

Final draft of 8 February 2010

## **TI Azerbaijan Gender Audit Report**

### **Team and responsibilities:**

Azad Isa-zade, Women's Crisis Centre, research and findings

Linda Shannon, TI Az intern, analysis of relevant literature, compilation of the report, editing

Nisa Hajeva, assistant, TI Azerbaijan, translation

### **Table of contents**

1. Introduction to the TI Az Gender Audit
2. Background on Gender Issues in Azerbaijan
3. Gender Audit Methodology
4. Findings
5. Recommendations

Annex 1. Timeline

Annex 2. Gender Audit Survey Questionnaire

Annex 3. Moderator's Guide for External Interviews

Annex 2. Moderator's Guide for Internal Interviews

## **1. Introduction to the TI Az Gender Audit**

This report discusses the process and results of a gender audit which was conducted by Transparency International Azerbaijan (TI Az) during December 2009 and January 2010. The purpose of the gender audit was to help Transparency International Azerbaijan further meet its' objective of mainstreaming gender. The gender audit examined what Azerbaijan 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 programmes 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 Transparency Azerbaijan's programs and projects. Issues including human resources policy and the sex balance and culture of the workplace were considered in examining the internal organization of TI Azerbaijan. Examination of programming considered TI Azerbaijan's planning, monitoring, implementation and evaluation of projects to evaluate how far TI Azerbaijan's programs are gender sensitive, as well as whether projects contribute to the achievement of gender equality in Azerbaijan.

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 programmes and tools to mainstream gender. The results of the audit have informed recommendations for steps required in the short and medium term to achieve this. A further objective of the gender audit was to assess the possibility of creating specific programmes or tools to tackle the link between gender and corruption.

## **2. Background on Gender Issues in Azerbaijan**

Gender mainstreaming is vitally important in Azerbaijan where women, especially in rural areas, are traditionally excluded from participation in social and public life. TI Azerbaijan, with its four regional centres which conduct extensive public outreach programs focused on the rural population, encounter this problem in daily work.

Women constitute 51.2 % of the population in Azerbaijan. National legislation, namely the Constitution, ensures the equal rights of men and women. Although equal rights for men and women are guaranteed under Azeri laws, gender inequality persists. Illustrating this, Azerbaijan was ranked 90 out of 134 countries surveyed in the World Economic Forum's 2009 Global Gender Gap Index.<sup>1</sup>

In 1998 the Government established a state committee on women's issues to protect women's rights and to enact measures to empower women. The National Plan of Action on Women's Policy, which was drafted by this Committee and approved by the Cabinet of Ministers in March 2000, sets out priorities for achieving gender equality. However, it is not as strong as it could be because there are no clear mechanisms for monitoring implementation.<sup>2</sup>

Women are represented in public administration, in the Parliament and in various organizations, but the level of their representation is very low in comparison with men's. In general, employment of women in the third sector in Azerbaijan is relatively high, as compared to female employment in public service and the business sector. This was found to be reflected in the sex balance of TI Azerbaijan staff. The third sector could

---

<sup>1</sup> World Economic Forum, Global Gender Gap Index, 2009, available at <http://www.weforum.org/en/Communities/Women%20Leaders%20and%20Gender%20Parity/GenderGapNetwork/index.htm>

<sup>2</sup> Nayereh Tohidi, "Women, Civil Society, and NGOs in Post-Soviet Azerbaijan," *The International Journal of Not-for-Profit Law*, Volume 7, Issue 1, November 2004, re-printed by Women Living Under Muslim Laws, available at <http://www.wluml.org/node/4005>

be said to attract and offer opportunities to women because many NGOs address the social problems that women have historically been confined to addressing, such as disabilities, health, children's issues and education. Furthermore, in the face of the exclusion of women "from the power centers of government and big business, NGOs offer women one of the few avenues currently available to them to promote broad-scale socioeconomic change, not just change connected with women's issues.". Azerbaijani women also often have better communication skills, foreign language proficiency, and stronger informal networking abilities than men, useful for working in the sector. Compared with traditional positions of power, NGOs are new and relatively devoid of corruption and hence less likely to damage the reputation of women and their families.<sup>3</sup>

