

Message from the chair

On behalf of the Board and members of Transparency Azerbaijan, I would like to thank you for your interest in our work. The year 2009 was important for Azerbaijan and for our organization.

We continued to operate our five Advocacy and Legal Advice Centers (ALACs) in Baku, Ganja, Lenkoran, Guba, and Sheki. New project - Legal Resource Centers (LRC) funded by Rule of Law Unit of OSCE Office in Baku has been officially opened this year in Ganja. The new project allows our existing ALAC centre in Ganja to broaden the scope of its services. LRC has a special focus on strengthening the judicial sector and will address the lack of sufficient legal resources in the regions and assist the population at large in all legal matters, from helping to put together legal cases, training citizens to represent themselves in courts and monitor court hearings. We also continued our outreach program of free on-site legal sessions, especially in rural areas, which included training groups of public officials such as the police, the military, teachers, officials of the Real Estate Registry, and others.

We are especially pleased that the Azerbaijan Chapter gained credibility with sister TI chapters by organizing training programs for them. TI Az organized two regional ALAC workshops for TI Chapters from Europe and Central Asia/Pacific regions.

To raise awareness of corruption among younger generation a cartoons exhibition entitled "Corruption with Eyes of Children" has been held in Ganja.

We are proud that the "National Strategy for Increasing Transparency and Combating Corruption for 2007-2011" refers to Transparency Azerbaijan as a strategic partner of the State in the area of combating corruption.

Fuad Suleymanov,
Chairman of Board

About Transparency International

Transparency International is an international non-governmental organization, leading anti-corruption movements all over the globe. The Berlin-based Transparency International Secretariat coordinates anti-corruption activities in more than 90 countries through its national chapters. The chapters are independent local NGOs, free to choose their own polices and to raise funds for their activities. Transparency International is based on the principle that, as corruption is a country-specific phenomenon, local organizations can be much more efficient than any efforts taken or imposed from the outside.

About Transparency Azerbaijan

Transparency Azerbaijan was established in October, 2000 by representatives of civil society and academia; fully accredited as a national chapter in October, 2001, and re-accredited in August, 2006 and February, 2010. We work mainly in the areas of raising public awareness, promoting business ethics, and researching the reasons and forms of corruption in Azerbaijan, as well as ways to reduce this destructive social phenomenon. We also render legal aid to witnesses and victims of corruption and assist the Government in drafting policy and legislative acts.

Corruption Perception Index 2009

On 17 November 2009, Transparency International released its most well-known product – the “Corruption Perception Index 2009”, which ranks countries in terms of the degree to which business people and country analysts, both residents and non-residents, perceive corruption to exist in the public and political sectors. In 2009, Azerbaijan received **2.3** points, out of a total of 10 points for a corruption-free country, and ranked **143** out of **180 countries** surveyed.

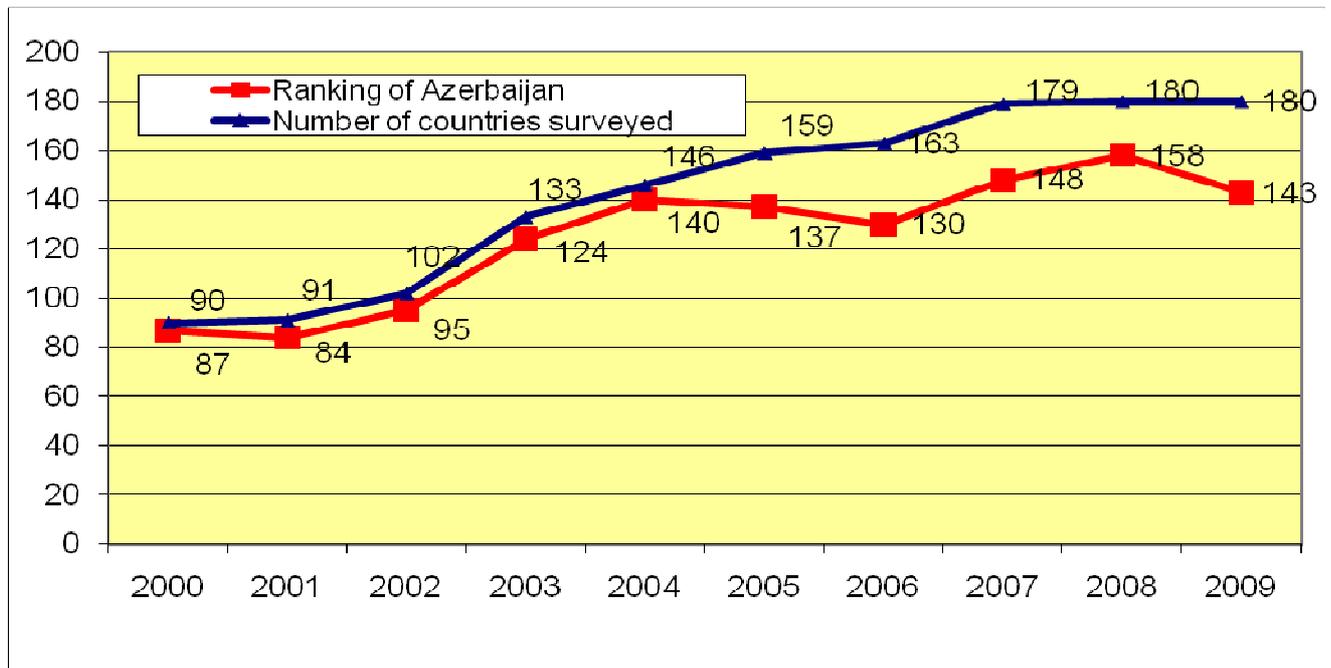
Table 1.
Corruption Perception Index (CPI) 2009
Ranking and score of Azerbaijan

