



# UNCT SWAP-Scorecard

Assessment Results and Action Plan  
United Nations Country Team Uzbekistan

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## I. Background

The UNCT SWAP-Scorecard is a globally standardized rapid assessment of UN country level gender mainstreaming practices. The framework is designed to foster adherence to minimum standards for gender equality processes set by the UNDG. The UNCT SWAP-Scorecard focuses on the performance of the UN system as a whole, rather than the achievements of any single agency. By focusing on gender mainstreaming processes at the country level, the tool highlights the growing importance of interagency collaboration and coordination to achieve gender equality and women's empowerment (GEWE) results at the country level.

The Scorecard was endorsed by the UNDG in 2008 in response to the UN Chief Executive Board for Coordination 2006 *Policy on Gender Equality and the Empowerment of Women* (CEB/2006/2) to establish an accountability framework for assessing the effectiveness of gender mainstreaming by UN Country Teams. The UN System-Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP) formed another part of the accountability framework, focusing on the implementation of the policy at the entity level. The Scorecard (now the UNCT SWAP-Scorecard) was revised in 2016-17 in tandem with the UN-SWAP to ensure greater alignment between the tools, and to reflect new guidance on common country processes. The new versions are aligned further to the Sustainable Development Goals (SDGs), recognizing the importance of gender equality and women's empowerment to SDG achievement and human rights attainment.

## II. Methodology

The UNCT SWAP-Scorecard measures gender mainstreaming in UN common programming processes across seven dimensions that contain 15 indicators. The seven dimension areas are: 1) planning; 2) programming and monitoring & evaluation; 3) partnerships; 4) leadership and organizational culture; 5) gender architecture and capacities; 6) financial resources; and 7) results. The participatory methodology relies on cross-sectoral consultation and collective analysis to rate the country team for each indicator against minimum standards.

The UNCT SWAP-Scorecard methodology was conducted in Uzbekistan as a guided self-assessment. An interagency assessment team was assembled for the purpose of the exercise. Assessment team members worked collaboratively to conduct analysis of each indicator, and provide a rationale and supporting evidence for each rating. Team discussions and consensus building over the assessment period helped to minimize subjectivity and improve the reliability of findings. An external gender specialist provided coordination and technical support throughout the process to ensure validity of findings and rigor of analysis. The methodology helped to deepen internal understanding of the indicators and ownership of results.

The assessment process in Uzbekistan included four stages:

1. Background preparation: UNCT was briefed, and endorsed the exercise. The assessment team was appointed. A consultant was selected to facilitate the exercise, and timing was agreed.
2. Assessment: The assessment team was briefed by the coordinating agency (UNFPA), which also leads the GTG. Team members were assigned responsibility for specific indicators linked to their areas of expertise. Team members worked in small groups to gather evidence and draft findings for each indicator. The consultant then met with each indicator group to further develop drafts and substantiate findings with appropriate means of verification. Preliminary findings were shared in a larger group workshop to reach consensus on results for each indicator.
3. Action Plan: Action plan ideas were discussed throughout the exercise during the small group work. Preliminary ideas were presented to the larger group for feedback and further development. Scorecard findings and draft action plan were then presented to the UNCT for management response.
4. Reporting and Feedback: The consultant drafted and submitted the UNCT SWAP-Scorecard report and action plan. When finalized, results were fed back to UN Women headquarters to contribute to global accounting.

The UNCT SWAP-Scorecard assessment in Uzbekistan was one of the first trials globally of the re-designed framework and interim guidance. The exercise was conducted during the early stage of the UNDAF cycle, toward the end of the second year of implementation. The assessment process was coordinated by the UNFPA country office with support provided by the RCO and the Gender Theme Group. An international gender specialist provided coordination and technical support. The assessment team was comprised of members from eight agencies (RCO, UNFPA, UNDP, UNICEF, UNESCO, UNODC, IOM, WHO) with broad representation across fields to ensure a sound knowledge base on joint UN actions.<sup>1</sup>

The assessment process used small group consultations as the first stage of quality control, providing an opportunity for team members to support each other with data and analysis for each indicator. Analysis and scoring were further developed in a consolidation workshop where team members presented findings to the wider group for feedback, discussion and finalization. The assessment team also worked collaboratively during the workshop to develop and finalize action plan ideas, drawing on the findings from the Scorecard. Scorecard results and action plan were presented to the UNCT Heads of Agencies at the close of the assessment, with a request for a management response to the proposed actions (see Annex D).

The UNCT SWAP-Scorecard assessment in Uzbekistan also provided feedback to the on-going design process of the new Gender Scorecard framework and methodology.

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<sup>1</sup> Team members included senior personnel, program specialists and gender focal points as well as members of cross-cutting groups including Results Groups, the UNCG, M&E Group, and the OMT.

Throughout the exercise, participants offered feedback on the design of the indicators as well as the overall flow of the assessment process. Targeted discussions were held with key individuals at the close of the exercise on the content and format of the interim technical guidance that guided the exercise.

### III. Country Context

The UNCT SWAP-Scorecard assessment was conducted in Uzbekistan in November 2017 toward the end of the second year of implementation of the 2016-2020 United Nations Development Assistance Framework (UNDAF). The UNDAF reinforces the partnership between the Government and UNCT to support national priorities in line with the Sustainable Development Goals (SDGs). It is focused on benefitting the most vulnerable in the country in line with Uzbekistan's obligations under various ratified international human rights instruments such as CEDAW and the CRC. The 2016-2020 UNDAF is elaborated via eight outcomes organized under four strategic focus areas that address national priorities and make use of the UN system comparative advantage: 1) Inclusive Economic Development; 2) Quality Health and Education; 3) Environmental Protection; and 4) Effective Governance.

The United Nations in Uzbekistan is comprised of resident and non-resident agencies, funds and programs, which work collectively to coordinate their various areas of expertise to deliver results through the UNDAF.<sup>2</sup> The UN system globally benefits from increasingly stringent gender mainstreaming processes instituted by member agencies. Most agencies have made significant progress over the past years to improve gender strategies and accountability systems, leading to strengthened results. Sound ownership of gender equality as a guiding principle and important area of focus was evidenced throughout the Scorecard assessment from within the United Nations system in Uzbekistan, including at the highest levels. This offers a good foundation from which to move forward for more coordinated programming for GEWE over the remaining years of the UNDAF cycle in line with UNDG global standards.

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<sup>2</sup> The UN system comprises: United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), World Health Organization (WHO), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Office for Drugs and Crime (UNODC), Joint United Nations Programme on HIV/ AIDS (UNAIDS), UN Entity for Gender Equality and the Empowerment of Women (UN Women), United Nations Regional Centre for Preventive Diplomacy in Central Asia (UNRCCA), International Labour Organization (ILO), Food and Agriculture Organization (FAO) and UN Volunteers (UNV) administered by UNDP. Additional contributions are made by a number of non-resident Agencies, including the United Nations Industrial Development Organization (UNIDO), United Nations Environmental Programme (UNEP) and United Nations Economic Commission for Europe (UNECE) and the World Bank.  
Source: <http://www.un.uz/eng/pages/display/un-in-uzbekistan>

## IV. Findings

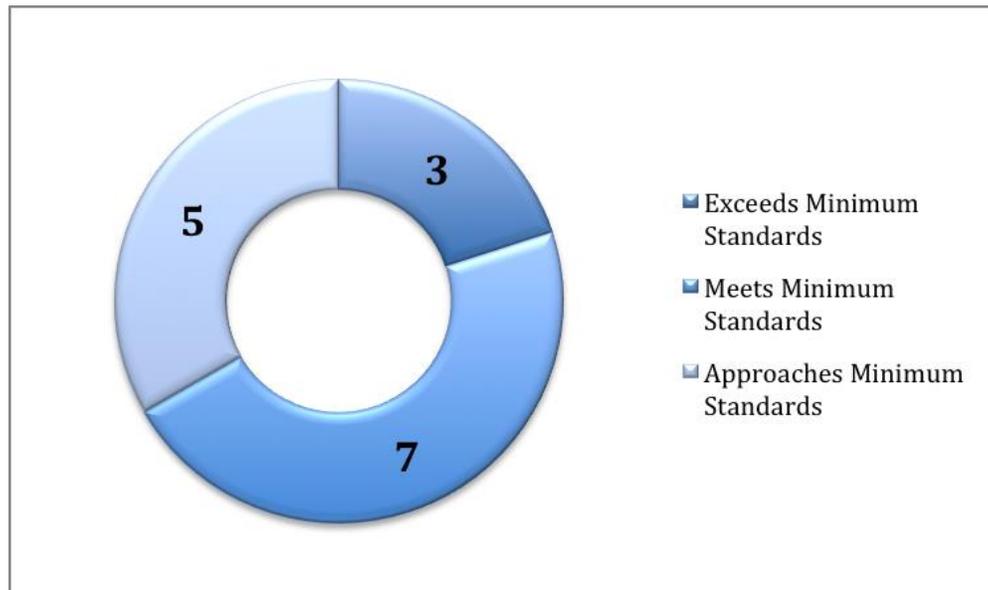
The findings presented below reveal the scoring for each indicator across the seven dimension areas in Uzbekistan. The rating system consists of four levels as follows:

- Exceeds minimum standards
- Meets minimum standards
- Approaches minimum standards
- Missing minimum standards

UNCTs score as ‘exceeds minimum standards’, ‘meets minimum standards’ or ‘approaches minimum standards’ depending upon which criteria they meet as laid out for each indicator.<sup>3</sup> If UNCTs fail to meet the criteria under ‘approaches minimum standards’, the indicator is scored as ‘missing minimum standards’. In some cases, an indicator may score as ‘missing minimum standards’ despite evidence of some achievements in the indicator area if it fails to reach the criteria set forth in ‘approaches minimum standards’. UNCTs should aim to achieve ‘meets minimum standards’ across all indicator areas in line with UNDG guidance. However, meeting minimum standards should be recognized as a starting point from which UNCTs may work toward deepening their efforts to exceed minimum standards, thereby achieving better results and serving as leaders globally.

Detailed findings that explain the scoring for each indicator are reported in Annex B.

### Uzbekistan UNCT SWAP-Scorecard Results Overview – 2017



<sup>3</sup> Refer to Annex A for details on rating criteria for each indicator.

The overall results reveal that the UNCT Uzbekistan has met or exceeded minimum standards for ten of the indicators (three exceed minimum standards; seven meet the standards). Five indicators score as approaching minimum standards, and zero are missing the minimum standards. A table that summarizes scores for each indicator is included below.

