



# UNCT SWAP-Scorecard

Assessment Results and Action Plan  
United Nations Country Team Kyrgyzstan

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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 across the UN system 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 Kyrgyzstan as a guided self-assessment. An interagency team was assembled for the purpose of the exercise. Assessment team members worked collaboratively to 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 Kyrgyzstan included four stages:

1. Background preparation: UNCT was briefed, and endorsed the exercise. Technical guidance was reviewed, and assessment team was appointed. A consultant was selected to facilitate the exercise, and timing was agreed.<sup>1</sup>
2. Assessment: A technical briefing was conducted for the assessment team to launch the exercise. Team members worked in small groups to gather data/evidence and assign preliminary scores for each indicator. Preliminary findings were shared in a larger group workshop to reach consensus on results for each indicator.
3. Action Plan: Team members submitted preliminary action plan ideas for broader discussion at a group workshop to further develop the plan. Findings and draft action plan were presented to the UNCT for feedback. The action plan was further developed and adjusted in response to the feedback.
4. Reporting and Feedback: The consultant drafted and submitted the UNCT SWAP-Scorecard report and action plan. Results of the exercise were fed back to UN Women headquarters to contribute to global accounting. Feedback on the interim technical guidance was relayed to HQ to help shape the final framework.

The UNCT SWAP-Scorecard assessment in Kyrgyzstan was the second global application of the post-pilot tool and interim guidance. The exercise was conducted during the late stage of the UNDAF cycle, toward the end of the final year of implementation. The assessment process was coordinated by the UN Women country office with support provided by the Gender Theme Group. Guidance and technical support was provided throughout by an international gender specialist. The assessment team was comprised of members from nine agencies (RCO, UN Women, UNDP, UNFPA, OHCHR, UNODC, UNAIDS, ILO, WFP) with representation across fields to ensure a sound knowledge base on joint UN actions.<sup>2</sup>

The assessment team was briefed collectively at the start of the exercise on the background of the methodology as well as the mechanics of the assessment process. Team members reviewed the indicator framework and reporting templates, and established timelines for scoring and submitting action plan ideas. Members worked in small groups with technical support to conduct preliminary assessments of assigned indicators, with each group member taking lead responsibility for drafting particular indicators based on individual areas of knowledge.

Analysis and scoring for each indicator was further developed in a half-day group workshop where team members presented findings to the wider group for feedback, discussion and finalization. The assessment team worked collaboratively during the

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<sup>1</sup> The assessment was originally scheduled for May 2017, but was rescheduled to September 2017 due a medical emergency in the consultant's family.

<sup>2</sup> A total of 12 agencies committed to participate in the exercise, but three dropped out without explanation, leaving nine agencies actively engaged. Team members included senior personnel, gender specialists and gender focal points as well as members of cross-cutting groups including results groups, the UNCG, M&E group and the RCO.

workshop to develop and finalize action plan items, drawing on the findings from the Scorecard.

Scorecard results and draft action plan ideas were presented to the UNCT Heads of Agencies at the close of the assessment in an ad-hoc meeting. Members of the assessment team attended the same meeting. Representatives gave initial feedback on the action plan at this session, and the plan was adjusted accordingly. A revised draft plan was shared with HOAs for one more round of feedback, and the final action plan is included in Annex E.

The Scorecard assessment in Kyrgyzstan provided valuable feedback to the on-going design process of the framework and methodology for the UNCT SWAP-Scorecard. Throughout the exercise, team members gave feedback on the design of the indicators as well as the overall flow of the assessment process. Targeted discussions were held with a small group at the close of the exercise on the overall strengths and weaknesses of the methodology as well as on the content and layout of the interim technical guidance that guided the exercise.

### III. Country Context

The UNCT SWAP-Scorecard assessment was conducted in the Kyrgyz Republic in September 2017 toward the end of the implementation cycle of the 2012-2017 United Nations Development Assistance Framework (UNDAF). The 2018-2022 UNDAF was signed in May 2017, and planning was underway at the time of the assessment to establish organizational structures for the implementation of the new UNDAF. The assessment utilized the 2018-2022 UNDAF for analysis wherever possible, in particular when looking at those indicators that measure planning. The assessment reverted back to the 2012-2017 UNDAF for indicators that measure programming and operations since implementation of the new UNDAF had not yet begun.

The 2018-2022 UNDAF design was informed by a series of reports and consultations involving the Government, CSO and UN agencies at the country and regional level. The UNDAF reinforces the strong partnership arrangement between the Government and the UN system to achieve national priorities leveraging off of areas where the UN has a comparative advantage to support country priorities. The UNDAF identifies four outcomes within four priority areas as follows:

#### **Priority Areas**

*I. Sustainable and inclusive economic growth, industrial, rural and agricultural development, food security and nutrition*

*II. Good governance, rule of law,*

#### **Outcomes**

*1. By 2022, inclusive and sustainable industrial, agricultural and rural development contribute to economic growth, decent work, improved livelihoods, food security and nutrition, especially among women and vulnerable groups.*

*2. By 2022, institutions at all levels are more*

<i>human rights and gender equality</i>	<i>accountable and inclusive ensuring justice, human rights, gender equality and sustainable peace for all.</i>
<i>III. Environment, climate change, and disaster risk management</i>	<i>3. By 2022, communities are more resilient to climate and disaster risks and are engaged in sustainable and inclusive natural resource management and risk-informed development.</i>
<i>IV. Social protection, health and education</i>	<i>4. By 2022, social protection, health and education systems are more effective and inclusive, and provide quality services.</i>

The UN system in Kyrgyzstan is comprised of resident and non-resident agencies, funds and programs whose expertise is combined to deliver results through the UNDAF.<sup>3</sup> The Kyrgyz Republic UNCT adopted the “Delivering As One” approach as a self-starter in 2010, and continues to function under those principles to deliver results through enhanced partnerships and coordination. The UN system globally benefits from increasingly stringent gender mainstreaming systems instituted by member agencies, including improved gender strategies, guidelines and accountability systems. Some ownership of gender equality as a guiding principle and important area of focus was evidenced throughout the Scorecard assessment from within the UN system in Kyrgyzstan, but commitment to coordinated efforts did not appear uniform. Nevertheless, existing levels of commitment and expertise within the system offer a good foundation from which to move forward for more coordinated programming for GEWE over the new UNDAF cycle.

#### IV. Findings

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

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

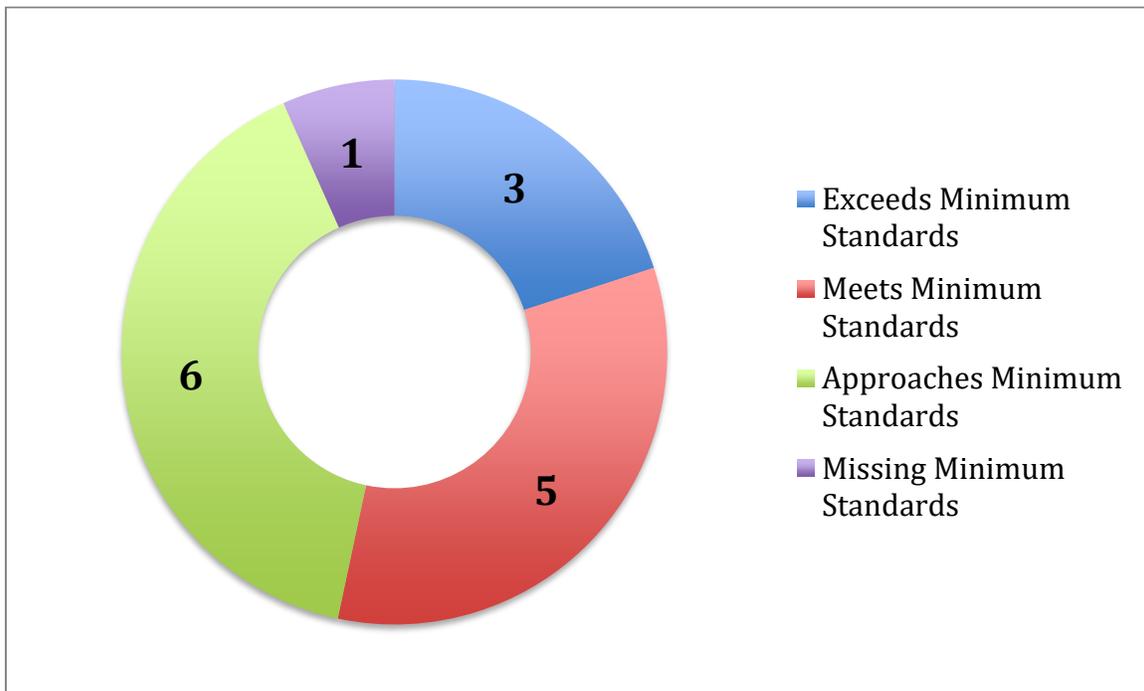
UNCTs should aim to achieve ‘meets minimum standards’ across indicator areas in line with UNDG guidance. However, meeting minimum standards should be seen as a starting point from which UNCTs may work toward deepening their efforts to

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<sup>3</sup> The UN system in Kyrgyzstan includes the following resident agencies, funds and programs: FAO, UNAIDS, OHCHR, UNICEF, UNDSS, UNDP, UN Women, UNHCR, UNICO, UNODC, UNFPA, UNV, WFP, WHO. <http://kg.one.un.org/content/unct/kyrgyzstan/en/home/we/UNCT.html>

exceed minimum standards, thereby achieving better results and serving as leaders globally. 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>4</sup> If UNCTs fail to meet the criteria under 'approaches minimum standards', the indicator is scored as 'missing minimum standards'. An indicator may score as 'missing minimum standards' in some cases where achievements have been made if it fails to reach the criteria set forth in 'approaches minimum standards'. Detailed findings for each indicator are reported in Annex B.

### Kyrgyzstan UNCT SWAP-Scorecard Results Overview - 2017



The overall results reveal that the UNCT Kyrgyzstan has met or exceeded minimum standards for eight of the indicators. Six indicators score as approaching minimum standards, and one is missing the minimum standards. A table that summarizes scores for each indicator is included below.

<sup>4</sup> Refer to Annex A for details on rating criteria for each indicator.

## Kyrgyzstan 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 found 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 2018-2022 UNDAF planning stage. The 2016 CCA that informed the UNDAF design displayed a very high degree of gender analysis, coming close to exceeding the minimum standards. Gender analysis in the CCA was supported by the inclusion of a dedicated gender specialist on the assessment team. Minimum standards at the outcome level require either a gender-targeted outcome or visible gender mainstreaming across all outcomes. While lacking a gender-targeted outcome, the 2018-2022 UNDAF met the minimum standards for gender articulation across outcomes, displaying good articulation of gender mainstreaming in all four outcome narratives, including elaboration on how gender equality challenges will be addressed. The UNDAF results framework exceeded the minimum standards for gender sensitivity, with 60 percent (31 out of 52) of outcome indicators able to track progress toward gender equality, though the analysis

identified some variability in levels of gender tracking between outcome areas.<sup>5</sup> Furthermore, the assessment revealed a significant number of ‘incomplete’ gender sensitive indicators in the results framework that lacked funded means of verification, baselines and/or targets.

**2. Programming, Monitoring and Evaluation.** The UNCT Kyrgyzstan met the minimum standards for joint programmes due to the presence of two JPs at the time of the exercise that focus on promoting gender equality and the empowerment of women.<sup>6</sup> The assessment also found good evidence of visible gender mainstreaming in another JP<sup>7</sup>, though it was noted that gender integration at the planning stage of JPs was aided by particular funding requirements (i.e., Peace Building Fund gender marker system). The UN system lacks a formal process to ensure continuity in quality of gender integration across all JPs. The Scorecard assessment found good evidence of joint UN action for GEWE communication and advocacy guided by the Gender Theme Group in cooperation with the Communication Group. The communications component of the JP “Women and Girls as Drivers for Peace and Prevention of Radicalization” also brought together four agencies to work on advocacy in the non-traditional field of gender and PVE. However, the UNCT Kyrgyzstan fell short of meeting minimum standards for gender communication and advocacy due to a lack of gender focus in the UNCG strategies, planning frameworks and materials.