Year	Place among other countries	No of countries surveyed the year	Score from 0 (very poor) to 10 (excellent)
2000	87	90	1.5
2001	84	91	2.0
2002	95	102	2.0
2003	124	133	1.8
2004	140	146	1.9
2005	137	159	2.2
2006	130	163	2.4
2007	148	179	2.1
2008	158	180	1.9
2009	143	180	2.3

The last column is Azerbaijan's average score on a scale from 0 (for a country perceived as overrun by corruption) to 10 (for a corruption-free country).

Figure 1.

Ranking of Azerbaijan on the CPI (Corruption Perception Index)



Global Corruption Barometer

On 3 June 2009, presentation of the TI-S Global Corruption Barometer 2009 was held in Baku. Transparency International's *Global Corruption Barometer* (the Barometer) is the only worldwide public opinion survey on views and experiences of corruption. As a poll of the general public, it provides an indicator of how corruption is affecting individuals on a national level and how efforts to curb corruption around the world are viewed on the ground. The 2009 Barometer, the sixth edition, reflects the responses of 73,132 people in 69 countries. To improve the coverage in 2009 TI was able to commission 15 further polling organizations to carry out the Barometer in 18 countries that could not be covered by Gallup, including, Azerbaijan, Georgia, Armenia, Chile, Hungary, Israel, Liberia, Lithuania, Senegal and others. In each country, the polling method was based on local conditions. Methods included face to face, telephone and online interviews.

Transparency Azerbaijan's specific place among the country's civil society institutions

The Azerbaijan chapter is the only civil society organization in Azerbaijan which assists people in building up resistance against the corrupt practices of petty officials by providing them with legal advice through the Advocacy and Legal Advice Centre (ALAC) project. The chapter has clearly demonstrated that civil society can not only efficiently serve as a barrier between the populace and corrupt officials, but also enhance the productivity of government - NGO cooperation in combating corruption.

The chapter's centres in Ganja, Lenkoran, Guba and Sheki serve as NGO hubs and training grounds for young activists in the provinces, while the central office in Baku specialises in providing expertise on the state of corruption and assessment of efforts of various anti-corruption players in the country.

Our donors in 2009

USAID/Caucasus

OSCE Office in Baku

Transparency International

Statoil Apsheron a.s.

2009 Projects

- ALAC (Baku, Ganja, Lenkoran), donor USAID/Caucasus, (July 2008 - June 2009, Lenkoran - June 2010)
- ALAC Guba, donor OSCE, (January - December 2009)
- ALAC Sheki, donor OSCE, (January - December 2009)
- LRC Ganja, donor OSCE (1 March - 31 December 2009)
- "Anti-Corruption How-to-Guide", donor Statoil Apsheron a.s.
- Monitoring of Implementation of European Neighbourhood Policy, donor Norwegian Ministry of Foreign Affairs, (1 October 2009-30 September 2011)
- Study on Effectiveness of Government Anti-Corruption Complaint Hotlines, donor TI S, (1 December 2008-30 April 2009)
- Gender audit of TI Az, donor TI S (1 December 2009- 31 January 2010)

Advocacy and Legal Advice Centers (ALAC) project

The goal of the ALAC is to provide people with the means to become actively involved in the fight against corruption in their societies. Direct beneficiaries of the project include ordinary people who do not have access to information and justice. Major activities of the project follow:

Legal aid: An anti-corruption hotline provides people with a convenient channel to report corruption, even if they do not live in the city where the centers are located. The hotline also acts as a screening mechanism, allowing genuine cases to be referred to the centers for face-to-face consultations. The hotline is staffed by volunteer law students, and overseen by legal assistants. Citizens may also make complaints in writing or via a website, although our experience indicates that these options are not particularly efficient because few people are initially able to articulate the act of corruption concisely.

If there is *prima facie* evidence of corruption, as reported to the hotline, more detailed legal advice and counseling is provided during face-to-face meetings with lawyers. This involves helping clients to articulate and identify the act of corruption, assisting them in drawing up effective complaints (*e.g.*, evidence, documentation), and providing advice as to how to independently

pursue the complaints. TI- Az does not legally represent nor “take on” individual cases. Rather, it empowers complainants to act.