### Uzbekistan UNCT SWAP-Scorecard Results by Indicator - 2017

Indicator	Missing Minimum Standards	Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
<b>1- Planning</b>				
1.1 CCA				
1.2 UNDAF Outcomes				
1.3 UNDAF Indicators				
<b>2- Programming and M&amp;E</b>				
2.1 Joint Programs				
2.2 Communication/Advocacy				
2.3 UNDAF M&E				
<b>3- Partnerships</b>				
3.1 Engagement Government				
3.2 Engagement W/Gender CSO				
<b>4 - Leadership</b>				
4.1 Leadership				
4.2 Organizational Culture				
4.3 Gender Parity				
<b>5- Gender Arch. and Capacities</b>				
5.1 Gender Coordination				
5.2 Capacity Development				
<b>6 - Financial Resources</b>				
6.1 Resource Tracking				
<b>7 - Results</b>				
7.1 Gender Results				

A synopsis of key findings by dimension area follows. More complete details on findings by indicator are in Annex B.

#### Findings Overview by Dimension Area

**1. Planning.** The findings in this dimension area revealed a strong focus on gender mainstreaming in the planning stage of the 2016-2020 UNDAF. The 2014 CCA that informed the UNDAF design displayed a very high degree of gender analysis, exceeding the minimum standards. Gender analysis in the CCA was evidenced in all seven thematic areas, and sex disaggregated data was used consistently wherever available. Minimum standards were met at the outcome level with a gender-targeted outcome (Outcome 3); gender was also visibly mainstreamed across most

outcome statements and/or narratives, though more careful focus is required to fully articulate gender equality issues across all outcomes. The UNDAF results framework, however, failed to meet the minimum standards for gender sensitivity, with only 26 percent (13 out of 50) of outcome indicators able to track progress toward gender equality. The analysis further identified variability in levels of gender tracking between outcome areas that should be improved with tighter focus in the next UNDAF cycle.<sup>4</sup>

**2. Programming and Monitoring and Evaluation.** The UNCT Uzbekistan met the minimum standards for all three criteria within this dimension area. The assessment found good evidence of visible gender mainstreaming within the single joint program that was operational at the time of the assessment<sup>5</sup>, though it was noted that the UN system lacks a formal oversight process to ensure quality of gender integration across all future JPs. The Scorecard assessment found numerous examples of joint UN action for GEWE communication and advocacy coordinated by the UN Communication Group, including messages that targeted gender equality as well as initiatives that mainstreamed gender sensitivity in broader campaigns. The UNCG communication strategy for 2016-2020 highlights the role of the UNCG to address gender disparities and challenge stereotypes in its work, including making the voice of women and men heard and challenging cultural bias in attitudes toward males and females. It was noted that messaging has tended to fall within more traditional UN thematic areas around gender equality, but that new avenues were emerging for innovative work in less traditional fields in the future.

The UN Uzbekistan monitoring and evaluation processes for the current UNDAF met the minimum standards. The assessment found good levels of qualitative tracking of progress toward gender equality results in the 2016 Country Results Report (CRR), including a gender focus in reporting against outcomes, joint communications and lessons learned. Indicators were well tracked at the output level in Joint Work Plans, allowing for some indication of progress against outcomes, but outcome level indicators were not fully tracked for the first year of UNDAF implementation (2016). Efforts were underway at the time of the assessment to obtain more complete tracking at the outcome level for the 2017 CRR in line with minimum standards. Data for gender sensitive indicators was gathered in line with wider data-gathering processes, therefore some findings for this criteria reflect larger issues with M&E processes that are not specific to gender monitoring.

**3. Partnerships.** The partnerships dimension measures UN system engagement for gender equality and women's empowerment with the government (including the

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<sup>4</sup> Outcomes 1) Economic Growth, 2) Social Protection, 3) Protection of Women and Children, 4) Health, 5) Education, and 8) Legal and Judicial Reforms each displayed some gender sensitive indicators. However Outcomes 6) Natural Resource Management and Climate Change and 7) Public Administration lacked any indicators that tracked gender-specific changes.

<sup>5</sup> Building the Resilience of Communities Affected by the Aral Sea Disaster through a Multi-Partner Human Security Fund for the Aral Sea (UNDP, UNFPA, UNV and UNESCO).

national women's machinery) and women's/gender CSO. The primary organization that coordinates women's initiatives in Uzbekistan is the Women's Committee, which functions as both the national women's machinery and a non-government institution. The team in Uzbekistan met the minimum standards for joint engagement with the government, and approached the minimum standards for joint engagement with GEWE CSO. Examples included initiatives under the UN Government Roadmap (Nov 2017) for UN agencies to work with the Women's Committee and other stakeholders on improving the legislative framework for GEWE and the prevention of GBV as well as the adoption of the National Action Plan on CEDAW (Nov 2017) that brought together the joint work of UN agencies with Government and CSO including the Women's Committee and the National Association of NGOs. The Women's Committee of Uzbekistan and some relevant GEWE CSO were included in key UNDAF processes include CCA consultations and UNDAF formulation.

**4. Leadership and Organizational Culture.** The UNCT Uzbekistan exceeded minimum standards for leadership due to meeting all four indicator criteria. The assessment found evidence of strong gender engagement at the highest levels of discourse, with gender identified as a substantive discussion point in almost all of the HOA meetings assessed over the year preceding the Scorecard exercise. The Resident Coordinator (RC) was identified as a champion of gender equality, and three-quarters of staff felt that HOAs were committed to gender equality in the workplace based on survey results. In addition, the Uzbekistan UNCT included gender-targeted indicators under two goal categories (Development and Human Rights) in the 2017 Assessment of Results and Competencies, which ensures mutual accountability of the RC and UNCT on agreed country-level goals.

The personnel survey on organizational culture measured perceptions of gender equality in the working environment across three rubrics: workplace gender equality; discrimination and personal safety; and work-life balance. Results revealed an overall positive response rate of 73 percent with only 7 percent giving negative responses, meeting minimum standards that require an overall positive rating of 65-80 percent).<sup>6</sup> Positive perceptions were particularly strong in the questions that dealt with workplace gender equality and discrimination/personal security, while questions related to work-life balance scored lower. Refer to Annex C for detailed information on methodology and responses. Findings on gender parity showed that the team in Uzbekistan had achieved gender parity for General Service staff (55% female), but women held just 38% of Senior Management positions, falling outside of the defined range of 45-55% for gender parity.<sup>7</sup> The Scorecard exercise was the first time that the data had been assessed across the UN

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<sup>6</sup> Neutral responses accounted for 19 percent. Values are rounded to the nearest whole number.

<sup>7</sup> Senior management is defined as NOC/P4 and above. Calculations are based on data submitted by UNESCO, UNDP, UNICEF, UNODC, UNFPA, UNDSS and UNIC. See Annex B, indicator 4.3 for further details.

system at the country level.

**5. Gender Architecture and Capacities.** The Gender Theme Group in Uzbekistan exceeded the minimum standards by meeting all four criteria for the indicator that measures gender coordination. The group is led by the UNFPA Representative, and has in place all of the required processes for operational effectiveness and accountability, including a TOR, approved annual work plan and structured reporting. Members include over 50 percent senior UN staff, and the group meets regularly. The GTG has provided gender mainstreaming inputs into UNDAF, including the country analysis, prioritization, results framework and M&E. At least one member of the GTG is present in each Results Group as well as other cross-cutting interagency groups (e.g. UNCG, M&E). The team in Uzbekistan approached the minimum standards for gender capacity development due to the delivery of a training in 2016 on gender and communication for the interagency UNCG conducted by staff members from UNFPA and RCO. However, the assessment identified a need for more comprehensive capacity assessment and targeting across the system to continually strengthen gender equality skills and expertise throughout the UNDAF cycle.

**6. Budgeting.** The UNCT Uzbekistan approached the minimum standards for this indicator due to the availability of financial data that could offer indicative gender budgeting information. The UNCT is able to track budget expenditures per outputs against Joint Work Plans. The CRR also includes expenditures by outcome, allowing for tracking of expenditures for the gender-targeted outcome (Outcome 3). While indicative gender budgetary data is available, the data has never been analyzed in this manner at the highest levels. Financial tracking and targeting may serve as a powerful monitoring and advocacy tool to ensure adequate investment in gender equality programming in the country. The score in this dimension reflects constraints within the UN system globally to institute mechanisms that capture gender-specific budgetary data at a broad level for planning and monitoring purposes.

**7. Results.** The score of ‘meets minimum standards’ reflects the finding that the UN is on track to achieve gender results as planned in the 2016-2020 UNDAF. The score takes into account the early stage of the UNDAF cycle at the time of the assessment, and the fact that outcome-level data has yet to be fully obtained. Analysis of output-level data revealed that output targets for Outcome 3 were either fully or partially on track as of mid-2017. Similar success rates were identified for outcomes that had mainstreamed gender. Comprehensive tracking data against outcome-level indicators (planned for the 2017 CRR) will offer a more comprehensive picture.

## V. Action Plan

The action plan was generated in an iterative process throughout the Scorecard exercise based on analysis and findings within the seven Scorecard dimension areas. Members of the interagency assessment team put forth initial ideas during small

group consultations for broader discussion and development during the consolidation workshop in Tashkent toward the close of the exercise. The workshop offered space for team members to collectively contribute ideas based on an analysis of strengths and weaknesses in coordinated UN actions for gender equality and women's empowerment. Action points were then presented to the UNCT for a management response and/or endorsement. The action plan includes details on responsibility, resources and timing. It also outlines the logic and linkages to the UNCT SWAP-Scorecard assessment for tracking purposes. The plan takes into consideration the assessment findings as well as the country context, bearing in mind that the UNCT has an obligation to coordinate efforts to deliver collectively on gender equality and women's empowerment. By working cohesively, the UN system as a whole can work more effectively and efficiently to deliver gender results. See Annex D for elaboration.

