of the APT project partners.

No	Platform member	Representative	Contributions	Signature
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Appendix 3. List of NGO is invited to the Azerbaijan Partnership for Transparency NGO Platform

N	Name of the NGO	Name of the NGO representative	E-mail Telephone	Advantages	Contributions
1	Transparency Azerbaijan	Kanan Gasymov	Kanan_q@transparency.az 050 548 68 48	Partner to the APT Project	-
2	Internews	Ilham Seferov Azada Huseynova	ilham@internews.az azada@internews.az (050) 210 72 59 012 497 21 02	Partner to the APT Project	-
3	IAYTE	Nargiz Eyvazova	nargizeyvazova@yahoo.com (050) 669 89 19	Partner to the APT Project	-
4	Economic Research Center	Gubad Ibadoglu	gubadibadoglu@gmail.com (050) 212 27 10	Partner to the APT Project	-
5	Constitution Research Foundation	Zaur İbrakhimov	zaur@mail.ru (070) 609 93 02	Partner to the APT Project	-
6	Union of Traders and Producers	Sevgim Rakhmanov	tib@azdata.net 5980061 (050) 614 43 48	Good relations with media Good relations with government Knowledge of corruption related issues	Good relations with media Organizational capability Good relations with government Knowledge of corruption related issues
7	Centre for Economic and Social Development (CESD)	Vugar Bayramov	vugarbayramov@yahoo.com vugarbayramov@cesd.az 597 0691 (050) 220 13 26	Good relations with media Experience in advocacy Fund raising capability Organizational capability Experience in research Good relations with government Knowledge of corruption related issues	Good relations with media Experience in advocacy Organizational capability Experience in research
8	Independent Consumer's Union	Eyyub Huseynov	eyub@consumer.baku.az 441 28 33 (050) 341 62 25	Good relations with media Experience in advocacy Fund raising capability	Good relations with media Experience in advocacy Fund raising capability

				Organizational capability Experience in research Knowledge of corruption related issues	Knowledge of corruption related issues
9	New Generation Journalists Union	Arif Aliyev	arif@yeninesil.az (050) 223 63 43	Good relations with media Experience in advocacy Experience in research Knowledge of corruption related issues	Good relations with media Experience in advocacy Experience in research Knowledge of corruption related issues
10	Democracy Monitoring	Fuad Khasanov	dhrmm.az@gmail.com (055) 210 3883	Good relations with media Experience in advocacy Fund raising capability Organizational capability Experience in research Ability to work well with international organizations; Opportunities to share experience and learn more about, Eastern Partnership countries of European Union;	Good relations with media Experience in advocacy Fund raising capability Organizational capability Experience in research Ability to work well with international organizations; Opportunities to share experience and learn more about, Eastern Partnership countries of European Union;
11	Development Society and Civil Relation	Akhmed Abbasbeyli	aabbasbeyli@yahoo.com 492 57 26 (050) 233 05 88	Good relations with media Experience in advocacy Organizational capability Experience in research Knowledge of corruption related issues;	Experience in advocacy Experience in research Knowledge of corruption related issues;
12	Centre for Innovations in Education	Elmina Kazımzadeh	ekazimzade@cie.az (050) 536 40 49	Good relations with media Experience in advocacy Fund raising capability	Experience in research
13	"Legal World" Social Union for Legal Advocacy	Nazir Guliyev	nazirguliyev@yahoo.com 480 22 31 (050) 549 42 94	Good relations with media Experience in advocacy Organizational capability Experience in research Good relations with government Knowledge of corruption related issues	Good relations with media Experience in advocacy Organizational capability Experience in research Good relations with government Knowledge of corruption

					related issues
14	Society for International Cooperation of the disabled	Davud Rakhimov	davudrehimli@gmail.com 434 48 36 (050) 371 03 02	Experience in advocacy Organizational capability Experience in research As a Union, we can use the services of a member of the Union	Experience in advocacy Organizational capability
15	"Umid" SSD	Israyil Isgandarov	iiskenderov@umid-hsdm.com 434 15/434 96 98	Experience in advocacy Organizational capability Experience in research Good relations with government	Experience in advocacy Organizational capability
16	Association of Young Lawyers (AYLU)	Kamala Azizova	kamaliya993@gmail.com (050) 677 93 52	Good relations with media Good relations with government	Good relations with media Experience in advocacy Good relations with government
17	Bureau of Human Rights and Lawyer Rescept	Saida Gojamanly	saidagojamanli@yahoo.com (050) 314 95 04	Good relations with media Organizational capability Good relations with government;	Good relations with media Experience in research
18	Center of Political Culture of Azerbaijan Women	MehribanVezir	mehribanvezir@gmail.com (055) 209 04 24	Experience in advocacy Experience in research; Good relations with government;	Experience in advocacy Experience in research; Good relations with government;
19	Uluchay	Ilyas Safarli	Ilyas@uluchay.org (024) 24 454 47	Experience in advocacy Organizational capability Experience in research;	Experience in advocacy Organizational capability Experience in research;
20	"Praxis" Public Union for Support to Social Development	Elnur Nasibov Tarlán Ahmadov	elnur@praxis.com elnur.nasibov79@gmail.com (050) 225 75 65	Experience in advocacy Organizational capability Knowledge of corruption related issues	Experience in advocacy Organizational capability
21	Law and Development Public Union	Hafiz Hasanov	himerkez@yahoo.com 4493742 (050) 611 74 43	Experience in research; Knowledge of corruption related issues	Experience in research; Knowledge of corruption related issues

22	Society for Humanitarian Research	Avaz Hasanov	avazhasanov@hotmail.com (050) 320 35 34	Good relations with media Experience in advocacy Experience in research;	Good relations with media Experience in advocacy Experience in research;
23	Association of Haemophilic Patients	Gulnara Huseynova	h_gulnara@hotmail.com 513 15 39 (050) 346 72 79	Experience in advocacy Organizational capability Experience in research As a Union, we can use the services of a member of the Union	Experience in advocacy Organizational capability
24	Azerbaijan Lawyers Confederation	Ramil Iskandarli	ramil.iskandarli@gmail.com 537 12 23 (050) 392 13 31	Good relations with media Experience in advocacy Experience in research;	Good relations with media Experience in advocacy Experience in research; Good relations with government

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3. *International Forum of National NGO Platforms*, www.ong-ngo.org
4. *Coalition Building*, by Communication for Good Governance and Accountability Program by World Bank Com GAP, *Towards a New Agora, Innovative Solutions for Management*, www.siteresources.worldbank.org
5. *Moving the Infant - Toddler Policy Agenda Forward Together: Strategies to Build Successful Coalitions*, Zero to Three Policy Center, Author: Elizabeth DiLauro, Field Coordinator, ZERO TO THREE Policy Center, with contributions from the 2005-2007 Better Baby Care Grantees, www.zerotothree.org/policy
6. [Community How To Guide On Coalition Building, Underage Drinking Prevention, www.nhtsa.gov](http://www.nhtsa.gov)
7. Cenap Çakmak, *Coalition Building in World Politics: Definitions, Conceptions, and Examples*, 2007, <http://sam.gov.tr>
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9. *Guide to Building A Broad-Based Coalition Supporting the Development and Sustainability of a System of Pathways*, by ConnectEd, the California Center for College and Caree, www.connectedcalifornia.org
10. *Mapping Civil Society*, publication by Transparency Azerbaijan, July 2013, www.transparency/az
11. *Coalition Building and Networking*, by Scholars at Risk Network, New-York University, <http://scholarsatrisk.nyu.edu/>
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