PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS DEMOCRACY FUND
Contract NO.PD:C0110/10

Table of Contents

I. Executive Summary

(i) Project Data

T@]¦[b^&c %¢¦^æc¡} [~W[{ ^}q Pæ|ãæ¡ ^}c ã} A:^¦àæãbæ}+¸ æ ã]|^{ ^}c^å àˆ c@
W[{ ^}q A••[&ãæ¡} -{¦ Ræc¡}æ Development (WARD) from 1 August 2010 to 31 July
2012. It was fully funded by

WARD   should

II.   Introduction and development context

(i)   The project and evaluation objectives

This report contains the evaluation of the project entitled

institutions and the character [~&ã,ā •[&ā^ĉ •ᴅ^}*ᴄ@^}ā * àˆ -æ&āāæā * ¸[{ ^}ᴄ̧ å^{ [&!æᴄ̃ᴮ participation.

(iii) Development context

The legal framework and policies pursued by the Government of Azerbaijan create enabling environment for women to exercise their rights and advance their position in the society. Since independence, Azerbaijan has ratified almost all essential international documents on the protection of women's rights including the UN Convention on the Political Rights of Women (1992) and the UN Convention on the Elimination of All Forms of Discrimination

å¦æ¸•˘]˘˘^•ơ¦}•ơ*˘ãã^ơ@˘˜‖C[{{ãơ^^ơ^¢æ¦å]æœ¦}[~ơ@˘¦^][¦ơT@•^˘˘^•ơ¦}• æ¿^•˘à{ãơ^å ơ ơ@˘&[˘}dˆơs representative in advance. The representative then meets with the Committee to respond to these questions and any others that members may wish to ask.

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

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

Next to the UN (and the World Bank) there are also other international donors active in the country. Majority of them consider gender as cross-cutting issue and some of them fund particular programmes focused on gender. These include

national experts have been utilized for the aforementioned Shadow Report to CEDAW. It should feed into the system of CEDAW reporting and has a potential to influence the gender equality situation in the country if its recommendations will be taken on board. In this regard the project recognized the opportunity presented by the CEDAW reporting system.

(ii) Logical framework

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

IV. Evaluation findings

(i) Relevance

The overall project purpose was to address gender inequality and improve wo{ ^}ợ ¦ǎ̃@̃∞ •ǎ̆ æǎ} ǎ A:^¦àæ̃ḃœ̃. T@ ^•cæ̃à|ã@̃ ^}c[~c@ -ã•cW[{ ^}ợ Pæ̃|ã̃æ̃ ^}c(WP) . a symbolic model of alternative parliament with focus on gender equality. served as a viable and relevant vehicle for achieving this goal. Due to limited resources there was no separate needs assessment carried out at the outset of the project. However, the project relevance has à^^} ḃ•c̃ã̃å̃ à̂ æ̃à¦[æ̃å̃ æ̃å¦æ̂ [~æ̃¦^æ̃å̂ ^¢ã̃c̃ã]* ǎ̃ å̃à̃Ræ̃¦• &[}&^¦}^å ¸ ã̃@¸ [{ ^}ợ (non-) participation in the public life in Azerbaijan. These included low participation of women in decision-making (e.g. less than ¼ of the members of the NP are women and women are also underrepresented in the senior governmental or ambassadorial positions), low institutionalisation of gender equality principles in the state systems and

> ‰̃@̂ ã̃æ^æ ¢ ^•cæ̃à|ã̃@ c@̂ WP ¸ æ ç^¦ˆ relevant. In order to let women grow there is, at the first place, a need to create for them opportunities to grow. The WP is exactly such æ̃} [ ]] [¦c̃ } ã̂+
> **An unnamed international donor**

structures (Gender Focal Points, created within every national state institution in Azerbaijan, appear only as formal measures), lack of capacities and resources of women rights organisations and occurring issues of discrimination against women in the family relations (e.g. early marriages or selective abortion).