**Annex A – UNCT SWAP-Scorecard Indicators**  
**Indicators as per Interim Technical Guidance**  
**August 2017**

**Dimension 1- Planning**

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
<b>1.1 Common Country Assessment</b>		
CCA or equivalent includes: <b>a)</b> Gender analysis across the majority of sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; <b>b)</b> <u>Some</u> sex-disaggregated and gender sensitive data.	CCA or equivalent includes: <b>a)</b> Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; <b>b)</b> <u>Consistent</u> sex-disaggregated and gender sensitive data.	CCA or equivalent includes: <b>a)</b> Gender analysis across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities including SDG 5; <b>b)</b> <u>Consistent</u> sex-disaggregated and gender sensitive data; <b>c)</b> Targeted gender analysis of those furthest behind.
<b>1.2 UNDAF Outcomes</b>		
<b>a)</b> Gender equality and the empowerment of women is visibly mainstreamed across <u>some</u> outcome areas in line with SDG priorities including SDG 5.	<b>a)</b> Gender equality and the empowerment of women is visibly mainstreamed across <u>all</u> outcome areas in line with SDG priorities including SDG 5.  <u>or</u> <b>b)</b> One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change (ToC) and SDG priorities including SDG 5.	<b>a)</b> Gender equality and the empowerment of women is visibly mainstreamed across <u>all</u> outcome areas in line with SDG priorities including SDG 5.  <u>and</u> <b>b)</b> One UNDAF outcome specifically targets gender equality in line with UNDAF Theory of Change (ToC) and SDG priorities including SDG 5.  <u>and</u> <b>c)</b> At least one outcome targets a change in norms, values, power structures or other roots of gender inequality ( <b>gender transformative change</b> )

### 1.3 UNDAF Indicators

Between one-fifth and one-third (20-33 percent) of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.	Between one-third and one-half (33-50 percent) of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.	More than one-half of UNDAF outcome (and output) indicators measure changes in gender equality in line with SDG targets including SDG 5.
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## Dimension 2 – Programming and M&E

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
<b>2.1 Joint Programs</b>		
a) Gender equality is visibly mainstreamed into at least 50 percent of JPs operational at the time of assessment.	a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment, and a system is in place to ensure gender mainstreaming in JPs. <b>or</b> b) A Joint Program on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG 5.	a) Gender equality is visibly mainstreamed into all JPs operational at the time of assessment, and a system is in place to ensure gender mainstreaming in JPs <b>and</b> b) A Joint Program on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG 5.
<b>2.2 Communication and Advocacy</b>		
a) The UN system has contributed collaboratively to at least one joint <u>communication activity</u> on GEWE during the past year.	a) The UN system has contributed collaboratively to at least one joint <u>advocacy campaign</u> on GEWE during the past year. <b>and</b> b) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEWE communication and advocacy	Meets minimum standards <b>and</b> d) The UN system has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.
<b>2.3 UNDAF M&amp;E</b>		
a) UNDAF Results Matrix	a) UNDAF Results Matrix	Meets minimum standard

data for gender sensitive indicators is gathered as planned	data for gender sensitive indicators is gathered as planned	<b>and</b>
<b>or</b>	<b>and</b>	c) The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNDAF cycle.
b) UNDAF reviews/evaluations assess progress against gender-specific results.	b) UNDAF reviews/evaluations assess progress against gender-specific results.	

### Dimension 3 – Partnerships

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
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#### 3.1 Government Engagement

a) The UN System has collaborated with at least <u>one</u> government agency for a joint initiative that fosters gender equality within the current UNDAF cycle.	a) The UN System has collaborated with at least <u>two</u> government agencies for a joint initiative that fosters gender equality within the current UNDAF cycle. <b>and</b> b) The National Women’s Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.	Meets minimum standards <b>and</b> c) The UN System has made at least <u>one</u> contribution to substantively strengthen Government participation and engagement in gender related SDGs localization and/or implementation.
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#### 3.2 Engagement GEWE CSO

a) The UN System has collaborated with GEWE CSO and women’s rights advocates for at least <u>one</u> joint initiative that fosters gender equality within the current UNDAF cycle.	a) The UN System has collaborated with GEWE CSO and women’s rights advocates for at least <u>two</u> joint initiatives that foster gender equality within the current UNDAF cycle. <b>and</b> b) GEWE CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.	Meets minimum standards <b>and</b> c) The UN System has made at least <u>one</u> contribution to substantively strengthen GEWE CSO participation and engagement in gender related SDGs localization and/or implementation.
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### Dimension 4 – Leadership and Organizational Culture

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
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Standards		Standards	
<b>4.1 Leadership</b>			
<b>Meets 2 of the following:</b>	<b>Meets 3 of the following:</b>	<b>Meets 4 of the following:</b>	
<ul style="list-style-type: none"> <li>a) Gender equality is a regular topic of discussion in HOA meetings;</li> <li>b) RC demonstrates public championing of gender equality;</li> <li>c) HOAs are seen by personnel as committed to gender equality in the workplace;</li> <li>d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.</li> </ul>	<ul style="list-style-type: none"> <li>a) Gender equality is a regular topic of discussion in HOA meetings;</li> <li>b) RC demonstrates public championing of gender equality;</li> <li>c) HOAs are seen by personnel as committed to gender equality in the workplace;</li> <li>d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.</li> </ul>	<ul style="list-style-type: none"> <li>a) Gender equality is a regular topic of discussion in HOA meetings;</li> <li>b) RC demonstrates public championing of gender equality;</li> <li>c) HOAs are seen by personnel as committed to gender equality in the workplace;</li> <li>d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.</li> </ul>	
<b>4.2 Organizational Culture</b>			
Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 50-65 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 65-80 percent.	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of over 80 percent.	
<b>4.3 Gender Parity</b>			
<ul style="list-style-type: none"> <li>a) The UN has reached equal representation of women and men for either administrative staff (GS 1-7) <u>or</u> senior staff (P4 and above; NOC and above).</li> </ul>	<ul style="list-style-type: none"> <li>a) The UN has reached equal representation of women and men for administrative staff (GS 1-7) and senior staff (P4 and above; NOC and above).</li> <li><b>and</b></li> <li>b) The UN has in place a mechanism for monitoring gender parity.</li> </ul>	<ul style="list-style-type: none"> <li>Meets minimum standards <b>and</b></li> <li>c) The Business Operations Strategy (BOS) includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.</li> </ul>	

## Dimension 5 – Gender Architecture and Capacities

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
<b>5.1 Gender Coordination Mechanism</b>		
<b>Meets 2 of the following</b>	<b>Meets 3 of the following</b>	<b>Meets all 4 of the following</b>

<p>a) A coordination mechanism for gender equality is chaired by a HOA</p> <p>b) The group has a TOR and an approved annual work plan</p> <p>c) Members include at least 50% senior staff (P4 and above; NOC and above)</p> <p>d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&amp;E.</p>	<p>a) A coordination mechanism for gender equality is chaired by a HOA</p> <p>b) The group has a TOR and an approved annual work plan</p> <p>c) Members include at least 50% senior staff (P4 and above; NOC and above)</p> <p>d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&amp;E.</p>	<p>a) A coordination mechanism for gender equality is chaired by a HOA</p> <p>b) The group has a TOR and an approved annual work plan</p> <p>c) Members include at least 50% senior staff (P4 and above; NOC and above)</p> <p>d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&amp;E.</p>
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## 5.2 Gender Capacities

<p>a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p>	<p>a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p> <p><b>and</b></p> <p>b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNDAF cycle and targets are on track.</p>	<p>Meets minimum standard <b>and</b></p> <p>c) UN induction package includes orientation on UNCT gender equality commitments and related development challenges of the country.</p>
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## Dimension 6 – Resources

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
<b>6.1 Financial Resources</b>		
<p>a) UNCT has in place a system to track and utilize <u>some</u> country-level budgetary data to ensure adequate allocation of resources for GEWE.</p>	<p>a) UNCT has in place a system to track allocation of resources for promotion of GEWE. <b>and</b></p> <p>b) UNCT has established a <u>target</u> for program</p>	<p>a) UNCT has in place a system to track allocation of resources for promotion of GEWE. <b>and</b></p> <p>b) UNCT has established a <u>target</u> for program</p>

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expenditures to be allocated for GEWE.

expenditures to be allocated for GEWE, and has met or exceeded the target.

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### Dimension 7 - Results

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
<b>7.1 Results</b>		
a) The UN System has achieved or is on track to achieve <u>some</u> gender results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5.	a) The UN System has achieved or is on track to achieve <u>all</u> gender results as planned in the UNDAF outcomes in line with SDG priorities including SDG 5	Meets minimum standards <b>and</b> b) The UN System has contributed to at least one widespread change in norms, values, power structures or other roots of gender inequality ( <b>gender transformative results</b> ).

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**Annex B – UNCT SWAP-Scorecard Findings by Indicator  
Uzbekistan – November 2017**

**Dimension Area 1 - Planning**

<b>Indicator: 1.1 Common Country Assessment</b>	<b>Score: Exceeds Minimum Standards</b>
<b>Findings and Explanation</b>	
<p><i>The CCA process began with a brainstorming discussion on priority issues that was held during a UNCT retreat in February 2014. Results of the discussion were formulated into a CCA analytical framework that served as guidance on drafting the current CCA document. To strengthen the rights based focus of the CCA in April 2014 the UNCT organized a workshop on the Human Rights Based Approach (HRBA) for all United Nations staff in the country who would be engaged in CCA preparation. In terms of institutional set-up, the UNCT established seven working groups, each responsible for a chapter of the CCA. To ensure quality assurance of the drafting process, a core analytical team also was established, consisting of representatives from UNDP, UNICEF and the Resident Coordinator’s Office.</i></p> <p><i>Data collection, verification and analysis were undertaken by the seven thematic working groups, which looked at issues of education, health, livelihoods, social protection, environment, inclusive governance and resilience. The justification for choosing these thematic areas was the CCA analytical framework developed as a result of the February 2014 UNCT brainstorming, which highlighted the need to assess the access to quality education and health services, livelihoods and social protection systems, environmental concerns and the use of natural resources, the country’s resilience to shocks, and the effectiveness of governance and institutional systems.</i></p> <p><i>Uzbekistan CCA has a high level of gender-responsiveness with a sub-section on gender, integration of gender throughout as well as the underlying/root causes and UN’s comparative advantage on gender identified.</i></p> <p><i>a) Gender equality and human rights, including rights of women and girls, were regarded as crosscutting issues. Gender analysis is included across all sectors of CCA. Gender analysis of issues and inequalities was evident in all seven thematic areas. Identified issues by theme area include the following:</i></p> <ul style="list-style-type: none"> <li><i>• <u>Education</u> – gender gap at the tertiary and vocational level;</i></li> <li><i>• <u>Health</u> – women’s health, gender and HIV/AIDS, m/f life expectancy, early marriage;</i></li> <li><i>• <u>Social Protection</u> – gender based violence, gender inequalities in pensions;</i></li> <li><i>• <u>Livelihoods</u> – gender and migration, women’s economic empowerment; gender gaps in employment rates;</i></li> <li><i>• <u>Inclusive Governance</u> – women in governance, data gaps on women in local governance, women’s national machinery;</i></li> <li><i>• <u>Natural Resources</u> – women and land and water rights, lack of rural women in leadership positions of NRM institutions, lack of data on women and children and climate change;</i></li> </ul>	

- Resilience – DRR and gender.