The UN system in Kyrgyzstan also missed the minimum standards for gender sensitive monitoring and evaluation. The score reflects some larger issues with M&E processes over the 2012-2017 UNDAF cycle that impacted on the gender dimensions of monitoring. Annual reviews and mid-term and final evaluations conducted for the 2012-2017 UNDAF offered qualitative tracking of UN contributions, but the results framework was never operationalized, leaving a gap in knowledge about progress against UNDAF indicators over the five-year cycle. Furthermore, reviews identified very low levels of gender sensitivity in the results matrix overall, with few gender sensitive outcome indicators to enable meaningful tracking of gender-specific changes.

**3. Partnerships.** The partnerships dimension measures UN system engagement with the government system (including the national gender machinery) and women’s/gender CSO. Gender partnerships emerged as a strong area of focus for the country team in Kyrgyzstan. The team exceeded the minimum standards for joint engagement with the government, with examples including cooperative agency

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<sup>5</sup> Outcomes 1) Economic Growth, 2) Governance, Human Rights and Gender Equality, and 4) Social Protection, Health and Education displayed high levels of gender sensitive indicators (62,78 and 70 percent respectively). However only 20 percent of the indicators under Outcome 3) Climate Change and Natural Resource Management were able to track gender-specific changes.

<sup>6</sup> Rural Women’s Economic Empowerment (UN Women, FAO, IFAD and WFP); Women and Girls as Drivers for Peace and Prevention of Radicalization (UNFPA, UNDP, UNICEF and UNODC).

<sup>7</sup> Cross Border Cooperation for Sustainable Peace and Development (WFP, UN Women, FAO, UNICEF and UNDP).

work on the National Action Plan on Gender Equality and UNSCR 1325 with the Ministry of Labor and Social Development, Ministry of Internal Affairs, Ministry of Economy and Parliament. Representatives from the national gender machinery (hosted within the Ministry of Labor and Social Development) have participated actively in consultations around the CCA and the UNDAF evaluation. The Gender Policy Department of the MLSO is a key national partner for UNDAF implementation with UN Women, UNICEF, UNFPA, UNDP and WFP. The MLSO is furthermore identified as a key partner in each of the four priority areas of the 2018-22 UNDAF.

The KR UNCT also exceeded minimum standards for Indicator 3.2 that measures engagement with GEWE CSO based on good evidence of regular joint UN collaboration with GEWE CSOs and women's rights advocates. Significant interventions conducted over the 2012-2017 UNDAF cycle included work to restrict child marriage and end domestic violence. GEWE CSO were involved in 2012-17 UNDAF implementation and M&E, and advocates from GEWE CSO were well represented in 2018-22 UNDAF consultations including the common country assessment and strategic prioritization. Development of guidance on gender-responsive localization of the SDGs included a two-day consultation in February 2017 hosted by UNDP, UN Women and UNEP that brought together GEWE CSO and Government stakeholders to build national capacities and promote active participation of gender experts in the process of SDGs nationalization and formulation of priorities for SDG 5 and other gender-related goals.

**4. Leadership and Organizational Culture.** The UNCT Kyrgyzstan approached the minimum standards for gender-focused leadership. The assessment found evidence of gender engagement at the highest levels of discourse, but regularity of engagement fell short of the criteria requirements. The Resident Coordinator (RC) was identified as supportive of gender equality, but fell shy of taking individual initiative required to qualify as a true 'champion'. Strong evidence was found that the majority of staff were satisfied with HOAs commitment to gender equality in the workplace. In addition, the KR UNCT has well integrated gender in three of the five goal areas of the 2016 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 measures 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 69 percent with only 10 percent negative responses, meeting the minimum standards for this indicator.<sup>8</sup> Positive perceptions were particularly strong for questions that dealt with workplace gender equality and discrimination/personal security, while questions related to work-life balance scored lower. More detailed information on methodology and responses is included in Annex C. Findings on gender parity showed that the team in Kyrgyzstan

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<sup>8</sup> Neutral responses accounted for 20 percent. Values are rounded to the nearest whole number.

had achieved gender parity for General Service positions (55% female), but women held just 44% of senior management positions, falling just outside of the defined range of 45-55% for gender parity.<sup>9</sup> The Scorecard exercise was the first time that the data had been assessed across the UN system at the country level.

**5. Gender Architecture and Capacities.** The Gender Theme Group in Kyrgyzstan met the minimum standards for gender coordination by achieving three of the four indicator criteria. The group is led by the UN Women Representative, and has in place good processes for operational effectiveness, including a TOR, regular meetings, and an annual work plan. Membership composition did not meet the criteria for at least 50 percent senior UN staff, however. The GTG has actively provided technical gender inputs into UNDAF processes, including the country analysis, prioritization and results framework. The GTG has also brought together UN agencies to work with counterparts toward gender sensitive SDG localization. The team in Kyrgyzstan approached the minimum standards for gender capacity development based on the provision of interagency training programs that included a gender focus (UN Cares “UN for All” training on workplace inclusion and RBM training for GTG for better formulation of gender sensitive outcomes and indicators). 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 ‘missing’ 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. While a growing number of individual agencies have internal mechanisms to track gender expenditures and/or allocations, the UNCT has yet to consider either the means or analytical applicability of tracking gender equality expenditures at the highest level. Stronger financial targeting and tracking may serve as a powerful monitoring and advocacy tool to ensure significant investment in gender equality programming in the country.

**7. Results.** The score of ‘approaching minimum standards’ reflects the findings of reviews and evaluations that the UN system has made numerous contributions to gender equality over the 2012-2017 UNDAF cycle. However, it is difficult to draw firm conclusions of results against planned outcomes due to two factors: 1) the results framework was not sufficiently gender sensitive to measure gender-specific changes across outcomes; and 2) quantitative progress against outcome indicators was never tracked. Greater gender sensitivity in the 2018-2022 Results Framework (as found by this assessment) combined with improved UNDAF M&E processes to track progress toward outcomes will contribute to clearer tracking of gender results

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<sup>9</sup> Senior management is defined as NOC/P4 and above. Calculations are based on data submitted by UNFPA, UN Women, WHO, UNAIDS, UNDP/ UNV, OHCHR, ILO, FAO, IOM, UNHCR, WFP, UNICEF, UNHCR, UNIDO, UNDSS, OCHA, UNODC, UNRCCA. See Annex D for further details.

over the next UNDAF cycle.

## V. Action Plan

The action plan was generated in an iterative process throughout the Scorecard exercise based on analysis and findings. The interagency assessment team put forth initial ideas for broader discussion and development during the consolidation workshop in Bishkek toward the close of the exercise. The workshop offered space for team members to collectively contribute ideas based on assessment scores and analysis of strengths and weaknesses in coordinated actions for gender equality and women's empowerment. Action points were presented to the UNCT, and further developed based on feedback. As a follow-up, the revised action plan was shared with Heads of Agencies for further comment.<sup>10</sup>

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 includes an additional table in Annex F that provides details on how the plan may be operationalized, identifying where actions should be built into on-going operations wherever possible. 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 to deliver gender results. See Annexes E and F for elaboration.

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<sup>10</sup> Comments were received from UNICEF, and have been addressed in the final version of the action plan included in Annex E.

**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.

2.3 UNDAF M&E		
a) UNDAF Results Matrix data for gender sensitive indicators is gathered as planned	a) UNDAF Results Matrix data for gender sensitive indicators is gathered as planned	Meets minimum standard <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.
<u>or</u> b) UNDAF reviews/ evaluations assess progress against gender-specific results.	<b>and</b> b) UNDAF reviews/ evaluations assess progress against gender-specific results.	

### Dimension 3 – Partnerships

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
<b>3.1 Government Engagement</b>		
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.
<b>3.2 Engagement GEWE CSO</b>		
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.

## Dimension 4 – Leadership and Organizational Culture

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
<b>4.1 Leadership</b>		
<p><b>Meets 2 of the following:</b></p> <p><b>a)</b> Gender equality is a regular topic of discussion in HOA meetings;</p> <p><b>b)</b> RC demonstrates public championing of gender equality;</p> <p><b>c)</b> HOAs are seen by personnel as committed to gender equality in the workplace;</p> <p><b>d)</b> Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.</p>	<p><b>Meets 3 of the following:</b></p> <p><b>a)</b> Gender equality is a regular topic of discussion in HOA meetings;</p> <p><b>b)</b> RC demonstrates public championing of gender equality;</p> <p><b>c)</b> HOAs are seen by personnel as committed to gender equality in the workplace;</p> <p><b>d)</b> Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.</p>	<p><b>Meets 4 of the following:</b></p> <p><b>a)</b> Gender equality is a regular topic of discussion in HOA meetings;</p> <p><b>b)</b> RC demonstrates public championing of gender equality;</p> <p><b>c)</b> HOAs are seen by personnel as committed to gender equality in the workplace;</p> <p><b>d)</b> Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.</p>
<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>		
<p><b>a)</b> 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).</p>	<p><b>a)</b> 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).</p> <p><b>and</b></p> <p><b>b)</b> The UN has in place a mechanism for monitoring gender parity.</p>	<p>Meets minimum standards <b>and</b></p> <p><b>c)</b> 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.</p>

## 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><b>a)</b> A coordination mechanism for gender equality is chaired by a HOA</p> <p><b>b)</b> The group has a TOR and an approved annual work plan</p> <p><b>c)</b> Members include at least 50% senior staff (P4 and above; NOC and above)</p> <p><b>d)</b> The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&amp;E.</p>	<p><b>a)</b> A coordination mechanism for gender equality is chaired by a HOA</p> <p><b>b)</b> The group has a TOR and an approved annual work plan</p> <p><b>c)</b> Members include at least 50% senior staff (P4 and above; NOC and above)</p> <p><b>d)</b> The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&amp;E.</p>	<p><b>a)</b> A coordination mechanism for gender equality is chaired by a HOA</p> <p><b>b)</b> The group has a TOR and an approved annual work plan</p> <p><b>c)</b> Members include at least 50% senior staff (P4 and above; NOC and above)</p> <p><b>d)</b> The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&amp;E.</p>
<b>5.2 Gender Capacities</b>		
<p><b>a)</b> At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year.</p>	<p><b>a)</b> 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>b)</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><b>c)</b> UN induction package includes orientation on UNCT gender equality commitments and related development challenges of the country.</p>

## Dimension 6 – Resources

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
<b>6.1 Financial Resources</b>		
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.	a) UNCT has in place a system to track allocation of resources for promotion of GEWE. <b>and</b> b) UNCT has established a target for program expenditures to be allocated for GEWE.	a) UNCT has in place a system to track allocation of resources for promotion of GEWE. <b>and</b> b) UNCT has established a target for program expenditures to be allocated for GEWE, and has met or exceeded the target.