**Azerbaijan: Average monthly salary of women and men in full time employment in  
October 2008**

---

<sup>3</sup> V. Estes, "Lessons in Transition: Gender Issues in Civil Society Development" in *Give & Take* (A Journal in Civil Society in Eurasia), 3: 2, Summer, 2000, pp. 5-6

(based on a one-off survey of workers October)<sup>4</sup>

Economic activity	Average monthly salary (AZN)		Average monthly salary of women as percentage of the average monthly salary of men	Share of women in total employees (%)
	Women	Men		
Extraction of crude oil and natural gas	642.1	809.1	79.4	14.7
Production of oil products	453.1	591.1	76.7	34.2
Chemical industry	144.2	304.8	47.3	37.4
Construction	230	423	54.4	9.7
Wholesale and retail trade; repair of motor vehicles, personal and household goods	166.7	218.4	76.3	22.6
Rendering of services by hotels and restaurants	218.6	292	74.9	44.6
Air transport	538.4	986.6	54.6	20.8
Communication	496	544.6	91.1	38.9
Financial activity	569.2	807.9	70.5	34.9
Education	203.2	242.7	83.7	60.7
of which:				
Pre-school education	89.8	89.9	99.9	87
Secondary education	192.9	235.8	81.8	64
Secondary technical and vocational education	157.2	166.6	94.4	61
Higher education	282.1	296.7	95.1	51.8
Rendering of health and social services	128.3	153.8	83.4	70.5
of which:				
Hospitals' activity	119.7	172.5	69.4	76.4

<sup>4</sup> Azerbaijan State Statistics Committee, Labour Market report, October 2008, available at <http://www.azstat.org/statinfo/labour/en/043.shtml>

Doctor practice	125	197.2	63.4	74.4
Veterinary activity	173.1	157.4	110	

TI Az has its own unique findings on the involvement of women in the business sector. For example, TI Azerbaijan's research found that only 12% of those surveyed- owners of small enterprises and managers of middle and large sized companies- are female. This is despite the fact that women constitute the majority of the country's population and, respectively, the labour force, due to mass emigration of the male population in search for a job. In business, as well as state management and politics there is much less involvement of women. It is worth mentioning that Azerbaijani women do not concede to men in terms of educational attainment levels. Statistical data indicates that women hold nearly half of higher education diplomas in the country.

Most women in managerial positions are employed in the utilities sector, are individual service providers, NGO representatives, or work in the health and social services sector. The likelihood of women holding leading positions are reduced significantly as the size of an enterprise grows.<sup>5</sup>

### **3. Gender Audit Methodology**

The activities carried out in the process of the gender audit were:

- A study of special literature
- Review of TI Azerbaijan institutional documents and programs
- An anonymous survey questionnaire sent by email to all staff
- In person/telephone interviews with a number of key staff members
- In person interviews with outside experts and board members

A participatory approach was taken to the gender audit through face to face interviews and staff's completion of an anonymous survey questionnaire. The questionnaire included opportunities for individuals to put forward comments, evaluation and suggestions for the future. A notable benefit of this approach is that it allowed the gender audit to be a platform for discussion of gender issues, which in itself has contributed towards the objectives of the audit.

---

<sup>5</sup> Country Corruption Assessment: Business Opinion Survey Business Opinion Survey , publication by TI Az, 2006, available at [www.transparency.az](http://www.transparency.az)

The gender audit survey questionnaire was distributed by email to all TI Az staff at the Baku and regional offices. The survey was anonymous. Of 21 surveys sent, a total of 17 (81%) were returned and analysed. The survey contained twenty questions, organised under the headings 'Internal Structure: Human Resources', 'Internal Structure: Organizational Culture', and 'Programs: (planning, implementation, evaluation and monitoring)'. The survey asked staff to rate to what extent they agreed with statements. A further three questions asked for comments and suggestions on: what more TI-Az should do to promote gender equality in programmes; what more TI-Az should do to promote gender equality in its internal operations and policies; and descriptions of any successes or challenges the respondent has experienced in integrating gender in any aspects of their work. (See appendix 2)

Interviews were conducted in person with staff at the Baku office in a private setting. Telephone interviews were conducted with staff of regional offices. In total 21 staff members were interviewed. Technical staff members in the regions were not interviewed. (See appendix 3)

