



Gender Equality SWAP- Scorecard

**Assessment Results and Action
Plan**

**United Nations Country Team in
Kazakhstan**



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I. Background¹

In 2015, Member States of the United Nations adopted ‘The 2030 Agenda for Sustainable Development’ with the Sustainable Development Goals (SDGs) at its core. The Agenda commits all countries and stakeholders to work together to achieve sustained and inclusive economic growth, social development and environmental protection.

‘Leave no one behind’ is at the core of the Agenda. It is underpinned by the principle of gender equality and women’s empowerment that is grounded in the norms and standards the United Nations is tasked to uphold and promote. To this end, the United Nations is committed to practicing more coherent and integrated system-wide gender-responsive planning, implementation and reporting.

The purpose of the United Nations Country Team (UNCT) System-wide Action Plan for Gender Equality and the Empowerment of Women (SWAP)-Scorecard is to establish an accountability system that promotes stronger coordinated planning, programming and results for gender equality and women’s empowerment at the country level. The Scorecard is aligned with the UN-SWAP to strengthen accountability systems across the system. The UN-SWAP assesses performance at the level of the individual entity while the Scorecard assesses country-level coordinated processes.

The Scorecard’s assessment methodology enables interagency stakeholders to work collaboratively to assess the performance of the UN system in the country against minimum standards for gender equality and women’s empowerment (GEWE). The Scorecard includes seven dimension areas that flow from planning through to results. Findings from the exercise lead into action planning to improve performance over time for individual country teams and the UN system globally, contributing to meeting SDG targets.

The Scorecard (*UNCT Performance Indicators for Gender Equality and the Empowerment of Women* “Gender Scorecard”) was endorsed by the United Nations Development Group (UNDG) in 2008 in response to the UN Chief Executive Board (CEB) for Coordination 2006 *Policy on Gender Equality and the Empowerment of Women* (CEB/2006/2). Calls for accelerated UN efforts to mainstream gender and expand use of the Scorecard were put forth most recently in the Quadrennial Comprehensive Policy Review (QCPR) and the 2017 ECOSOC Resolution.²

The Scorecard has been updated in 2017 to align with new policies and guidance, and to ensure coherence with the SDGs and the UN-SWAP. Updates drew on good global practices with motivating and measuring institutional change processes to promote GEWE.³

The Scorecard draws on a holistic view of the SDGs encompassing the relevance of gender equality to all SDGs in line with the General Assembly (GA) Resolution 70/1 “Transforming Our World: the 2030 Agenda for Sustainable Development” (paragraph 20):

¹ The background is based on the Technical Guidance on Gender Equality SWAP-Scorecard, August 2017.

² See [Res A/71/243](#) (OP 13) and [Res E/2017/L.22](#)

³ The tool draws upon innovative ideas and lessons learned from design and implementation of other UN gender accountability frameworks, notably UNDP’s Gender Equality Seal, ILO’s Gender Audit, and the IASC Gender Marker.

Realizing gender equality and the empowerment of women and girls will make a crucial contribution to progress across all the Goals and targets. The achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities. Women and girls must enjoy equal access to quality education, economic resources and political participation as well as equal opportunities with men and boys for employment, leadership and decision-making at all levels.....The systematic mainstreaming of a gender perspective in the implementation of the Agenda is crucial.

II. Methodology

The UNCT SWAP-Scorecard assesses UN system's performance in gender mainstreaming across seven dimensions, namely (1) planning, (2) programming and monitoring and evaluation (M&E), (3) partnerships, (4) leadership and organizational culture, (5) gender architecture and capacities, (6) financial resources, and (7) results. Data and evidence are analyzed in accordance with fifteen dimensions-related indicators and minimum standards suggested by the SWAP-Scorecard methodology.

The SWAP-Scorecard exercise in Kazakhstan was conducted for the first time since its global endorsement in 2008 and was based on a revised methodology (August 2017 draft). The assessment took place at the early stage – the end of the second year - of implementation of the United Nations Partnership Framework for Development (UNPFD 2016-2020) for Kazakhstan, and was coordinated by UN Women Multi-country Office, with support by the Resident Coordinator's Office (RCO) and the Gender Theme Group (GTG).

The exercise took place by facilitation of an international coordinator (consultant). The SWAP Scorecard Assessment Team (SSAT) comprised representatives of nine UN agencies (UNAIDS, UNDP, UNDP, UNDP, UNESCO, UNFPA, UNICEF, UNODC, UN Women and WHO) and RCO, working in various thematic areas. Collective preparation to the exercise and participation in the actual assessment stage allowed for SSAT's increased ownership of the process.

In accordance with the methodology, the exercise was conducted in four following stages:

1. *Preparation*: UN Women Representative briefed the UNCT on the SWAP-Scorecard at UNCT retreats and in UNCT meetings in 2016 and 2017; UNCT agreed on the dates of the assessment which was postponed from 2016 to 2017 awaiting the new methodology; the SSAT was composed and briefed on the methodology; coordinator was hired.
2. *Assessment*: SSAT met for an induction meeting facilitated by UN Women Representative and coordinator; indicator-based assessment was conducted in small groups; the coordinator individually interviewed heads of UN agencies (HOAs), UN personnel and non-UN partners, for extended information and opinions on UN system's performance in gender mainstreaming; SSAT met for a debriefing meeting facilitated by UN Women Representative, where coordinator shared preliminary findings.
3. *Draft Report and Action Plan*: draft action plan, based on assessment findings and views shared during individual interviews, and a draft report, were presented for SSAT and UNCT feedback.
4. *Finalization* (to be elaborated).

Throughout the exercise, the SSAT members, HOAs and UN personnel provided valuable feedback on the assessment process and methodology, and reflected on the usefulness of the latter for strategic planning of joint gender-related activities.

III. Country and UN Context

The UNPFD 2016-2020 was developed based on the Country Situation Analysis (CSA) employing five pillars defined as result of the nation-wide post-2015 consultations that involved over 2000 respondents and stakeholders. In line with Kazakhstan's strategic development document "Kazakhstan 2050: New Political Course of the Established State" that focuses on the country joining the top thirty developed nations by 2050, the UNPFD is implemented through five results groups: (1) Access to Integrated Quality Social Service, (2) Diversification of Economy, (3) Sustainable Development, (4) Good Governance, and (5) Regional and International Cooperation.

The UN system in Kazakhstan is comprised of twenty-one agencies, funds and programmes of varying size, funding and representation.⁴ Each of the agencies is individually committed to GEWE, and many of them have GEWE specific strategies, tools, and accountability systems. The SWAP-Scorecard exercise identifies gaps and recommends corrective actions to ensure gender-responsiveness of UN programmes and projects and increased UNCT collective accountability towards GEWE.

IV. Findings

In accordance with the SWAP-Scorecard methodology, there are four levels of the scoring system:

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

UNCT score as 'approaches', 'meets', or 'exceeds' minimum standards depending on which criteria it meets for each indicator. If UNCT fails to meet the criteria under "approaches minimum standards", the indicator should be scored as 'missing'. Most indicators contain multiple criteria⁵. SSAT have been provided information on each criterion for scoring; and provided explanations in a template (Annex B) to facilitate reporting.

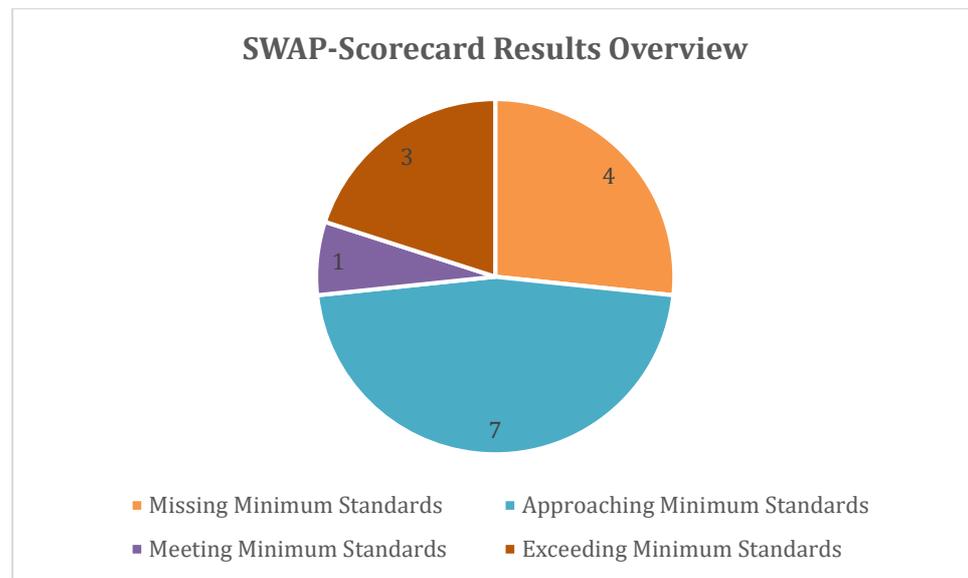
Meeting minimum standards should be seen as a starting point from which UNCTs should work to deepen efforts to exceed minimum standards, thereby achieving better results and serving as leaders on gender globally.