## 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> ).

**Annex B – UNCT SWAP-Scorecard Findings by Indicator  
Kyrgyzstan – September 2017**

**Dimension Area 1 - Planning**

<b>Indicator: 1.1 Common Country Assessment</b>	<b>Score: Meets Minimum Standards</b>
<b>Findings and Explanation</b>	
<p><i>The UNCT in Kyrgyzstan has opted for a 'light' version of the Common Country Assessment due to a number of recent consultations held as part of the Mid-Term Review of the 2012-2017 UNDAF and the UNDAF final evaluation, The CCA was conducted in April-August 2016, through a review of the existing national, sector and thematic studies with a focus on 'a human face'. The 2012-2017 UNDAF evaluation and CCA team (a lead international and one national expert) were supported by an International Gender Expert provided by UN Women. This expert also produced a separate Gender Position Paper, which provides detailed analysis of the country context from gender perspective, which is presented as Annex 2 to the CCA.</i></p>	
<p><i>a) CCA provides an overview of national challenges, analysis of UNCT comparative advantage, key priorities and strategic entry points, and is in alignment with the Agenda 2030 on Sustainable Development, including SDG 5. Gender analysis is integrated across all sectors and includes underlying causes of gender inequality.</i></p>	
<p><i>The CCA document is organized into five main sections: Politics and governance system; Gender equality; Economic situation; Social system; and Environment and climate change in the Kyrgyz Republic. These sections broadly correspond to the four UNDAF outcomes areas, with Gender equality having been dropped as a separate outcome area, but integrated across the four UNDAF outcomes, thereby failing to comply with twin-track approach in the UNDAF (see Indicator 1.2 UNDAF Outcomes for more information).</i></p>	
<p><i>Gender equality and women's empowerment is integrated in the analysis across all sectors, and includes analysis of the underlying causes of gender inequality, as detailed below:</i></p>	
<ul style="list-style-type: none"> <li><i>• Politics and governance system: overview of key gender equality issues across all sub-sections is presented and backed with gender-sensitive data, including women's participation in Parliament, failure to enforce gender quotas, low representation of women, and especially ethnic minority women and rural women in civil service and government at all levels, including law enforcement, women in peace building, VAW, and women's access to justice. The analysis further identifies the most vulnerable groups, gender analysis includes data and the situation of women disaggregated by ethnic and regional background. A discussion of underlying and root causes of gender inequalities is also included;</i></li> <li><i>• Gender equality: gives overview of gender equality situation in the country, underlines key challenges, analyses underlying causes of gender inequality, and specifically discusses UNCT comparative advantage in addressing gender inequality issues in the country, proposes strategic entry points, and underlines gender equality and women's empowerment as a key strategy that holds a catalytic potential for accelerating achievement of all SDGs;</i></li> </ul>	

- *Economic situation: growing gender gap on labour force participation and decline in women's labour force participation rate, especially among young women, labour migration of men and women, and concentration of women in low-paid and informal sectors are identified as key gender equality issues. Lack of childcare facilities and patriarchal norms are defined as causes for women's low economic activity. However, sub-sections on macroeconomic situation and industrial development do not include specific gender analysis;*
- *Social system: need for inclusive education identified to allow mothers of children with disabilities, who are primary caregivers, to engage in paid jobs, gender differences in health sector and persisting high rates of maternal mortality are discussed along with underlying causes for these issues. Sub-section on social protection system lacks gender analysis;*
- *Environment and climate change: identifies women as one of the most vulnerable to be affected by disasters. There is no gender analysis in the sub-sections of environmental protection, water and land management, waste management and climate resilience. No sex-disaggregated and gender-sensitive data is provided, which is partly due to lack of gender-sensitive data in these sectors; this issue, however, was not flagged as needing UN attention.*

*While gender analysis was included in all section in line with the minimum standards, it was noted during the analysis that some sub-sections lacked gender analysis.*

*b) Sex-disaggregated and gender-sensitive data is used consistently throughout CCA.*

*Sex-disaggregated data is used for analysis of the gender gaps and patterns throughout CCA sections, including governance, rule of law and access to justice, employment, education, and healthcare.*

*c) Gender analysis of the most vulnerable groups is included, but not in an in-depth manner. Gender analysis includes specific issues faced by women of different ages, ethnic backgrounds, and location, supported by data. A brief discussion is included on the discrimination against sex workers and on the basis of sexual or gender identities. The criteria was scored as being partly met, but not fully, therefore falling just short of exceeding minimum standards.*

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

*UNDAF Roadmap 2018-2021*

*Common Country Assessment for the Kyrgyz Republic 2016*

**Indicator: 1.2 UNDAF Outcomes**

**Score: Meets Minimum Standards**

#### **Findings and Explanation**

*The assessment scored this indicator as 'meets minimum standards'. In order to exceed minimum standards, a gender-targeted gender outcome was required as well as attention to gender transformative change.*

*a) Gender equality and the empowerment of women is visibly mainstreamed across **all** outcome areas in line with SDG priorities including SDG 5. The UNDAF 2018-2022 sets*

*4 Expected Outcomes under four respective Priorities. Gender is visibly mainstreamed across all Outcomes with substantive gender analysis and gender responsive strategies. One Outcome (2) is specifically targeted at ensuring gender-responsive governance. All Outcomes are in line with SDG 5 and other gender-related SDG goals. UNDAF indicators are broadly disaggregated by sex except the ones that are not conducive to gender sensitivity (ex. environmental - biodiversity, water resource management etc.). See Indicator 1.3 UNDAF Indicators.*

- *Priority 1 Inclusive and sustainable economic growth Outcome 1 narrative includes a paragraph describing the barriers and main features of low women's participation in the labour force such as lack of decent work opportunities for women, lack of maternity protection, influence of traditional stereotypes and others (pg. 19, para 29). There is substantive elaboration in the strategy of how these challenges affecting women will be addressed (pg. 19-20, para 30) to boost female employment rate in decent work, such as increase participation of women in economy, tackle the segregation of the labour market and integrate the gender equality objective in employment policies and regulatory frameworks.*
- *Priority 2, Good governance, rule of law, human rights and gender equality Outcome 2 has gender visibly mainstreamed (pg. 22-23, para 37-39, 41) which discusses the need to improve advocacy and policy making targeted at the protection of women's rights. The Outcome and its relevant indicators particularly target strengthening gender-responsive policies, improving equal access to justice and legal services, applying gender sensitive mechanisms and approaches in protection of human rights, anti-discrimination and anti-trafficking policies and actions. The Outcome aims at measuring gender equality and inclusiveness in decision-making process, and access to public service. Special focus is made on improving collection, analysis and use of disaggregated data for better monitoring, accountability and policy formulation (pg. 25, para 42).*
- *Priority 3 Sustainable and inclusive natural resource management Outcome 3 also addresses issues related to gender equality in environmental management and disaster risk management and recovery actions to some extent, and includes limited gender analysis (pg. 29, para 55) and includes gender-focused actions in a strategy to address these issue (pg 30, para 56).*
- *Priority 4 Social protection, health and education Outcome 4 visibly gender mainstreamed its approach and strategy and also gender targeted to an extent some of the interventions outlined under the Outcome specifically to women and girls. Health section of the Outcome discusses higher rates of maternal mortality and neonatal mortality and highlights existed challenges related to reproduction issues and access to health services of "vulnerable groups", including women and girls (pg 32-33, para 63-64). The Outcome seeks to establish Social protection floor and improve social protection standards that can best redress inequalities, enhancing women's empowerment, facilitating women's participation in productive employment and promoting gender equality (pg 33, para 66-67). The Outcome focuses significant attention to improvement of gender-responsive delivery of social services and rehabilitation to poor families, "vulnerable groups" of children, including girls and victims of trafficking. The Education part of the Outcome seeks to improve access of*

girls to preschool education and reinforce the efforts in provision of gender-sensitive education in primary and secondary education. Special focus is paid to the need to strengthen gender-responsive youth policies and strategies. The Outcome elaborates a range of gender sensitive strategies through a combination of upstream policy-related interventions with downstream service-oriented activities at the community level.

b) The UNDAF does not include a gender-targeted outcome.

c) Outcomes do not explicitly target gender transformative change.

#### Evidence or Means of Verification

KR UNDAF 2018-2022  
UNDAF Results Framework

**Indicator:** 1.3 UNDAF Indicators

**Score:** Exceeds Minimum Standards

#### Findings and Explanation

31 out of 52 (60%) outcome indicators of the Kyrgyzstan UNDAF 2018-2022 measure changes in gender equality in line with SDG targets, including SDG 5. This is a considerable improvement compared to the UNDAF 2012-2017 in which only one out of 30 indicators (3%) is explicitly gender sensitive. Gender indicators are integrated under each outcome with 3 out of 4 outcomes exceeding the minimum standards and one approaching them as follows:

- **Outcome 1:** By 2022, inclusive and sustainable economic growth is increased through agricultural, industrial and rural development, decent work, improved livelihoods, food security and nutrition – Exceeds minimum standards with 62% (8 out of 13) of indicators gender sensitive
- **Outcome 2:** By 2022, institutions at all levels are more accountable and inclusive ensuring justice, human rights, gender equality and sustainable peace for all – Exceeds minimum standards with 78% (7 out of 9) of indicators gender sensitive
- **Outcome 3:** By 2022, communities and institutions are more resilient to climate and disaster risks and are engaged in sustainable and inclusive natural resource management and risk-informed development – Approaches minimum standards with 20% (2 out of 10) of indicators gender sensitive
- **Outcome 4:** By 2022, social protection, health and education systems are more effective and inclusive, and provide quality services – Exceeds minimum standards with 70% (14 out of 20) of indicators gender sensitive

Assessment excluded 'sentinel indicators' which remain unclear, and do not contain baselines or targets. As it stands at the time of the assessment, however, 19 out of the 31 gender sensitive outcome indicators in the results matrix are currently missing either targets or both targets and baselines. For the implementation of the gender commitments and operationalization of the strategies in the UNDAF, ensuring achievement of results and enable tracking progress, this data needs to be established, and targeting figures and commiserate programs must address gender gaps.

Furthermore, the framework identifies 5 indicators that currently lack means of verification/data available through existing survey or administrative data; 4 out of 5 of these

are gender sensitive indicators. Failure to operationalize these indicators will reduce overall gender sensitivity of the framework (leaving only 27 gender indicators out of 47).

The UNCT should ensure that progress towards the UNDAF outcomes is assessed against the indicators in the Results and Resources Framework in compliance with RBM principles.

**Evidence or Means of Verification**

Kyrgyzstan UNDAF 2012-2017  
 Kyrgyzstan UNDAF 2018-2022

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

Indicator: 2.1 Joint Programs	Score: Meets Minimum Standards
<p><b>Findings and Explanation</b></p> <p>The exercise found few JPs operational at the time of the assessment. Only three JPs were operating at the time of the assessment (two that were under the PBF, and one that fell under a global fund). One JP mainstreamed gender and two were gender targeted.</p> <p>a) Gender equality is visibly mainstreamed into all JPs operational at the time of the assessment.</p> <p>The “Cross-border Cooperation for Sustainable Peace and Development (Kyrgyzstan)” project is implemented jointly by WFP, UNICEF, UNDP, FAO, and UN Women (Jan 2015-Dec 2017). The project aims to increase cooperation and trust between communities in pilot Tajik-Kyrgyz village clusters towards mitigating immediate risks of renewed cross-border violence. The project is gender sensitive and has visibly mainstreamed gender. Contextual analysis contains information on existing structural barriers to women’s participation in peace and security building processes. A gender mainstreaming plan was elaborated for outcome and outputs. The plan includes such activities as gender sensitive trainings, representation of women in monitoring teams, local decision-making bodies, project committees, consultations, provision of grants on GEWE projects, etc. The project has been rated a gender equality marker 2 under the PBF marker system, with gender equality as a significant objective.</p> <p><b><u>and</u></b></p> <p>b) A Joint Program on promoting GEWE is operational at the time of the assessment in line with SDG priorities including SDG 5. There were, in fact, <u>two</u> gender-targeted JPs operational in Kyrgyzstan at the time of the assessment.</p> <p>The Joint Programme on Rural Women’s Economic Empowerment (RWEE) is a gender-targeted programme. It is implemented by four UN agencies: UN Women, FAO, IFAD and WFP (2014-2018). It aims to achieve three outcomes: (i) Rural women have increased income, better livelihoods and food security from enhanced agricultural productivity; (ii) Rural women have mastered leadership and actively participate in shaping laws, policies and systems of service provision at local and central levels; and (iii) A more gender responsive policy</p>	

environment is secured for the economic empowerment of rural women. It contributes to gender sensitive SDGs 1, 2, 5, 13 and 16.

The JP “Women and Girls as Drivers for Peace and Prevention of Radicalization” (Jan 2017 – Jun 2018) is implemented jointly by the UNFPA, UNICEF, UNDP, and UNODC, and strongly contributes to advancement of gender equality in Kyrgyzstan. The project is aimed at promoting women's and girls' participation and engagement in efforts to prevent violent extremism (PVE). Gender equality is a principle objective of the project results and explicitly promoted through specific project measures and expected outcomes, including strengthening the capacities and the role of women in community mobilization and strengthening gender sensitive institutions and PVE policies and legislation. The project contributes toward achievement of SDGs 4, 5, 8, 16, and 17.