The lessons learned from the so-called Women Fora (WF) organised by WARD before the WP establishment have been used only in a very limited manner. This has been explained by the fact that WFs were discussion platforms focused only on NGOs. Relevance of this experience for a project covering also other segments of society, as the WP, was reportedly limited. Nevertheless, some interviewees admitted that already during the WF it appeared that for the promotion of gender equality there is a need for a coordinated r

authorities. Some interlocutors stressed that this was also due to the low interest of the state institutions to get substantially involved with the WP. In this s
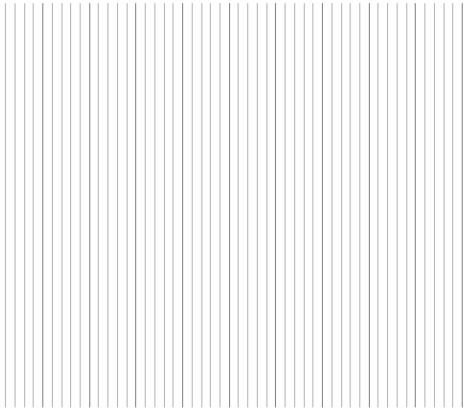
During the implementation the project also tracked the types of expenses within the defined expenditure thresholds across all project activities/outputs. The corresponding shares are outlined in the Figure 2.

The budget line dedicated to human resources accounted to 29% of the overall project expenditures. This included project staff, national experts and consultants (most of them volunteered; less than 30% were paid), translators/editors and technical staff. The members of the WP have been also compensated by a sum US$400/year each, which appears rather symbolical. The salary of the project coordinator was US$350/month and the accountant $200/month. Those

expenses are reasonable and efficient use of resources given the extensive number of activities . { a⦀¦ã̃ [~c@\{ %@\{ a⦀ ¦^•[˘¦&•-@˙æ̂+- carried out across all the expected activities/outputs (and subsequent achievement of all planned outputs and majority the outcomes).

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

A major bulk of the budget, 41%; was dedicated to the outreach and advocacy activities. Within this budget line the costs for]¦ã̦c⦀* c@˘ %S@æ⦀* E¢]^¦à̦}&^ R^]¦G+¸ æ US$ 45,000 (3000 high quality copies in two languages) and US$ 16,000 fo¦ c@˘ %CEDAW S@æ̦[¸+R^][¦c (2000 @ã@˘˘a⦀ã̂ &[]ã̦• ã̦ c¸[¦æ⦀*˘æ̂^•). T@ã̃ &[}•ã̃c˘å 82% [~æ⦀ expenses dedicated to the advocacy/outreach. According to the project almost all reports have been distributed. The recipients were, *inter alia*, media outlets, diplomatic corps, international organisations and national decision-makers. Given the limited advocacy results apparent beyond the international and national expert community (and even here the effective outreach towards the state institutions was limited) the adequacy of the selected advocacy tools is debatable. Some stakeholders expressed their view that

%ω}^[~℃@ˆ{ æɖ¦|^••[}•|^æ}^å¸æ

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

V.   Conclusions

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

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

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

In this framework it appears that *more effort could be also put into joining forces with other projects in order to increase leverage.* Additionally, WP is not the only organization

results in reaching out towards the wide society and the government a more diverse (and innovative) portfolio of advocacy tools could be selected.

The project management efficiency was high. This should be emphasized in relation to

VI.   Recommendations

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

VII.   ANNEXES
Annex 1: Evaluation questions:

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

Annex 2: Documents Reviewed:

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

Azerbaijani Code of Administrative Offences
Azerbaijani Law on Voluntary Activity
Azerbaijani Law on Registration of Entities
Azerbaijani Law on Non-Government Organisations
WP Shadow Report to CEDAW (2012)
WP %&@&} * E¢] ^¦&} &^ R^] [¦o (2012)
Initial Report of Azerbaijan to CEDAW (1996)
Combined second and third periodic reports of Azerbaijan to CEDAW (2005)
Letter of the Permanent Mission of Azerbaijan to the UN on composition of delegation of Azerbaijan for participation in 37th CEDAW conference
Fourth periodic report of Azerbaijan to CEDAW (2008)

Annex 4 : Acronyms

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