Advocacy: Fact-based advocacy is critical to the success of the ALACs. Indeed, it is the centrality of this advocacy component which differentiates the ALACs from purely legal clinics. In other words, data generated from real complaints are used as the basis for advocacy campaigns. TA uses a range of advocacy tools, including regular press conferences, radio phone-ins providing advice, and publications.

Education: Anti-corruption education is organized for special target groups: rural populations, refugees and IDP’s, legal students, public officials, and others.

Transparency Azerbaijan succeeded in designing and implementing additional activities to support the ALACs’ original pillars, such as the two described below.

Capacity Building: support is provided to State authorities to strengthen their capacity to process complaints. Transparency Azerbaijan developed good working relations with the Ministry of Education and is a member of the anti-corruption working group of the Ministry. The Ministry of Education is one of the few public agencies, which openly recognizes the facts of corruption and takes, institutional measures to combat it. This agency was the first to put together its anti-corruption action plan and to establish and operate its dedicated anti-corruption hotline with the help of civil society organizations, such as Transparency Azerbaijan, Dalga, Say No to Corruption in Education, and others. Also, TI Azerbaijan contributed to the upgrading of mechanisms for reviewing complaints at the State Registry of Real Estate and at the Ministry of Labour and Social Protection. Transparency Azerbaijan participates in the Anti-Corruption Network of government, civil society and the mass media.

Public outreach campaign through mobile trainings and seminars: Since the end of 2006, Transparency Azerbaijan has been running a special public outreach program focusing on various groups (civil society activists, the disabled, rural populations, national minorities, refugees and internally displaced persons (IDPs), public officials, and others). In 2009 we arranged 120 outreach events, involving 3007 beneficiaries.



Photo above: Training for Guba city Police Department by ALAC Guba Center

Figure 2.

Number of ALAC calls/contacts initiated by citizens in 2009

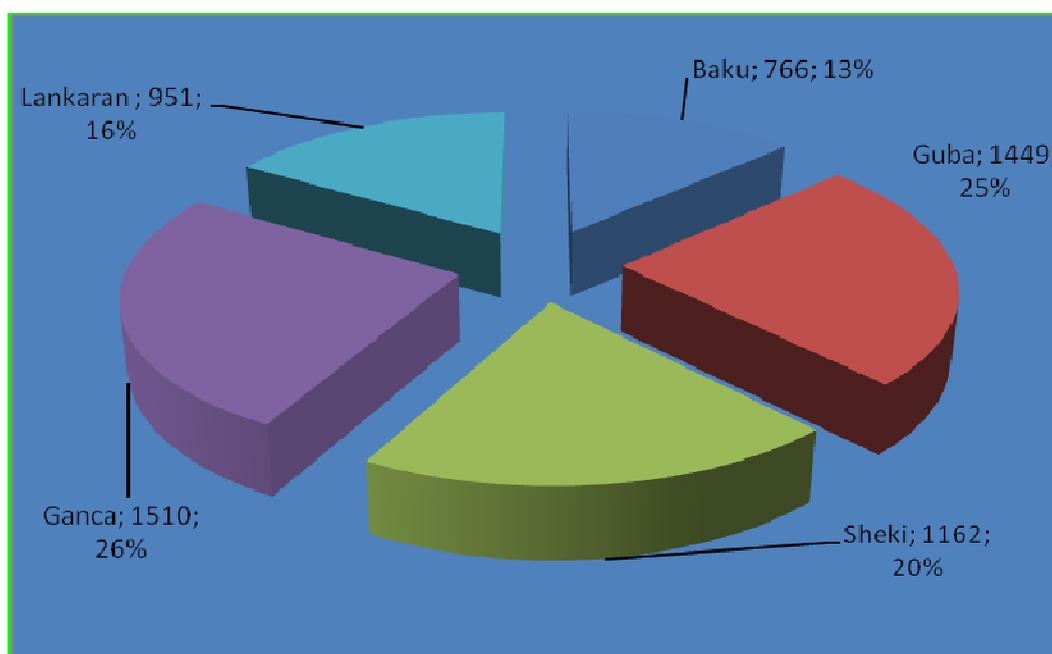
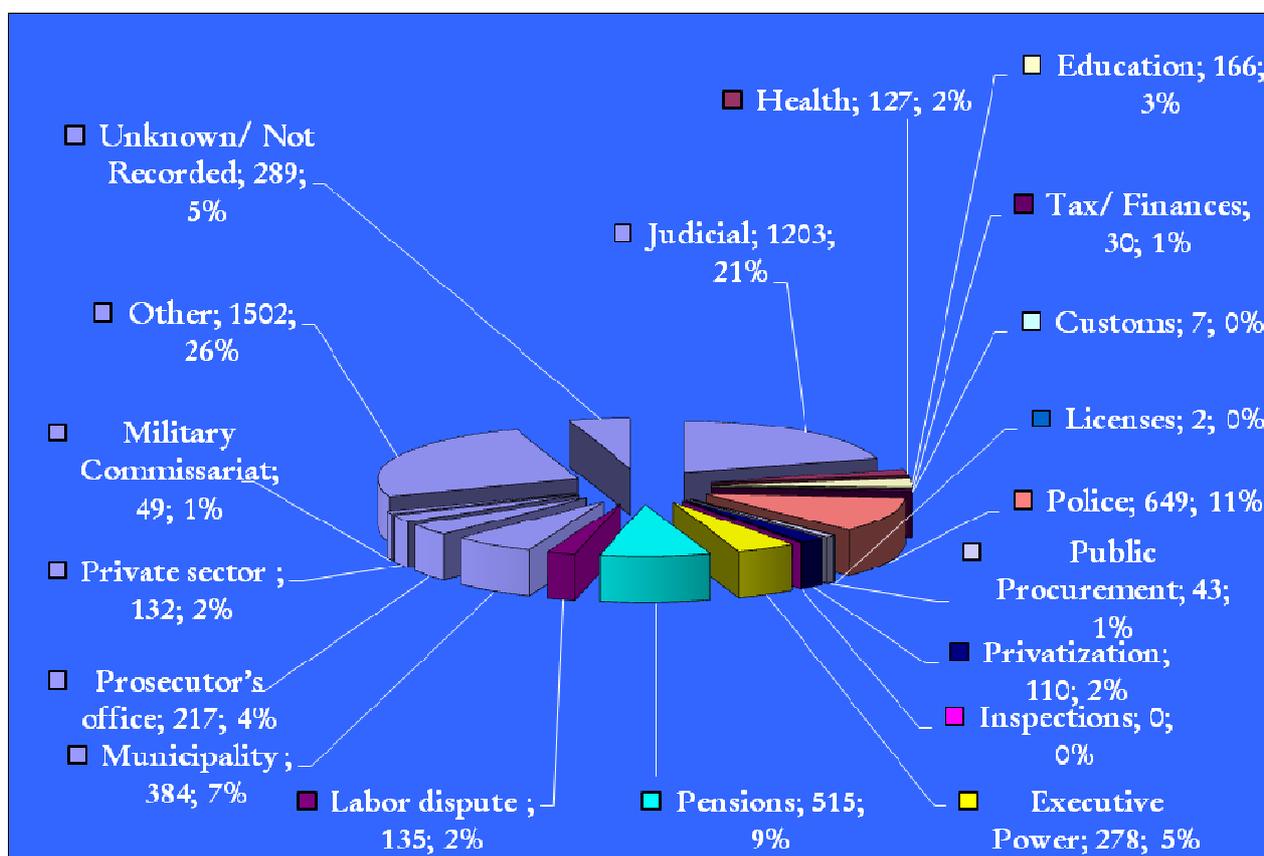