- c) There is no formal quality control system in place at this time to ensure consistency of gender mainstreaming across JPs, however many participating agencies have internal accountability processes (e.g. gender markers, mandatory training) that help ensure that gender remains central to planning processes. Some funds, including the PBF, also have in place requirements for gender sensitivity, however, the evaluation of the PBF in Kyrgyzstan found that fostering gender equality was not a strong result across projects despite good faith efforts at integrating gender sensitivity in PBF support. Insufficient resources, limited structural support and technical capacity were cited as a key factor limiting effectiveness of gender mainstreaming results across projects (page 44, xi, PBF Evaluation 2017).

**Evidence or Means of Verification**

Project document “Cross-border Cooperation for Sustainable Peace and Development (Kyrgyzstan)”, United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF) including the gender mainstreaming plan under the project.

JP document “Rural Women’s Economic Empowerment”

Project document “Women and Girls as Drivers for Peace and Prevention of Radicalization”; PBF gender equality marker rate 3 with gender equality as the primary objective.

“Evaluation of the PBF Project Portfolio In Kyrgyzstan” (July 2017)

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

**Findings and Explanation**

The GTG and the UNCG are both involved in joint communication and advocacy in Kyrgyzstan. The indicator scores as approaches minimum standards due to a failure to meet criteria b). Criteria a) and c) are met, but minimum standards require meeting both a) and b).

- a) The UN System has contributed collaboratively to at least one joint communication activity on GEWE during the past year. The UN Gender Thematic Group in Kyrgyzstan works in cooperation with the UN Communication Group on gender communication. During the past year, several joint communication activities were conducted. Activities are generally in the form of one-off events and do not qualify as extended advocacy campaigns. Examples include:

- *International Day of a Girl Child organized by UNFPA, UNDP and UN Women on 11 October 2016, including a meeting of Parliament members with young girls held in the UN House in Bishkek in question-and-answer format;*
- *International Women’s Day in March 2017;*
- *16 Days of Activism against Gender-Based Violence campaign in Nov 2016.*

*b) Interagency Communication Group Annual Work Plan or equivalent does not visibly include GEWE communication and advocacy.*

*The UN Kyrgyzstan Communication Group does not have an Annual Work Plan, but it has an Action Plan, which only lists all UN celebration days. The UN system in Kyrgyzstan Communication Strategy 2015-2017 has not mainstreamed gender across the strategy. The goals and main messages are not gender inclusive.*

*While the UNCG lacks a gender focus, the UNGTG annual work plan has an advocacy and communications component on GEWE awareness raising and advocacy work. The GTG AWP 2017 includes activities to strengthen UN agencies capacities and involvement in implementation of the UNITE campaign and other gender communication and advocacy. Outputs include:*

- *Develop and implement an action plan on joint advocacy on GEEW, including the conceptual vision on the International Women’s Day and 16 days campaign to end violence against women in 2017*
- *Undertake a number of events engaging the UNCT and/or its members for increasing of funding of the campaign by all agencies*
- *Conduct the joint event on International Girl’s Day – 11 October.*

*c) The UN System has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.*

*Since 2016 four UN Agencies (UNFPA as the leading with UNDP, UNODC and UNICEF) are implementing the joint project under the PBF “Women and Girls as Drivers for Peace and Prevention of Radicalization”. This deals with the non-traditional field of gender and PVE (see Indicator 2.1 Joint Programs). This is the first ever UN joint project in Kyrgyzstan on prevention of radicalization that leads to violent extremism. The project has the communication component aimed at building tolerance, promote gender equality and women’s empowerment.*

**Evidence or Means of Verification**

*UN GTG Annual Work Plan 2017  
 UN Communication Strategy  
 UN Communication Action Plan 2017  
 Project Proposal ““Women and Girls as Drivers for Peace and Prevention of Radicalization””.*

<b>Indicator:</b> 2.3 UNDAF M&E	<b>Score:</b> Approaches Minimum Standards
<b>Findings and Explanation</b>	
<p><i>This assessment looks at the M&amp;E process for the 2012-2016 UNDAF. Meeting minimum standards requires meeting both criteria a) quantitative tracking, and b) qualitative tracking. The indicators scores as 'approaches' due to meeting criteria b), but not a).</i></p> <p>a) <i>Quantitative tracking of UNDAF Outcomes was not undertaken. Data for gender sensitive indicators in UNDAF 2012-2016 Results Matrix has not been collected. Reviews identified weaknesses with a lack of gender sensitive indicators in the Results Matrix overall (only one out of 30 indicators was gender sensitive). According to the UNDAF 2014 Annual Review (page 35), "(g)ender targets could be better reflected in the UNDAF and other documents...It would require a shift in focus to view gender more in terms of concrete and measurable targets in frameworks and gender mainstreaming needs to be institutionalized in programmatic planning and project implementation." The final UNDAF evaluation also mentioned a lack of gender programming framework at the outcome and output level and few gender sensitive indicators such as in the area of gender-based violence under the UNDAF Pillar B: Social Inclusion and Equity. In addition to weaknesses with few gender sensitive indicators in the Results Framework, the Framework was never utilized as a tracking mechanism more broadly, so outcome results were never monitored in this manner.</i></p> <p>b) <i>Qualitative tracking of UNDAF outcomes, including gender sensitive outcomes, was undertaken. UNDAF reviews/evaluations assessed progress to some extent against gender-specific results. The UNDAF final evaluation report (2012-2017) extensively covers UN contribution to national partners' efforts to mainstream gender and the GEWE agenda. Likewise, 2012 UNDAF Annual Report elaborated on the overall success of the UN system in specific gender-related initiatives. 2014 UNDAF MTR pinpointed specific areas of improvements to achieve GEWE in the country.</i></p> <p>c) <i>GTG members participated in the gender responsive RBM training in August 2016. Some M&amp;E and Results Groups' members participated in the event.</i></p>	
<b>Evidence or Means of Verification</b>	
<p><i>Final Evaluation of the United Nations Development Assistance Framework (UNDAF) for Kyrgyz Republic (2012-2017)</i>  <i>2014 Mid Term Review of the United Nations Development Assistance Framework (UNDAF) for Kyrgyz Republic (2012-2017)</i>  <i>2012 Annual Report, Peace and Stability toward Sustainable Development, United Nations Development Assistance Framework (UNDAF) for Kyrgyz Republic (2012-2017)</i></p>	

### Dimension Area 3 - Partnerships

<b>Indicator:</b> 3.1 Government Engagement	<b>Score:</b> Exceeds Minimum Standards
<b>Findings and Explanation</b>	
<p>a) <i>The UN system has collaborated with at least <u>two</u> government agencies for a joint GEWE initiative over the 2012-2017 UNDAF cycle. The UN system worked with the</i></p>	

*Ministry of Labor and Social Protection (MLSD) through its Gender Thematic Group mechanism. For example, in 2014, 2015, 2016, 2017 the ministry has been partnering with the GTG in the UNSG's UNiTE campaign as a matter of the National Action Plan on Gender Equality (NAP on GE). The National Gender Machinery hosted by the MLSD has been a constant focus of the GTG during the current UNDAF period. The GTG provided support in implementation of the National Gender Equality Strategy and NAP on UNSCR 1325. Several other ministries and government institutions, e.g., the Ministry of Internal Affairs, Ministry of Emergency Situations, Ministry of Economy, and Parliament, have collaborated with the UN system on a number of issues such as SDG localization, NAP on UNSCR 1325, integration of gender goals and indicators in the national policies and strategies.*

- b) The National Gender Machinery participated in UNDAF development process (2018-2022). It is hosted within the Ministry of Labor and Social Development (MLSD). UN Women, with GTG support, hired an international consultant as a member of the CCA formulation team. She led consultations with the National Gender Machinery, NGOs and GTG on UNDAF evaluation and CCA gender contexts. The head of the Gender Policy Department of MLSD had been invited to the Strategic Prioritization Retreat, but could not attend due to other commitments. The MLSD in general and its Gender Policy Department in particular are one of the key national partners of UNDAF implementation with UN Women, UNICEF, UNFPA, UNDP and WFP. The MLSD is identified as a key partner in each of the four priority areas of the 2018-22 UNDAF. This ministry is co-chairing the steering committee (SC) of the Joint UN Agencies' Accelerating Rural Women's Economic Empowerment (ARWEE) programme and member of SC of UN Women's FinWater project. The NGM also served as a member of the SC of the Gender in Society Perception study and participated in many national events organized by the UNCT. Monitoring and evaluation cannot yet be assessed for the new cycle of the UNDAF.*
- c) UNDP and UNW jointly supported the development of guidance for gender-responsive localization of the SDGs for national partners (Government and CSO). The guidance is in the process of being finalized at the time of the assessment, but the process involved consultations with both the Government and CSOs. UN Women, UNDP and UNEP hosted a launch joint programme initiative that brought together GEWE CSO and Government stakeholders for a two-day consultation in February 2017 to build national capacity and promote active participation of gender experts in the process of SDGs nationalization and formulation of priorities for SDG 5 and other gender-related tasks, including development of gender-responsible national monitoring and evaluation system.*

*Work on gender SDG localization has been carried out in line with the GTG 2017 AWP that includes an output focused on providing support to partners in localization of SDGs and integration of gender goals and indicators in the national policies and strategies with associated target activities.*

*Note – this indicator was assessed looking forward where possible. Criteria a) and c) required looking back to the 2012-2017 UNDAF cycle because data relied on the implementation period. Criteria b) was assessed for the 2018-2022 UNDAF that had been signed before the start of the Scorecard exercise, drawing on the most recent CCA, strategic prioritization and plans for implementation.*

**Evidence or Means of Verification**

2014, 2015-2016, 2017 GTG workplans  
 List of participants of the 2018-2022 UNDAF consultations by RCO  
 CCA (2016)  
 ARWEE Project Document  
 Invitation and Agenda for “Gender and SDG Experts Consultation” hosted by UNW, UNDP  
 and UNEP (February 9-10, 2017)

**Indicator: 3.2 Engagement GEWE CSO****Score: Exceeds Minimum Standards****Findings and Explanation**

- a) *The UN System has collaborated with GEWE CSO and women’s rights advocates for at least two joint initiatives that foster gender equality within the current UNDAF cycle. The UN System in Kyrgyzstan collaborates with GEWE CSOs and women’s rights advocates on a regular basis, and a number of significant interventions were conducted within the current UNDAF cycle. Those are mostly targeted at advocacy initiatives on legislation and some on messaging. Examples include:*
- *The Beijing+20 Agenda 2030 “50/50 by 2030”, legislative call by National Parliament on the law on restriction of child marriage united more than 30 CSOs to help in its’ endorsement under UN GTG umbrella in 2016*
  - *Endorsed law on domestic violence. An unprecedented 16 Days of Activism against Gender-Based Violence campaign was led by the UN GTG annually with more than 100 initiatives throughout the country conducted by CSOs from year 2011 until 2016*
- b) *GEWE CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, and M&E. Gender advocates from GEWE CSO widely participated in 2018-22 UNDAF consultations including country analysis and strategic prioritization. GEWE CSO was involved in 2012-17 UNDAF implementation and M&E. Three out of the seven CSO participants in the CCA process (2016) and final evaluation of the 2012-17 UNDAF were gender advocates (see LOP below).*
- c) *Although SDG 5 is not vocally represented in the country through nationalization, there are number of efforts from UN system to support implementation of this goal’s indicators through multiple initiatives targeted at combatting violence, ensuring women’s full and effective participation and equal opportunities for leadership in politics. Both of the examples of UN GTG support to CSO as detailed under criteria (a) are in line with SDG targets.*

*UNDP and UNW jointly supported the development of guidance for gender-responsive localization of the SDGs for national partners (Government and CSO). The guidance is in the process of being finalized at the time of the assessment, but the process involved consultations with both the Government and CSOs. UN Women, UNDP and UNEP hosted a launch joint programme initiative that brought together GEWE CSO and Government stakeholders for a two-day consultation in February 2017 to build national capacity and promote active participation of gender experts in the process of SDGs nationalization and formulation of priorities for SDG 5 and other gender-related tasks, including development of gender-responsible national monitoring and evaluation system.*

Work on gender SDG localization has been carried out in line with the GTG 2017 AWP that includes an output focused on providing support to partners in localization of SDGs and integration of gender goals and indicators in the national policies and strategies with associated target activities.