Outside experts and board members, many of whom have relevant backgrounds and experience regarding gender issues in Azerbaijan, were approached as a useful source of advice on how TI Az could do more to incorporate women into programmes and projects and tackle the link between gender and corruption. The focus of interview questions to board members and external experts were on what more TI Az could do in future to increase the number of female beneficiaries of its projects and to be sensitive to gender roles. Open ended questions were asked in order to gain as much input and original thought as possible. (See appendix 4). Among the experts interviewed were: Dilara Efendiyeva (Committee of Protection of Women Rights), Sadjida Abdulvahabova (Union of Women's Problems Research: Woman Institute), Vafa Salehova ("Temiz Dunya" – translated as Pure World), Leyla Yunusova (Institute for Peace and Democracy), and Matanet Azizova (Women's Crisis Center).

#### **4. Findings**

##### **Findings from Review of Institutional Documents and Programs:**

###### **a) Internal organization**

At the time of writing TI Azerbaijan employs 18 full time members of staff, of which 8 individuals are female (44.5%) and 10 are male (55.5%). The total number of employees, including part time support staff (i.e. cleaners, IT support, courier/driver) is 29, of which 16 are male (55.5%) and 13 are female (44.5%).

Table #1 below outlines the distribution of male and female employees of the organization on the bases of position.

**Table #1 Position by sex**

	Baku		Ganja		Lenkoran		Sheki		Guba	
	M	F	M	F	M	F	M	F	M	F
<b>Manager</b>	1	2	0	1	1	0	1	0	1	0
<b>Specialist</b>	2	1	2	0	1	0	0	1	0	0
<b>Assistant</b>		2	0	1	0	0	0	0	1	0
<b>Technical staff/ Part time</b>	2	1	1	1	1	1	1	1	1	1

Analysis of the table shows that whilst in some regional branches (Lenkoran and Guba) male employees prevail, a relative gender balance (44.5% female employees compared with 55.5% male employees) is observed in general within the organization.

A marked positive tendency regarding salaries is illustrated in Table #2 below.

**Table #2 Salaries**

All Employees		
Sex	Number	Average Salary (AZN)
Men	16	396
Women	13	472
Combined	29	434
Professional Staff*		
Sex	Number	Average Salary (AZN)
Men	10	575
Women	8	724
Combined	18	649

\*Occupied on the full rate, not technical staff, excluding programmers, cleaners and the driver

There is an absence of gender distinctions regarding the employment, salaries and

TI Az	2006	2009	Total Project Life
-------	------	------	--------------------

working conditions of men and women at TI Azerbaijan. TI Az can be seen to have a gender-neutral position in providing sufficient equality of opportunities for men and women, taking into account the interests of both groups of employees, and creating preconditions for the stable development of socio-labour relations.

b) Programming

TI Azerbaijan's activities working with the public since 2006 have been analyzed according to the gender of beneficiaries (including clients accessing legal aid and beneficiaries taking part in seminars and trainings). Data is presented in Table #3 below.

**Table #3**

	Female	Male	Percentage of beneficiaries who are women	Female	Male	Percentage of beneficiaries who are women	Female	Male	Percentage of beneficiaries who are women
Baku	496	821	37.6%	277	489	36.1%	1,655	2,989	35.6%
Ganja	632	530	54.3%	684	826	45.2%	2,870	3,800	43.0%
Lenkoran	68	107	38.8%	266	685	27.9%	832	2,691	23.6%
Guba	32	166	16.1%	580	869	40.0%	1,535	3,163	32.6%
Sheki	X	X	X	397	765	34.1%	1,164	2,237	34.2%
<b>Total</b>	<b>1,228</b>	<b>1,624</b>	<b>43.0%</b>	<b>2,204</b>	<b>3,634</b>	<b>37.7%</b>	<b>8,056</b>	<b>14,880</b>	<b>35.1%</b>

Involvement of women in TI Azerbaijan's projects and programs in all centres has been high in the past few years, and the number of female beneficiaries has increased from 2006 in the Ganja, Lenkoran and Guba centers. However some decline in the proportion of female beneficiaries of centers' projects since 2006 is registered, with the exception of Guba. The percentage of beneficiaries of the Baku center's projects who are women has decreased by 1.5%, in Ganja the percentage is 9.1% lower and in Lenkoran the percentage is 10.9% lower. The number of female beneficiaries of the Guba centre's activities was initially very low. Consequently, the Guba centre has been making special efforts to increase the number of female beneficiaries of its services by organizing workshops in schools for the public.