Figure 3.

Areas of complaints brought to ALAC in 2009 (5,838 total complaints)



As demonstrated above, the areas of utmost public concern from the project's initiation in 2005 through 31 December 2009 were, from highest to lowest: the judicial system (21%), police (11%), municipalities (7%), pensions/social aid (9%) and local executive power (5%).

ALAC success story

Kerem purchased plot of land along a highway, designated for entrepreneurial activities by the local Municipality. Kerem applied to the local authorities for permission to build a shop. He received no reply within the set 14 day time period for response. Under the law it 15 days, but in difficult cases the time period can be extended to 30 days. He waited 30 days. Once article is published our authorities might find a fault and state he should have waited 30 days. After Kerem's second official request was left unanswered, he requested a meeting with the head architect of the region. Kerem claims that the architect gave him verbal approval to build, as he had already applied for permission, and said that after the construction was completed, Kerem could re-apply with a request to legitimize his property.

Such a process is common practice in Azerbaijan. Citizens often apply to the relevant agencies for building permission but do not receive a response in the time period set forth by legislation. The absence of prohibition or rejection of a request for building permission can be viewed as permission to build, according to Roman-Germanic legal system, Azerbaijani law is part of. The rationale of officials is twofold. Firstly, building when no response is received within the legal time frame is not illegal and, secondly, if a citizen has invested in construction they will be more prone to pay a bribe in order to legitimize the property to the full extent.

Kerem proceeded to build his shop, registered with the relevant tax agency and opened his business. He had been successfully operating his shop and paying taxes for several months when he received a verbal warning from the same architect that his shop was built illegally. Kerem was given two days to remove his goods and demolish the building with his own hands. Upon failure to do so, the building would be demolished by the authorities. Kerem demanded an official demolition warrant but did not receive it, nether was shown one. This is important – authorities can have a warrant and show it but not give a copy. He contacted executive authorities requesting official justification, but received no response. His shop was demolished in the presence of the authorities and the police.

Under the law, executive authorities are entitled to demolish a construction under private ownership, either with the owner's permission, or under a court ruling. In exceptional cases, for example to ensure public safety, executive authorities may make their own decision, but such decisions must be justified and communicated in writing to the affected party.