- b) *The lack of sex-disaggregated data was identified up front, and efforts were made to incorporate available data into all areas to the extent possible. Available sex disaggregated data was included in all sections of CCA and was consistently used. The lack of relevant data and/or gender analysis was highlighted throughout the CCA in relevant sections, and the analysis included actions to support bridging gaps. (e.g. suggested steps to address gender in environment/DRR).*
- c) *The CCA includes targeted gender analysis of those furthest behind. Sub-sections within several of the sectors highlight the plight of vulnerable groups within the sector including a focus on women and health, gender and HIV/AIDS, women’s participation in governance, gender-based violence and some mention of LGBT issues and lack of protection.*

**Evidence or Means of Verification**

*Common Country Assessment (CCA - 2014) for United Nations Development Assistance Framework (UNDAF) formulation process for the Republic of Uzbekistan for 2016-2020. Gender Desk review UNDAF CCA\_ECA\_2016 Report*

**Indicator:** 1.2 UNDAF Outcomes

**Score:** Meets Minimum Standards

**Findings and Explanation**

*The 2016-2020 UNDAF has eight outcomes under four thematic areas of strategic intent. The UNDAF meets the minimum standards for gender equality in outcomes due to the presence of a gender-targeted outcome. Gender is visibly mainstreamed across some, but not all of the other seven outcomes.*

- a) *Gender equality is visibly mainstreamed across some outcome statements as follows. Six of the eight outcomes include a gender focus in the outcomes statement and/or narrative.*

*Outcome 1 – By 2020, equitable and sustainable economic growth is expanded for all through productive employment and improvement of the environment for business, entrepreneurship and innovations. Narrative identifies targeted initiatives for women in difficult circumstances and support for women’s labor force participation (para 2.3.24 and 2.3.25).*

*Outcome 2 - By 2020 vulnerable groups benefit more from inclusive, financially sustainable and deficient social protection system. The vulnerable groups include the elderly, PwD, women and children in difficult socio-economic situation (e.g. low-income families, single mothers) and persons with HIV/AIDS.*

*Outcome 3 - By 2020, children and women in need of protection are covered with comprehensive support in line with human rights standards. Gender targeted and aligned to SDG 5. Advocacy work will be continued for adoption of national laws and regulations to prevent domestic violence, complemented by further strengthening of services for victims of gender-based violence and awareness raising at community level to address gender stereotypes in families (para 2.3.37).*

*Outcome 4 - By 2020, all people benefit from quality15, equitable and accessible health services throughout their life course. Quality health services include entire continuum of care throughout life cycle (children, adolescent/youth, women and men), from prevention*

to treatment and care. Includes a strong focus on maternal, child and reproductive health (para 2.3.45 and 2.3.46).

Outcome 5 – By 2020, continuous education and lifelong learning for all are improved. Includes support for the development of a gender disaggregated M&E system to assess the quality of education ECED and basic education services (para 2.3.57). Advocacy and policy advice for the promotion of gender parity and increased, diversified opportunities at the tertiary level (para 2.3.59).

Outcome 6 - By 2020, rural population benefit from sustainable management of natural resources and resilience to disasters and climate change. Narrative includes work to assist the government in greater understanding of the impact of inequalities on women and children (para 2.3.71). Promotion of the rural economy through enhancing the capacity of both institutions and stakeholders to improve agricultural production systems, while also preserving natural resources, coping with climate change impacts, and ensuring gender equality (para 2.3.74).

Outcome 7 – By 2020, the quality of public administration is improved for equitable access to quality public service for all. Lacks a gender focus in narrative as well as outcome indicators.

Outcome 8 – By 2020, legal and judicial reforms further ensure strong protection of rights, freedoms and legitimate interests of citizens. Lacks a gender focus in narrative as well as outcome indicators.

b) The Uzbekistan UNDAF has one gender-specific outcome:

Outcome 3: By 2020, children and women in need of protection are covered with comprehensive support in line with human rights standards.

The outcome was designed to explicitly target women’s protection, especially those effected by domestic violence. The scope was expanded during the design phase to reflect national sensitivities toward the issue by including a broader scope encompassing vulnerable children and women. Activities and indicators retain the focus on GBV though it was noted during the assessment of Indicator 1.3 UNDAF Indicators that more data and indicators on GBV would strengthen results tracking for this outcome.

c) Gender transformative change is understood to take more than the five-year focus of an UNDAF cycle. The UNDAF did not explicitly target changes to norms, values or power structures that lie at the root of gender inequality. These are seen as sensitive issues in the national context. The approach of the UNCT was to work with the government to focus on shorter-term gender needs thereby laying the foundation for longer-term transformational change.

#### **Evidence or Means of Verification**

*Uzbekistan UNDAF 2016-2020*

**Indicator:** 1.3. UNDAF Indicators

**Score:** Approaches Minimum Standards

#### **Findings and Explanation**

*Between one-fifth and one-third (20-33 percent) of UNDAF outcome indicators track progress toward gender equality results in line with SDG priorities including SDG 5.*

*Of the 50 outcome indicators, 13 (26%) are gender specific or gender sensitive and track progress towards gender equality results. The assessment qualified an indicator based on either a definition that includes disaggregation by sex or a definition that is gender specific, taking into account Means of Verification that were specific to gender (such as CEDAW reports).*

*The assessment found uneven levels of gender sensitivity across outcome areas, with two outcome areas lacking any gender sensitive indicators. Specifically:*

*Outcome 1 – 2 out of 7 gender sensitive outcome indicators (1.1 status of development of SDGs and monitoring system; 1.3 gender gap in labor force participation rate);*

*Outcome 2 - 1 out of 5 gender sensitive indicators (2.2 share of female headed vulnerable households);*

*Outcome 3 – 1 out of 3 gender sensitive indicators (3.3 status of normative framework to provide care and support to women and children in difficult circumstances);*

*Outcome 4 – 5 out of 11 gender sensitive indicators (4.1 CPR, 4.2 percent pregnant women covered by antenatal care in first trimester, 4.5 percent adults and children in need of antiretroviral treatment and do not receive treatment, 4.9 percent of population aged 18-64 with three or more NCD risk factors, 4.10 percent of population aged 40-64 with CVD or a 10 year CVD risk of 30% or greater);*

*Outcome 5 – 3 out of 6 gender sensitive indicators (5.3 proportion of students grades 5-9 whose learning outcomes comply with State Educational Standards, 5.4 percentage of specialized secondary and professional education graduates employed in area of competencies, 5.5 GER to higher education);*

*Outcome 6 – 0 out of 9 gender sensitive indicators;*

*Outcome 7 – 0 out of 5 gender sensitive indicators;*

*Outcome 8 – 1 out of 4 gender sensitive indicators (8.3 Number of implemented UPR recommendations).*

*Overall, 49 out of the 50 2016-2020 UNDAF outcome indicators are aligned to SDG targets. Several of the indicators are aligned to SDG 5 goals and targets including indicator 1.3 gender gap in labor force, indicator 3.3 normative framework for comprehensive care to women and children in difficult circumstances, indicator 2.2 share of female headed vulnerable households and indicator 4.1 contraceptive prevalence rate.*

#### **Evidence or Means of Verification**

*UNDAF (2016-2020)*

*“UNDAF 2016-2020 to support SDGs implementation” powerpoint analysis prepared by RCO*

## **Dimension Area 2 – Programming and M&E**

**Indicator:** 2.1. Joint Programs

**Score:** Meets Minimum Standards

### **Findings and Explanation**

- a) *Gender equality is visibly mainstreamed into all JPs operational at the time of the assessment. Currently, only one JP on “Building the resilience of communities affected by the Aral Sea disaster through a Multi-Partner Human Security Fund for the Aral Sea” exists*

*and gender equality is visibly mainstreamed. This is the second phase of the program (Sep 2016 – May 2019) and it involves four agencies – UNFPA, UNDP, UNV and UNESCO. The aim is to address the human security needs of the remote communities affected by the environmental disaster with expanded economic opportunities, improved local ownership of community development and enhanced capacity of healthcare providers to deliver quality services on family planning, mother and child health and disease prevention. While there is no overall gender marker for the program, the UNDP component is marked as number 2, for making a significant contribution to gender equality.*

*Gender mainstreaming was aided by a gender analysis of the first phase of the program. Recommendations from this report were incorporated into the design of the second phase to strengthen gender integration and targeting. Examples of good practice for gender mainstreamed and gender targeted initiatives include:*

- Rigorous sex disaggregation and targeting of beneficiaries to ensure that both women and men benefit from project activities.*
- Needs assessment conducted for Aral Sea region worked with the gender equality team of UNDP at the country level, drawing on national expertise, to ensure that the gender related aspect was effectively included. The assessment can help provide the evidence base for the strategy in the Aral Sea region, and so important to have the gender aspect well represented.*
- Partnerships developed within the JP to make sure women and gender issues are covered. For example the special committee that reviews business proposals include members of the Women’s Committee, together with technical experts from Agriculture and other relevant agencies.*
- Infrastructure component uses participatory tools including local groups that have a balance of women/men to ensure decision-making represents all groups.*
- Government authorities enhanced their skills on gender mainstreaming and other key issues including human security and budget management.*
- Almost 700 rural women were trained on CEDAW, reproductive health and entrepreneurship.*

*Different UN agencies offered different forms of capacity development to vulnerable women, often building on the skills and information brought by other agencies. For example, UNESCO worked with engagement of local communities for tourism in the project, with a focus on rural women’s handicraft products, building on capacity development from training that some of the same women attended organized by other agencies (for example on family planning or small business operations) to create a capacity development chain for vulnerable women.*

*Within the UNCT, the UN GTG is considered as a mechanism to ensure gender mainstreaming in all UN initiatives including Joint programs. Members of the GTG participate in all of the Results Groups to ensure that technical expertise on gender is available for joint discussions and initiatives. Furthermore, individual agencies have in place their own accountability systems to ensure that programs mainstream gender though systems vary considerably between agencies*

*and some are more rigorous than others.*

**Evidence or Means of Verification**

*UN Joint Programme Document “Building the Resilience of Communities affected by the Aral Sea Disaster through a Multi-Partner Human Security Fund for the Aral Sea” (2016-2019)  
Gender assessment of phase one of the JP  
UNDAF Implementation Architecture*

**Indicator:** 2.2 Communication and Advocacy | **Score:** *Meets Minimum Standards*

**Findings and Explanation**

*Based on the review and report of UNCG communication activities and UNCT’s work in Uzbekistan, it meets minimum standards. More than one advocacy and communication campaign was rolled out over the past year, and the Interagency UNCG has clearly defined the priority of addressing gender equality in its strategy and work-plans.*

*a) The UN system has contributed collaboratively to many joint communication and advocacy campaigns that have targeted gender equality and mainstreamed gender equality messaging throughout 2016 and 2017. During joint commemorations of advocacy days/occasions – including International Women’s Day, World Breastfeeding Week, International Day of the Girl, International Day for Persons with Disabilities - messages related to gender issues and stereotype roles were consistently mainstreamed. Celebrities were also engaged to amplify the messages related to gender stereotypes and new channels of communication such as social media platforms (Instagram, Facebook and Twitter) were also used to reach out to wider audiences with messages related to gender equality. Roundtable discussions with decision-makers, events and media releases also integrated messages related to gender equality.*

*In 2016, the UN also cooperated to produce a series of 48 radio dramas that focused on raising awareness of issues including reproductive health, family planning, prevention of HIV, AIDS-related stigma and discrimination, and gender equality. Furthermore, stories related to gender equality and positive role models were published in UN websites, and websites of different UN agencies over the current UNDAF cycle. Social media platforms (Facebook, Instagram for internal communication) have become more important means of communication in the last couple of years. For example, a UNICEF video on GBV posted on social media garnered over 23,000 views and more than 130 shares, which is very significant in the Uzbekistan context. The UNCG is also producing a television show on 16 days of Activism Against Gender Violence that will be broadcast Nov 30<sup>th</sup>, 2017.*

*The UN Resident Coordinator and other Heads of Agencies spoke on media platforms about gender equality and women’s empowerment, and several advocacy events were conducted with the Women’s Committee and other decision makers about addressing the recommendations of the CEDAW. Hence, while there were numerous communication activities conducted for gender equality, advocacy initiatives were also undertaken for women’s empowerment in the country.*

*b) The United Nations Communication Group strategy and work plan visibly includes gender equality and women’s empowerment. The UNCG in Uzbekistan developed a communication strategy for 2016-2020, which was approved by the UNCT. The strategy clearly defines that*

core values of UN to address gender disparities and breaking gender stereotypes are taken into account through annual UNCG work-plans for all years. It was agreed in the strategy that work-plans for all years include targeted interventions and gender related messages will be mainstreamed in communication activities.