Note – this indicator was assessed looking forward where possible. Criteria a) and c) required looking back to the 2012-2017 UNDAF cycle because data relied on the implementation period. Criteria b) was assessed for the 2018-2022 UNDAF that had been signed before the start of the Scorecard exercise, drawing on the most recent CCA, strategic prioritization, as well as the 2012-17 implementation and M&E.

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

Article on early marriage law endorsement

<http://www.eurasia.undp.org/content/rbec/en/home/blog/2016/11/25/In-Kyrgyzstan-a-new-law-protecting-girls-signals-dawn-of-a-new-day.html>

<https://www.hrw.org/news/2016/11/21/kyrgyzstan-ops-fight-against-child-marriage>

“16 Days 2016 report” December 2016, Meriza Emilbekova, UN Women

Annual Workplan Gender Theme Group 2016-2017, January 2016, Nurgul Asylbekova, UN Women

2016 Annual Coordination Framework Progress Report for Kyrgyzstan, July 2017, Nurgul Asylbekova, UN Women

List of Participants – Meetings for UNDAF Evaluation and CCA (May 2016)

Invitation and Agenda for “Gender and SDG Experts Consultation” hosted by UNW, UNDP and UNEP (February 9-10, 2017)

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

<b>Indicator: 4.1 Leadership</b>	<b>Score: Approaches Minimum Standards</b>
<p><b>Findings and Explanation</b></p> <p>Two of the four criteria were fully met to score as ‘approaches minimum standards’. Criteria a) and b) were partially, but not fully, met. Criteria c) and d) were met.</p> <p>a) Gender equality is a topic of discussion in the meetings of UN Heads of Agencies, but fell just short of the criteria requirement of 50% or more of meetings. This assessment found gender as part of the discussions in 4 of 9 UN Country Team (UNCT) meetings (excluding ad-hoc UNCT meetings called for specific agenda) in the past 1.5 years. The assessment looked at 1.5 years, rather than one year, due to the small number of regular meetings held. Gender-related discussions covered areas such as gender projects to be developed under PBF funding, gender expertise for conducting common country analysis, UNDAF final evaluation and UNDAF development for the KR, development and endorsing of Terms of Reference of Gender Theme Group for the new UNDAF cycle 2018-2022, and establishment of gender working group under the Development partners coordination council. Gender equality was included in the Agenda of UNCT Retreat meetings in 2016 and 2017, mainly focusing on UN joint work on implementation of gender/7PAP/1325/CEDAW, UNCT Gender Mainstreaming Strategy, Gender dimension</p>	

*of the Peace building priority plan (PPP). The PPP directly calls to mainstream the National Action Plan on 1325 and 7-Point Agenda on Gender-Responsive Peace-building.*

*b) The Resident Coordinator participates at various events representing the UNCT and brings up the importance of gender equality and women empowerment, fighting against discrimination and promoting human rights. However, a lack of central documentation of speeches and talking points made this criterion difficult to assess. Talking points for RC speeches and other communication came from individual agencies and depended on various priorities, and information was not maintained centrally for review. The RC was assessed as being responsive to requests for gender-focused events, but to lack individual initiative to fully qualify as a ‘champion’ in terms of self-directed leadership, initiative and modeling.*

*c) Results from the survey on gender and organisational culture found that 76 percent of personnel felt that Heads of Agencies are committed to gender equality in the workplace. Only 4% indicated that they were dissatisfied with HOA commitment to gender equality, and 20% were neutral.*

*d) UNCT finalized the Assessment of Results and Competencies (ARC) goals for 2016 and reported against planned five goals: Political, Development, Human Rights, Security and Humanitarian. Gender equality was reported against the Political, Development and Human Rights goals. In addition, the 2017 RC annual report outlined the results of the Gender Theme Group, UN Communications Group and the UNCT in the area of Gender equality and women empowerment.*

**Evidence or Means of Verification**

*UNCT meeting notes for the past year (April 2016-August 2017)  
UNCT Self-Assessment of 2016 Results (ARC)  
UNCT Retreat Reports (2016 and 2017)  
UNCT Annual Report (2016)*

**Indicator: 4.2 Organizational Culture**

**Score: Meets Minimum Standards**

**Findings and Explanation**

*The survey was distributed to an estimated 400 personnel; a total of 138 (97 women and 41 men) responded, allowing for results with a 7 percent confidence interval. Combined results across survey questions met the minimum standards, scoring an overall positive rating of 69% (10% negative and 20% neutral).*

*The minimum standard (65-80% positive rating) was met as an average positive response of 69% across the 10 questions that deal with issues of gender equality, discrimination/security and work-life balance. Taken individually, the minimum standards were met for 7/10 questions with only the results on the three questions dealing with 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 strong, with questions generally scoring about a 75%*

*positive rating.*

*Work-life balance scores were lower on average than the other two dimensions. Satisfaction ratings were especially low for entitlements contributing to adequate work-life balance with only 46% of respondents scoring this question favorably. Flexible work arrangements also scored low, with just 58% of respondents agreeing that flexible working arrangements contribute adequately to personnel work-life balance. Analysis of differences in perceptions between staff and personnel were not conducted as the survey format did not allow for this as a screen, but may reveal important differences.*

*Sex-disaggregated breakdown of responses showed that men were consistently more positive than women in their perceptions of organizational culture for gender equality across all questions in each area of inquiry. Most significant disparities in M/F perceptions were identified for the following questions:*

- *Q5 – UN personnel are treated equally irrespective of sex, gender identity or sexual orientation – positive response rate: females = 68%; males = 82%*
- *Q9 – Entitlements (e.g. maternity, paternity, breastfeeding) support personnel to achieve work-life balance– positive response rate: females = 40%; males = 60%*

*Data offers an opportunity to dig more deeply into understanding and addressing issues collectively with qualitative research and joint actions. Refer to annexed charts for more detailed information.*

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

*Results of the survey of staff perception of organizational culture for gender equality (total 138 responses out of 400 personnel; confidence interval of 7)*

**Indicator:** 4.3 Gender Parity

**Score:** Approaches Minimum Standards

#### **Findings and Explanation**

- a) The assessment found that women comprise 55 percent of General Service Staff (52 of 95) and 44 percent of senior staff (15 of 34) defined as NOC and P4 and above for those agencies that submitted data. Defining gender parity as within the range of 45-55 percent, there is parity for GS staff, but not for senior staff. However, the data for senior staff was only one percentage point out of the 'parity' range. See Annex D for detailed data.*
- b) There was no system in place at the time of the exercise for monitoring gender parity across the system, but it is proposed that the OMT will monitor representation of women and men on a yearly basis moving forward. Consolidated data collected for this exercise may serve as a baseline for future monitoring. Most agencies monitor at individual agency level.*
- c) The BOS was in draft form at the time of the exercise. The possibility of gender sensitizing the BOS had not been considered within the OMT.*

**Evidence or Means of Verification**

*Consolidated, sex-disaggregated staffing data for UNFPA, UN Women, WHO, UNAIDS, UNDP/UNV, OHCHR, ILO, FAO, IOM, UNHCR, WFP, UNICEF, UNHCR, UNIDO, UNDSS, OCHA, UNODC, UNRCCA*

**Dimension Area 5 – Gender Architecture and Capacities**

<b>Indicator:</b> <i>5.1 Gender Coordination</i>	<b>Score:</b> <i>Meets Minimum Standards</i>
<b>Findings and Explanation</b>	
<p><i>The GTG in Kyrgyzstan meets three of the four criteria for this indicator:</i></p> <ul style="list-style-type: none"> <li><i>a) Criterion met. The UN GTG is chaired by the UN Women Representative.</i></li> <li><i>b) Criterion met. The GTG has an agreed ToR and a workplan that is jointly prepared and agreed by GTG members. The workplan is reported on by UN Women to the RCO.</i></li> <li><i>c) This criterion is not met. At least 50 percent of members are <u>not</u> senior level. Though there is only a relatively small number of NOC/P4 and above in Kyrgyzstan, some agencies with a number of these positions are not regularly participating in GTG meetings at any level. Most GTG members who regularly attend monthly meetings are lower in seniority or are holding Service Contracts at a lower level rather than being Fixed Term Staff.</i></li> <li><i>d) Criterion met. The GTG played an important role in informing the CCA. The GTG seconded UN Women’s proposal to the UNCT for UN Women to provide a dedicated international gender expert to complement the team of consultants developing the CCA. The UNCT confirmed this proposal and the CCA was remarked upon by the RPSG as being highly engendered. Many members of the GTG were very active in the development of the UNDAF Outcomes areas, advocating for, among other things, a stand-alone gender outcome (which did not pass) as well as successfully mainstreaming gender in all four Outcome areas. and ensuring the related results framework included gender sensitive and sex disaggregated indicators. While overall levels of engagement of the GTG on positively influencing the development of a gender responsive UNDAF were strong, it was noted that there was variability in participation levels, and not all GTG members were tasked by senior management to participate in Outcome group discussions.</i></li> </ul>	
<b>Evidence or Means of Verification</b>	
<p><i>GTG ToR GTG Workplan 2017 List of GTG members, indicating contract type/level RPRG comments on gender and CCA (2016) UNDAF (2018-2022)</i></p>	

<b>Indicator:</b> 5.2 Gender Capacities	<b>Score:</b> Approaches Minimum Standards
<b>Findings and Explanation</b>	
<p>a) <i>At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year:</i></p> <ol style="list-style-type: none"> <li>1. <i>UN Women provided training to GTG members to strengthen the RBM capacity for better formulation of gender outcomes, gender-related outcome indicators into SPR and UNDAF (March, 2016).</i></li> <li>2. <i>Under UN Cares Framework “UN for ALL” training was conducted that covered issues of gender, human rights, equality and dignity (August, 2016)</i></li> </ol> <p>b) <i>An inter-agency capacity assessment and capacity development plan has not been undertaken. However the ideas are voiced during this exercise to monitor the status of mandatory gender training compliance across the system, and to develop a capacity development plan.</i></p> <p>c) <i>UN Kyrgyzstan does not have a joint induction process, but it was proposed to offer a gender sensitization introduction for new international staff by UN Women that would include an orientation on UNCT gender equality commitments and related gender equality challenges in the country. National staff should be briefed within agencies by GFPs.</i></p>	
<b>Evidence or Means of Verification</b>	
<p><i>“UN for ALL workshop” report and LOP, led by UNAIDS and UNHCR</i>  <i>“RBM training for GTG members” report, led by UN Women</i></p>	

## Dimension Area 6 - Finances

<b>Indicator:</b> 6.1 Financial Resources	<b>Score:</b> Missing Minimum Standards
<b>Findings and Explanation</b>	
<p><i>While more and more agencies are able to track gender allocations internally, the Kyrgyzstan country team does not have in place at the time of the assessment a procedure to track consolidated budgetary data to ascertain combined funds dedicated to gender.</i></p> <p><i>As the 2018-2022 UNDAF does not have a gender-targeted outcome, outcome-level budget tracking will not reveal gender-specific allocations/expenditures. The UNCT annual workplan budget (DOCO funds) has very little allocation for gender related activities, about USD 2,000 per year. This is in addition to the commitments of individual UN agencies for gender related activities. The UNCT annual report reflects the gender related activities and results of all agencies, led by UN Women through the Gender Theme Group due to its coordinating role.</i></p> <p><i>The Scorecard exercise revealed an opportunity to improve tracking by collecting the information from UN agencies on the percent of their annual resources committed for gender related activities. This will allow for budget tracking based on annual delivery figures per each agency and per the UNDAF. It is expected that by the next UNDAF cycle, the</i></p>	

<i>UNDAF Gender Marker (currently under development) will be institutionalized across the system and will allow for greater gender budget tracking and targeting.</i>
<b>Evidence or Means of Verification</b>
<i>UNCT annual report UNCT annual workplan budget</i>