Following the demolition, the authorities unexpectedly offered to exchange Kerem's plot of land on the highway for another much bigger plot which was, however, less conveniently located for trade. Kerem was also offered financial compensation for his demolished shop. Kerem rejected the offer, believing that misconduct was afoot, and resorted to the national court system, where he lost his case at first instance and in a court of appeal. As a last resort, he turned to TI Azerbaijan's ALAC in the capital city of Baku.

TI Azerbaijan forwarded an appeal to the State Anti-Corruption Commission, which sent the letter for review to the relevant regional authorities. Kerem retained his plot of land and received permission to

reconstruct his shop. As compensation, he was also provided with free building materials. All of this was supported by an official letter from the relevant executive authorities. Happy with the outcome, Kerem sent a letter of appreciation to the authorities and TI Azerbaijan.

In the modern day realities of Azerbaijan this is a happy ending to a story where a number of factors coincided. A national public agency influenced the local authority to cooperate, a citizen took a stern position in defense of his rights, and a civil society organization stepped in. As seen from this case, there is a loophole in the legislation, which creates a problem for citizens. TI Azerbaijan proposes to introduce an explicit clause stating that if a citizen does not receive permission in the time frame set forth by law, then the request shall be considered settled in favor of the citizen. This norm would encourage public officials to perform their duties in a timely fashion.

Rule of Law Legal Resource Center project

The Legal Resource Centre (LRC) in Ganja was built on the basis of Ganja Advocacy and Legal Advice Centre (ALAC) of Transparency Azerbaijan. The overall project goal - to strengthen the judiciary sector - envisions work with the relevant institutions, legislation and procedures, guaranteeing fair trial standards and access to justice for ordinary citizens. The project aims have been achieved through organization of the respective two sets of *activities*, each consisting of several smaller tasks.

Activity 1. Fostering effective implementation of the applicable framework was achieved through implementation of the following tasks:

1. Toll Free Hotline
2. Legal Advice
3. Litigation
4. Monitoring of court proceedings
5. Advocacy
6. Education
7. Future civil society leaders

Activity 2. Building capacities of judiciary and legal professionals was achieved through implementation of the following tasks:

1. Helping to expand the ranks of certified legal professionals
2. Enhancing quality of legal professionals
3. Capacity Building
4. Resource centre



Photo above: Opening of LRC centre in Ganja

Monitoring of Implementation of European Neighborhood Policy

This project aims to conduct a monitoring exercise of Azerbaijan's delivery on commitments made under the European Neighborhood Policy Action Plan, which it signed in 2006. It focuses on three aspects of governance, all of which are considered central to anti-corruption reform in the country: reform in the judiciary, public sector and implementation of obligations assumed before the GRECO group. Examining the legal framework as well as the implementation of law in practice, the study provides key insights into progress in improving governance and reducing corruption risks in Azerbaijan, and highlight areas in which progress has been limited or non-existent. The report will be released in May 2010 alongside with similar reports for Georgia and Armenia.

Study on Effectiveness of Government Anti-Corruption Complaint Hotlines

The study aimed to identify government hotline good/effective practice. Also of interest is exploration of the ways in which civil society-run hotlines support, complement or compete with government mechanisms. The output - a practical guidance note based on the comparative research (Azerbaijan, Czech Republic, Moldova, Kenya) - was published by TI S. What the different examples reveal is the importance of addressing the full range of challenges - institutional, operational and administrative - for the hotline to function effectively. Ample budgets and advertising will not bring users when the staff members answering the calls are not trained or knowledgeable on the topics the hotline has been established to address. While specially designated anti-corruption hotlines might be better tied to an institutional structure of support, funding and investigative powers, prevailing levels of political will and trust will ultimately trump their effectiveness. In Azerbaijan hotlines of the Ministries of Education and Tax shall be used as an example by other public agencies.

Gender audit of TI Az

The purpose of the gender audit was to help TI Az further meet its' objective of mainstreaming gender. The gender audit examined what the organization is currently doing to achieve gender mainstreaming - regarding both internal practice and external projects - and what more could be done. Mainstreaming gender involves assessing the implications for men and women of any planned actions, thereby ensuring that the planning, implementation, monitoring and evaluation of policies and programs are sensitive to women's as well as men's experiences, so that men and women benefit equally. The gender audit examined both the internal organization of TI Azerbaijan and the development and impact of its programs and projects. In addition to taking stock of the

status quo, an important objective of the gender audit was to make recommendations for ways of addressing any shortcomings as well as recommending new programs and tools to mainstream gender. A further objective of the gender audit was to assess the possibility of creating specific programs or tools to tackle the link between gender and corruption.