The assessment found that the UN system in Kazakhstan has met or exceeded minimum standards for four indicators. Seven indicators have been scored as "approaching minimum standards", whereas four indicators have been given the "missing minimum

⁴ The UN system in Kazakhstan includes: FAO, ILO, IOM, UNAIDS, OHCHR, UNICEF, UNDP, UNDSS, UNDP, UNESCAP, UNESCO, UNHCR, UNISDR, UNOCHA, UNODC, UN Women, UNEP, UNFPA, UNRCCA, UNV, WHO. Some of agencies are country-based, some are of regional nature.

⁵ Detailed description of each criteria is presented in Annex A.

standards” score. The graph and the table below provide a detailed picture on the score for each indicator.



Indicator	Missing	Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
1- Planning				
1.1 Common Country Assessment				
1.2 UNDAF Outcomes				
1.3 UNDAF Indicators				
2- Programming and M&E				
2.1 Joint Programs				
2.2 Comm & Advocacy				
2.3 UNDAF M&E				
3- Partnerships				
3.1 Engagement Government				
3.2 Engagement W/Gender CSO				
4 - Leadership & Org Culture				
4.1 Leadership				
4.2 Organizational Culture				
4.3 Gender Parity				
5- Gender Arch. and Capacities				

5.1 Gender Coordination Mechanism				
5.2 Capacity Development				
6 - Financial Resources				
6.1 Resource Tracking/Allocation				
7 - Results				
7.1 Gender Results				

4.1 Findings Overview by Dimensions

Planning. The indicators under this dimension focus on gender-sensitivity of the Common Country Analysis (Country Situation Analysis (CSA) in case of Kazakhstan), UNDAF (UNPFD) Outcomes and Indicators. The assessment revealed a need for a stronger gender focus at UNDAF pre-, and design stage. The Country Situation Analysis for UN in Kazakhstan contains gender-related narrative in the context; however, two of five thematic sectors (on Environmental Sustainability and Regional and International Cooperation) do not reflect on specific challenges with regard to gender equality and discrimination. As for the gender-mainstreamed outcomes, one (on Diversification of Economy) out of six has been found to comply with the definition. Thus, the SWAP-Scorecard indicators on the CSA and UNPFD Outcomes approach minimum standards, whereas the indicator on UNPFD Indicators has been rated as “missing”, due to the fact that 17 percent (5 out of 29) of the Indicators were found to be gender-specific or sex-disaggregated, while the methodology requires that percentage to be between one-fifth to one-third for the “approaching minimum standards” score, and between one-third to a half to reach “meeting minimum standards” score. The assessment also revealed an imbalance in concentration of gender-specific and/or sex-disaggregated indicators across UNPFD Pillars, with most of these indicators contained in Pillar II (Strengthened and Innovative Public Institutions).

Programming and Monitoring and Evaluation (M&E). The indicators under this dimension relate to joint programming, communications and advocacy, and UNPFD M&E. While the assessment found a good level of gender mainstreaming in two operational UN Joint Programmes (JP)⁶, the lack of a joint gender “screening” system, or a peer review of JPs at their design stage to ensure mainstreaming of GEWE, does not allow for the “meeting minimum standards” score. The data and evidence for the indicator on communications and advocacy proved that the UN system conducts an important number of joint and innovative events and campaigns related to GEWE, with many of them involving men and youth, and a few relating to less traditional thematic areas.⁷ However,

⁶ JP on “Improving the Welfare and Quality of Life in the Kyzylorda Region through Innovative Approaches to Delivering Economic, Social and Environment Services to the Local Population including those Most Vulnerable” (UNDP, UNICEF, UNESCO, UNFPA, UN Women and WHO) and JP on “Expanding the Opportunities of the Mangystau Region in Achieving Sustainable Development and Socio-economic Modernization” (UNDP, UNICEF, UNESCO, UNFPA, UNHCR, UN Women and WHO).

⁷ For instance, #YesSheCan Photo Exhibition on women challenging work place stereotypes. Link to an article is accessible at <http://eca.unwomen.org/en/digital-library/multimedia/2017/05/yesshecan-photo-exhibition>

due to the fact that the UN Communications Strategy and respective Work Plan are being developed at the time of the assessment, it is not feasible to assess the gender-sensitivity of these documents, hereby the indicator cannot yet “meet minimum standards” score.

As for the UNPFD M&E, the indicator score is “missing minimum standards”, as the first biannual UNPFD progress report is being drafted at the time of the exercise, and it is not possible to assess the extent to which gender-sensitive data is being gathered in accordance with UNPFD Results and Resources Framework. The M&E function in UN system is placed within five UNPFD Results Groups. The Groups have not received training on gender-sensitive UNPFD M&E since the beginning of current cycle, although UN personnel to be involved in UNDAF drafting had received RBM and gender training in 2014.

Partnerships. The dimension area focuses on UN cooperation with the government (including women’s machinery) and civil society on gender equality and women’s empowerment issues. Both indicators exceed minimum standards, as the evidence and data proves UN system’s strong engagement with both kinds of partners at various stages of UNPFD cycle. UNCT has been regularly working with the National Commission for Women’s Affairs, Family and Demographic Policy that constitutes an important part of the national women’s machinery, on a number of strategic documents, such as Kazakhstan’s Family and Gender Policy Concept till 2030. Cooperation with law enforcement and social protection bodies has been particularly visible with regard to gender-based violence. In preparation to SDG nationalization, UN system works closely with the Ministry of National Economy and the Statistics Committee on gender-disaggregation of data. Government partners have been involved in UNPFD process, from post-2015 consultations that formed the basis for the Country Situation Analysis, through strategic prioritization, implementation and monitoring.

As for the civil society organization (CSOs) working in gender equality area, the UN system has been equally engaging them at all UNPFD stages. Currently a number of GEWE CSOs are engaged as partners and contractors, including for nation-wide campaigns and events, and socio-economic activities (e.g. diversification of economy and job creation). As members of the Technical Monitoring Groups on SDGs, alongside government representatives and UN, GEWE CSOs participate in strategic discussions, such as Annual Steering Committee meetings and SDG nationalization workshops.

Leadership and Organizational Capacity. The dimension assesses UN Country Team’s performance in leadership for GEWE, organizational culture with regard to gender-related issues, and gender parity within UN system. The indicator on leadership scored as “exceeding minimum standards”. Gender equality is a standing agenda item at every UNCT meeting since 2015 when the UN Women Representative proposed and the UNCT accepted this, which is an exemplary practice. The Resident Coordinator has been demonstrating leadership, including in public statements, on gender equality on behalf of UNCT, at events, campaigns, and through publications. UNCT members are regarded by overwhelming majority of staff (81% of survey respondents) as being committed to gender equality at workplace; and the Assessment of Results and Competencies (ARC) of UNCT incorporates gender equality in two out of five categories, which makes UNCT goals compliant with gender programming principles.

The UN personnel survey on gender in organizational culture looked into responses in three areas: gender equality in workplace, discrimination and personal safety, and work-life balance. Overall, 72 percent of respondents have positive perception on the survey areas, with 13 percent being negative and 15 percent – neutral, which allows for “meeting minimum standards” score. The most positive perceptions are related to the UN system’s

and HOAs' commitment to and facilitation of equal representation of women and men in the UN, followed by views on discrimination and personal safety. Work-life balance-related responses scored lower and revealed slight differences in female and male personnel's opinions. More detailed information on the survey and responses are provided in Annex C.

The indicator on gender parity in the UN system scored as "missing", due to the fact that women staff outnumber men staff at all levels of organization, with the situation at mid-level (P1-P3 and NOA-NOB) being the most disproportionate. Women comprise 59 percent of General Service Staff, 69 percent of mid-level staff and 57 percent of senior staff. Whereas many agencies look into gender parity data individually, the SWAP-Scorecard exercise was the first time when this data was analyzed for the UN system as a whole in the country.

Gender Architecture and Capacities. The dimension refers to gender coordination mechanism and gender capacities across agencies. As for the first, the indicator scores as "approaching minimum standards, due to the fact that while the Gender Theme Group (GTG) is chaired by a HOA (UN Women Multi-country Office Representative) and has a ToR, Annual Work Plans and Annual Reports, majority of its members are not senior staff in their respective agencies, which would render decision-making on GEWE more efficient. Whereas the GTG was not involved in UNPFD design, it has been actively involved in UNPFD implementation, by supporting UNCT in GEWE activities, such as the drafting of Kazakhstan's Concept Policy on Family and Gender, SDGs nationalization, and nation-wide surveys and campaigns.

The indicator on gender capacities across UN agencies is scored as "approaching minimum standards", since the UN system has not yet held an inter-agency capacity assessment on gender-related knowledge, while UN agency personnel based in Almaty (around 25) received one training on gender responsive programming in 2016. In addition, there is no UN system-wide induction package for newly recruited staff that contains information on UNCT commitment and activities on GEWE, and on the country's gender context.

Budgeting. The UNCT could monitor the gender budgeting through UNPFD Biannual Work Plan, which provides financial data at Outcome and Output levels. Calculation of this data for the SWAP-Scorecard exercise, revealed, for instance, that around 16 percent of total UNPFD expenditures for 2016 were gender-targeted. Since tracking and utilization of this data are not yet performed by UNCT, the indicator is scored as "missing minimum standards". Systematized calculation of UNPFD gender-targeted expenditures and UNCT target setting for allocation of such resources would strengthen collective commitment to GEWE and serve as a good example for various purposes, such as resource mobilization and advocacy.