## Dimension Area 7 - Gender Results

<b>Indicator:</b> 7.1 Results	<b>Score:</b> Approaches Minimum Standards
<b>Findings and Explanation</b>	
<p><i>The UNDAF 2012-2017 covers three pillars that include seven outcomes: (1) Peace and Cohesion, Effective Democratic Governance, and Human Rights; (2) Social Inclusion and Equity; (3) Inclusive and Sustainable Job-Rich Growth for Poverty Reduction. Each of the three pillars identifies MDG 3 Promotion of Gender Equality and the Empowerment of Women as relevant to outcomes.</i></p> <p>a) <i>The UN System has made some contribution toward achievement of gender results as planned in the UNDAF outcomes in line with MDG priorities including MDG 3, however the UNDAF results can't be accurately measured as the UNDAF Results and Resources Framework does not contain sufficiently disaggregated indicators, baseline information as well as gender-targeted and gender-mainstreamed targets. While important work was done, there is a lack of evidence that links work directly to progress against gender-specific outcomes.</i></p> <p><i>The UNDAF evaluation team pointed out in the report (UNDAF Final Evaluation 2016, page 23) that "Measuring UNDAF effectiveness and efficiency was a rather challenging task, as UN Agencies did not/do not report directly on the progress against adopted UNDAF outcome indicators and targets. The report further identified difficulties with tracking gender results due to weaknesses in visible gender mainstreaming at outcome and output levels, as well as a lack of gender sensitive indicators in the Results Framework. "Regrettably, there is a lack of gender programming framework at the outcome and output level and only a few gender sensitive indicators, therefore it was difficult to assess achievement of gender related outcomes; although multiple interventions took place both by specific agencies and jointly by the GTG to promote gender equality and women's empowerment (GEWE)" (UNDAF Final Evaluation 2016, page 29).</i></p> <p><i>Despite weaknesses identified above, the evaluation identified key gender-focused activities under the UNDAF framework that contributed to improved GEWE in the country including the following examples:</i></p> <ul style="list-style-type: none"> <li><i>UN provided support to the national partners to develop and mainstream the National Action Plan on the implementation of the UNSCR 1325 for the period 2013-2015 and the development of a new NAP for the period 2016-2017. Support was provided to implement the Secretary-General's 7-Point Action Plan to track progress on the integration of women in peacebuilding through gender equality and equity initiatives.</i></li> </ul>	

- *UN has sensitized and capacitated local self-government regarding their responsibilities under UN Security Resolutions on Women, Peace and Security and the Kyrgyzstan NAP on UNSCR 1325. With 10,000 youth around the country having been sensitized to GEWE, progress is being made to introduce gender equality values into communities. The Gender in Society Perception Study and its Youth Component for the first time collects data on knowledge, attitudes and practices regarding gender equality and the role of women in society.*
- *UN engaged youth to actively advocate for gender equality through forum-theatre performances, action plans based on gender and conflict analysis. Behaviour changes of several thousand students annually in the area of GEWE were observed.*
- *Substantial work was done to promote women's participation in peace building, conflict prevention and conflict resolution and also in advocating for zero-tolerance toward violence against women and girls, but actual progress in attitudes' change is still limited and needs to be boosted with a UN holistic approach.*
- *Technical assistance to prepare the national report and alternative reports on the Convention to Eliminate All Forms of Discrimination against Women (CEDAW) Committee in 2014; support for national institutions to conduct nation wide consultations and develop a national action plan for the implementation of the CEDAW Committee recommendations.*
- *Support to the national institutions in Kyrgyzstan for preparations towards the Beijing+20 conference within the support to promotion of women's rights- UN agencies supported consultations throughout the country to conduct a National Review of Kyrgyzstan and worked with national counterparts to prepare for the conference and identify areas for strengthening work on women's rights and integration of issues identified to the National Action Plan on achieving of gender equality.*
- *Increased community participation in promotion of human rights and improved access to basic social services; enhanced communities' role (with active participation of women and ethnic minorities) in identifying and solving public safety threats via crime prevention activities; empowerment and mobilization of women's community based organizations for elimination of gender based violence and protection of women's rights.*
- *Technical assistance provided for preparation and implementation of the Police Reform Measures including increasing the number of female officers, training on gender sensitive policing and a qualitative research and publication on women officers' role in the police and public attitudes.*
- *Support to expand enrolment of pregnant women in the Mandatory Health Insurance Fund's free maternal care program and advocate government support to ensure that poor and vulnerable women have better coverage for health services. In addition, UN Supported the Government to develop a program of subsidies for uninsured pregnant women. All uninsured pregnant women will now have access to the discounted medicines under the Additional Drug Package at the PHC level and free diagnostic services under the State Guarantee Benefit Package (SGBP).*
- *Promote gender budgeting as a tool to support GEWE in all areas described above. A memorandum of understanding was signed with the Training Centre of the Ministry of Finance with the aim to develop a comprehensive knowledge system in the field of gender sensitive planning and budgeting for public and municipal servants. Capacity building interventions on GRB in line ministries established a basis for promoting GRB*

*approaches at sectoral level and resulted to the issuance of an official request from the Vice Prime Minister on Social Affairs to the line ministries on the requirement to provide funding for implementation of NAP on GE from annual sectoral budgets.*

**Evidence or Means of Verification**

*KR UNDAF 2012-2017*

*UNDAF (2012-2017) annual, mid-term and final evaluation reports*

## Annex C – Organizational Culture Staff Survey Results Kyrgyzstan 2017

Survey closed 28 20 September 2017

Total responses: 138<sup>11</sup>. All responses were online, anonymous.<sup>12</sup>

Female = 97 (70%)

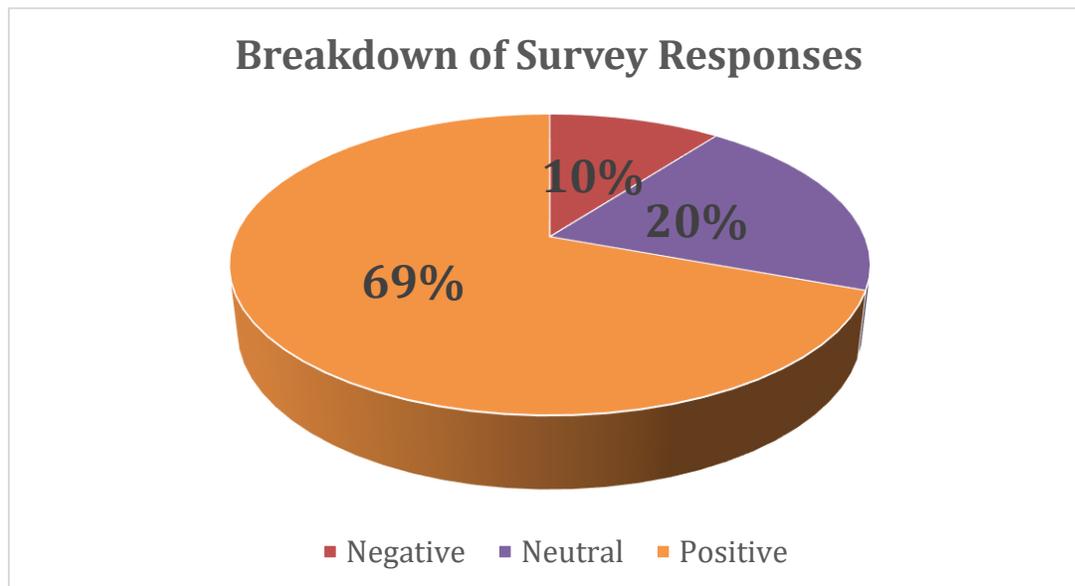
Male = 41 (30%)

National = 128 (93%)

International = 10 (7%)

Supervisory role = 52 (38%)

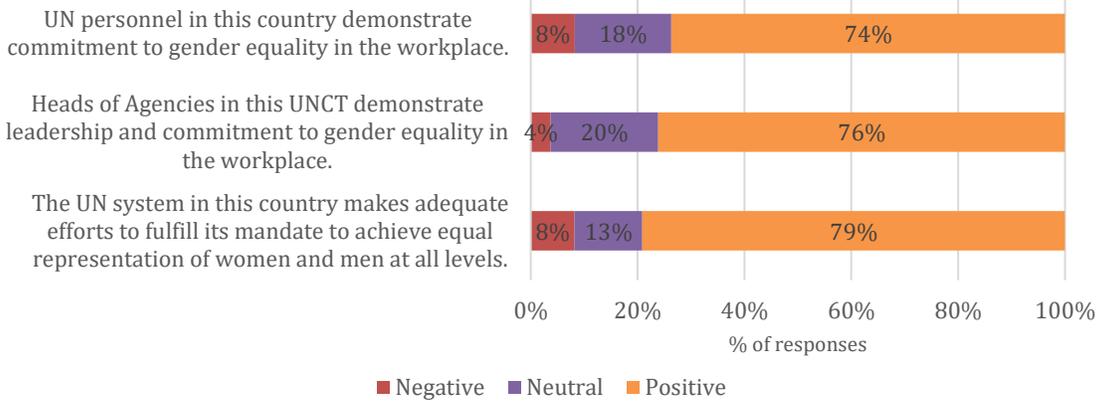
Non-supervisory role = 86 (62%)



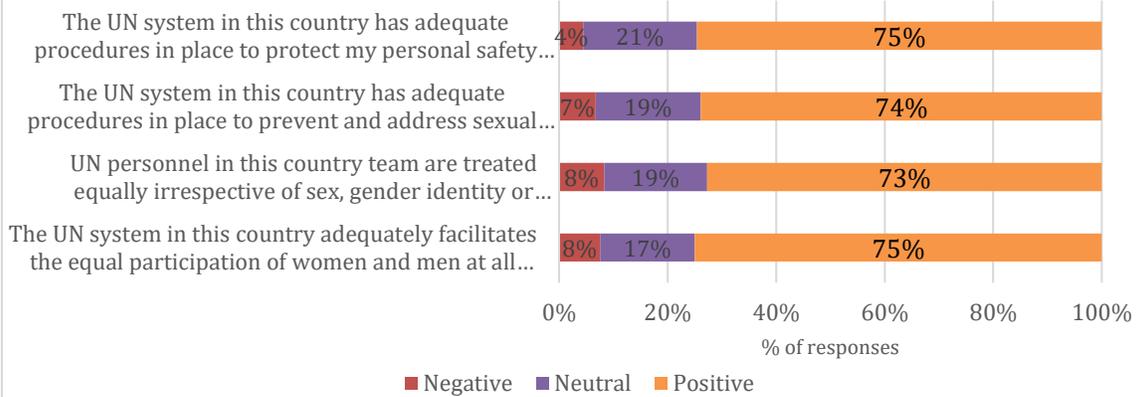
<sup>11</sup> Based on the estimated personnel size of 400, a total of 138 responses yielded a confidence interval of 7. Therefore, we can be confident that responses are representative of the larger population plus or minus 7 percentage points. <http://www.surveysystem.com/sscalc.htm#one>

<sup>12</sup> Percentages are rounded to the nearest whole number. Cumulative percentages may total 99 or 101 percent in some instances due to rounding.