Volunteers

TI Az had 301 volunteers in 2009. This year we hosted two volunteers from Romania and United Kingdom. Miruna Puscariu, second year student of a Master's Degree in International Studies at the Paris Pantheon-Sorbonne University, applied for a short-term internship from 29 June to 10 August at Baku center of the Transparency International in Azerbaijan. Linda Shannon, MA Hons International Relations and Modern History at the University of St. Andrews in Scotland, UK, applied for a 4-month internship from 5 November 2009 to 1 March 2010 at Baku center of the Transparency International in Azerbaijan. The internship program with our office in Baku allowed both of them to put this knowledge into practice and to actively support Azerbaijan efforts in fighting against corruption. Miruna assisted to put together TI Az report for the past three years which allowed us to re-confirm our accreditation with TI S and Linda co-authored gender audit report.



Photo above: International interns at the Baku office of TI Az

Resource Centers

Our ALACs and LRCs serve as fully equipped resource centers, offering free internet access and legal and other related materials. Centers provide onsite on-going training for volunteers, including organization of computer basics classes, English Conversation Clubs and English movies nights.

Media coverage

In 2009, the media, including print and electronic media, covered 160 hits of TI Azerbaijan's activities.

Other activities and events

TI Az organized numerous campaigns and held events throughout the year, among them:

- Organized two regional ALAC workshops for TI Chapters from Europe and Central Asia/Pacific regions. Workshop gathered together colleagues from Pakistan, Vanuatu, Russia, Georgia, Mongolia, Fiji, Papua New Guinea and TI Secretariat to learn how to set up

and run ALACs. The second workshop was organized for chapters from Palestine, Morocco and Lebanon. Among sister chapters, trained in Baku, Pakistan, Georgia and Vanuatu have already launched their respective ALACs. It is worth to mention that TI Kazakhstan and TI Guatemala, also trained in Azerbaijan last year, have successfully launched their ALACs and in 2009 became ALAC focal points for their respective regions (Central Asia and Latin America);

- Participated in the group of independent observers for the public test exam conducted by the Office of the Prosecutor General together with the State Students' Admission Commission, and monitored the winter exam session in universities;
- Participated in the preparatory meeting for and launch of the Civil Society Forum under Eastern Partnership Initiative in Prague, Czech Republic and Brussels, Belgium.

Public awareness raising

- To raise public awareness against corruption TI Az continued to produce calendar-flyers with hotline numbers of the Ministry of Education and TI Azerbaijan to encourage students to resist corruption and ensure smooth operation of anti-corruption hotlines during the 2009 winter and summer exam sessions in universities;



Photo above: calendar-flyers with hotline numbers

- ALAC Ganja Center together with Javadkhan Youth Public Union organized a cartoons contest under “Corruption with Eyes of Children” slogan among the students of Ganja City Children’s Arts School. The goal of the contest was to deliver to students a message on destructive influence of corruption which threatens good governance and sustainable development of the country.



Photo above: Painting contest

- Our centers in Sheki, Ganja and Lenkoran held a campaign entitled “Summer without Corruption” under Advocacy and Legal Advice Centers Project. During the campaign ALAC volunteers met with population, informed them on corruption, its causes and consequences, disseminated marketing materials and encouraged complainers to come to office in person and submit written cases. Campaign involved more than 500 people in Sheki, Ganja, Lenkoran and surrounding villages.



Photos above: Public Outreach campaign in Sheki and Ganja

- Held a series of events against gender based violence at the Azerbaijan Technology University in Ganja and State Agricultural University that brought together the students and professors of these institutions. The campaign was also held in the central street of Ganja by young people wearing T-shirts with sign “Let’s Bring Human Trafficking to an End” and informing different categories of people on the human trafficking and disseminating informative brochures and leaflets containing information of free of charge legal and psychological assistance for those affected by this issue.
- Held series of events devoted to the 9-th of December - International Day on Combat against Corruption in partnership with IREX Media Advancement Program’s (MAP) Community Development Centers.

Our Partners

- Commission on Combating Corruption of the Republic of Azerbaijan
- Anti-corruption Department under General Prosecutor’s Office
- Ministry of Education
- Ministry of Internal Affairs
- State Registry of Real Estate
- Ministry of Defence
- Constitution Research Foundation
- Entrepreneurship Development Foundation
- Centre for Innovation in Education
- Society for Human Rights
- Legal Education Society
- Association of Azerbaijan Lawyers
- Eurasian Lawyers’ Association
- Young Lawyers’ Union
- Fund of Struggle against Corruption

- Anti-Corruption Network of NGOs
- EUROATLANTIC forum

2009 publications by TI Azerbaijan

- TI Practical Guidance Note: Government Anti-Corruption Hotlines, 6 May 2009, http://chapterzone.transparency.org/chapterzone/ti_papers/working_papers/draft_pgn_hotlines
- TI Az Gender Report <http://transparency.az/genrep/TI-Az%20Gender%20Audit%20Report.pdf>

Table 2.
Members of the Board and Executive

	Name	Main occupation	Role within TI
1	Fuad Suleymanov	Ph.D. in Legal Studies, Civil Society Programs Manager, OSI - Assistance Foundation - Azerbaijan.	Founder Chairman of Board
2	Sabit Bagirov	Entrepreneurship and Market Economy Development Assistance Foundation, ex-chairman of Board, Ph.D. in Engineering, President	Founder Ex-chairman of the Board
3	Durdana Mamedova	Head of Department on Constitutional Issues, Constitution Court of Azerbaijan Republic, Ph.D in Law.	Founder Board member
4	Rena Safaraliyeva	Associate Professor of Chair of English Stylistics, Full Doctor in Linguistics	Founder Executive Director Board member without voting right
5	Rashid Hajiyeu	Director, Media Rights Institute	Board member
6	Intigam Aliyev	Director, "Legal Education Center" private law firm	Board member
7	Annagi Hajiyeu	President, Azerbaijani Lawyers Association	Board member

Table 3.