Several specific aspects of TI Azerbaijan projects and programmes can be praised:

- *ALACs*: TI Azerbaijan Advocacy and Legal Advice Centres (ALACs) make a valuable contribution to gender equality in Azerbaijan by empowering both women and men. The ALACs work in helping female, as well as male, victims of corruption to address their grievances and resist corruption contributes to female beneficiaries' legal empowerment and women's awareness of their rights. The fact that the legal aid provided by Transparency Azerbaijan is free of charge could be said to be especially beneficial for women do not have their own financial resources through employment. In the monitoring of the ALACs, and other projects, TI Azerbaijan shows evidence of gender mainstreaming. Data regarding complainants is disaggregated according to gender and reported.
- *Outreach Programs*: TI Azerbaijan has been making efforts to target women, especially in regional areas where women are generally less active and have fewer opportunities than men, through outreach programs.

- *Education:* Several of TI Azerbaijan's educational workshops for citizens have been targeted for mothers of children with special needs and disabilities as well as refugee and IDP families. This shows sensitivity to the concerns of women of differing status and situations.
- *Campaign against human trafficking:* Transparency International Azerbaijan has implemented actions to combat human trafficking, a problem disproportionately affecting women, demonstrating efforts to tackle links between gender and corruption. In Ganja several events were carried out in 2009 to support a sixteen day campaign against gender based violence under the Legal Assistance to Human Trafficking Victims project co- implemented by the TI Azerbaijan's Legal Resource Centre in Ganja and the Women Lawyers Association. Events for students and faculty members were held at the Ganja Technological University and State Agricultural University, and a round table was organised and an awareness raising event was held in the streets of Ganja.

### **Findings from Survey Results and Interviews with Employees:**

The vast majority of employees who responded to the survey questionnaire (76.4% to a large extent and 5.8 to a moderate extent) consider that the management of TI Azerbaijan shows respect for diversity in work styles, and adheres to the principle of equality of interests of both women and men in the style of management. Only one respondent agreed to a limited extent. The same proportions of responses were seen in reply to the question of to what extent TI Azerbaijan adheres to principles of equality of the interests of women and men in work and career growth. Only one respondent replied that they did not know.

Opinions when answering to what extent "gender aspects are taken into account in the functional duties of workers" were varied: three employees consider that these aspects are not taken into account; two employees consider these aspects are taken into account to a limited extent; four employees consider they are taken into account to a moderate extent; and the remaining respondents did not have an opinion. The variety in answers could be the result of employees' sex, varying positions within the organization, and differing perceptions of the concept of "gender aspects".

82.4% of respondents consider that TI Azerbaijan adheres to a large extent to the principles of equal opportunities when recruiting and promoting staff and providing opportunities for training. According to respondents, regular meetings are not dominated by men. 35.2 % of employees consider that it is easier for men rather than for

women to establish personal and professional relations in the organization to a large or moderate extent. However, 52.9% of employees consider that women in TI Azerbaijan equally establish personal and professional relations. Two respondents could not answer this question.

According to 64.7% of respondents, gender issues in the organization are perceived and discussed by men and women seriously and openly. 53% of respondents consider that during such discussions gender stereotypes do not come to light or come to light to a limited extent and, vice versa, 41.2% of employees consider that gender stereotypes come to light to a large or moderate extent.