In Annex C of the Strategy, three areas of clear guidance related to gender equality were highlighted for communication activities:

- making voice of women and men heard;
- ambiguity of language – to ensure use of proper words to refer to women and men;
- stereotyping – to challenge existing bias in attitudes towards women and men.

A half-day training was conducted for all UN Communication staff members during a retreat in 2017 to sensitize them on issues related to gender equality, particularly related to communication activities. This initiative was identified as one of the areas that the group felt they could improve upon in order to know how to more effectively conduct their work in a gender sensitive manner and further sensitize colleagues to gender. The training included topics such as how to use gender neutral language and images, drawing on a broader regional training in Istanbul attended by some team members.

c) Communication and advocacy work has tended to be within more traditional UN thematic areas although some of the messaging (such as GBV) is less traditional within the national context. There may be opportunities in the future to look at non-traditional fields of gender messaging such as gender roles within the Prevention of Violent Extremism (PVE) or gender and macroeconomics in the context of upcoming programs.

**Evidence or Means of Verification**

UNCG Communication Strategy for 2016-2020  
 UNCG work-plan 2016  
 UNCG report 2016  
 UN Uzbekistan Website  
 Social media platforms (Facebook and Instagram) of UN in Uzbekistan  
 Social media platforms and websites of different UN agencies

**Indicator:** 2.3. Monitoring & Evaluation

**Score:** Meets Minimum Standards

**Findings and Explanation**

a) Data for gender sensitive indicators in the CRR Results Matrix at the output level is gathered, including sex-disaggregated data. Review of UNDAF Joint Biannual Work-plan 2016-2017 implementation is currently in progress. Data has been collected for gender sensitive and sex-disaggregated indicators at a level that is consistent with the overall data gathering, however outcome level indicators were not tracked in the 2016 CRR. Due to the early stage of the UNDAF cycle and difficulties with obtaining data, the data for outcome level has not yet been fully obtained. As part of the CRR, the RCO on behalf of the UNCT has requested the Government to provide data against outcome level indicators. Only partial data was supplied for outcome indicators in 2016. It is expected that more complete data will be available in years 2017 CRR onward, and will be included as part of future CRRs.

b) *Progress against gender-focused results was well covered in the UNDAF Country Results Report (CRR) 2016, including the sections on lessons learned and joint communications. Five of the eight outcome narratives highlighted progress toward gender equality and women's empowerment in programs and initiatives. Examples include:*

*Outcome 1 - Efforts to ensure gender equality and women's empowerment are being mainstreamed as part of the national SDGs, although the impact at the outcome level is yet to be seen.*

*Outcome 2 - A Concept Note for an analysis of vulnerable groups, including female-headed households, was developed and widely discussed with national stakeholders.*

*Outcome 3 - The UN in Uzbekistan in 2016 established a partnership with the Women's Committee of Uzbekistan and Ministry of Public Education to jointly model family and child support services for socially vulnerable families and children. The UN also developed service provision guidelines for the Centres for Social and Legal Support of Women and Their Families. The guidelines, approved by the Women's Committee, aim to ensure the quality of services and sustainability of the Centres.*

*Outcome 4 - To enhance public awareness of key reproductive health issues and increase the demand for quality services, the UN, in cooperation with Women's Committee, helped update and pilot the training course and handbook on essential reproductive health and gender issues for 'makhalla' advisers. Further, UN Agencies contributed to strengthening the national system for emergency preparedness and response through increasing the capacity to address reproductive and maternal health during emergencies. The UN also supported strengthening the health system and technical capacities for mother and child health, which is expected to further reduce maternal and child deaths from preventable causes.*

*Outcome 7 - A UN-supported study in the Fergana region on the situation of 2,000 single mothers has come up with the country's profile of single mothers, including their needs, child rearing practices, and coverage by social allowances and benefits. The UN also supported development of a draft National Action Plan for CEDAW to address the latest CEDAW Concluding Observations for Uzbekistan. The draft is under review by the inter-Ministerial commission under the Ministry of Justice.*

c) *The M&E group has not received training on gender sensitive M&E.*

#### **Evidence or Means of Verification**

*UNDAF Country Results Reports (CRR) 2016  
UNDAF CRR M&E Matrix  
UNDG Guidance Note on Annual Country Results Reporting (2015)  
Terms of References of UNDAF Monitoring and Evaluation Group*

### **Dimension Area 3 - Partnerships**

**Indicator 3.1 Government Engagement**

**Score: Meets Minimum Standard**

## Findings and Explanation

*In the Uzbekistan context, the main organization that coordinates women's initiatives is the Women's Committee, which is considered the national women's machinery. The Women's Committee also has the status of an NGO funded by the Government. The Chairperson of the Committee is also Vice-Prime Minister of Uzbekistan, and heads of regional branches are deputy governors. NGOs that work on gender equality and women's empowerment activities are coordinated through the Women's Committee. Therefore, the Women's Committee may be considered as both a Government and a non-government institution. For the purpose of this exercise, it appears under both indicators 3.1 Government Engagement and 3.2 GEWE CSO Engagement, though different examples are used where possible to justify scoring.*

- a) *The UN system has collaborated with at least two government agencies for a joint initiative that fosters GEWE in the current UNDAF cycle. Examples include:*
- The UN and the Government recently developed a UN Government Roadmap for cooperation between the UN and Government (endorsed in November 2017). Under this roadmap, UNFPA, UNDP and other UN agencies will work with the Women's Committee and other stakeholders on improving the legislative framework, women's empowerment, gender equality and the prevention of GBV.*
  - The JP Building the resilience of communities affected by the Aral Sea disaster...” includes a gender component that involves UNDP and UNFPA working with the Women's Committee and Local Authorities and Financial Institutions to empower women and improve their access to micro-credit for the most vulnerable women.*
  - UNODC and UNICEF (with funds from UBRAF) will be working on HIV/Prevention for the most vulnerable people with a strong gender focus with the Ministry of Health/National Aids Center – planned for 2018 start.*
- b) *Women's Committee of Uzbekistan was actively engaged in CCA consultations, UNDAF formulation process and in the development of Biennial Joint Work plans 2016-2017.*
- c) *The work on SDG localization was still underway at the time of the Scorecard exercise. The Government has accepted the SDG roadmap, but commitment for SDG localization has not yet been secured. Joint UN workshops have been held on SDG localization, including a section on SDG 5. The Women's Committee of Uzbekistan was engaged in joint UN activities on SDG localization, but the outcome of these efforts remain unclear at this time.*

## Evidence or Means of Verification

*Roadmap for Cooperation between Government and UN (2017)*  
*JP Document “Building the resilience of communities affected by the Aral Sea disaster...” (2016-2019)*  
*“Joint UN-Government Retreat on SDG Localization” Agenda (10-11 Nov 2017)*  
*Draft tables of national SDGs and targets (education, social protection, health, livelihoods)*

**Indicator:** 3.2. Women's/Gender CSO

**Score:** Approaches Minimum Standards

## Findings and Explanation

*In the Uzbekistan context, the main organization that coordinates women’s initiatives is the Women’s Committee, which is considered the national women’s machinery. The Women’s Committee also has the status of an NGO funded by the Government. The Chairperson of the Committee is also Vice-Prime Minister of Uzbekistan, and heads of regional branches are deputy governors. NGOs that work on gender equality and women’s empowerment activities are coordinated through the Women’s Committee. Therefore, the Women’s Committee may be considered as both a Government and a non-government institution. For the purpose of this exercise, it appears under both indicators 3.1 Government Engagement and 3.2 GEWE CSO Engagement, though different examples are used where possible to justify scoring.*

- a) *The UN system has collaborated with GEWE CSO agencies for a joint initiative that fosters GEWE in the current UNDAF cycle. Examples include:*
  - *The recently drafted NAP on CEDAW was adopted in November 2017 involving the joint work of the UN (including UNICEF, WHO, IOM) with various Government agencies and CSO including Women’s Committee and the National Association of NGOs.*
- b) *Women’s Committee of Uzbekistan and some relevant GEWE CSO were included in CCA consultations and UNDAF formulation process. Apart from the Women’s Committee, GEWE CSO is not involved in joint work planning or as part of the UNDAF Steering Committee.*
- c) *The work on SDG localization was still underway at the time of the Scorecard exercise. The Government has accepted the SDG roadmap, but commitment for SDG localization has not yet been secured. Joint UN workshops have been held on SDG localization, including a separate section on SDG 5. The Women’s Committee of Uzbekistan was engaged in joint UN activities on SDG localization, but the outcome of these efforts remain unclear at this time.*

**Evidence or Means of Verification**

*NAP on CEDAW (2017)  
 List of participants of the event/consultations on NAP development  
 “Joint UN-Government Retreat on SDG Localization” Agenda (10-11 Nov 2017)  
 Draft tables of national SDGs and targets (education, social protection, health, livelihoods)*

**Dimension Area 4 – Leadership and Organization Culture**

<b>Indicator:</b> 4.1 Leadership	<b>Score:</b> Exceeds Minimum Standards
<b>Findings and Explanation</b>	
<p>a) <i>Gender equality is a regular topic in the meetings between Heads of Agencies, being part of the discussions in six of the seven UN Country Team (UNCT) meetings assessed in the past year (December 2016-November 2017). Gender-related discussions have covered areas such as the membership, leadership, TOR and AWP of the GTG operations as well as the Gender Scorecard endorsement and planning.</i></p> <p>b) <i>The current Resident Coordinator arrived in August 2017, and has only been in place for</i></p>	

three months at the time of the assessment. The RC has taken steps to ensure that the GTG is formally integrate into the UNDAF architecture and has shown interest in understanding and supporting GTG operations, including expressing interest in attending GTG meetings. The RC has ensured that the GTG has attended and represented the UN at key high profile meetings (e.g. aid coordination and UN Day). The RC has participated in a number of events that include large audiences and high-level decision-makers, and has highlighted UN support for gender equality and women empowerment within broader speeches on, for example, human security and economic cooperation, offering examples of how women can be supported. She has also raised the issue of gender equality in several live media fora including Facebook Live, “You” and a television interview that focused on women’s empowerment. See details and links in MOV.

c) Results from the survey on gender and organisational culture found that 75 percent of staff felt that Heads of Agencies are committed to gender equality in the workplace. Only 8 percent of staff responded negatively to the questions, while 16 percent were neutral (percentages are rounded to nearest whole number).

d) The ARC goals for 2017 include gender equality under two goal categories (Development and Human Rights) as follows:

**Development:** The UNCT ensures gender mainstreaming into joint programming and review of UNDAF/BJWP by strengthening a Gender There Group to become an integral part of the UNDAF implementation architecture and conducting a gender scorecard assessment; and

The UNCT member ensures active participation and contribution of his/her respective agency to the implementation and monitoring of the JWPs 2016-2017, which the agency is engaged in, and elaboration of the UNDAF BJWP 2018-2019, that are in line with government priorities and have mainstreamed gender aspects.