Our employees and contact details

Website: www.transparency.az

Baku central office

Baku, Azerbaijan, AZ 1009
Jafar Jabbarly street 16, floor 1, apt 7
Tel: (994 12) 418 11 09; 497 68 15
Tel/Fax: (994 12) 596 20 38
Toll free: (088) 707 07 07
E-mail info@transparency.az

	Position	Name	Education	E-mail
1	Executive Director	Rena Safaralieva	Ph. D. degree in General Linguistics from Foreign Languages University, Moscow and Full Doctor degree, Azerbaijan Languages University	rena@transparency.az
2	Senior Project Coordinator	Samir Alibayov	Bachelor's degree in Geography, Baku State University, diploma in Law, Guba Socio-Economic College	samir@transparency.az
3	Senior Lawyer	Azer Talibov	PhD student in Law, Baku State University	azer@transparency.az
4	Junior lawyer Assistant	Jamila Razzagova	Bachelor's degree in Law, Baku State University	jamilya@transparency.az
5	Project Assistant	Nisa Hajiyeva	Bachelor's degree in Law, Baku State University, first grade student of MBA in State Economic University, Baku	nisa@transparency.az
6	Administrative and Finance manager	Zamina Aliyeva	Baku Computer College, diploma in Administration and IT	zamina@transparency.az
7	Accountant	Natavan Hajiyeva	Master's degree in Accounting, Public	natavan@transparency.az

			Economy Institute, Tashkent	
8	PR/Media Specialist	Kanan Gasimov	Second grade student of Master`s degree in International Relations, Azerbaijan Languages University	kanan_q@transparency.az
<p>Ganja center Ganja - AZ 2000, Azerbaijan Javadkhan St., 35/1 Tel/fax: (994 22) 56 40 42 Toll free: (088) 202 02 02</p>				
8	Lawyer/Office Director	Sevinj Mammadova	Bachelor`s degree in Law, Azerbaijan International University	sevinj@transparency.az
9	Project Assistant	Gultekin Abdullayeva	Bachelor`s degree in Journalism, Baku State University	gultekin@transparency.az
10	Lawyer	Babek Hamidov	Bachelor`s degree in Law, Azerbaijan University	babek@transparency.az
11	Lawyer	Kanan Hasanov	Bachelor`s degree in Law, Khazar University	kanan@transparency.az
<p>Lenkoran center Lenkoran AZ 4200, Azerbaijan Gala Khiyabani st. 12 Tel: (994 171) 5 17 25 Fax: (994 171) 5 09 04 Toll free: (088) 303 03 03</p>				
12	Lawyer	Ehtiram Fattayev	Bachelor`s degree in Law, Azerbaijan International University	ehtiram@transparency.az
13	Coordinator/ Office Director	Afig Malikov	Ph. D. degree in Ecology, Lenkoran State University	afiq@transparency.az
<p>Guba centre</p>				

<p style="text-align: center;">Guba AZ 4000, Azerbaijan Fatalikhan str, 65 Tel/fax: (994 169) 5 14 91 Toll free: (088) 404 04 04</p>				
14	Lawyer/Office Director	Eldar Kerimov	Master's degree in Law, St. Petersburg State University	eldar@transparency.az
15	Assistant	Imran Askerov	Certificate in Collective Farm Inspecting, Baku Executive Committee Trade Enterprise Training Centre	imran@transparency.az
<p style="text-align: center;">Sheki centre Sheki AZ 5500, Azerbaijan M. Rasulzadeh str. 177, apt. 3 Tel/fax: (994 177) 4 26 55 Toll free: (088) 505 05 05</p>				
16	Lawyer	Kamala Mammadova	Bachelor's degree in Law, Dagestan State University	kamala@transparency.az
17	Coordinator/Office Director	Tural Salamov	Bachelor's degree in Philology, San Marino International Academy of Sciences Academic Centre, Mingechevir Branch	tural@transparency.az

Financial Data:

Figure 4 shows our revenue sources in 2009.

Figure 4.