Results. The exercise revealed that the indicator for this dimension "approaches minimum standards", as UNCT is on track to achieve some gender results planned in UNPFD. While the UNPFD progress report is being drafted, other existing data, such as final reports on Kyzylorda and Mangystau JPs, and communication and advocacy materials, were used to assess the progress on the indicator. Thus, the UN system is on track with regard to creation of businesses and jobs, including for people with disabilities; implementation of inclusive projects for the most vulnerable; improvement of social well-being, including access to health services; local planning that takes into account development issues; existence of local public allocation for implementation of Domestic Violence Law; and establishment of resource centres for mothers.

A UNPFD Progress Report that contains analysis on all UNPFD gender-targeted areas would make a future assessment more detailed.

V. Action Plan

The Action Plan was drafted based on opinions and views shared during SSAT working sessions and at interviews with HOAs, UN personnel, and government partners. It contains action points, responsibility arrangements, timelines and linkages to global policies with regard to gender programming. Details on the above can be found in Annex D.

Annex A – SWAP-Scorecard Indicators⁸

Dimension 1- Planning

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

⁸ As per the Interim Technical Guidance, August 2017

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
2.1 Joint Programs		
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. or 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 and b) A Joint Program on promoting GEWE is operational over current UNDAF period in line with SDG priorities including SDG 5.
2.2 Communication and Advocacy		
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. and b) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEWE communication and advocacy	Meets minimum standards and 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	a) UNDAF Results Matrix data for gender	Meets minimum standard and

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

Dimension 3 – Partnerships

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
3.1 Government Engagement		
a) The UN System has collaborated with at least <u>one</u> government agency for a joint initiative that fosters gender equality within the current UNDAF cycle.	a) The UN System has collaborated with at least <u>two</u> government agencies for a joint initiative that fosters gender equality within the current UNDAF cycle. and b) The National Women’s Machinery participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.	Meets minimum standards and 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.
3.2 Engagement GEWE CSO		
a) The UN System has collaborated with GEWE CSO and women’s rights advocates for at least <u>one</u> joint initiative that fosters gender equality within the current UNDAF cycle.	a) The UN System has collaborated with GEWE CSO and women’s rights advocates for at least <u>two</u> joint initiatives that foster gender equality within the current UNDAF cycle. and b) GEWE CSO participates in UNDAF consultations: country analysis, strategic prioritization, implementation, M&E.	Meets minimum standards and 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
4.1 Leadership		
Meets 2 of the following:	Meets 3 of the following:	Meets all 4 of the following:
<ul style="list-style-type: none"> a) Gender equality is a regular topic of discussion in HOA meetings; b) RC demonstrates public championing of gender equality; c) HOAs are seen by personnel as committed to gender equality in the workplace; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs. 	<ul style="list-style-type: none"> a) Gender equality is a regular topic of discussion in HOA meetings; b) RC demonstrates public championing of gender equality; c) HOAs are seen by personnel as committed to gender equality in the workplace; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs. 	<ul style="list-style-type: none"> a) Gender equality is a regular topic of discussion in HOA meetings; b) RC demonstrates public championing of gender equality; c) HOAs are seen by personnel as committed to gender equality in the workplace; d) Gender equality is reflected in the Assessment of Results and Competencies (ARC) of UNCTs.

4.2 Organizational Culture		
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.

4.3 Gender Parity		
<ul style="list-style-type: none"> a) The UN has reached equal representation of women and men for either administrative staff (GS 1-7) or senior staff (P4 and above; NOC and above). 	<ul style="list-style-type: none"> a) The UN has reached equal representation of women and men for administrative staff (GS 1-7) and senior staff (P4 and above; NOC and above). and b) The UN has in place a mechanism for monitoring gender parity. 	<ul style="list-style-type: none"> Meets minimum standards and c) The Business Operations Strategy (BOS) includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment.

Dimension 5 – Gender Architecture and Capacities

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
5.1 Gender Coordination Mechanism		

Meets 2 of the following	Meets 3 of the following	Meets all 4 of the following
<ul style="list-style-type: none"> a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan c) Members include at least 50% senior staff (P4 and above; NOC and above) d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E. 	<ul style="list-style-type: none"> a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan c) Members include at least 50% senior staff (P4 and above; NOC and above) d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E. 	<ul style="list-style-type: none"> a) A coordination mechanism for gender equality is chaired by a HOA b) The group has a TOR and an approved annual work plan c) Members include at least 50% senior staff (P4 and above; NOC and above) d) The group has made substantive input into the UNDAF including the country analysis, strategic prioritization, results framework and M&E.

5.2 Gender Capacities

<ul style="list-style-type: none"> a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year. 	<ul style="list-style-type: none"> a) At least one inter-agency gender capacity development activity for UN personnel has been carried out during the past year. <p>and</p> <ul style="list-style-type: none"> 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>Meets minimum standard and</p> <ul style="list-style-type: none"> c) UN induction package includes orientation on UNCT gender equality commitments and related development challenges of the country.
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Dimension 6 – Resources

Approaches Minimum Standards	Meets Minimum Standards	Exceeds Minimum Standards
6.1 Financial Resources		
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> a) UNCT has in place a system to track allocation of resources for promotion of GEWE. <p>and</p>	<ul style="list-style-type: none"> a) UNCT has in place a system to track allocation of resources for promotion of GEWE. <p>and</p>

	b) UNCT has established a target for program expenditures to be allocated for GEWE.	b) UNCT has established a target for program expenditures to be allocated for GEWE, and has met or exceeded the target.
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Dimension 7 - Results

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

Annex B – SWAP-Scorecard Findings by Indicator

Dimension 1: Planning

Indicator: 1.1 Common Country Assessment “UNDAF Country Background Synthesis Report”	Score: Approaches Minimum Standards
<p>Findings and Explanation</p> <p><i>The UNCT Country Situation Analysis (CSA) is based on existing data, supplemented by a survey (almost 100 respondents) and a series of meetings, interviews and workshops (over 120 internal and external stakeholders). The analysis presents a concise overview of pertinent and projected socio-economic context and recommendations regarding priority development challenges. The executive summary mentions groups that are vulnerable to poverty - women, children, youth, refugees, and people living with health issues (e.g. HIV/AIDS, tuberculosis).</i></p> <p><i>Though the equivalent CCA does include some elements as required under ‘approaches’ and the analysis of UN comparative advantage includes gender equality issues, the CSA does not meet the minimum standards requirements, as some sectors lack gender analysis completely. SDGs were not in existence at time of drafting, but five pillars defined as result of post-2015 consultations formed the basis of the CSA.</i></p> <p>a) <i>Gender analysis is included in three out of five sectors, and is missing in environmental sustainability and regional and international cooperation. Underlying causes of gender inequality and discrimination are not systematically described in the CSA. Below is a summary of gender-related content within the three above-mentioned sectors.</i></p> <p style="padding-left: 40px;"><i>Inclusive Social Development: women and children with disabilities, pregnant women, women migrants, access to health care, women living with HIV/AIDS, stigma, violence against women and girls, wage gap, unemployment, economic activity.</i></p> <p style="padding-left: 40px;"><i>Equitable Economic Development: unemployment, economic activity, balance between career and family.</i></p> <p style="padding-left: 40px;"><i>Good Governance: women’s political participation, representation of disadvantaged groups, including people with disabilities.</i></p> <p>b) <i>There is some use of sex-disaggregated data and gender sensitive data where data was deemed to be available. Disaggregated data was provided mainly in health (under-five mortality rate, alcohol consumption), economic participation, unemployment, wage gap, labour migration, women’s representation at governance bodies. However, no disaggregation for environment and regional and international cooperation.</i></p> <p>c) <i>There is no targeted gender analysis of those furthest behind.</i></p>	
<p>Evidence or Means of Verification</p> <p><i>UN Country Situation Analysis, 2014</i></p>	
Indicator: UNDAF Outcomes	Score: Approaches Minimum Standards
<p>Findings and Explanation</p> <p><i>The 2016-2020 UNPFD has 6 outcomes under three Pillars.</i></p>	

- a) Gender is mainstreamed across one outcome. Though the UNPFD strategic intent part contains gender-related sections and there are a few linkages with SDG 5 within most outcomes, the latter do not include substantive gender analysis.
- b) Outcome 1.2 in the UNPFD articulates how diversification of economy would provide decent work opportunities for the underemployed, youth and socially vulnerable women and men.
- c) Though the UNPFD refers to the promotion of gender equality as one of the factors that are necessary for sustainable economic development and inclusive growth, there is no outcome that targets a change in norms, values, power structures or other roots of gender inequality and that thus could bring about a gender transformative change.

Evidence or Means of Verification
UNPFD 2016-2020

Indicator: UNDAF Indicators	Score: Missing
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Findings and Explanation
17% (5 out of 29) of UNPFD indicators track progress toward gender equality, suggesting a need for greater attention to this area in the future.