**Human Rights:** The UNCT ensures coordinated support to national authorities in implementation of the CEDAW Committee’s concluding recommendations to the country, specifically focusing on enhancing legal framework on gender equality and policy advice and technical assistance on eliminating gender based violence

**Evidence or Means of Verification**

UNCT meeting minutes and agendas available for the past year (Dec 2016, Jan, Mar, May, Jun, Sep, Oct 2017).  
 Organizational culture survey results (November 2017)  
 “ARC UNCT Uzbekistan” Goals and indicators endorsed at the UNCT meeting of 22 August 2017.  
<http://un.uz/eng/news/display/243>  
<http://un.uz/eng/news/display/253>  
<http://un.uz/eng/news/display/252>  
<https://www.youtube.com/watch?v=zxeMr9PKSQk>

<b>Indicator:</b> 4.2 Organizational Culture	<b>Score:</b> Meets Minimum Standards
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**Findings and Explanation**

The survey was distributed to personnel, and remained open over a two-week period. Response rate was satisfactory, providing results with an 8 percent confidence interval. Survey questions

met the minimum standards, scoring an overall positive rating of 73% (7% negative and 19% neutral).

The minimum standard (65%) was met as an average across the 10 questions that deal with issues of gender equality, discrimination and work-life balance. Moreover, the minimum standards were met individually for 8/10 questions with only two results on work-life balance falling below the 65% threshold.

Positive ratings for questions that dealt with gender equality in the workplace and discrimination/personal safety were particularly strong. Work-life balance scores were lower on average than the other two dimensions. Satisfaction ratings were especially low for flexible work arrangements contributing to adequate work-life balance as well as perceptions of HOA support for staff to achieve a satisfactory work-life balance. For each of these questions, only 61% of respondents scored the question favorably.

Findings on an analysis of differences between male and female perceptions showed the same pattern across all questions and dimension areas. Men held consistently and significantly more positive perceptions of gender equality in the workplace than did their female colleagues. Differences were especially strong in questions related to work-life balance. For example, only 49% of women felt that HOAs are supportive of personnel to achieve a satisfactory work-life balance, compared to 73% of men.

Refer to Annex C for more detailed information.

#### **Evidence or Means of Verification**

Results of the survey of staff perception of organizational culture for gender equality (total 111 responses out of 370 personnel; confidence interval of 8)

**Indicator:** 4.3 Gender Parity

**Score:** Approaches Minimum Standard

#### **Findings and Explanation**

a) The total percentage of women in the GS positions is 55% out of the total GS posts occupied. The total percentage of women in national and international senior management positions (level P4 and above combined with NOC and above) is 38% out of all senior management posts occupied. Based on this assessment, the UN has reached equal representation of males/females for administrative staff, but not for senior staff (P4/NOC and above). Parity is defined as falling within the 45-55% range. The assessment did not look at Service Contract personnel.

b) Each UN Agency is able to clearly disaggregate positions occupied by sex, providing data from their own internal human resource systems. While the data is easily accessible, there is no system in place to bring the data together at the system level. The Scorecard exercise is the first time the data has been looked at collectively, and therefore provides a baseline for continued monitoring.

c) The BOS in Uzbekistan was still under development at the time of the Scorecard exercise. The BOS is currently in the stage of Cost-Benefit Analysis, and it will be presented to the UNCT in February 2018 according to the planning timeline. Once the strategy has been developed, there may be opportunities to consider including gender-specific indicators, possibly in consultation with the GTG.

**Evidence or Means of Verification**

*Data on Gender Parity provided by UNESCO, UNDP, UNICEF, UNODC, UNFPA, UNDSS, UNIC.*

### Dimension Area 5 – Gender Architecture and Capacities

<b>Indicator:</b> 5.1. Gender Coordination	<b>Score:</b> <i>Exceeds Minimum Standards</i>
<b>Findings and Explanation</b>	
<p><i>The GTG meets all four of the criteria, exceeding minimum standards.</i></p> <p>a) <i>UN Gender Theme Group (GTG) is chaired by the head of UNFPA. UNFPA has led the GTG since late 2016.</i></p> <p>b) <i>The UN GTG has a TOR and an approved annual work plan. In 2017, a new TOR was designed drawing on recommendations of the regional gender working group. The TOR reflects greater coherence between the GTG and other groups (UNDAF Results Groups, M&amp;E, UNCG) within the system. Annual work plans are designed at the start of each year and endorsed by the UNCT.</i></p> <p>c) <i>Members include at least 50% senior staff – P3/NOB and above (In Uzbekistan context NOB and above is considered as a senior staff given that limited number of UN staff and personnel). There are a total of eight permanent members of the GTG representing seven agencies. Six of the eight are P3/NOB and above, totaling 75% of team members.</i></p> <p>d) <i>The group has made substantive inputs into the UNDAF including the country analysis, strategic prioritization, results framework and M&amp;E. The GTG in 2014 reviewed the CCA to ensure that the gender issue was cross-cutting through all of the seven sectors (refer to indicator 1.1 for assessment). The GTG also contributed as technical experts to screen early drafts of the UNDAF during the design phase. Many of the gender focal points who sit on the GTG also served as M&amp;E focal points so that team members played a dual role as both gender and M&amp;E experts during the design of the results framework. Under the current UNDAF architecture, at least one member of the GTG is present on each of the Results Groups, thereby contributing to ongoing planning and monitoring.</i></p>	
<b>Evidence or Means of Verification</b>	
<p><i>UN GTG ToR (2017)</i>  <i>UN GTG Membership List (2017)</i>  <i>UN GTG Annual Work plan (2017)</i>  <i>UN GTG minutes of meetings (2017)</i>  <i>Institutional memory for CCA development and UNDAF design</i></p>	
<b>Indicator:</b> 5.2. Gender Capacities	<b>Score:</b> <i>Approaches Minimum Standards</i>
<b>Findings and Explanation</b>	
<p>a) <i>A capacity development activity for the UN Communication Group was conducted in 2016</i></p>	

during the UNCG retreat. This came as a result of a request from the UNCG to the GTG for technical training. Staff members from UNFPA and RCO conducted the half-day training, which fed directly into ensuring gender sensitivity in the design of the UN Communications Strategy (2016-2020). See indicator 2.2 on communication and advocacy for further details.

- b) An interagency capacity assessment and development plan on gender has not been undertaken within the UN Uzbekistan. The exercise opened up a dialogue about taking steps forward toward more coordinated capacity development at the country level
- c) UN Uzbekistan does not have a coordinated country-level induction process. Individual agencies handle staff inductions according to their own protocols.

**Evidence or Means of Verification**

*UNCG retreat minutes (2016)*

**Dimension Area 6 - Finances**

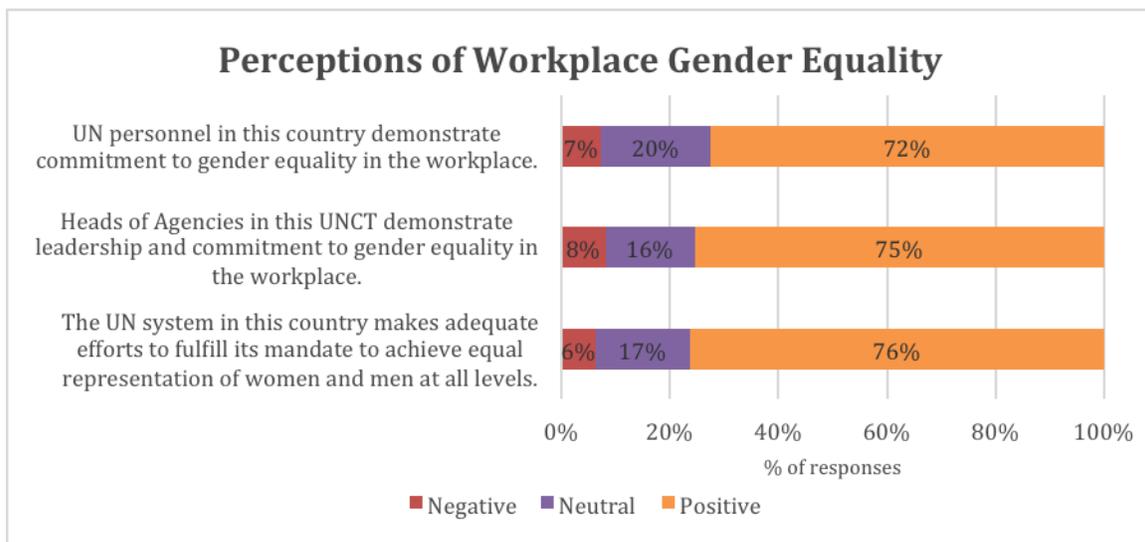
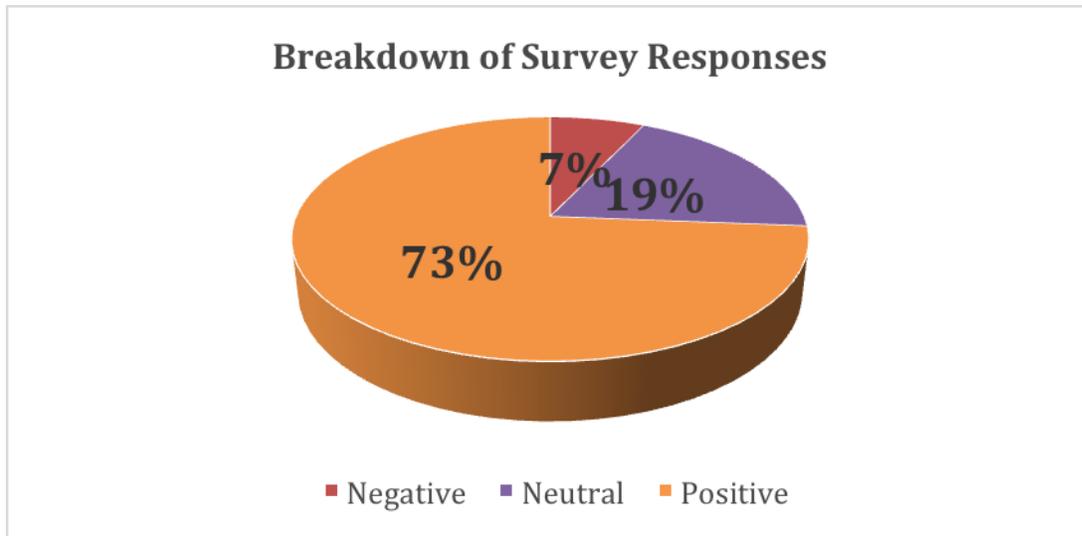
<b>Indicator: 6.1 Financial Resources</b>	<b>Score: Approaches Minimum Standards</b>
<b>Findings and Explanation</b>	
<p>a) UNCT has in place a system that would allow for tracking of some country-level gender budgetary data. Joint Work Plans for the implementation of UNDAF 2016-2020 have indicative budgets per outputs classified by core, non-core and funding gaps. Though it has not been done in the past, this data could be utilized to provide an indication of annual gender-targeted and gender-mainstreamed expenditures.</p> <p>Country Results Report 2016, the first joint report on the progress towards the achievement of UNDAF 2016-2020, also included an expenditure report that tracked financial resources by outcome area. In 2016, total expenditures for Outcome 3 (gender targeted outcome): “By 2020, children and women in need of protection are covered with comprehensive support in line with human rights standards” were USD 176,000 amounting to 1% of total annual expenditures in 2016. By comparison, total expenditures for Outcome 2 and Outcome 4 (gender mainstreamed outcomes) stood at USD 202,820 and USD 9,872,018 respectively, accounting for 1% and 58% accordingly.</p> <p>The GTG has an annual workplan with indicative budget for separate activities some of which to be funded through UNCT cost-sharing and some through RCO budget. This may also be considered as a budgetary measure of jointly funded UN gender activities.</p>	
<b>Evidence or Means of Verification</b>	
<p><i>Joint biennial work plans for 2016-2017</i>  <i>Country Results Report 2016</i>  <i>GTG annual work plan for 2017</i></p>	