According to 12 respondents (70.5%) there are no restrictions on men and women's opportunities to access the services offered by TI Azerbaijan. According to 58.8% of respondents gender roles in Azerbaijan are taken into account in the organization's programs and projects. Notably, 76.5% of respondents consider that TI Azerbaijan's projects and programs strengthen the position of women. However, opinions differed on whether gender equity objectives were specifically considered when planning projects and programs in TI Azerbaijan. Three employees consider that gender equity objectives are not considered; five employees responded that they are considered to a moderate extent; six employees responded that they are to a large extent; and three employees did not know. A majority of respondents (64.7%) do not consider gender aspects to be a problem in the gathering of information on projects and programs but there is a lack of clear awareness as to the extent to which the gender impact of programs and projects is evaluated and discussed. 35.3% of respondents answered that the gender impact of programs and projects was not evaluated and not discussed, or done so to a the limited extent; 41.2% of respondents answered that the impact was discussed and evaluated to a moderate and large extent; 23.5% of respondents could not answer this question. Although discussion and evaluation of the gender impact of programs and projects is not included in the functional duties of the organization, such discussions and evaluation is conducted to an extent on a more ad hoc basis. In response to the question of to what extent differences exist in how men and women experience corruption exist three respondents considered that there are no differences; eight respondents consider that differences are present to a moderate extent; two respondents considered that differences are present to a large extent; and four people did not know. In interviews it was observed that, holding various positions and having different functional duties, some employees do not participate fully in the planning of projects and programs and were aware of gender issues surrounding corruption in Azerbaijan to varying extents, and so could not answer fully on questions regarding TI Azerbaijan's work in gender mainstreaming regarding these areas.

58.8% of respondents consider that their organization to some extent has the necessary knowledge and skills to carry out their work in a gender-aware manner. 52.9% of the staff consider it unnecessary to attend special trainings and 35.5% of respondents require additional knowledge, skills and trainings on gender issues.

Interviews with employees revealed that TI Azerbaijan's policy is held in high esteem by both male and female employees. The culture of the workplace is characterized by an absence of unsettled conflict situations. With regard to projects and programs, almost all interviewees stated that TI Azerbaijan does not implement specific gendered projects and programs. The large majority of interviewees considered it expedient for TI Az to plan special projects covering issues of gender in future.

### **Findings from Interviews with Outside Experts:**

Experts were in agreement that TI Azerbaijan conducts vital educational work amongst the female population, and organizes meetings and roundtables with active women. However experts pointed out that this work is not sufficient given the present day realities of Azerbaijan.

Experts' suggestions for the future were:

- That constant attention is required to increase the number and quality of gender programs and more attention must be given to discussions of issues of gender equality.
- To involve as many women as possible in project activities.
- To involve women in the process of evaluation, monitoring and preparation of a gender approach.
- To not only involve women at the level of participants, but also as trainers, experts and advisers.

In reply to the question "what are the obstacles particular to Azerbaijan for mainstreaming gender issues" experts agreed that traditional gender roles restrain personal development and the realization of potential. Women's aspirations in many cases lead to conflict with the traditional place of women in society. Men are also frequently compelled to play the roles associated with them which stress heightened signs of masculinity and norms of success and physical and intellectual justifiability

which is unattainable for many men. Therefore, in experts' opinion the basic obstacles to the observance of gender balance in Azerbaijan are traditional and mental norms, stereotypical thinking regarding the behavior of men and women, and discrepancies in the economic position of women. A further great influence on the absence of gender balance is the low representation of women in authorities, at the decision-making level, and in business. Besides the absence of a purposeful gender state policy, inactivity and the weak control over the execution of the Law of the Azerbaijan Republic on Gender Equality has lead to the interests of the largest proportion of the population of Azerbaijan not being considered in a due measure or simply being ignored. All of this leads to the creation of preconditions for an increase in corruption and the possibilities of discrimination against women which TI Azerbaijan has to take account of.

Experts considered that the major factors precluding an increase in the role of women political and public life are the domination of men in political structures, latent discrimination in the distribution of roles for men and women at the decision-making level, and- as a whole- low levels of public consciousness. Not only men, but also many women, believe that women should only be engaged in housekeeping and not work- let alone be involved in politics. The low political activity of women in Azerbaijan also reflects a number of objective realities of political life, as election campaigns demand considerable material resources which women do not own. In most cases women's financial resources for an election campaign are practically always much more poor than that of men. It is widely known that business structures support many candidates but will not invest in women because business circles perceive that women cannot lobby their interests and that they "are not corrupted".

Experts gave a number of the recommendations for how in the future TI Azerbaijan could connect work on gender issues with work on problems of corruption. TI Azerbaijan's strategy should be directed to the protection of human rights, particularly the protection of the rights of women who it is argued require this protection most of all and are a vulnerable sector of population. Activities should be aimed at searching for new ways of resolving the problem of increasing gender inequality, and finding new ways to support women and regulate gender relations as social well-being cannot be reached if rights of the considerable part of the population are infringed. Experts reiterated that any projects and programs of TI Azerbaijan should be implemented taking into account analysis of gender relations in society.