Each UNPFD Pillar has an insignificant number of qualifying indicators:
Pillar 1: 1 (indicator 3 in Outcome 1.3) of 11 (0.09%),
Pillar 2: 3 (indicator 5.1 and 5.2 in Outcome 2.1; indicator 4 in Outcome 2.2) of 12 (25%), Pillar 3: 1 (indicator 3 in Outcome 3.1) of 6 (16%).

The analysis found slightly higher levels of gender sensitivity in Pillar II (Strengthened and Innovative Public Institutions), with comparatively lower levels for Pillars I and III.

The assessment qualified an indicator based on either a definition that includes disaggregation by sex or a definition that is gender specific, taking into account Means of Verification that were specific to gender (such as CEDAW reports).

Evidence or Means of Verification
UNPFD Results Matrix (2016-2020)

Dimension 2: Programming and M&E

Indicator: Joint Programs	Score: Approaches Minimum Standards
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Findings and Explanation
a) There are 2 JPs operational at the time of the assessment. Gender equality is visibly mainstreamed in both. The JPs contain gender-targeted outputs, as well as sex-disaggregated and gender-sensitive indicators and data.

Specifically, the JP on “Improving the Welfare and Quality of Life in the Kyzylorda Region through Innovative Approaches to Delivering Economic, Social and Environment Services to the Local Population including those Most Vulnerable” implemented by UNDP, UNICEF, UNESCO, UNFPA, UN Women and WHO, aims at reduction of inequities and disparities in social wellbeing and health, besides economy

diversification and promotion of sustainable development practices.

The JP on “Expanding the Opportunities of the Mangystau Region in Achieving Sustainable Development and Socio-economic Modernization” implemented by UNDP, UNICEF, UNESCO, UNFPA, UNHCR, UN Women and WHO, has components similar to Kyzylorda JP, although taking into account local context.

The country team lacks a system to ensure gender mainstreaming in JPs; therefore, the score of “approaching minimum standards” cannot be reached yet.

- b) There is no JP on promoting GEWE that is operational at the time of the assessment, however, such programme still may occur by the end of the current UNPFD.*

Evidence or Means of Verification

*Programme Documents UN Joint Programs for Kyzylorda and Mangystau Regions, 2014
Annual Reports on UN Joint Programs for Kyzylorda and Mangystau Regions, 2016
Final Evaluation Reports for UN Joint Programs for Kyzylorda and Mangystau Regions, 2017*

Indicator: *Communication and Advocacy*

Score: *Approaches
Minimum Standards*

Findings and Explanation

a) Within the past 12 months, the UN system has collaboratively contributed to a number of joint communication activities and campaigns on GEWE, such as the International Women’s Day (joint statement by the RC, UN Women, UNEP and UNIC), Girls Run (UNESCO, UN Women and UNIC), 16-Days of Activism against GBV (joint statement by the RC and UN Women; an activity by UN Women and UNDP), a workshop on “Gender Equality Problems of People Living with HIV/AIDS” (UN Women and UNAIDS), World Toilet Day (UN Women and UNIC), an event on “Women in Science” (UNESCO, UN Women and UNIC), a workshop on the “Role of Women and Youth in Conflict Prevention in Central Asia (UNRCCA, UN Women and UNFPA, and UNIC)”, “Don’t Keep Silent” Campaign encouraging GBV victims to speak up against perpetrators (by UN Women, UNICEF, UNIC, and UNDP)

b) The UNCG is currently developing UN Communication Strategy; therefore the score of “meeting minimum standards” cannot be reached yet.

c) The UN system has contributed collaboratively to a few communication and advocacy in some non-traditional thematic areas during the past year, for instance an event on “Women in Exact Sciences”.

Evidence or Means of Verification

UN Gender Brief, Issue #5, January-March 2017

A List of Selected Events on GEWE 2016-2017

“Global Goals World

Cup”, at <http://www.unwomen.org/en/news/stories/2017/8/from-where-i-stand-dina-smailova>

Joint UN Women-UNESCO Booth at Astana Expo-2017,

at <http://www.unwomen.org/en/news/stories/2017/6/press-release--un-women-at-expo-2017>

“Kazakhstan plans to end domestic violence”,

at <http://eca.unwomen.org/en/news/stories/2017/08/feature-kazakhstans-plan-to-end-domestic-violence-demonstrates-multi-disciplinary-action>

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Indicator: Monitoring & Evaluation	Score: Missing
Findings and Explanation	
<p>a) <i>The UNCT is currently drafting its first UNPFD progress report for 2016-2017; therefore, it is not possible to assess whether the gender-sensitive data is being gathered according to the Results Matrix.</i></p> <p>b) <i>There have been no UNPFD reviews/ evaluations within 2016-2017. The first UNPFD progress report shall contain progress against gender-specific results.</i></p> <p><i>The Results Groups are the equivalent of a M&E group for the UNCT. The Groups have not received gender training during the current UNPFD cycle, whereas RBM and gender trainings were organized for UN personnel to be involved in new UNPFD development in 2014.</i></p>	
Evidence or Means of Verification	
<p><i>Interviews with HOAs and UN personnel</i></p> <p><i>Results Groups TORs</i></p>	

Dimension 3: Partnerships

Indicator: Government Engagement	Score: Exceeds Minimum Standards
Findings and Explanation	
<p>a) <i>The UNCT regularly collaborates with a number of government agencies on joint initiatives that foster gender equality. The examples are the following: (1) implementation of Joint Programmes (in Kyzylorda and Mangystau with participation of 7 and 6 agencies respectively), where women’s empowerment and support of the female-led SMEs are embedded. The implementing agencies work together with the Ministry of National Economy, the Ministry of Labour and Social Protection, the National Commission for Women Affairs, Family and Demographic Policy chaired by Kazakhstan’s Secretary of State, local governments, the Assembly of the People of Kazakhstan, and others. (2) Annual advocacy campaigns on 16-Days of Activism against Gender-based Violence are conducted jointly with the government. (3) A nation-wide survey on violence against women was supported by UN Women, UNFPA and WHO. Overall, there have been a considerable number of joint events and campaigns initiated by the UN system and the government.</i></p> <p>b) <i>The UN System has been actively engaging the national women’s machinery at all stages of UNPFD development: country analysis, strategic prioritization, implementation and M&E. The machinery is composed of government representatives working on GEWE issues, such as the National Commission for Women’s Affairs, Family and Demographic Policy, members of parliament, the Ministry of National Economy, and the Center for Strategic Elaboration and Analysis under the President of Kazakhstan, among other. Many of them have been engaged into UNPFD consultations and strategic prioritization, M&E meetings of the Joint Working Groups, as well as in UNPFD implementation.</i></p>	

c) *The UN system conducted at least three joint activities that substantively supported the government in nationalization of the SDGs, including gender related SDGs, and illustrate coordinated support to the government in mainstreaming the agenda into national plans.*

- 1) *MAPS report has been developed jointly by UNCT. The report provides an analysis of gender equality situation in Kazakhstan and defines “tackling inequalities, including gender inequality” as one of four accelerators for attaining SDGs. The MAPS mission experts and the UNCT engaged the government, the parliament, academia and civil society into drafting the analysis of the national strategic documents and into the discussion on priority areas. The mission included a series of bilateral meetings with country’s key government officials and three core events: a round table with the government and academia, as well as a parliamentary meeting on SDGs. The MAPS team presented and discussed the results of the Rapid Integrated Assessment with various stakeholders, which put existing national strategies and programmes against each of the SDGs and revealed gaps, possible synergies and potential acceleration areas. The SDGs Week culminated with the Senate of Kazakhstan adopting a Statement on SDGs, with senators committing to promoting SDGs on national and sub-national levels.*
- 2) *The following UN Agencies – UN Women, UNDP, UNESCO, UNFPA have been supporting the government in development of the Family and Gender Policy Concept of Kazakhstan till 2030. The Concept is an important document to guide Kazakhstan in attaining several gender-related SDGs. Through the GTG, several agencies have provided inputs for the development of the Concept Action Plan. The global SDGs indicators served as a basis for Action Plan indicators.*
- 3) *The UN system rendered support to the government in developing national SDGs indicators, including those related to GEWE, namely by organizing a three-day technical meeting of experts on the SDGs statistics, in cooperation with the Committee for National Statistics and with participation of representatives of all government bodies. UN provided financial and human resources support, in addition to substantive contribution in the development of the event concept and programme. As a result, a plan of action (with nationalized SDG indicators, including SDG Goal 5) has been presented by the Committee for National Statistics for review and eventual adoption of the Ministry of National Economy.*

Evidence or Means of Verification

UN in Kazakhstan Country Situation Analysis, 2014

List of Participants for the UNPFD Strategic Planning Retreat, 20-21 October 2014

Minutes of the Steering Committee Meeting on UNPFD Draft, April 2015

Minutes of the Steering Committee Meeting on UNPFD Progress, March 2016

GTG Annual Report 2016

A List of Selected Events on GEWE 2016-2017

Minutes and List of Participants of the monitoring meetings of the UNPFD Joint Work Groups (2016)

MAPS report (2016)

Minutes of the consultative meetings/roundtables on development of the Family and Gender Policy Concept in the Republic of Kazakhstan till 2030

The Family and Gender Policy Concept in the Republic of Kazakhstan till 2030

Programme and LoP of the Technical Meeting of Experts on the SDG Statistics, Borovoe, 27 September 2017
Senate of Kazakhstan Statement on SDGs, 2016