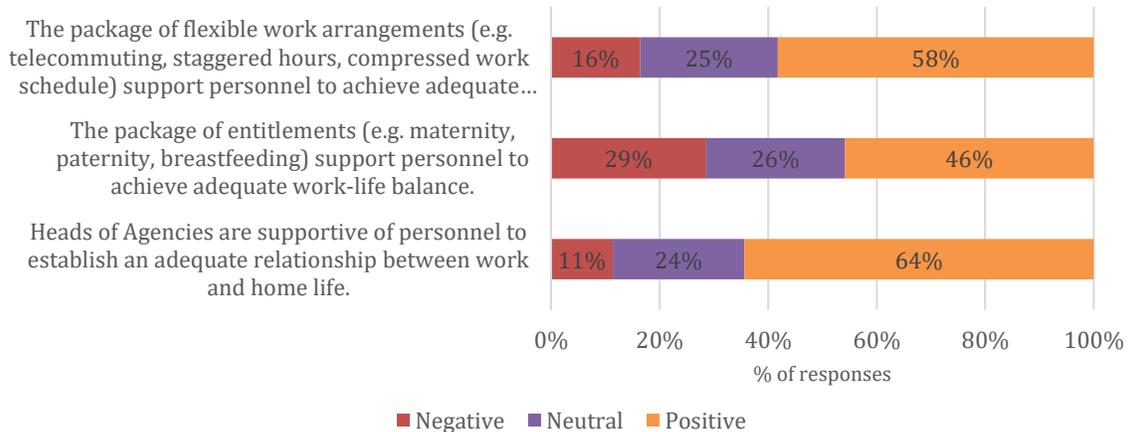
## Perceptions of Workplace Gender Equality



## Discrimination and Personal Security

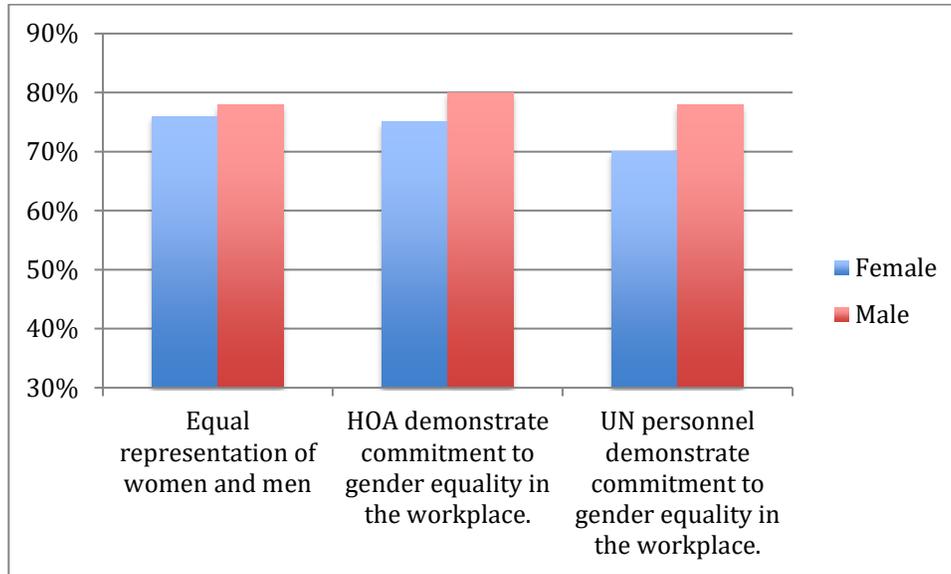


## Work-Life Balance

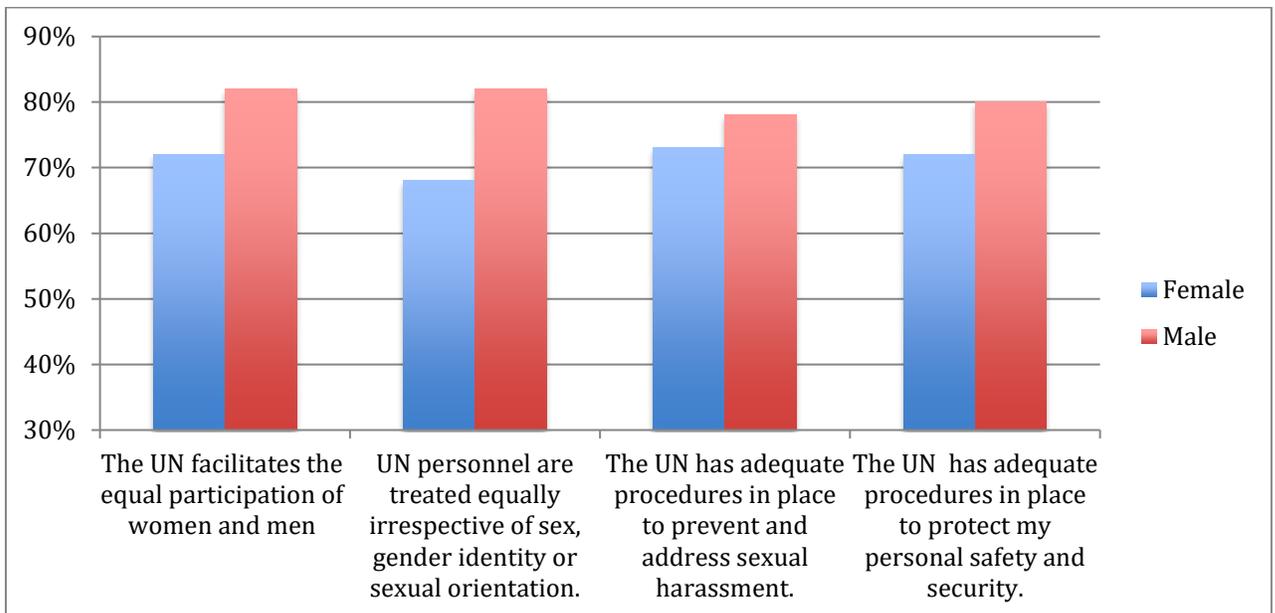


## Differences in Male/Female Perceptions of Gender and Organizational Culture Percentage of Positive Responses

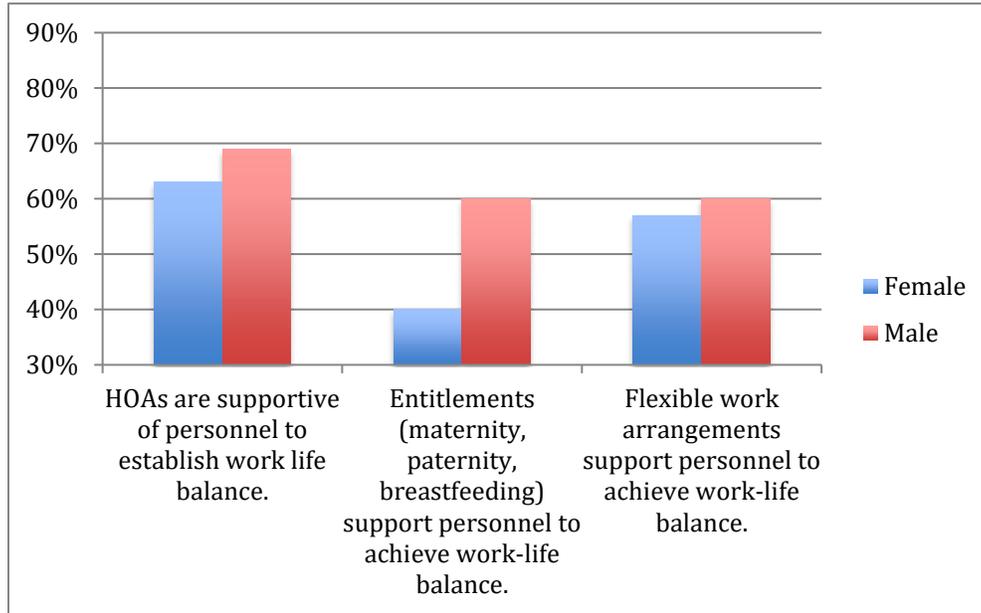
### Perceptions of Gender Equality in the Workplace



### Discrimination and Personal Safety



## Work-Life Balance



## Annex D – Gender Parity Data UN System Kyrgyzstan 2017

*Sex-disaggregated staffing data for UNFPA, UN Women, WHO, UNAIDS, UNDP/ UNV, OHCHR, ILO, FAO, IOM, UNHCR, WFP, UNICEF, UNHCR, UNIDO, UNDSS, OCHA, UNODC, UNRCCA collected September 2017.*

Category	Female staff	Male staff
G1	0	0
G2	0	15
G3	1	8
G4	1	2
G5	24	9
G6	20	7
G7	6	2
NOA	10	4
NOB	21	11
NOC	7	6
NOD	1	1
P1	1	0
P2	0	1
P3	4	3
P4	5	6
P5	2	6
<b>Total</b>	<b>103</b>	<b>81</b>

Category	Total number	Female staff	Male staff	Female staff (%)	Male staff (%)
G 1 -7	95	52	43	55%	45%
NOC - NOD	15	8	7	53%	47%
P4 - P5	19	7	12	37%	63%
NOC-NOD, P4-P5	34	15	19	44%	56%

**Annex E - Action Plan for Strengthened UN System Gender Coordination  
Kyrgyzstan UNCT SWAP-Scorecard – September 2017**

<b>Action</b>	<b>Responsibility</b>	<b>Resources and Source</b>	<b>Timing</b>	<b>Explanation and Links to SWAP-Scorecard Assessment</b>
<b>Dimension 1 - Planning</b>				
1.1 Aim for including a gender-targeted outcome in addition to gender mainstreamed outcomes to improve gender targeting and results; include a focus on gender transformative change in at least one UNDAF outcome.	UNCT endorsement with GTG technical support	No financial resources	2020+ planning stage of next UNDAF cycle	This would improve gender targeting, and exceed minimum standards for Indicator 1.2 Outcomes. It would also positively impact on Indicator 6.1 Resources and 7.1 Results.
1.2 As part of the upcoming work planning exercise, establish baselines and targets in the 2018-2022 Results Framework, taking into account the need for data disaggregation to lead to gender-specific targeting to address areas of inequality.	Chair of Results Groups with GTG technical support and M&E Group oversight	No financial resources	End 2017	The majority (19/31) gender sensitive indicators in the results framework are missing targets and/or baselines. Sex disaggregated targets must utilize baselines to address disparities and inform gender sensitive programming. The results framework must be finalized in line with UNDAF requirements, and to meet requirements for

				Indicator 1.3 UNDAF Indicators, and to allow for gender sensitive tracking of results against Outcomes.
1.3 Ensure agreement and funded plan to collect data for those indicators that lack MOV in the results framework as highlighted on page 71 of the 2018-2022 UNDAF.	Chair of Results Groups with M&E Group technical support	Costs will vary depending on strategy selected to generate missing data; opportunities may exist to fill data needs within existing M&E plans (e.g. MICS, integrated household survey), thereby limiting additional costs (see table on MRE Indicative Costs, 2018-2022 UNDAF, page 22)	End 2017	Four of the five indicators that lack existing MOV are gender sensitive Outcome indicators. Identified indicators add valuable data dimensions to ensure initiatives are people-centered and in line with the principal of 'leaving no one behind'. Please note errors in numbering for the indicators identified as lacking data sources on page 71 of the UNDAF as numbers do not correspond with results framework.

### Dimension 2 – Programming and M&E

2.1 Institutionalize stringent gender analysis of JPs in planning stages to ensure stronger GEWE results; strategy to be selected by RC/RCO based on available best practices	RC/RCO to oversee with technical support as needed from GTG	No direct financial costs	2018+	A number of models for stricter JP quality assurances were discussed during the exercise, but further discussions will be needed with new RC and RCO to select best model for KR. The GTG can
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<p>globally (e.g. peer review, JP SOPs, inter-agency committee checklist, GTG screening).</p>				<p>support gender sensitivity within a larger accountability framework for JPs. This would hold JPs to the highest standards for gender mainstreaming, and move toward exceeding minimum standards for Indicator 2.1.</p>
<p>2.2 Ensure that the Communication Strategy 2018-2022 and annual plans include a strong focus on gender sensitive messaging and advocacy for gender equality, ensuring that UNCG plans and GTG plans complement and reinforce UN system GEWE communications.</p>	<p>UNCT to endorse; UNCG to operationalize with GTG technical support</p>	<p>No direct financial costs</p>	<p>2018+</p>	<p>The current UNCG strategy ends by December 2017. An opportunity exists to strengthen and unify the UN voice for promoting GEWE in the country by developing a new gender-sensitive strategy and ensuring that annual plans reflect ‘one voice’ for UN GEWE communication. This would meet minimum standards for Indicator 2.2 Communication and Advocacy.</p>
<p>2.3 Enhance the capacity of Communication Group members on gender messaging, providing relevant knowledge and skills on GEWE and communications based on capacity assessment.</p>	<p>UNCG with technical support from GTG</p>	<p>TBD depending on capacity development strategy selected; costs should be included in UNCG AWP; costs (if any) for capacity assessment to be</p>	<p>2018+</p>	<p>Developing capacities within the UNCG to ensure gender sensitive messaging will positively impact on Indicators 2.2 Communication and Advocacy and 5.2 Gender Capacities.</p>

included in GTG AWP.