Specific initiatives which were recommended by experts include:

- Initiatives and programs aimed at the expansion of women's participation in making important decisions, as there is insufficient awareness and advocacy for the employment of women in state structures and women are not familiar with the international and domestic documents on the rights of women;
- Conducting gender assessment of the state budget;
- Lobbying programs on: free and preferential terms in motherhood and childhood protection; child food, availability of kindergartens, breakfasts for schoolchildren, support for pregnant women; health protection of women and children; social service.

It was pointed out that even advanced men in Azerbaijan often resist gender advocacy, deeming it to be directed against them or not considering their interests and problems. This demands trainings on gender education to be conducted for both sexes, aimed at fostering reciprocal cooperation between women and men.

## **5. Recommendations**

To further gender mainstreaming in TI Azerbaijan's projects and programs the organisation should do more by:

- Developing systematic processes for the monitoring and evaluation of the gender impact of programs and projects
- Conducting special targeted trainings on gender for staff members to improve their skills and allow for the acquisition of new knowledge and understanding of gender related issues and enable employees to carry out their work in a more gender-aware manner.
- Involving female stakeholders in processes of preparing and evaluating a gendered approach to projects.
- Increasing women's involvement in projects as trainers, experts and advisers, not just at the level of participants.

Targeted programs and projects could be developed in the areas of:

- Providing legal and psychological consultation to women.
- Legal enlightenment among women, especially in rural areas.
- Possible initiatives, programs and advocacy aimed at the expansion of women's participation in decision-making in Azerbaijan.<sup>6</sup>
- Further expanding initiatives and campaigning against human trafficking

To further increase the number of female beneficiaries of its projects and programs TI Azerbaijan could:

- Increase the number of outreach programs targeting women and girls and develop more approaches to targeting women and girls. TI Azerbaijan has had much success in its outreach programs taking place in tea houses which are a male social arena. TI Azerbaijan could target areas where women are active, such as schools, more frequently.
- Provide support to and develop regional female leaders who can be an asset in the fight against corruption

---

<sup>6</sup> Increasing the number of women in decision-making structures to combat corruption has been advocated on the basis of academic studies including that of Swamy, Knack, Lee and Azfar ("Gender and Corruption", 2000) which put forward a statistical relationship between levels of corruption and the level of women's participation in government. However, this claim has also been debated and refuted by other scholars, suggesting that TI Azerbaijan may have to discuss this issue further to develop their own standpoint.

### **Annex 1. Timeline**

Review of literature and documents	1-4 December
Survey questionnaire developed and distributed to staff:	4-7 December
Moderator's guide for face-to-face/telephone interviews designed	4-7 December
Interviews conducted/transcribed:	7-15 December
Deadline for staff to return completed survey	15 December
Survey questionnaire/interview transcripts analysed	15-21 December
Draft report written by consultant	21-31 December
Draft report discussed at TI Az and submitted for review to TI S:	1-15 January
Final report with feed back from TI-S	30 January
Presentation of the findings to public at large	31 January

## Annex 2. Gender Audit Survey Questionnaire

### **Preamble:**

Transparency International has committed itself to mainstream gender issues in its policies, programmes and practices and to measure its contribution to gender equality. This survey is part of a Gender Audit which is being conducted to help Transparency International Azerbaijan meet this objective. The results of the survey will help inform future efforts at TI Azerbaijan to advance gender equality. The audit focuses on two dimensions: internal organizational structure, and programming. Questions are organized by these categories.

Please read the questions or statements and check the response that most closely describes your opinion. Circle 1 for No, 2 - for To a certain extent, 3 for –To medium extent and 4 for To a big extent. Circle “Do not know” response when needed. Space has been provided for you to write comments and ideas- any information or opinions you give will be extremely helpful.

Your responses are confidential. Thank you for your help in completing the survey!

### Internal Structure: Human Resources

To what extent...

1. does management show respect for diversity in work and management styles?

1      2      3      4      Do not know

2. is teamwork, involving both men and women as equal partners, promoted?