Indicator: <i>Women's/Gender Equality CSO</i>	Score: <i>Exceeds Minimum Standards</i>
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Findings and Explanation

- a) *GEWE CSO and national gender experts are partners in more than one joint initiative that addresses gender inequality. For example, the CSOs have been involved in implementation of various activities within the UN JPs: master classes for craftswomen and exhibitions for local talented women-entrepreneurs that produce handmade crafts products. CSOs, such as Crisis Centre "Podrugy" supported raising capacity and practical skills of key government bodies and service providers in preventing domestic violence and providing support to the victims and perpetrators. A few GEWE CSO and associations are contracted by UN Agencies to conduct seminars in remote regions of Kazakhstan for wider population. The UNCT facilitated GEWE CSO engagement in consultations on development of the Family and Gender Policy Concept in the Republic of Kazakhstan till 2030.*
- b) *A number of CSOs, such as the Union of Women Entrepreneurs, Association of Business Women of Kazakhstan, Women's League of Creative Initiative, Union of Crisis Centers, EXPO and Women, Coalition for Green Economy, and other, are considered as equal partners by the HOAs and UN personnel. Besides contributing to the Country Situation Analysis, GEWE CSOs and national gender experts participated in UNPFD consultations, actively advocating and contributing to gender equality agenda and the inclusion of gender related issues. As noted above, the GEWE CSOs actively participate in the UNPFD implementation stage and M&E (the latter - through membership in the Technical Group on SDGs Monitoring till 2030).*
- c) *The UN system has made at least one contribution to strengthen CSO participation and engagement in gender related SDGs localization and/or implementation: development of national SDGs indicators through involvement of a wide range of stakeholders, including representatives of GEWE CSOs.*

Evidence or Means of Verification

List of Participants for the UNPFD Strategic Planning Retreat, 20-21 October 2014
Minutes and List of Participants of the Steering Committee Meeting on UNPFD Draft, April 2015
Minutes of List of Participants the Steering Committee Meeting on UNPFD Progress, March 2016
Minutes of the consultative meetings/roundtables on development of the Family and Gender Policy Concept in the Republic of Kazakhstan till 2030.
The Family and Gender Policy Concept in the Republic of Kazakhstan till 2030
Programme and LoP of the Technical Meeting of Experts on the SDG Statistics, Borovoe, 27 September 2017

Dimension 4: Leadership and Organizational Culture

Indicator: <i>Leadership</i>	Score: <i>Exceeds Minimum Standards</i>
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Findings and Explanation

- a) *Gender equality is a standing agenda item in UNCT meetings. Therefore, it has been discussed at each of the 12 meetings in the previous 12 months. The Representative of UN Women in Kazakhstan Multi-country Office provides an overview of gender-related developments and issues, followed by discussion on follow-up. During 2016-2017 most of discussions covered nationalization of SDGs and gender-related aspects, such as cooperation with the Statistics Committee on better data disaggregation, and gender mainstreaming across all SDGs; support to the government in drafting the Family and Gender Concept; nation-wide survey on violence against women; and joint advocacy campaigns (e.g. 16 Days Campaign, “HeforShe”) and events.*
- b) *The RC has demonstrated leadership on gender equality on behalf of the UNCT. For instance, in March 2017, through the Gender Brief issue, the RC, jointly with a few HOAs, emphasized the importance of promoting gender equality to meet the SDGs and to reach the goal of Planet 50:50. The RC has also spoken at gender-targeted events, such as (1) the Social Workers Forum, (2) the closing press-conference on Expo-2017, (3) the workshop on SDG indicators, and other events. Overall, in all public appearances and speeches, the RC urges the audience on the fact that eradicating gender inequality is indispensable for sustainable development.*
- c) *Results from the survey on gender and organizational culture found that 81 percent of staff felt that HOAs are committed to gender equality in the workplace.*
- d) *The UNCT has produced a draft ARC, which explicitly incorporates gender equality in Development and Political categories.*

Evidence or Means of Verification

*Interviews with HOAs, UN personnel and non-UN partners
 Communication materials 2016-2017
 Gender and Organizational Culture Survey
 Draft ARC*

Indicator: *Organizational Culture*

Score: *Meets Minimum Standards*

Findings and Explanation

The survey was sent to all HOAs with instructions to distribute to all personnel. Participation was high: 95 out of 124 personnel responded to questions, allowing for 5 percent confidence interval. Results scored an overall positive rating of 72% (13% negative and 15% neutral). The minimum standard (65%) is met as an average across the 10 questions that deal with issues of gender equality, discrimination and work-life balance. Moreover, the minimum standards were met individually for 7/10 questions with three - on work-life balance and HOAs support to it falling below the 65% threshold.

The score on UN system making adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels was the highest at 84% positive rating. Perception of heads of agencies commitment to gender equality in the workplace was also high with 82% positive rating. About 81% believe that the UN system in Kazakhstan adequately facilitates the equal participation of both women and men at all levels of the organization.

Work-life balance scores were lower on average than the other dimensions; 61 percent of respondents on average were satisfied with their work-life balance and 22% percent expressed dis-satisfaction (17 percent were neutral).

Evidence or Means of Verification

Results of the survey of staff perception of organizational environment for gender equality (total 93 responses of 124 personnel; confidence interval of 5). The following agencies provided HR data: UNDP, ILO, OHCHR, UNAIDS, UNDPI, UNEP, UNESCAP, UNDSS, UNESCO, UNFPA, UNHCR, UNICEF, UNOCHA, UNODC, UNRCCA, UNV, UN WOMEN, WHO, IOM.

Indicator: Gender Parity

Score: Missing

Findings and Explanation

- a) The assessment found that women comprise 59 percent of General Service Staff (48 of 81) and 57 percent of senior staff (20 of 35) 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 no parity for both staff categories. Women comprise 69 percent (27 of 39), of middle level staff defined as P1-P3 and NOA-NOB, which makes the category the most gender imbalanced.
- b) The UN Country Team does not have in place the architecture for monitoring representation of women and men. Consolidated data collected for this exercise may serve as a baseline for future monitoring. Most agencies monitor gender parity at individual agency level.
- c) The UN Country Team initiated BOS development in 2017 and is currently developing a BOS Road Map. Whereas the draft Road Map does not include gender-specific actions and recommendations, there might be opportunities to consider this criteria, as result of the gender scorecard exercise.

Evidence or Means of Verification

Consolidated, sex-disaggregated staffing data for UNDP, ILO, OHCHR, UNAIDS, UNDPI, UNEP, UNESCAP, UNDSS, UNESCO, UNFPA, UNHCR, UNICEF, UNOCHA, UNODC, UNRCCA, UNV, UN Women, WHO, IOM.

Dimension 5: Gender Architecture and Capacities

Indicator: Gender Coordination Mechanism

Score: Approaches Minimum Standards

Findings and Explanation

- a) The Gender Theme Group (GTG) is chaired by the Representative of UN Women Multi-country Office in Kazakhstan.
- b) There is TOR specifically for the GTG, which stipulates four meetings a year (one for each quarter) and possibility for one extended meeting that includes non-UN partners. The GTG has an approved AWP that includes resources (allocated budget), responsibility designation (lead agency), activities timelines, inputs and indicators. GTG has designated focal points for each of UNPFD Results Groups.
- c) GTG membership includes all resident UN agencies with representation from staff working at the normative/policy level and/or on communications and advocacy on gender equality. Majority of GTG members are not senior staff in their respective agencies. HOAs are encouraged to attend at least one GTG meeting a year.
- d) Whereas GTG had not been involved into the Common Country Analysis, strategic prioritization, development of results framework and M&E plan, the group is

<p>involved in UNPFD implementation. Among GTG activities are the following: (1) gender mainstreaming in five UNPFD Results Groups, (2) coordinated support to the government in development of the Action Plan on the Family and Gender Concept, (3) capacity building of UN personnel in gender programming, (4) Issues Brief on gender equality and women's empowerment, (5) support to the government in localization of gender-related SDGs and SDGs prioritization, overall..</p>	
<p>Evidence or Means of Verification <i>GTG Membership List</i> <i>GTG Minutes of the Meeting: 16 October 2015, 18 May 2016, 20 September 2016, 24 January 2017, 24 May 2017</i> <i>Minutes of the Meeting between UN agencies and the National Commission for Women, Family and Demographic Policy to discuss new gender concept for 2017-2026, 1 March 2016</i> <i>GTG Annual Workplan 2016</i> <i>GTG Annual Report 2016</i> <i>UNPFD Biannual Workplan 2016-2017</i></p>	
<p>Indicator: <i>Gender Capacities</i></p>	<p>Score: <i>Approaches Minimum Standards</i></p>
<p>Findings and Explanation</p> <p>a) <i>The capacity development activities in the past year include one targeted training for UN personnel on gender responsive programming across UNPFD thematic areas, provided by UN Women and UNFPA on 9 June 2016.</i></p> <p>b) <i>An inter-agency capacity assessment to understand the gender-related knowledge and gender-focused capacity gaps/learning needs has not been held.</i></p> <p>c) <i>Whereas few agencies have gender-specific orientations for new staff (e.g. UNDP, UN Women, UNFPA), there is no UN system-wide induction package that includes orientation on UNCT gender equality commitments and related development challenges in the country.</i></p>	
<p>Evidence or Means of Verification <i>GTG Annual Report 2016</i> <i>Interviews with HOAs and UN personnel</i></p>	