TI Azerbaijan Donors in 2009

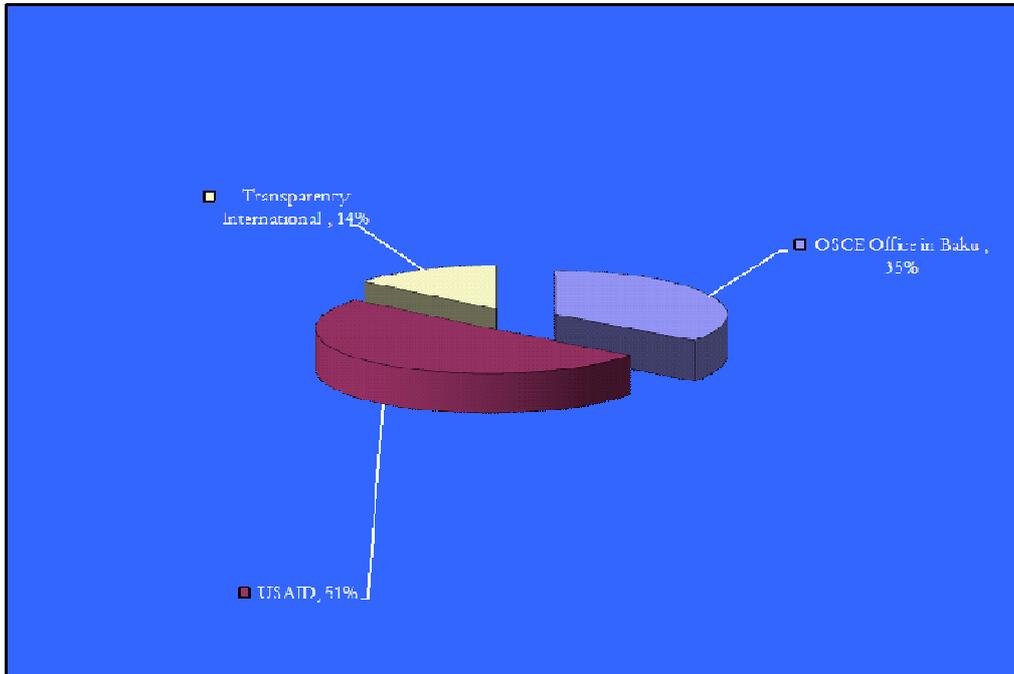
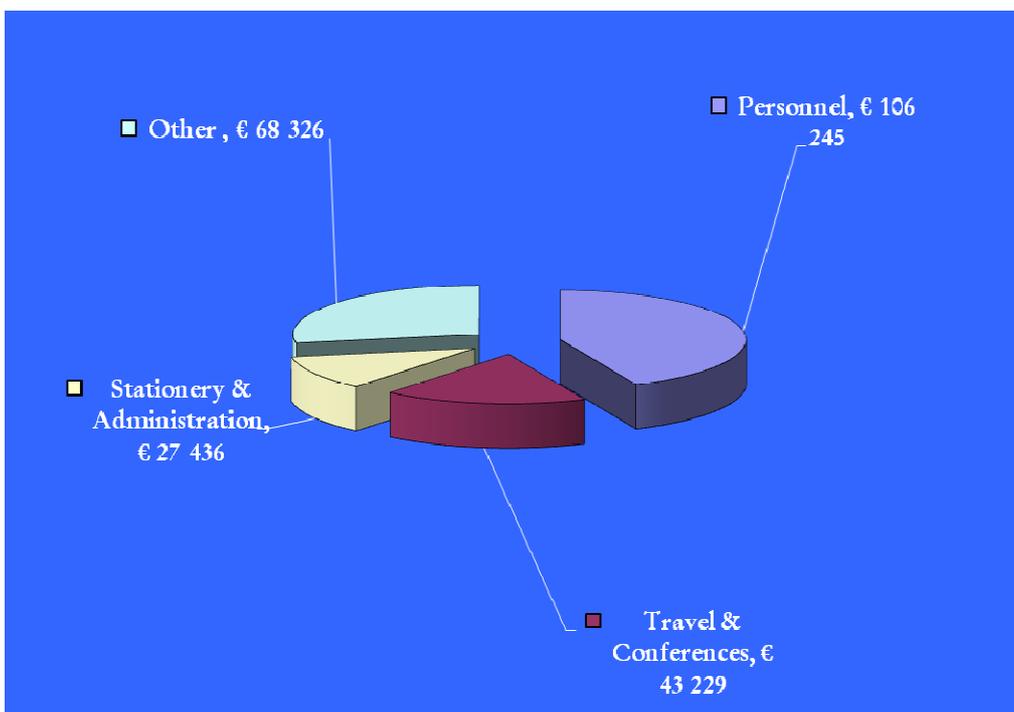


Figure 5 shows our expenses by category in 2009.

Figure 5

Our expenses by category (in Euro)



Our financial data in Euro for 2009 can be summarized as follows:

Revenue	264,653
Equity/reserves at the beginning of the reporting period	15,676
Expenses	245,236
Net reserves at the year end	35,093
<hr/>	
Surplus/Deficit for the year	

Compiled by:

- Rena Safaraliyeva, Executive Director
- English version editor and translator: Samir Alibayov, Senior Coordinator, TI Az
- Azerbaijan version editor and translator: Kanan Gasimov, PR and Media Specialist, TI Az