<p>2.4 Ensure that progress towards UNDAF outcomes is assessed against the indicators in the UNDAF Results and Resources Framework annually as per UNDAF guidance and M&amp;E Plans as laid out in the 2018-2022 UNDAF M&amp;E plan (Annex B, page 69).</p>	<p>RC/RCO with Chairs of Results Groups</p>	<p>No direct financial costs</p>	<p>2018 +</p>	<p>The results framework exceeds minimum standards for gender indicators, allowing for clear tracking toward gender-sensitive results if operationalized. Quantitative outcome-level tracking is required to meet minimum standards for gender sensitive M&amp;E and to provide evidence of system wide results.</p>
<p>2.5 Apply the twin-track approach to operationalize GEWE in JWPs ensuring gender equality is targeted <b>and</b> mainstreamed in all JWPs:</p> <ul style="list-style-type: none"> <li>• Outputs</li> <li>• Indicators</li> <li>• Activities</li> <li>• Resources</li> </ul>	<p>Chair of Results Groups with technical support from GTG and quality assurance from M&amp;E Group</p>	<p>No direct financial costs</p>	<p>Immediate</p>	<p>Program-level articulation of gender commitments made in UNDAF Outcomes must be able to be tracked through JWPs to feed into higher level monitoring and to lead to identifiable collective results. Guidelines have on gender integration in JWPs has been provided by UN Women’s regional office and may be adapted to guide work plan development in KR. This will impact positively on Indicator 2.3 M&amp;E and 7.1 Results</p>

### Dimension 3 - Partnerships

No actions identified due to strong coordinated performance in this dimension.

### Dimension 4 - Leadership and Organizational Culture

4.1 Monitor system-wide gender parity data annually, using 2017 data as baseline. Findings should be shared with GTG to incorporate into annual reporting to UNCT for discussion and action depending on the patterns of change found over next years.	UNCT endorsement; OMT to monitor and share consolidated data with GTG for annual tracking and reporting of trends	No financial costs	2018 +	The UN system in Kyrgyzstan is close to meeting the minimum standards for gender parity. Putting in place a monitoring system will maintain focus, and help foster movement toward meeting and maintaining gender parity.
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### Dimension 5 - Gender Architecture and Capacities

5.1 Strengthen GTG operations with improved membership and accountability systems.	UNCT, Heads of Agencies (HOAs) and GTG	No direct financial cost for membership strengthening.	2018 +	Action points are based on issues that were identified during the assessment. Organizational strengthening will allow the GTG to be more effective in its work, thereby positively impacting across all areas of coordination for GEWE. It will push indicator 5.1 Gender Coordination toward exceeding minimum standards by meeting all criteria for strong
<u>Membership</u> <ul style="list-style-type: none"><li>To address the lack of members at decision-making levels, larger agencies to appoint senior management level</li></ul>		No direct financial costs for improved collective and individual accountability. Activity costs will vary by year and commitments		

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staff (P4/NOC and above) to join GFP as GTG members;

- RCO to participate in GTG to facilitate stronger coordination linkages;

Accountability

- GTG to submit a costed AWP to UNCT annually in the first quarter of the year for endorsement<sup>13</sup>;
- GTG to present end of year annual report to UNCT to report on activities and results;
- As a part of the approval process, UNCT members to commit annual contributions to approved AWP including activity-based and core resources;
- Strengthen participation and responsibilities of GTG members by

against AWP, depending on planned activities. Costs should be shared by agencies, though individual contributions will vary. UNCT and individual agencies should hold GTG accountable to deliver on joint mandate for gender equality as per endorsed AWP.

functioning gender coordination.

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<sup>13</sup> The GTG regularly uses an AWP to guide its work, but the plan has served primarily as an internal accountability mechanism. The action point seeks to formalize and elevate GTG accountability to the highest levels of the country team, thereby improving coordinated engagement.

including GTG work in individual performance reviews to improve member accountability. <sup>14</sup>				
5.2 Monitor and enhance status of staff compliance with mandatory gender training to foster 100% compliance across the system.	OMT to provide data from individual agencies; GTG to consolidate data and report to UNCT in annual reporting; plans to address gaps will depend on findings but will require UNCT commitment to system wide compliance.	No financial costs	2018 +	Initial exercise can serve as a baseline leading to individual agency action to address gaps. Findings to be built into GTG annual reporting 2018. 100% compliance will offer a good foundation from which to move forward with targeted capacity development initiatives, and will push Indicator 5.2 Gender Capacities toward meeting minimum standards.
5.3 Conduct a capacity assessment and accompanying capacity development plan for key interagency groups beginning with the UNCG, and expanding to other	GTG to facilitate assessment and capacity development plan with relevant interagency groups; facilitate capacity development activities	TBD depending on outcome of assessment; capacity assessment costs (if any) should be included in the GTG AWP; capacity development costs	2018+	Targeting key interagency groups will help to deepen gender skills across the UN system with strategic interventions. This meets the minimum standards for Indicator 5.2 Gender Capacities and should impact positively across other

<sup>14</sup> This may be done via the GTG in consultation with HOAs and/or human resource personnel to revise performance reviews to ensure that GTG participation is reflected as a part of internal agency yearly reviews for all GTG members.

groups over the UNDAF cycle.	as per plan	should be built into AWP of targeted interagency groups		indicators depending on targeted groups (e.g UNCG will impact on Indicator 2.2 Communication and Advocacy; M&E Group will impact on Indicator 2.3 UNDAF M&E).
5.4 Offer a gender sensitization introductory meeting for new international staff that would include an informal briefing on UNCT gender equality commitments and gender challenges in the country. National staff should receive similar focusing on relevant sectors and mandates from agency GFP.	UN Women to extend invitation through UNCT and to arrange meetings as per requests on an as-needed basis; GTG to take stock with members (GFPs) on internal agency gender orientation processes and facilitate internal sector-specific briefings.	No direct financial costs	As required from end 2017 on	In light of the fact that the UN KR does not have a country-level system induction, this offers a low-input alternative action to help sensitize new staff to gender issues within the local context. This would push toward exceeding minimum standards for indicator 5.2 Gender Capacities.
<b>Dimension 6 - Resource Tracking and Allocation</b>				
6.1 Monitor annually percentage of UN system budgets that go towards gender equality programming by consolidating data from	UNCT endorsement; Respective UN Agencies that are able to track data to provide gender budget data annually	No direct financial costs	On annual basis beginning 2018 for baseline	This can be an initial step towards establishing gender targets for budget allocation to gender equality and women's empowerment programming at the country level. This would

those agencies that already have in place internal tracking systems. Data will serve as a baseline for continued tracking, and may be fed into regular reporting including the RCAR. Data may be used for advocacy with donors, government and other stakeholders.

to GTG. GTG to prepare consolidated UN system gender budget data and build annual tracking into AWP and reporting to UNCT.

move the country team toward meeting the minimum standards for 6.1. Team may utilize the UNDAF Gender Marker (currently under development) for the next UNDAF cycle to better track and target GEWE resources. Greater resource targeting for GEWE over time should positively impact on 7.1 Results

**Dimension 7 - Results**

Actions identified under other dimension areas, but especially M&E, will lead to better tracking of results.

**Annex F – Action Plan Operationalization Guidelines**  
**UNCT SWAP-Scorecard Kyrgyzstan 2017**

*Proposed actions have been designed to integrate into existing systems and processes within the UN system in Kyrgyzstan wherever possible, thereby minimizing the costs both in terms of money and staff time. The below offers a quick-view of how proposed actions will be integrated into existing operations, as well as further details on expected impacts in terms of human and financial resources. This chart should be read as a supplement to the proposed action plan.*

Proposed Action	Operationalization	Comments and Resource Implications
<b>1.1 Integrated gender-targeted, transformational outcome in next UNDAF.</b>	Action is integrated into standard UNDAF design process as per UNDAF Guidance and the Roadmap.	Gender mainstreaming is an integral part of the design process, and <u>not an additional step</u> .
<b>1.2 Establish baselines and targets in 2018-2022 UNDAF Results Framework.</b>	Action is required to finalize the incomplete Results Framework as part of the UNDAF design.	Ensuring that all indicators have baselines and targets is an integral part of the design process, and <u>not an additional step</u> .
<b>1.3 Agreement on funded plan to monitor all UNDAF outcome indicators.</b>	Action is required to finalize the Results Framework and the M&E Plan as part of the UNDAF design.	Ensuring that all indicators have MOV is an integral part of the design process, and <u>not an additional step</u> .
<b>2.1 Quality control for gender analysis in JP planning process.</b>	Action adds an additional layer of quality control with a new step in the JP approval process at the central level of the UN system (RC/RCO to coordinate).	Gender is only one aspect of quality control that may be enhanced with an additional screening process. Other elements may include assurances on key UN principles and themes (e.g. no one left behind, human rights, environment, SDGs...). Action requires a small additional commitment of human resources to operationalize (to develop the desired

		methodology, and then to implement on an as-needed basis).
<b>2.2 Communication Strategy and annual plan to be gender focused.</b>	Action is integrated into communication strategy design and annual planning.	Ensuring gender sensitivity in joint communications is an integral part of the planning process, and <u>not an additional step</u> .
<b>2.3 Enhance capacity of UNCG members for gender messaging.</b>	Capacity assessment is integrated into GTG AWP; capacity development is integrated into UNCG annual plan.	Action is required to enable planning and operationalizing of gender sensitive communication and advocacy (links to action 2.2). It requires human and financial resources to operationalize (capacity development activity).
<b>2.4 Assess progress against UNDAF indicators annually.</b>	Assessing progress annually against outcomes a part of the 2018-2022 M&E plan.	The 2018-2022 UNDAF Results Framework is gender sensitive, but requires monitoring to show progress against results. This is SOP for UNDAF M&E, and <u>not an additional step</u> , however it did not happen for the 2012-2017 UNDAF.
<b>2.5 Operationalize the twin-track (gender targeted and mainstreamed) approach in JWP frameworks.</b>	Action is integrated into JWP planning processes.	Gender targeting and mainstreaming in JWPs at all levels is essential to operationalizing gender mainstreaming in the UNDAF. It is <u>not an additional step</u> .
<b>4.1 Annual monitoring of system wide gender parity data.</b>	Action is added to OMT AWP, and integrated into GTG AWP and reporting to UNCT.	Action requires small additional commitments of human resources once per year.
<b>5.1 Strengthen GTG for membership and accountability.</b>	Action to ensure endorsement, budget and annual reporting of GTG AWP to UNCT is a matter of formalizing an existing	A broader base of GTG membership will enhance group efficiency by including key players at all levels for enhanced operations.

	accountability mechanism that has functioned less formally.	Membership will require additional time commitments of new members.
<b>5.2 Monitor and enhance staff compliance with mandatory gender training.</b>	Action is added to OMT AWP, and integrated into GTG AWP and reporting to UNCT.	Action requires small additional commitments of human resources once per year to monitor.
<b>5.3 Capacity assessment and development plan for targeted interagency groups.</b>	Action is integrated into GTG AWP to conduct assessment; action is integrated into targeted interagency group to undertake capacity development initiative.	Action is required to strategically build system capacities for gender mainstreaming. Suggested target is one inter-agency group per year. Suggested target group for 2018 is UNCG. It will require human and financial resources to target one capacity development 'event' per year.
<b>5.4 Offer gender introductory briefing for new international staff.</b>	Action is added to UN Women operations.	Action is additional to on-going operations, but it is perceived as an informal briefing that requires little additional time commitments due to small numbers of incoming international staff. It is an offering; not mandatory.
<b>6.1 Monitor consolidated agency level gender budgeting data.</b>	Action is integrated into GTG AWP and reporting to UNCT.	Data will be indicative based on available evidence. Data will be consolidated from those agencies that have in place systems to provide data. Agencies that are not able to generate data from current systems will not be asked to generate new data. Action requires small additional human resource inputs once per year.