Dimension 6: Resources

<p>Indicator: <i>Financial Resources</i></p>	<p>Score: <i>Missing</i></p>
<p>Findings and Explanation</p> <p>a) <i>UNCT has in place a means to track gender budgetary data and to utilize it, however this has not been done. UNCT monitoring and reporting processes for UNPFD allow for annual tracking of financial resources by outcome and output areas. As such, in 2016 expenditures for Outcome 1.1 (social services) Output 7 were USD 73,805, Output 9– USD 21,546, Output 10 – USD 289,772, Output 14 – USD 20,000, Output 15 – USD 20,100; for Outcome 1.2 (diversification of economy): Output 4 – USD 2,876, Output 5 – USD 19,722; for Outcomes 2.1 and 2.2 (good governance): Output 5 – USD 291,930, Output 6 – USD 15,500, Output 7 – USD 17,500, Output 8 – USD 108,503, Output 10 – USD 45,720, Output 14 – USD 245,059; Outcome 3.1 (promotion of SDGs in the region): Output 11 – USD 76,800, Output 22 – USD 95,000.</i></p>	

Thus, the SWAP-Scorecard exercise revealed that 2016 gender-related expenditures amount to USD 1,343,833, which constitutes 16 percent of total UNPFD expenditures for that year (USD 8,386,529).

b) The UNCT has not set a target for resource allocations to GEWE.

Evidence or Means of Verification

UNPFD Biannual Work Plan 2016-2017

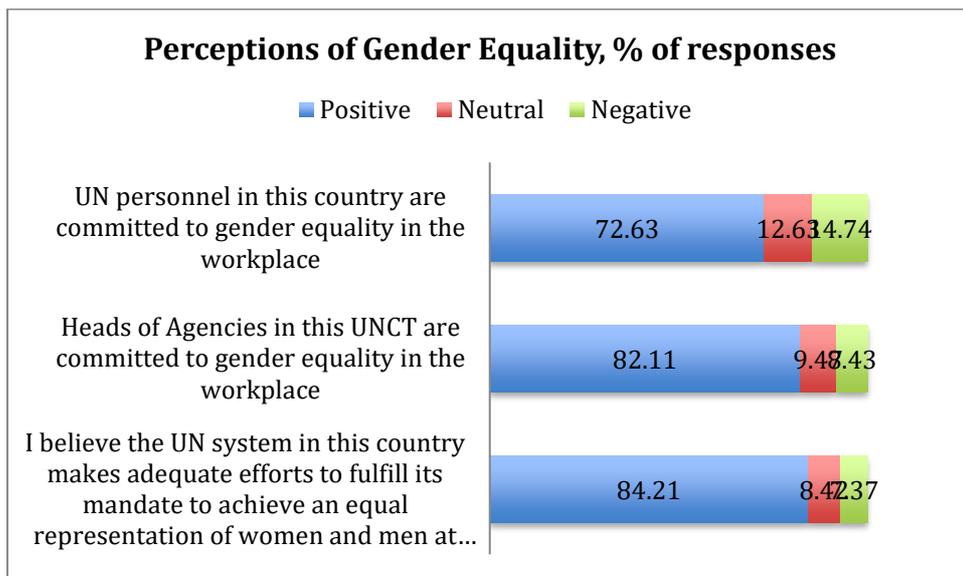
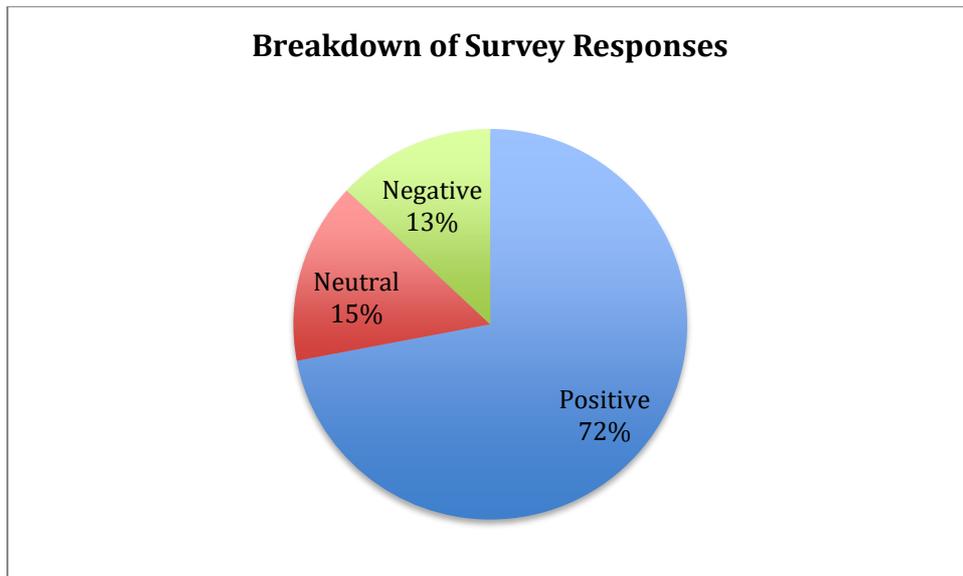
Dimension 7: Results

Indicator: Results	Score: Approaches Minimum Standards
<p>Findings and Explanation</p> <p><i>By the time of the assessment, the UN system has achieved and is on track to achieve some gender results as planned in the UNPFD.</i></p> <p><i>Gender results and targets are part of UNPFD Outcome 1.2 (Diversified Economy and Decent Work Opportunities for Vulnerable Women and Men), Outcome 2.1 (Improved Policymaking and Implementation for Rights Holders), Outcome 1.3 (Sustainability and Protection of Ecosystems and Natural Resources against Disasters and Climate Change), Outcome 2.2 (Judicial and Legal Systems and Public Institutions), and Outcome 3.1 (Regional Cooperation for Rule of Law, Human Rights and Gender Equality).</i></p> <p><i>Whereas UNPFD Progress Report is being drafted, the analysis for this indicator is based mainly on final JPs evaluations and data gathered for the indicator on Communications and Advocacy (2.2.).</i></p> <p><i>Thus, some progress is evident with regard to the Outcome 1.2, namely through achievement of Kyzylorda and Mangystau JPs' targets on creation of businesses, as well as jobs, including for people with disabilities; implementation of inclusive projects for the most vulnerable, besides other. Although the report does not provide gender-disaggregated data, one may assume that it relates to the gender groups targeted by the Outcome 1.2, which focuses on both sexes.</i></p> <p><i>JPs' final evaluation reports also note achievement of some targets related to UNPFD Outcome 2.1: improved social well-being, including access to health services; local planning that takes into account development issues; local public allocation for implementation of Domestic Violence Law in Mangystau; establishment of mother resource centres.</i></p> <p><i>In addition to the above-mentioned progress, data on Indicator 5 (on percentage of women-senators) in Outcome 2.1, shows increase from 15.3% in 2014 to 21% in 2016.⁹</i></p> <p><i>Non-availability of reports on the rest of the mentioned outcomes and indicators (i.e. on environment, legal systems and regional cooperation), does not allow for further conclusions with regard to this indicator. Strengthened gender-related UNPFD M&E would improve the analysis.</i></p>	
<p>Evidence or Means of Verification</p>	

⁹ See Kazakhstan page in World Economic Forum Global Gender Gap Report 2016, at <http://reports.weforum.org/global-gender-gap-report-2016/economies/#economy=KAZ>

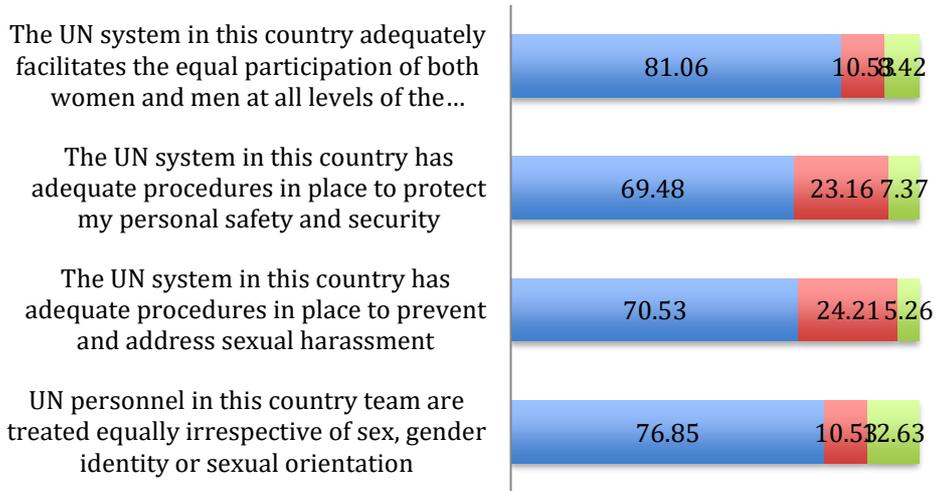
Programme Documents UN Joint Programs for Kyzylorda and Mangystau Regions, 2014
Annual Reports on UN Joint Programs for Kyzylorda and Mangystau Regions, 2016
Final Evaluation Reports for UN Joint Programs for Kyzylorda and Mangystau Regions, 2017
UN Gender Brief, Issue #5, January-March 2017
A List of Selected Events on GEWE 2016-2017