## Dimension 7 - Gender Results

<b>Indicator:</b> 7.1 Results	<b>Score:</b> Meets Minimum Standards
<p><b>Findings and Explanation</b></p> <p><i>Due to the early stage of the UNDAF cycle, the data for outcome level has not yet been fully obtained. As part of the CRR, the RCO on behalf of the UNCT, submits to the Government the draft report and requests data against outcome level indicators. In 2016, partial data was supplied for outcome level indicators. It is expected that more complete data will be available in years 2017 CRR onward, and will be included as part of future CRRs.</i></p> <p>a) <i>The UN system is on track to achieve all gender results as planned in the UNDAF. Based on analysis of implementation of UNDAF joint work plans for 2016-2017 as of April 2017:</i></p> <ul style="list-style-type: none"><li><i>• Gender specific outcome #3 achievement of 75% of the output level indicators are on track and 25 % partially on track</i></li></ul> <p><i>In addition, other outcomes have mainstreamed a gender perspective, and these are also on track based on output level monitoring. For example,</i></p> <ul style="list-style-type: none"><li><i>• Gender sensitive outcome #2 achievement of 42 % of output level indicators are on track and 58 % partially on track</i></li><li><i>• Gender sensitive outcome #4 achievement of 55% of output level indicators are on track, 39 % partially on track and 6% no progress</i></li></ul>	
<p><b>Evidence or Means of Verification</b></p> <p><i>CRR M&amp;E Matrix 2016 - 2017</i></p>	

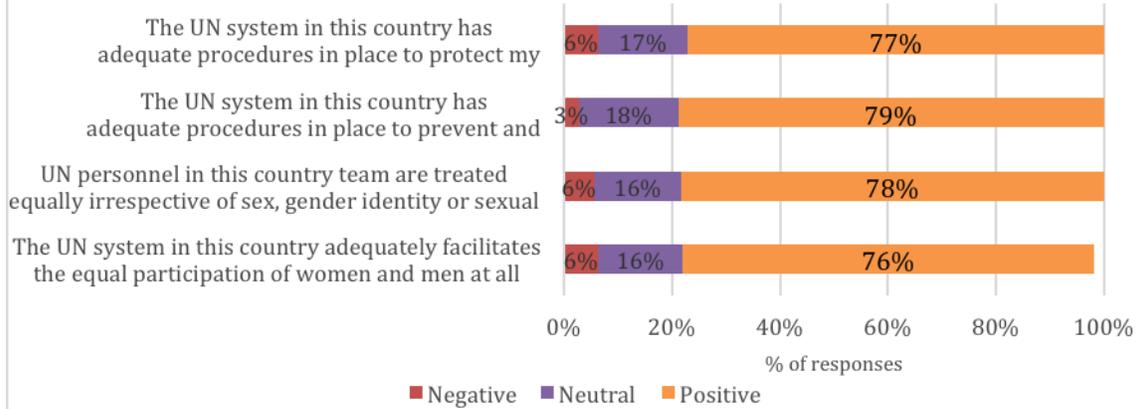
## Annex C – Organizational Culture Survey Results Uzbekistan – November 2017

Total responses: 111<sup>8</sup>. Female = 54; Male = 57  
All responses were online, anonymous.

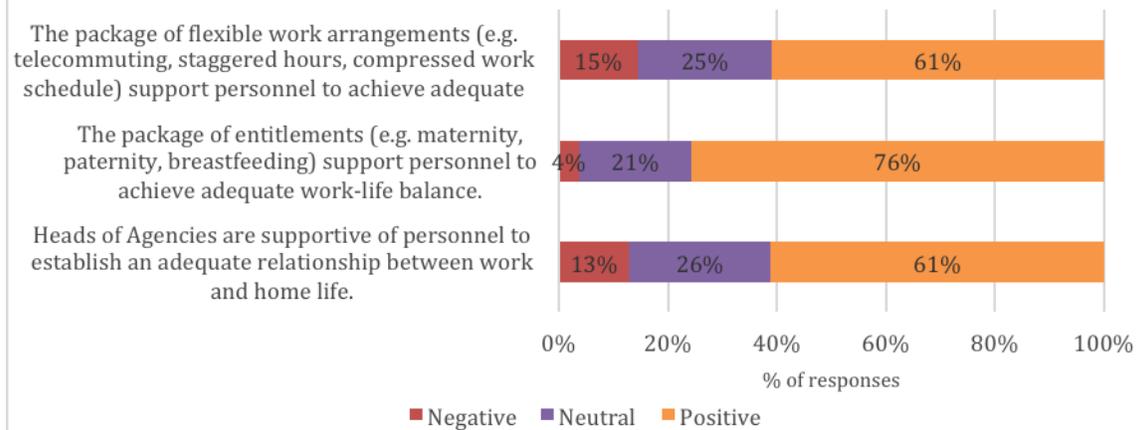


<sup>8</sup> Based on the estimated personnel size of 370, a total of 111 responses yielded a confidence interval of 8. Therefore, we can be confident that responses are representative of the larger population plus or minus 8 percentage points. <http://www.surveysystem.com/sscalc.htm#one>