1      2      3      4      Do not know

3. is gender awareness included in your job description?

1      2      3      4      Do not know

4. do recruitment, promotion and opportunities for training etc. follow principles of equal opportunities?

1      2      3      4      Do not know

5. do regular meetings in TI-Az tend to be dominated by male staff?

1      2      3      4      Do not know

6. do men have an easier time than women in establishing personal and

professional networks within the organization?

1      2      3      4      Do not know

7. are gender issues taken seriously and discussed openly by men and women in TI-Az.

1      2      3      4      Do not know

8. if it occurs, is gender stereotyping challenged by individual staff members?

1      2      3      4      Do not know

Programs: (planning, implementation, evaluation and monitoring)

9. are gender equity goals and objectives included in planning of activities and programs at TI-Az?

1      2      3      4      Do not know

10. are differences in how men and women experience corruption considered?

1      2      3      4      Do not know

11. are opportunities to discuss how TI-Az's programmes affect women and men differently provided?

1      2      3      4      Do not know

12. are gender-based constraints on men and women's ability to access TI-Az's services considered?

1      2      3      4      Do not know

13. do your activities and programs take into account existing gender roles and the interests of both men and women?

1      2      3      4      Do not know

14. do TI-Az programs contribute to the empowerment of women?

1      2      3      4      Do not know

15. is gender disaggregated data collected for projects and programmes?

1      2      3      4      Do not know

16. is the gender impact of projects and programmes monitored and evaluated?

1      2      3      4      Do not know

17. do you agree that staff at TI-Az have the necessary knowledge and skills, to carry out their work in a gender-aware manner?

1      2      3      4      Do not know

18. do you need more training to address gender in your work?

1      2      3      4      Do not know

19.. What more do you think TI-Az should do to promote gender equality in programmes?

20. What more do you think TI-Az should do to promote gender equality in its internal operations and policies?

21. Please describe any successes or challenges you have experienced in integrating gender in any aspects of work in TI-Az.

### **Annex 3. Moderator's Guide for Internal Interviews**

#### **Introduction and Background**

This interview is part of the Gender Audit which is being conducted to help Transparency International Azerbaijan meet the objectives of mainstreaming gender issues in its policies, programmes and practices and of contributing to gender equality in Azerbaijan.

As well as enabling us to see how well TI Az is doing so far, your responses will be particularly helpful in informing recommendations for how to mainstream gender into programmes in the future and for the development of new programmes that could tackle the link between gender and corruption.

Seven questions will be asked. Please give as full responses as possible as any information and opinions you give will be extremely helpful. Thank you for taking the time to participate.

#### **Questions**

- Do you think that TI Azerbaijan's programmes and projects are equally beneficial to both men and women?
- Do you think that TI Azerbaijan's programmes and projects empower women and contribute to gender equality? In what ways?

- How is TI Azerbaijan trying to increase the number of female beneficiaries of its programmes and projects?
- What more could the organisation do to increase the number of female beneficiaries?
- How far is TI Azerbaijan sensitive to men and women's concerns and differing gender roles? How could TI Azerbaijan improve in this area?
- Can you describe any successes or challenges that you have experienced in integrating gender in your work? [*Note: question is only for TI-Az staff*]
- Do you have any ideas for future programmes and projects that could tackle the link between gender and corruption?

#### **Annex 4. Moderator's Guide for External Interviews**

##### **Introduction and Background**

This interview is part of a Gender Audit which is being conducted to help Transparency International Azerbaijan meet its objectives of mainstreaming gender issues in its policies, programmes and practices and of contributing to gender equality in Azerbaijan.

Your opinions and insights will be particularly helpful in informing recommendations for how to mainstream gender into programmes in the future and for the development of new programmes that could tackle the link between gender and corruption.

Four questions will be asked. Please give as full responses as possible as any information and opinions you give will be extremely helpful. Thank you for taking the time to participate.

##### **Questions**

- How could TI Azerbaijan increase the number of female beneficiaries of its programs and projects?
- How could TI Azerbaijan be more sensitive to men and women's concerns and differing gender roles?

- In your opinion what are the obstacles particular to Azerbaijan for mainstreaming gender issues?
- Do you have any advice on future TI programs and projects that could address the link between gender and corruption