Annex C – Organizational Culture Staff Survey Results



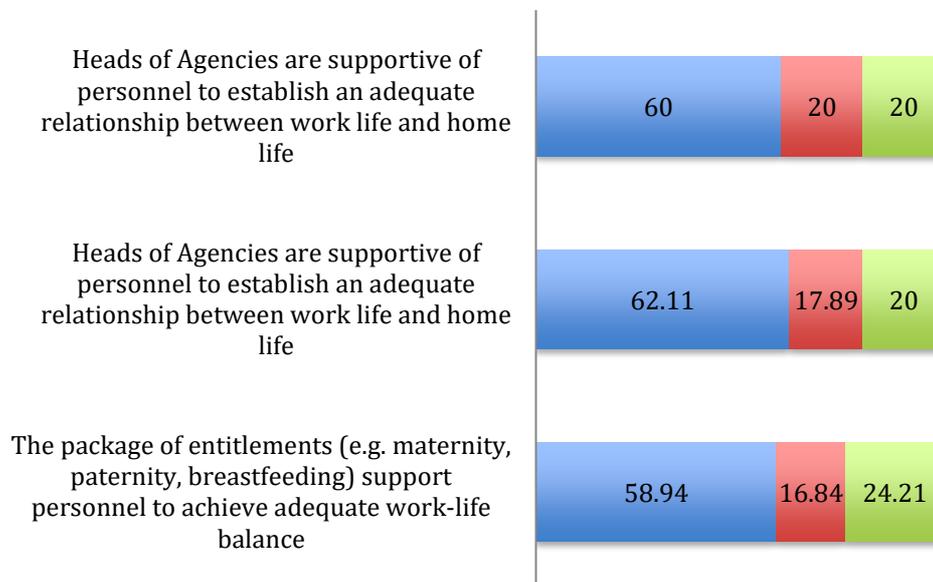
Discrimination and Personal Security, %of responses

■ Positive ■ Neutral ■ Negative

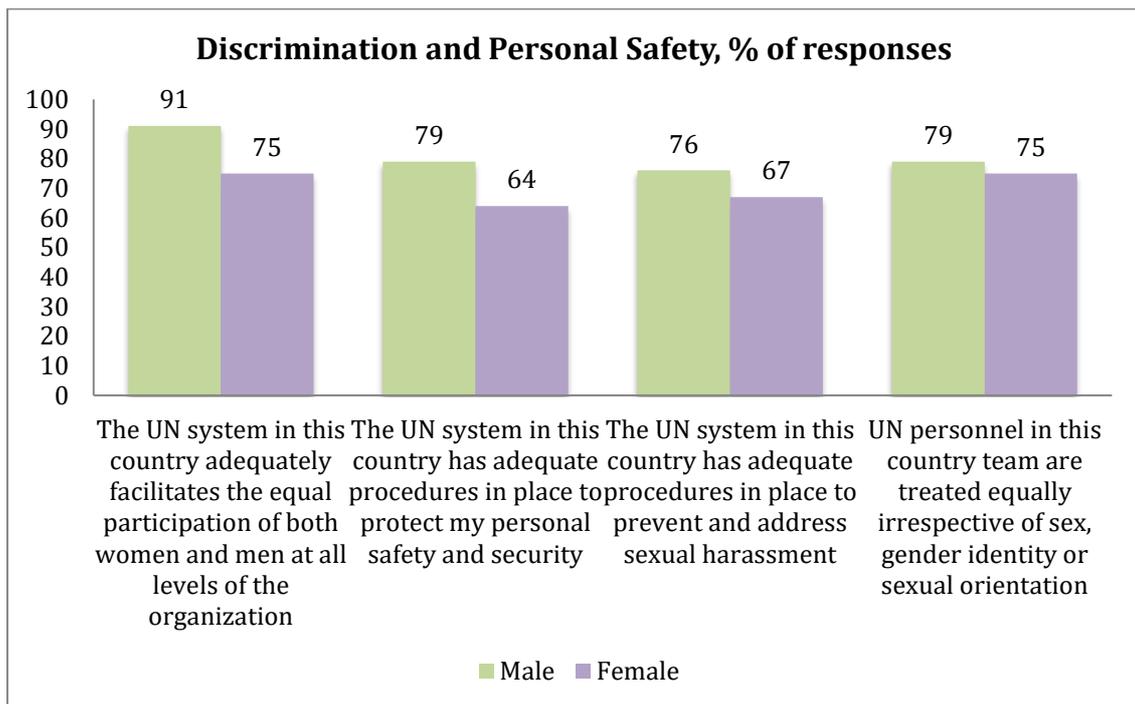
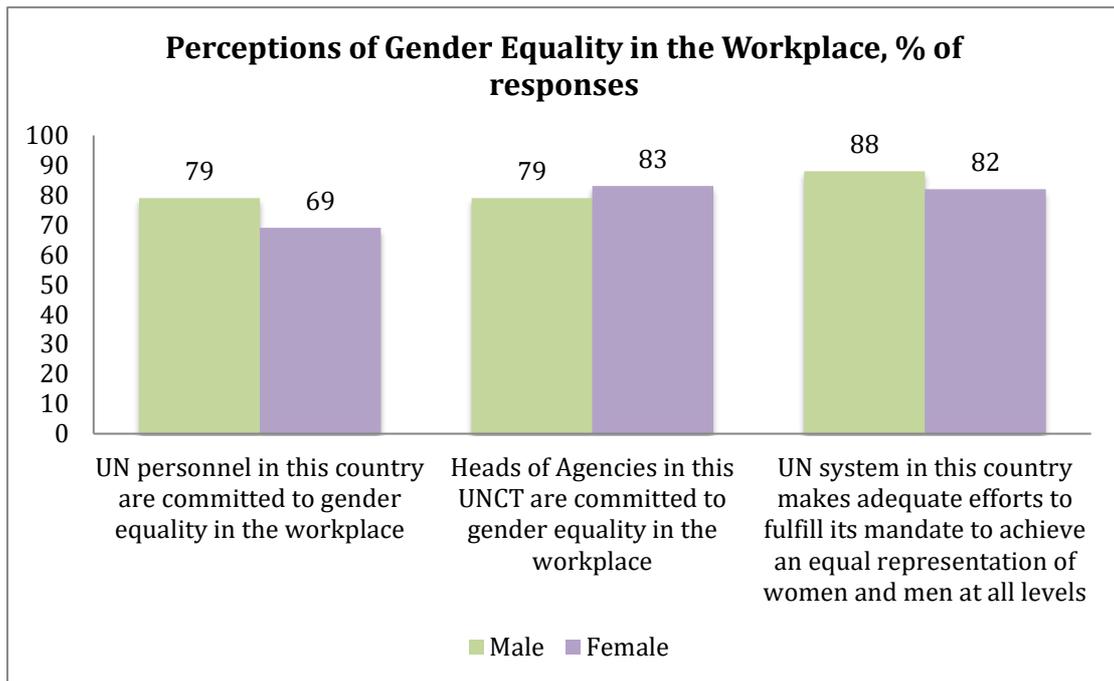