## Discrimination and Personal Security

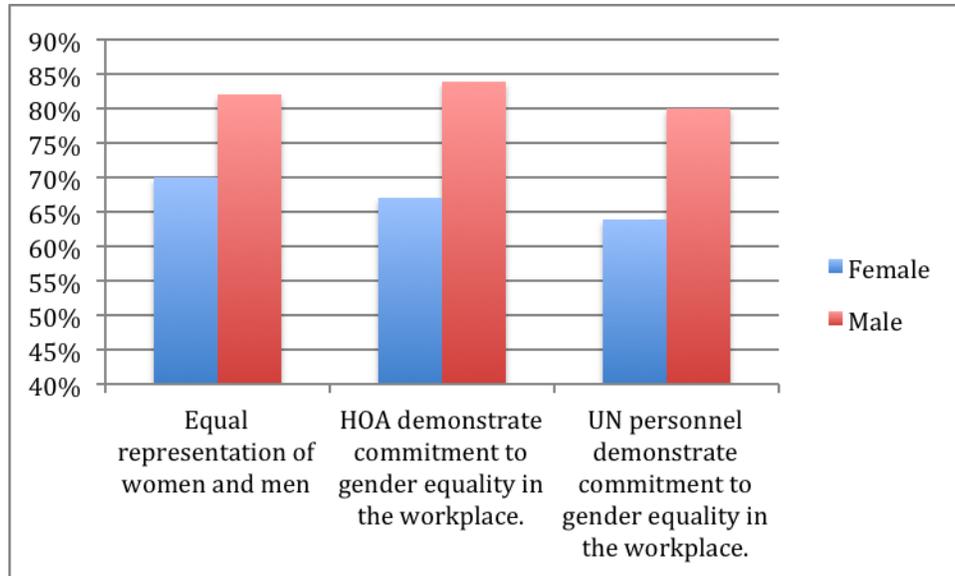


## Work-Life Balance

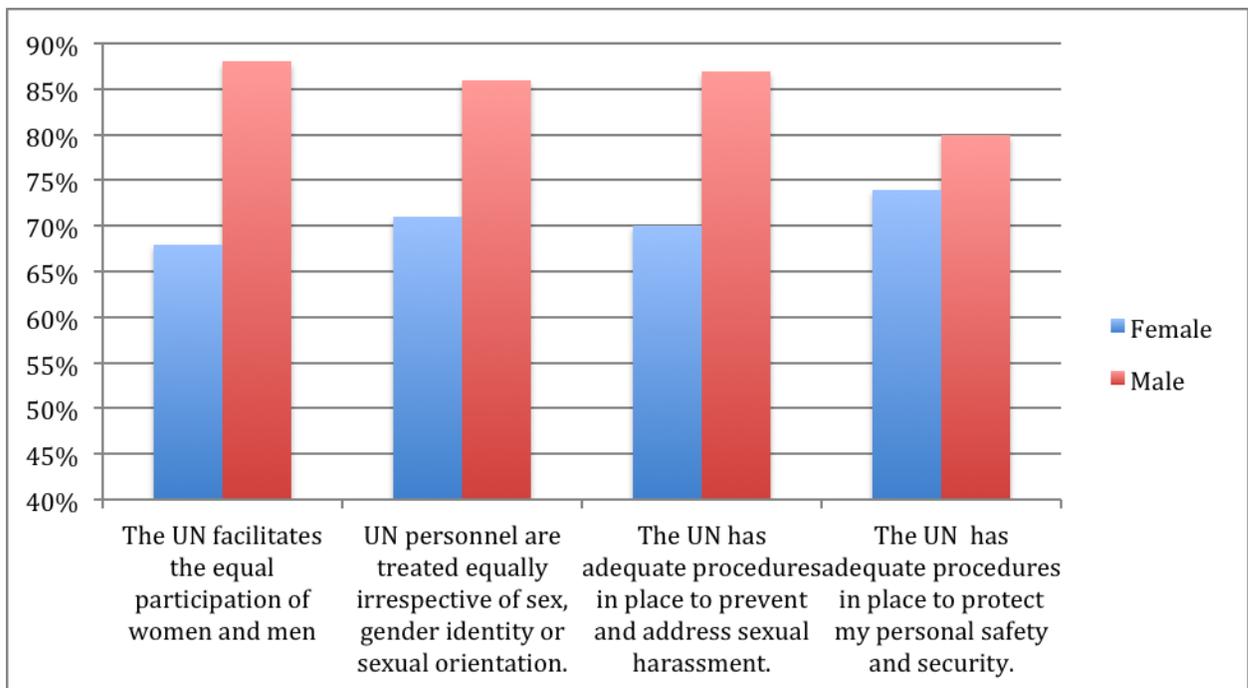


## Differences in Male/Female Perceptions of Gender and Organizational Culture Percentage of Positive Responses

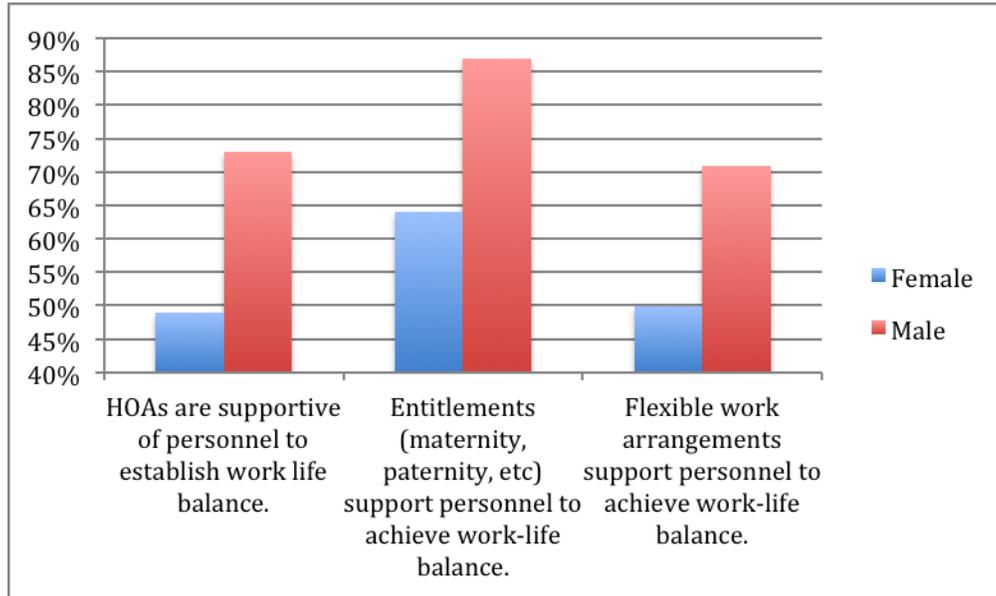
Perceptions of Gender Equality in the Workplace



Discrimination and Personal Safety



## Work-Life Balance



**Annex D - Action Plan Uzbekistan**  
**UNCT SWAP-Scorecard – December 2017**

<b>Action</b>	<b>Responsibility</b>	<b>Required Resources and Source</b>	<b>Timing</b>	<b>Explanation and Links to Assessment</b>
<b>1. Planning</b>				
1.1 Ensure the next UNDAF visibly mainstreams gender across all outcome areas, and the RRF includes indicators that monitor gender equality changes across all outcomes.	UNDAF Results Groups and UNCT with technical support from GTG and ME Group	No financial costs	2019+ planning stage for next UNDAF	Improves gender planning and targeting across all sectors. Meets UNDG minimum standards for Indicator 1.3 UNDAF Indicators, and moves toward exceeding minimum standards for Indicator 1.2 UNDAF Outcomes.
1.2 Consider adding/adjusting indicators to allow monitoring of progress of GEWE.	RGs with the support of GTG and ME group	No financial costs	2017/2018	
<b>2. Programming and M&amp;E</b>				
2.1 Engage the GTG to provide technical inputs into planning stages of Joint	RCO and/or lead agency with technical support from GTG	No financial costs	2018+	Improved quality control systems for comprehensive gender mainstreaming in JPs will ensure that all future JPs

<p>Programs to ensure gender mainstreaming quality control.</p>				<p>serve as models for collaborative gender sensitive programming, and move Indicator 2.1 to exceed the minimum standards.</p>
<p>2.2 Advocate for expanded joint programming on Gender Equality and Women’s Empowerment to address the complexities of gender inequality in a comprehensive manner, drawing on successes with interagency collaboration on GEWE.</p>	<p>RCO, GTG and Results Groups</p>	<p>No financial costs</p>	<p>2018+</p>	<p>Expanded use of joint programming to address gender inequality should impact positively on system-wide efforts to foster gender equality results (Indicator 7.1). Development of a gender-targeted JP, would exceed minimum standards for Indicator 2.1.</p>
<p>2.3 Ensure JWPs (2018-2020) include both targeted and mainstreamed gender activities and indicators, especially for Outcomes 6 (NRM and DRR) &amp; 7 (public administration for public services), which lack gender sensitive outcome indicators. Engage the GTG as needed for</p>	<p>UNDAF Results Groups with technical support from GTG</p>	<p>No financial costs</p>	<p>Immediate</p>	<p>Program-level articulation of gender commitments made in UNDAF Outcomes should be tracked through JWPs to feed into higher level monitoring and strengthen collective results. Guidelines on gender integration in JWPs developed by UN Women’s regional office may guide work plan development. This will impact positively on Indicator 2.3 M&amp;E and</p>

technical support.				7.1 Results
2.4 Ensure that the 2017 CRR includes performance against outcome level indicators, even if incomplete, to allow for better tracking of gender and other results.	RCO and UNDAF Results Groups	No financial costs	2017+	The exercise revealed gaps in tracking progress against Outcomes, including gender specific results at the Outcome level. Regular tracking at the higher level will allow for better monitoring of results in line with UNDAF guidance, and ensure Indicator 2.3 UNDAF M&E and 7.1 Results maintains the minimum standards.
<b>3. Partnerships</b>				
3.1 GTG to conduct mapping of GEWE CSOs and share with Results Groups.	GTG	No financial costs	2018+	The exercise revealed a need for greater joint UN engagement with GEWE CSOs. Stronger engagement will create more space for diverse voices, and help move indicator 3.2 to meet minimum standards.
3.2 Relevant UNDAF Results Groups to consult with the relevant GEWE CSOs at least once a year	UNDAF RGs			
<b>4. Leadership and Organizational Culture</b>				
4.1 OMT to monitor system-wide gender parity data	OMT and UNCT	No financial costs	2018 +	The UN system in Uzbekistan is dominated by

annually, using 2017 data as baseline. OMT to consider expanding monitoring to include SC personnel, and to adapt definitions of 'senior' to fit local context. Findings should be shared as part of annual OMT reporting to the UNCT for discussion and action depending on the patterns of change found over next years.

males in senior positions (P4/NOC and above) while females comprise the majority of general service staff. Putting in place a monitoring system will allow tracking, and help foster movement toward meeting and maintaining gender parity in line with UNDG minimum standards for Indicator 4.3 Gender Parity.

<p>4.2 UNDP to brief UNCT on UNDP Uzbekistan Country Office's new Gender Parity Strategy; discussion by UNCT to consider opportunities for adopting or adapting elements for a system-wide gender parity strategy.</p>	<p>UNDP with UNCT</p>	<p>No financial costs</p>	<p>Early 2018</p>	<p>The introduction of an agency-specific gender parity strategy was in progress at the time of the assessment, offering an opportunity to consider innovative action to expand key elements beyond an individual agency and meet the minimum requirements for Indicator 4.3 Gender Parity.</p>
<p>4.3 OMT to consider the possibility of introducing gender sensitive indicators into the BOS monitoring for common operations to</p>	<p>OMT in collaboration with GTG</p>	<p>No financial costs</p>	<p>2018+ pending finalization of first BOS</p>	<p>Including gender specific actions and indicators in the BOS will allow the team to exceed minimum standards for indicator 4.3 Gender</p>

foster GEWE.

Parity. This would put Uzbekistan in a lead position globally with piloting gender mainstreaming in the BOS.

## 5. Gender Architecture and Capacities

5.1 Assess UN Uzbekistan agency requirements for mandatory gender training, and status of staff compliance as a starting point to develop a interagency capacity development initiative.	GTG with HR sub-group of OMT	No financial costs	2018	GTG should start by working with HR sub-group to ascertain which agencies have mandatory requirements and the status of staff compliance against requirements. Decisions on course of action will depend on findings. This will push Indicator 5.2 Gender Capacities toward meeting minimum standards.
5.2 Conduct a 'light' capacity assessment and develop a capacity development plan for targeted interagency groups (e.g. GTG, M&E, UNCG, RG). Use a staged approach over time to	GTG to integrate into AWP	No financial costs for assessment; training costs TBD depending upon target and modality; agencies to consider cost-sharing as part of support to GTG AWP.	2018+	Assessment can be done on-line by survey. See UN Women "Gender Equality Capacity Assessment Tool" (2014) for guidance. <sup>9</sup> Capacity assessment and one targeted activity should be integrated in the GTG AWP

<sup>9</sup> [https://trainingcentre.unwomen.org/pluginfile.php/453/mod\\_page/content/1/Capacity\\_AssessmentTool\\_En.pdf](https://trainingcentre.unwomen.org/pluginfile.php/453/mod_page/content/1/Capacity_AssessmentTool_En.pdf)

target different groups over the UNDAF cycle

from 2018 on.

## 6. Financial Resources

6.1 GTG to conduct a gender analysis of the existing budget information from JWP 2016-2017 (as collected by the RCO for the CRR) to look at budget expenditures for gender targeted and gender mainstreamed activities. Data gathering and utilization should be built into CRR processes for annual tracking.

GTG with RCO

No financial cost

2018+

Data will offer an indicative baseline of system expenditures toward GEWE. Data may be used for advocacy and accountability with internal and external stakeholders. In the future, the team may utilize the UNDAF gender marker (currently in development) to track gender allocations and expenditures. Progress toward collective gender budget monitoring will move Indicator 6.1 toward meeting minimum standards and may impact positively on 7.1 Results if the process leads to increased budget allocations for GEWE.

## 7. Results

*Proposed actions collectively should impact positively on planning, operationalizing, monitoring and organizing for stronger contributions to gender equality results.*