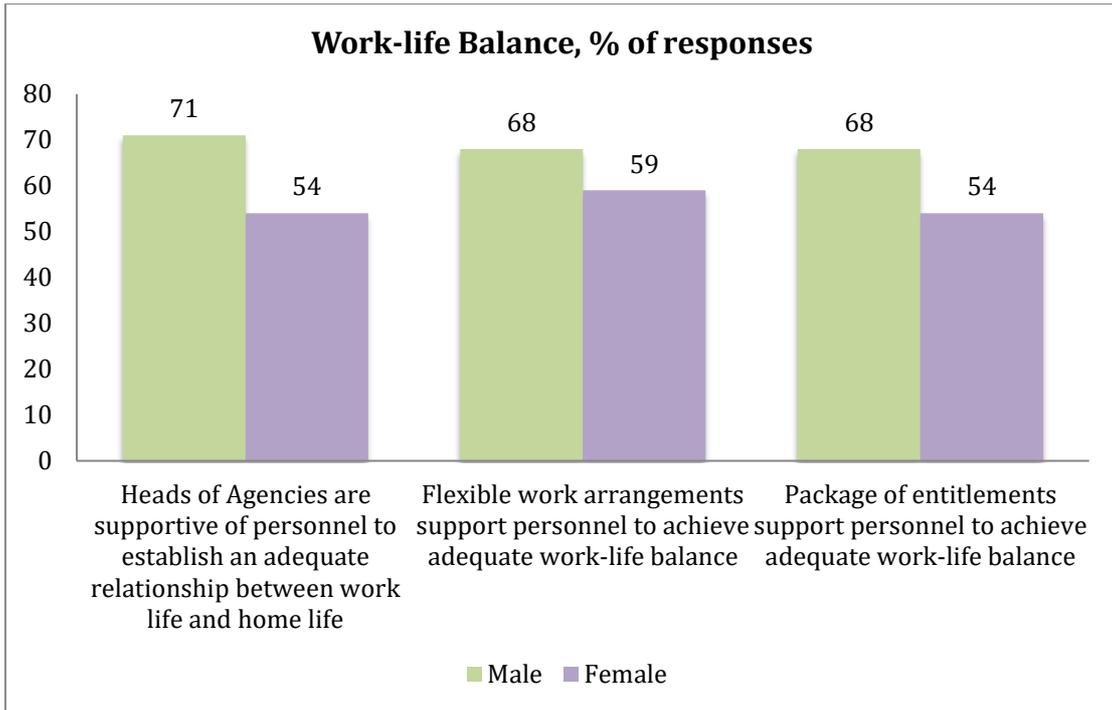
Work-life Balance, % of responses

■ Positive ■ Neutral ■ Negative



Differences in Male/Female Perceptions, Percentage of Positive Responses





Annex D – Action Plan

Action	Responsibility	Required Resources and Source	Timing	Explanation and Links to SWAP-Scorecard Assessment
1. Planning				
<p>1.1. Ensure that all CCA sectors (1) contain gender analysis, (2) underlying causes of gender inequality and discrimination in line with SDG priorities, including SDG 5, and (3) an analysis of UN comparative advantage to foster gender equality.</p> <p>There should be consistent sex-disaggregated and gender sensitive data across all sectors.</p>	UNCT, Results Groups and GTG	Staff time	2018 and further at the next UNDAF planning	The action would provide the foundation for gender sensitive planning and programming, leading to stronger gender results. It would also allow UNCT to meet minimum standards for SWAP-Scorecard methodology indicator 1.1
<p>1.2. Ensure that all next UNDAF Outcomes are gender-mainstreamed¹⁰ in line with SDG priorities, including SDG 5, <u>or</u> that UNDAF contains one</p>	UNCT, Results Groups and GTG	Staff time	UNDAF planning stage	The action would contribute to targeting changes in institutional and/or behavioral capacities; allow for consistent monitoring across all Outcomes; and attain the “meeting

¹⁰ A gender-mainstreamed outcome ensures that gender equality is considered within a broader objective.

outcome specifically targeting¹¹ gender equality in line with UNDAF Theory of Change and SDG priorities, including SDG 5; and that between one-third and one-half of all UNDAF indicators are either sex-disaggregated or gender-sensitive.

minimum standards” score for SWAP-Scorecard methodology indicators 1.2 and 1.3.

2. Programming and M&E

<p>2.1 Develop a checklist that includes gender aspects (e.g. existence of gender analysis, gender-sensitive and sex-disaggregated indicators) for JP proposals. The checklist shall be filled in by UN agencies planning to implement a JP and submitted for GTG’s and/or UNCT’s review together with draft programme document.</p>	<p>RCO and GTG, with UNCT involvement</p>	<p>Staff time</p>	<p>By early 2018</p>	<p>The action would render UNCT’s integrated response to complex development challenges more gender-sensitive and would allow for “meeting minimum standards” score for methodology indicator 2.1.</p>
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<p>2.2 Ensure that UNCG strategy and AWP or equivalent visibly includes GEWE</p>	<p>UNCG, HOAs</p>	<p>Staff time</p>	<p>By the end of 2017</p>	<p>UN system’s coordinated communication and advocacy on gender equality and women’s</p>
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¹¹ A gender-targeted outcome focuses on gender equality and women’s empowerment as the primary objective.

<p>priorities and actions, performed by various UN agencies, including those working in non-traditional sectors.</p>				<p>empowerment, including through UN agencies that have not traditionally worked on GEWE, would render UN work on promoting GEWE ever more visible at the country level. It would also allow for “meeting minimum standards” score for methodology indicator 2.2.</p>
<p>2.3 Gather data for gender sensitive UNDAF indicators across Results Groups as planned and ensure that UNDAF reviews/evaluations assess progress against gender-specific results.</p>	<p>Results Groups, RCO and GTG</p>	<p>Staff time</p>	<p>By the end of 2017 and further</p>	<p>UN system can ensure meeting its commitment to leaving no one behind through gender sensitive monitoring, besides other tools and strategies. The implementation of the action would allow for “meeting minimum standards” score for methodology indicator 2.3.</p>
<p>Organize gender training for Results Groups.</p>		<p>Training fees and venue costs (if applicable)</p>	<p>By early 2018</p>	

3. Partnerships

<p>3.1 To exceed in this already well-performing area, UNCT may consider engaging (1) more of government partners and CSOs focusing their work on the most disadvantaged, such as rural women/girls, women/girls with disabilities, female heads of households, people identifying as LGBTI, male school dropouts, and male sex workers; and (2) those working in non-traditional sectors, such as trade and macro-economics; climate change adaptation and disaster risk reduction, gender identities and sexual orientation. The engagement should begin at CCA stage and continue through the whole UNDAF cycle till evaluation.</p>	<p>UNCT, RCO</p>	<p>Staff time</p>	<p>From now on</p>	<p>To ensure that no one is left behind, UN system should engage a broad range of national stakeholders, including those who may be marginalized on the basis of their sex or gender. This action would allow for ever better performance on indicators 3.1 and 3.2; as well as contribute to improving engagement on non-traditional areas for indicator 2.2 (communications).</p>
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4. Leadership

<p>4.1 Regularly gather gender parity data across all agencies (SWAP-Scorecard</p>	<p>OMT, UNCT</p>	<p>Staff time</p>	<p>From now on</p>	<p>As an organization of high standards, the UN must be an example of</p>
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methodology template and guidance may be used).

Ensure that gender parity issues are discussed at UNCT level at least once a year and additional measures are considered in this regard¹².

ensuring gender parity. The action would allow for “meeting minimum requirements” for indicator 4.3.

5. Gender architecture and capacities

5.1 Consider a possibility of revising GTG ToR, by extending GTG core membership to HOAs and Operation Managers. HOAs to attend as many GTGs as possible; as an alternative, at least two of UNCT meeting per year can take form of “senior-level GTG meeting” chaired by the RC.

RC, HOAs, GTG, OMT

Staff time

By 2018

Despite repeated calls for high-level appointments to GTG, many gender focal points are junior- to mid-level staff. The gender coordination mechanism should include as many as possible senior staff members to ensure that the group has expertise and decision-making powers to maximize effectiveness. This action would allow for “meeting minimum standards” score for indicator 5.1.

¹² Country teams can work toward gender parity by breaking down cultural barriers and stereotypes that foster workplace inequality. Examples include: requiring an equal number of male and female candidates for shortlists; ensuring equal representation of men and women on interview panels; enlarging the scope for advertising vacancies to target the under-represented sex; specifying that representative of under-represented sex are encouraged to apply; extending deadlines when few members of the under-represented sex apply; considering those serving in other entities as internal candidates for promotion; retaining the under-represented sex on rosters for extended periods of time; and giving preference to the candidate from the under-represented sex when candidates are equally qualified.

5.2 Ensure that GTG is involved into all UNDAF stages.	GTG, RCO	Staff time	From now on	Involvement of GTG into all stages of UNDAF would strengthen UN performance on gender equality and women's empowerment; enhance UN coordination; and allow for sharing information and experiences. The action is required for UNCT to reach "meeting minimum standards" score for indicator 5.1.
5.3 Organize an inter-agency capacity assessment on gender-related knowledge and develop a learning and action plan with a staged approach ¹³ , and prioritizing the groups that have to be trained in a priority order (i.e. GTG, UNPFD Results Groups). Invite representatives of CSOs working on gender issues, for knowledge sharing with a wider UN audience.	OMT, GTG and RCO	Capacity assessment and training fees, venue costs (if applicable)	By 2018	For UN to work collaboratively to enhance gender mainstreaming, all its personnel, especially in the field, should receive training for gender mainstreaming. This would allow for "meeting minimum standards" on indicator 5.2.
Develop a UN system-wide induction package for newly recruited staff that contains information on UNCT commitment and activities on				

¹³ It can also include mandatory completion of UN online gender training to allow staff travel (following the example of requirements of Basic and Advanced Security in the Field).

GEWE, and country's gender context.

6. Resources

<p>6.1 This assessment revealed that 16 percent of 2016 UNPFD resources were spent on gender-targeted activities. UNCT to consider making this percentage an annual target or increasing it and to state its commitment in UNPFD Work Plan.</p>	<p>UNCT, RCO, GTG</p>	<p>Staff time</p>	<p>By the end of 2017 and beyond</p>	<p>Gender-related resource tracking and targeting at the country level helps to ensure adequate financial resources are dedicated to GEWE programming. This action would allow for "meeting minimum standards" for indicator 6.1.</p>
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7.1 Results

<p>7.1 UNPFD Results Groups, in cooperation with GTG, to consolidate gender-related data in accordance with UNPFD Results and Resources Framework on regular basis, to facilitate UNPFD monitoring and evaluability, including on UNCT gender-related performance.</p>	<p>UNCT, Results Groups, RCO, GTG</p>	<p>Staff time</p>	<p>From now on</p>	<p>Through results-based management at UNPFD level, gender equality is translated into strategic results chains and consequently into holistic programming for gender equality. Action under this dimension would allow for "meeting minimum standards" with regard to indicator 7.1.</p>
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